



UNITED STATES
OFFICE OF PERSONNEL MANAGEMENT
WASHINGTON, DC 20415-0001

OFFICE OF THE DIRECTOR

FEB 16 2006

The Honorable George W. Bush
The White House
Washington, DC 20500

Dear Mr. President:

I am pleased to submit the U.S. Office of Personnel Management (OPM) *Fifth Annual Report on Hispanic Employment in the Federal Government*. In accordance with the requirements of Executive Order 13171, this report provides data on Hispanic representation in the Federal Government and outlines human capital strategies and practices in the following areas: community outreach; strategic recruitment; career development, and accountability for workforce diversity.

The Federal Government continues to make progress in recruiting a high performing, results-oriented, diverse, and citizen-centered workforce. Many of the major agencies and departments showed gains in the representation of Hispanics in their workforces. The total number of Hispanics in the permanent Federal workforce has increased by 2.0 percent since fiscal year 2004. In addition, the number of Hispanics at the higher grade levels and senior pay levels also slightly increased. We anticipate the representation of Hispanics in the Federal workforce at all levels to continue in this trend.

As the OPM Director, I am committed to advancing the goals stated in your Management Agenda by building a Federal workforce that draws from the strength of America's diversity. I will continue to encourage agencies to reach out to more communities so all Americans interested in public service have access to opportunities for Federal employment.

Respectfully submitted,


Linda M. Springer
Director

Enclosure

Executive Summary

In compliance with Executive Order 13171, the U.S. Office of Personnel Management (OPM) asked Federal agencies to identify human capital practices they found effective in recruiting Hispanics. The *Fifth Annual Report on Hispanic Employment in the Federal Government* highlights statistical information on Hispanic employment in the Federal Government; and effective human capital practices used in the Federal sector to recruit, hire, and retain a diverse workforce. Information provided by the agencies in implementing the Hispanic Employment Nine-Point Plan was placed into the following major categories: community outreach, recruitment, career development, and accountability.

Community Outreach

Establishing effective relationships with the Hispanic community can provide agencies with a source of qualified candidates for Federal jobs. The Hispanic community benefits through educational opportunities and grant programs. Agencies continued to make special efforts to develop long-term relationships with Hispanic communities and expanded recruitment outreach with Hispanic-Serving Institutions (HSIs) as well as with professional organizations and Hispanic advocacy groups. These activities included participating in conferences of Hispanic professional organizations, attending job fairs, and sponsoring Hispanic community-based programs and student events. Other outreach techniques included advertising in professional and minority publications, broadcasting on Hispanic-serving radio and television stations, and on Internet websites.

Recruitment

To facilitate agencies' efforts to recruit qualified candidates, OPM actively promoted the use of hiring flexibilities and special authorities as a way to recruit candidates from diverse backgrounds into the Federal Government. Some of the best practices included recruiting at Hispanic serving educational institutions; maximizing the Student Educational Employment Program and Hispanic Association of Colleges and Universities (HACU) internships; and participating in job fairs expected to attract a diverse audience, including Hispanics. Some agencies initiated a memorandum of understanding between the agency and a Hispanic organization or HSI to improve Hispanic access to Federal employment opportunities. An effective way to market jobs to the Hispanic community is through Hispanic Federal employees. For example, several agencies indicated Hispanic employee groups and Diversity Advisory Councils were instrumental in spreading the word about Federal careers and job announcements. In addition, agencies continued to develop Spanish-language informational and recruiting materials to attract Hispanic candidates and make them aware of job opportunities in the Federal sector.

Career Development

Many agencies reported implementing and expanding career and leadership programs for all employees at all levels to prepare the next generation of Federal leaders. For example, some agencies established individual developmental plans for all their employees. Other agencies established formal development programs and mentoring opportunities.

Accountability

Agencies reported senior-level management continued to communicate the value in having an organizational environment that promotes workforce diversity. Managers and supervisors were held accountable for achieving and maintaining such an environment via the agency's performance management system. Senior management leaders also encouraged their managers to participate in diversity programs and attend Equal Employment Opportunity (EEO) related training.

Introduction

The U.S. Office of Personnel Management's (OPM's) *Fifth Annual Report to the President on Hispanic Employment in the Federal Government* provides statistical data on Hispanic representation in the permanent Federal workforce, as well as agencies' human capital strategies to recruit a diverse workforce, including Hispanics. This report provides statistical information comparing results from the preceding fiscal year to those of the current fiscal year. The results are presented Governmentwide, in addition to being broken down by agency and pay plan.

Consistent with the President's Management Agenda, OPM makes workforce diversity a priority and continues to promote human capital practices that are effective in attracting and recruiting diverse candidates, including Hispanics, to the permanent Federal workforce. The representation of Hispanics in the permanent Federal workforce has increased from 7.3 percent in FY 2004 to 7.4 percent in FY 2005. There has also been an increase in the number of Hispanics who occupy mid- to senior-level permanent Federal positions.

Specific Agency Strategies and Results

In addition to the most recent statistical data, this report presents agencies' activities and efforts in four key areas: community outreach, recruitment (including student internships), career development and accountability. Following are examples of human capital practices used to recruit and retain talented and skilled citizens, including Hispanics:

- Promote a workforce drawn from the strengths of America's diversity by, among other things, supporting the Hispanic Employment Nine-Point Plan.
- Conduct outreach and develop long-term relationships with Hispanic community-based groups to promote Federal careers.
- Partner with Hispanic professional organizations, Hispanic-Serving Institutions, (HSIs) and universities to promote Federal employment opportunities and recruit qualified candidates.
- Train and develop candidates, including Hispanics, for entry, mid- and senior-level positions.
- Hold managers accountable for achieving and maintaining an organizational environment that promotes workforce diversity.



Governmentwide Data on Hispanic Employment

Hispanic Representation in the Permanent Federal Civilian Workforce 1995-2005



Data Sources: Federal - U.S. Office of Personnel Management's Central Personnel Data = le as of September of each year from 1995-2004, and June 2005

**Table 1. Hispanic Representation in the Permanent Federal Workforce
(as of June 30, 2005)**

AGENCY	On-Board Hispanics 6/30/04		On-Board Hispanics 6/30/05		
	#	%	#	%	
Homeland Security	24,655	18.1	24,880	18.4	▲
Equal Employment Opportunity Commission	311	12.8	295	12.8	■
Social Security Administration	7,545	12.0	8,110	12.5	▲
Justice	8,542	8.6	8,772	8.7	▲
Treasury	8,774	7.7	8,765	8.0	▲
Air Force	10,648	7.4	10,840	7.4	■
Housing & Urban Development	717	7.2	696	7.1	▼
Labor	1,090	7.0	1,060	7.0	■
Army	13,936	6.7	14,521	6.8	▲
Veterans Affairs	14,032	6.6	14,491	6.8	▲
Department of Defense (Total)	36,684	6.0	37,359	6.1	▲
Energy	867	5.9	897	6.1	▲
Transportation	3,186	5.6	3,138	5.8	▲
Agriculture	5,057	5.6	5,183	5.8	▲
Defense Activities	4,711	5.5	4,646	5.5	■
General Services Administration	614	5.0	651	5.3	▲
National Aeronautics & Space Administration	949	5.1	953	5.3	▲
Environmental Protection Agency	858	5.0	878	5.1	▲
Interior	3,013	5.0	3,023	5.0	■
State	814	4.5	854	4.6	▲
Navy	7,389	4.3	7,349	4.3	■
Education	176	4.3	173	4.2	▼
Office of Personnel Management	136	3.9	205	4.1	▲
Health & Human Services	1,818	3.5	1,868	3.6	▲
Commerce	1,200	3.5	1,317	3.6	▲
All Other Agencies	2,094	4.6	2,073	4.7	▲
Governmentwide	123,132	7.3	125,638	7.4	▲

Legend: ▲ = Increase ▼ = Decrease ■ = No change
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**Table 2. Governmentwide Hispanic Permanent On-Board Workforce,
by General Schedule and Related (GSR), and Other White-Collar Groups
(as of June 30, 2005)**

GROUP	TOTAL		Hispanic Total		Hispanic Percentage	
	6/30/04	6/30/05	6/30/04	6/30/05	6/30/04	6/30/05
GSR 1-4	52,656	49,988	4,560	4,367	8.7	8.7
GSR 5-8	360,391	352,462	32,621	31,604	9.1	9.0
GSR 9-12	552,167	557,975	41,964	44,408	7.6	8.0
GSR 13	199,719	201,535	9,842	10,221	4.9	5.1
GSR 14	96,511	99,453	3,989	4,204	4.1	4.2
GSR 15	59,093	61,924	2,113	2,275	3.6	3.7
Senior Pay	15,640	15,865	542	576	3.5	3.6
Blue-Collar	186,152	185,757	14,116	14,148	7.6	7.6
Other White-Collar	167,690	167,946	13,385	13,835	8.0	8.2
Total	1,690,019	1,692,905	123,132	125,638	7.3	7.4

Table 3. Hispanic Permanent New Hires by Numbers and Percentages in Major Agencies

Agency	Hispanic Hires Total			Hispanic Hires Percentage		
	7/1/03 thru 6/30/04	7/1/04 thru 6/30/05		7/1/03 thru 6/30/04	7/1/04 thru 6/30/05	
Social Security Adm.	698	847	▲	19.0	16.4	▼
EEOC	1	3	▲	8.3	15.8	▲
Homeland Security	1,691	1,984	▲	17.0	13.1	▼
Justice	493	439	▼	13.2	12.2	▼
Treasury	875	641	▼	14.8	10.3	▼
NASA	58	38	▼	9.0	9.6	▲
GSA	35	57	▲	7.4	8.6	▲
Army	1,132	1,323	▼	7.7	7.6	▼
Agriculture	395	257	▼	9.2	7.1	▼
Energy	30	45	▲	5.7	7.0	▲
Veterans Affairs	1,153	950	▼	7.6	7.0	▼
Labor	55	51	▲	8.1	6.5	▼
HUD	21	13	▼	9.5	6.4	▼
Air Force	523	585	▲	6.5	6.3	▼
Defense - Other	220	260	▲	5.1	6.0	▲
EPA	47	28	▼	9.0	5.8	▼
Transportation	72	69	▼	5.2	5.7	▲
State	16	49	▲	4.0	5.2	▲
OPM	13	20	▲	4.6	5.1	▲
Defense- Total	2,278	2,563	▲	6.5	6.4	▼
All Other Agencies	171	128	▼	6.1	5.3	▼
Navy	403	395	▼	5.1	4.6	▼
Commerce	60	131	▲	3.8	4.6	▲
Interior	111	88	▼	4.6	4.4	▼
HHS	70	134	▼	3.4	4.3	▲
Education	7	9	▲	4.2	3.9	▼
Governmentwide	8,350	8,544	▲	9.1	8.3	▼

Legend: ▲ = Increase ▼ = Decrease ■ = No change



Effective Practices and Next Steps

Community Outreach

An effective way to recruit Hispanics to the Federal workforce is by building strong ties with the Hispanic community at the national and local levels. OPM and Federal agencies are working with Hispanic stakeholders' organizations to ensure these organizations have access to the information they need to market careers in public service and assist the Federal Government in identifying strategies for recruiting prospective high quality candidates.

For example, a key component to making such outreach successful is having recruitment materials and other information widely available. The vast majority of agencies reported that employment information is provided to students, faculty and the Hispanic community through job information brochures, websites and mailing lists. Many of these publications are also available in Spanish. Additionally, a number of agencies indicated using databases of colleges and universities as well as electronic, nationwide lists of professional and minority organizations, as methods of distributing Federal job announcements in addition to USAJOBS.

OPM continued to enhance the USAJOBS website to take advantage of the Internet in making Federal job opportunities available to more job-seekers worldwide. The USAJOBS site features a job-search engine, sorting capacities, automatic notification of job openings, and greater access for disabled users. Other features include the ability to store online resumes, a personal career management center, and opportunities to apply online. Also, USAJOBS features employment information in Spanish.

To attract quality candidates, OPM continued to support substantive partnerships that further outreach, education and recruitment efforts with all communities. Agencies also reported strengthening partnerships with a large number of professional and community organizations that can serve as avenues for communicating opportunities to potential applicants.

Many agencies are involved in community-based and outreach initiatives that strengthen community ties and promote job opportunities for Hispanics and other minority groups across the country. Some of these initiatives include Adopt-A-School programs, youth community sponsoring programs such as mentoring, Little League, and reading programs for children. Some of these sponsored schools serve minority and Hispanic students.

Effective Community Outreach Practices

Agency	Effective Practice
Defense Intelligence Agency (DIA)	<p>Promoted agency's mission and careers at conferences and recruitment events.</p> <p>Made a presentation at the 76th Annual League of United Latin American Citizens (LULAC) Conference to approximately 350 students on the Student Educational Employment Programs. Shared information regarding careers in the Federal Government and the intelligence field.</p>
Department of Agriculture (USDA)	<p>Sponsored USDA/Hispanic-Serving Institutions (HSIs) Fellows Program to promote the agency's mission and programs and expand dialogue on the educational challenges facing the Hispanic community.</p> <p>In fiscal year (FY) 2005, this program provided 21 faculty members from selected HSIs the opportunity to work and study with USDA staff and other Federal agency personnel for a period of four to six weeks. HSI Fellows helped the agency by referring students to USDA student programs.</p> <p>Sponsored the Second Annual Hispanic Youth Symposium.</p> <p>The three-day leadership symposium was developed to ensure that approximately 300 students, including Hispanics, have the opportunity to go to college.</p>
Department of Commerce	<p>Sponsored the University of Texas, Pan-America Community Day for Hispanic Engineering Science and Technology.</p> <p>This event was targeted for kindergarten through 12th grade students and their parents.</p> <p>Expanded the Online Weather Studies Diversity Project with Hispanic-Serving Institutions.</p> <p>In FY 2005, Commerce added the New Mexico Junior College and the University of Texas (Permian Basin) to the project.</p>
Department of Homeland Security (DHS)	<p>Participated in the National Job Shadow Day Program.</p> <p>The Transportation Security Administration (TSA) participated in this national campaign that introduces students to the world of work through hands-on learning and a one-day mentoring experience. TSA invited high school and college students to visit TSA facilities where they were assigned to a workplace host.</p>
Department of the Interior (DOI)	<p>Sponsored recruitment activities with the National Hispanic Environmental Council (NHEC).</p> <p>The Bureau of Land Management provided funding support</p>

Agency	Effective Practice
	<p>for the NHEC's Summer Youth Camp in New Mexico. The annual event introduced Hispanic students from around the United States and Puerto Rico to careers in Federal land management.</p> <p>The U.S. Geological Survey sponsored NHEC's Minority Youth Environmental Training Institute and provided funds in support of the Institute and a hydrologist from the Albuquerque Water District who served as an instructor and role model for the Institute.</p>
Department of Justice (DOJ)	<p>Awarded a grant for the Greater Washington Hispanic Youth Symposium.</p> <p>This three-day symposium focused on leadership development, college preparation, and career opportunities in government for local high school students. The interactive workshop depicted DOJ jobs.</p> <p>Participated as a member of the Advisory Committee for the League of United Latin American Citizens (LULAC) Federal Training Institute.</p>
Department of the Navy	<p>Worked with local school districts to provide scholarship and employment information to students, school counselors and administrators.</p> <p>Participated in the Philadelphia Federal Executive Board outreach to students, including Hispanics.</p> <p>These Outreach events were designed to inform students how to apply for Federal jobs. Information was also provided at the Kitsap Mesa de Ronda meetings in Washington State to communicate with the Kitsap Hispanic community.</p>
Federal Trade Commission (FTC)	<p>Conducted workshops on community outreach and hired Hispanic liaison specialists.</p> <p>FTC's Hispanic education initiative seeks to build brand awareness of the agency among Hispanic consumers, expand FTC's knowledge of the Hispanic market, and develop collaborative relationships with the Hispanic community.</p> <p>Began Spanish-language training for staff and conducted diversity and communications workshops for employees and managers.</p> <p>The purpose of the training was to enhance staff's ability to conduct meetings with Hispanic organizations in Spanish and to work more closely with those organizations.</p>

Agency	Effective Practice
Holocaust Memorial Museum	<p>Expanded Ambassador Program with twenty public high schools in the Washington, DC area.</p> <p>Several students from these schools were selected as ambassadors (tour guides) and received training and mentoring. Many of these students continued to work closely with the Museum in reaching out to the Hispanic community.</p>
National Aeronautics and Space Administration (NASA)	<p>Conducted annual Technical Awareness Workshops for HSIs and continued outreach activities with HACU, the Society of Hispanic Professional Engineers, and the Hispanic College Fund.</p> <p>The purpose of the workshops was to provide information about NASA’s educational programs and grants application process. A total of twenty-six HSIs received funding for research, training and other activities.</p> <p>Developed the “Gear Up” Program in Puerto Rico to increase the number of low-income students who enter and succeed in post-secondary education in science and engineering.</p> <p>The Kennedy Space Center’s External Relations Office coordinated a NASA Day activity in Puerto Rico that gathered over 1,800 students and teachers to recognize their accomplishments and inspire future endeavors.</p>
National Transportation Safety Board (NTSB)	<p>Partnered with the Hispanic National Achievement Awards Cooperation to enhance opportunities for Hispanic Americans in the fields of engineering, science and mathematics.</p> <p>Developed a Spanish version of NTSB’s website which includes agency’s mission, investigation and research products, services and contact information.</p> <p>The goal of this initiative was to market the agency and provide career information directly to the Hispanic community.</p>
Social Security Administration (SSA)	<p>Utilized the Hispanic Affairs Advisory Councils to raise awareness of the agency regarding Hispanic issues on service delivery and employment.</p> <p>The regional councils in New York, Chicago, Dallas, and San Francisco as well as the headquarters chapter have mentoring programs with Hispanic youth in their geographical areas.</p>

Recruitment

Federal agencies continued to recruit talent through the use of internships and a variety of hiring authorities. Private and government employers expect to hire 14.5 percent more college graduates in 2005-06 than they hired in 2004-05.¹ In a still competitive job market, agencies established and maintained effective relationships with HSIs, and other colleges and universities to attract promising candidates to Federal jobs. A recent study published by the National Association of Colleges and Employers² reported that new college graduates ready to enter the workforce rated participation in internships and similar entry-level programs to be even more critical in the future than it is now.

The Student Career Experience Program (SCEP) and the Federal Career Intern Program (FCIP) are two of the most popular noncompetitive appointing authorities agencies are using to recruit professionals. These hiring authorities are used to recruit students and talented individuals and give them the opportunity to team up with seasoned professionals who will reinforce their interests in careers with the Federal Government. Interns may be converted to permanent positions in the competitive service upon completion of the program and after meeting qualifications, suitability and performance requirements. A recent Merit Systems Protection Board study on the FCIP found that 70 percent of the 1,290 Federal career interns surveyed said they wanted to stay in their current jobs with the Federal Government. Eighty-one percent of the year 2001 interns are still in the Federal workforce.³ In fiscal year (FY) 2004, the use of the SCEP and FCIP increased by 10.5 percent and 15.6 percent, respectively. Additionally, there has been an increase in the number of Hispanic new hires under the SCEP from 8.1 percent in FY 2003 to 9.8 in FY 2004.

A significant number of agencies participated in the HACU National Internship Program. For example, the Department of Agriculture is one of HACU's biggest supporters sponsoring 96 interns in FY 2005. More than 590 HACU interns have worked at USDA since the year 2000.

To enhance agency recruitment efforts, OPM continued with Phase II of the Veteran Invitational Program. This program includes recruitment visits and training sessions intended to tap into the veteran talent pool, which includes Hispanic veterans. In addition, it provides information to service men and women on veterans' preference rights and employment opportunities in the Federal Government as well as appointing authorities for veterans.

¹ National Association of Colleges and Employers, Job Outlook 2006 Fall Preview Survey.

² National Association of Colleges and Employers, "The Future of College Recruiting and Hiring", October 2005.

³ U.S. Merit Systems Protection Board, "Building a High Quality Workforce: The Federal Career Intern Program," Washington, DC, September 2005.

Effective Recruitment Practices

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Defense Logistics Agency (DLA)	<p>Established the Hispanic Employment Program Roundtable.</p> <p>The Roundtable is comprised of Hispanic Employment Program Managers from across the agency with the purpose of identifying and working on action items related to DLA's employment initiatives.</p> <p>Developed a professionally trained cadre of recruiters comprised of human resources, equal employment opportunity and program managers.</p> <p>Corporate recruiters are divided into teams that conduct onsite recruiting visits and build partnerships with academic institutions including HSIs. DLA has also worked with Hispanic and other minority professional organizations to recruit for higher grade level positions.</p>
Department of Agriculture (USDA)	<p>Established HSI Liaison Officer Program to create a link between the agency and institutions of higher education.</p> <p>The five HSI liaison officers were located at colleges and universities in Florida, New Mexico, Texas, and California. This hands-on approach has been instrumental for USDA in creating awareness of opportunities available to students and faculty.</p>
Department of Commerce	<p>Involved senior-level officials in recruitment and outreach efforts with academic institutions.</p> <p>Senior officials met with high-level academic officials such as chancellors, deans and administrators to establish strong ties with these institutions that will allow closer collaboration in the areas of recruitment, curriculum development, visiting professorships, and other educational activities.</p> <p>Established a pilot Student Ambassador Program at the University of Texas-El Paso and the University of Southern California.</p> <p>This program afforded students the opportunity to work a flexible schedule and telecommute.</p> <p>Partnered with the University of Puerto Rico at Mayaguez to enhance its Physics Department curriculum in areas such as meteorology and atmospheric physics.</p> <p>Through this effort, Commerce is working to develop students with mission-critical competencies that will make them more competitive when applying for permanent employment with the agency.</p>

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Defense Contract Audit Agency (DCAA)	<p>Recruited at HSIs, participated in HACU events, and cultivated information networks with local and national Hispanic organizations.</p> <p>In FY 2005, Hispanics comprised 5.3 percent of DCAA entry-level hires. Of the 46 participants in the Student Educational Employment Program, 8.7 percent were Hispanic.</p>
Department of Defense, Washington Headquarters Services	<p>Visited several universities and colleges with notable Hispanic student populations.</p> <p>Some of the targeted colleges and universities included: Stanford University; University of California-Los Angeles; University of California-Berkeley; University of California-Santa Barbara; Rice University; University of Texas; University of Miami; University of Arizona; Arizona State University; University of New Mexico, and Florida International University.</p>
Department of Energy	<p>Used the Federal Career Intern Program (FCIP) to hire for agency's mission-critical jobs.</p> <p>The Department of Energy has a very active FCIP; approximately 10 percent of the participants were Hispanic. In FY 2005, the National Nuclear Security Administration established the Future Leaders Program. The Program seeks to develop entry-level candidates with degrees in engineering and physical science for future leadership positions. Approximately 24 percent of the participants were Hispanic.</p>
Department of Homeland Security (DHS)	<p>Used paid advertisements (i.e., electronic, radio and print) to attract a large number of diverse candidates, including Hispanics.</p> <p>The U.S. Customs and Border Protection (CBP) ran advertisements on 60 radio stations in cities with large Hispanic population (e.g., Phoenix, Los Angeles, Austin, Corpus Christi, Dallas, El Paso, San Antonio and Albuquerque); place advertisements in 13 Southwestern market movie theaters; and placed billboards in the states of Arizona, Arkansas, California, Georgia, Nevada, New Mexico, Ohio and Texas.</p> <p>CBP had 3,066 full-time, permanent new employees of which 708 (23.09 percent) were Hispanics. Most noteworthy is Hispanic representation in core occupational areas such as Border Patrol Agents (43.18 percent) and CBP Officers (38.62 percent).</p> <p>In an effort to further recruit minorities the Secret Service advertised in the following magazine publications and/or websites: Griffon, Winds of Change, Hampton Roads, Law Enforcement Jobs.com, Destiny Group, Military Newspapers of Virginia and Equal Opportunity Publications Inc. for Persons with Disabilities.</p>
Department of Justice (DOJ)	<p>Promoted Honors Internship Program as a recruiting vehicle to target outstanding college students.</p>

Agency	Effective Practice
	<p>The Federal Bureau of Investigation (FBI) designed this program to introduce interns to the Bureau's operations and provide them with an opportunity to explore career opportunities. Five Hispanic students entered the program in 2005.</p> <p>Maintained a significant presence at college career fairs, community events and professional conferences.</p> <p>As of August 10, 2005, the FBI has hired 574 Special Agents for FY 2005, which includes 71 (12%) Hispanics.</p> <p>Expanded participation of colleges and universities in Collegiate Marketing Program.</p> <p>This FBI program, in concert with EdVenture Partners, was designed to partner with targeted universities. It allows students to become the FBI's marketing agency for a semester while earning credit for their efforts. The program helps increase the awareness of the FBI to diverse communities and foster a positive image of the Bureau.</p> <p>Used the flexibilities of the Student Career Experience Program (SCEP) to bring talented students, including Hispanics, into the agency's mission critical occupations.</p> <p>The U.S. Marshals Service used the SCEP to employ students in its major occupational group, Deputy United States Marshall, GS-0082. Of the 31 SCEP students hired in FY 2005, 13 (32%) were Hispanic.</p>
<p>Department of Labor (DOL)</p>	<p>Worked with the San Antonio College and University Career Center Association (SACUCCA) to provide career counselors and students with up-to-date information on DOL career opportunities.</p> <p>SACUCCA is a cooperative network of career services offices representing fourteen colleges and universities in the greater San Antonio area.</p>
<p>Department of the Navy</p>	<p>Used the New Professional Program, a developmental program, as a primary vehicle to hire scientists and engineers.</p> <p>Recruitment efforts included visits to Hispanic-Serving Institutions.</p>
<p>Department of State</p>	<p>Continued an aggressive recruitment and outreach program as outlined in the Department's Strategic Recruitment Plan.</p> <p>In FY 2005, 24 of the State Department's 73 targeted schools were HSIs or members of HACU. There are ten recruiters in the Department's Recruitment Division who target diverse candidates in their geographic areas.</p>

Agency	Effective Practice
Department of Transportation (DOT)	<p>Organized a national Hispanic outreach forum: “DOT Opportunities: Juntos Si Podemos” (Together we can), to develop recruitment strategies.</p> <p>The forum was held on September 2005 and attracted several key Hispanic nationwide organizations including: LULAC, La Raza, HACU, NAHFE, Hispanic Association for Corporate Responsibility, and National Organization for Mexican American Rights. These Hispanic organizations offered recommendations to improve DOT recruitment efforts.</p>
General Services Administration (GSA)	<p>Supported “World Class Initiative” to improve recruitment efforts of a diverse workforce.</p> <p>In FY 2005, GSA hired 247 college graduates into the Federal Career Intern Program, of which 14 (5.62%) were Hispanic.</p>
National Aeronautics and Space Administration (NASA)	<p>Used an agency-wide Corporate College Recruitment Program to address NASA’s staffing needs in ten critical competencies.</p> <p>A primary focus of this initiative is to improve outreach and capacity-building relationships with colleges, universities and professional organizations.</p>
Office of Personnel Management (OPM)	<p>Hosted recruitment booths at colleges and universities and professional organizations events.</p> <p>OPM has a comprehensive outreach strategy to recruit highly qualified job applicants from all backgrounds, including Hispanics, for Federal vacancies. In FY 2005, OPM utilized the FCIP to recruit diverse candidates, including Hispanics.</p>
Social Security Administration (SSA)	<p>Targeted colleges and universities with significant Hispanic enrollment and maximized use of student employment programs.</p> <p>In fiscal year 2005, 12.8 percent of all participants in student employment programs were Hispanic. Sixteen percent of SSA’s permanent hires were Hispanic.</p> <p>Established a national recruitment manager to coordinate recruitment activities for the agency. Established regional recruitment cadres (with a recruitment lead) who recruit for their respective regions.</p>

Career Development

The Federal Government is committed to promoting the participation of its workforce in career development programs. The majority of the agencies that provided input for this report have implemented career and leadership development programs and encouraged participation from all groups, including Hispanics. Employee organizations have stepped in and taken an active role in helping agencies promote participation of employees in career development programs. For example, the Department of Education, the Department of Justice and the Department of Commerce reported partnering with their own Hispanic employees' groups to collaborate on issues related to the recruitment, development and retention of Hispanics in their agencies.

Effective Career Development Practices

Agency	Effective Practice
Department of the Army	<p>Encouraged participation of all employees, including Hispanics, in career development and mentoring programs.</p> <p>The Army Materiel Command (AMC) Fellows Program is a five-year management training program designed to educate, train, and develop college students and current employees for employment and progression at AMC.</p> <p>The U.S. Army Corps of Engineers have active Leadership Development Programs and Upward Mobility Programs to allow career progress opportunities for all employees.</p>
Defense Contract Audit Agency (DCAA)	<p>Encouraged participation of all qualified employees in the Director's Fellowship Program in Management.</p> <p>Selected employees may obtain an advanced degree from Central Michigan University. Currently, 8.3 percent of the employees enrolled in this program are Hispanics.</p>
Department of Commerce	<p>Partnered with employee organizations to market career development programs.</p> <p>In FY 2005, the Commerce Latino Employees Organization assisted the agency in promoting career developmental opportunities to Hispanic employees.</p>
Department of Homeland Security (DHS)	<p>Developed and implemented career development programs for all employees.</p> <p>The Citizen and Immigration Services, Los Angeles District, established individual developmental plans for its employees. Headed by the Deputy Assistant Director, this plan will ensure all employees identify their training and competency needs to support career development. A number of Hispanics in the El Paso District participated in details and twelve Hispanics attended agency Supervisory Leadership Training in FY 2005.</p>

Agency	Effective Practice
Department of the Interior (DOI)	<p>Opened DOI's Senior Executive Service (SES) Candidate Development Program (CDP) to all sources.</p> <p>The Hispanic participation in the CDP is robust, at 13 percent. Successful completion of this OPM-approved program certifies the candidate as possessing the necessary executive core qualifications to enter the SES.</p>
Department of Justice (DOJ)	<p>Promoted participation of all employees, including Hispanics, in career developmental programs such as Aspiring Leader Program, Executive Potential Program and Upward Mobility Program.</p>
Department of the Navy	<p>Used the Upward Mobility Program as a viable tool to train and promote employees, including Hispanics.</p>
Farm Credit Administration (FCA)	<p>Established mentoring programs for career interns and summer students.</p> <p>All career and summer interns were provided a mentor. FCA conducted training sessions for mentors.</p>
National Aeronautics and Space Administration (NASA)	<p>Encouraged participation of employees in the SES CDP since 1993.</p> <p>To date, 153 individuals graduated from the program, of which 6.5 percent are Hispanic. Of the 120 graduates who have been appointed to the SES, 5.8 percent are Hispanic. When NASA launched its first CDP class in 1993, only one percent of the agency's SES population was Hispanic compared to 4.5 percent in 2005.</p>
Office of Personnel Management (OPM)	<p>Promoted the Federal Executive Institute and the Management Development Centers to develop leaders for the Federal Government.</p> <p>The Federal Executive Institute is charged with development of the Nation's executive leadership corps. As part of this mission, the curriculum includes topics on diversity of race, gender, and generational issues. Diversity topics are consistent with the President's Management Agenda, Executive Core Qualifications for the Senior Executive Service, related Federal laws and regulation, and OPM's Strategic Plan.</p>
Pension Benefit Guaranty Corporation (PBGC)	<p>Enhanced formal mentoring program.</p> <p>PBGC's mentoring programs have been in effect for more than nine years and were designed for employees at all grade levels.</p>
Social Security Administration (SSA)	<p>Promoted broad participation in developmental and training programs from all employees.</p> <p>In FY 2005, Hispanics were 12.2 percent of the participants in SSA development programs.</p>

Accountability

The Federal Government's success in building a diverse workforce depends largely on senior-level management commitment and clear accountability for their efforts. Agencies reported they have implemented a strategic human capital approach to address workforce diversity, including Hispanic representation. They have put into practice human capital plans and continued to outline recruitment and career development strategies linked to their overall agency strategic plans.

Agency senior executives, managers and supervisors have a diversity performance standard to measure support of their agencies' Equal Employment Opportunity (EEO) policies. In some agencies, senior-level officials and managers have identified barriers affecting diversity and are developing strategies for addressing those challenges. The Interagency Task Force on Hispanic Employment in the Federal Government, comprised of representatives from 40 Federal agencies, met this fiscal year to discuss Hispanic-related employment issues.

As the President's strategic advisor on human capital issues, OPM leads the Federal Government's Strategic Management of Human Capital initiatives. We continue to develop tools and provide support to help agencies succeed in their human capital transformation efforts, and help make the Federal Government a high-performing and diverse workplace.

Effective Accountability Practices

Agency	Effective Practice
Department of Energy	Issued a diversity policy that reflects the Department's commitment to diversity.
Department of Health and Human Services (HHS)	Conducted a Departmentwide Forum on Hispanic Employment Issues. The Forum provided over 150 supervisors, managers and the HHS community with the opportunity to share lessons learned and successful initiatives. The session consisted of panel discussions on best practices in outreach, recruitment, retention, and career development of Hispanics in the Federal workforce.
Department of Justice (DOJ)	Trained managers and supervisors on their EEO and Affirmative Employment Plan responsibilities. Managers and supervisors received training in workforce diversity, special emphasis programs, EEO complaint processing procedures, and video training on how to communicate with all racial and ethnic groups.
Department of the Navy	Implemented the Department of Navy Civilian Hispanic Employment Program.

Agency	Effective Practice
	<p>This policy reaffirms the commitment to recruit highly skilled applicants and retain a culturally diverse workforce.</p> <p>Used the Advisory Council on Hispanic Employment to provide input on strategies to achieve a diverse workforce.</p> <p>The Council is co-chaired by the Deputy Assistant Secretary of the Navy (Civilian Human Resources). This group also sponsors an Executive Leadership Development seminar to provide guidance to employees seeking advancement opportunities and their annual award to recognize efforts in improving employment opportunities for all.</p> <p>Provided training to supervisors and managers on EEO barriers analysis.</p>
<p>Department of Transportation (DOT)</p>	<p>Established a Hispanic Leadership Council (HLC).</p> <p>DOT's Secretary established the HLC to assist management in developing effective policies and programs.</p>
<p>Department of the Treasury</p>	<p>Used the Treasury Diversity Council to advise the Secretary on diversity issues.</p> <p>In FY 2005, the Department studied three areas: retention of employees, recruitment of minorities, and recruitment of persons with disabilities. The Council researched the issues and conducted site visits to leading practitioners to identify "best practices" which could be incorporated in the Department.</p>
<p>Nuclear Regulatory Commission (NRC)</p>	<p>Mandated EEO and diversity management training to all managers and supervisors.</p> <p>Managers and supervisors receive training in diversity and EEO when they first become supervisors and take a refresher course every three years. In January 2005, all NRC managers met this requirement.</p>

Next Steps

In support of the President's Management Agenda, OPM will continue to find ways to proactively support agencies by developing new recruiting and outreach strategies to extend Federal employment opportunities to all Americans. To achieve this, OPM pledges to:

- Encourage the Chief Human Capital Officers Council to promote these effective human capital practices to all agencies;
- Continue using the Interagency Task Force on Hispanic Employment to identify effective models for improving recruitment and development;
- Continue employment outreach with Hispanic-Serving Institutions and other colleges and universities to find talented candidates;
- Partner with agencies to identify job opportunities and those educational institutions where curricula prepare students to fill those jobs;
- Identify and communicate strategies for senior management recruiting;
- Provide agencies with additional technical and consulting assistance on hiring and recruiting strategies, including improving hiring timeliness;
- Strengthen partnerships with National Hispanic-Serving Organizations to combine efforts and explore ways to improve the Hispanic community access to Federal employment information;
- Continue to track and publicize the results of these and other agency efforts as part of our statistical report on Hispanic employment in the Federal Government.

Agencies are strongly encouraged to continue outreach and recruitment to build a diverse, high-performing, citizen-centered and results-oriented workforce.