



U.S. Department of Health and Human Services National Hispanic Employment Initiative

Introduction

Since 1973, Hispanic employment has remained relatively constant throughout the Federal Government, the Nation's largest employer, despite numerous efforts on the part of the Executive Branch and Office of Personnel Management (OPM). Underrepresentation of Hispanics within the ranks of the Federal workforce continues to be a concern of the Executive Branch of Government, in general, and of the Department of Health and Human Services (DHHS), in particular.

Currently, there are 41.3 million Hispanics in the United States, making Hispanics the largest subgroup of the minority populations in the United States. In 2004, Hispanics represented 12.6 percent of the total civilian labor force and only 3.5 percent of the total DHHS workforce. In FY 2005, DHHS employed 2,056 Hispanics out of a total permanent workforce of 57,493 full time employees. In FY 2004, HHS employed 1,846 Hispanics out of a workforce of 52,665 full time employees.

THE CHALLENGE

In an effort to meet the challenge of reaching parity for the Hispanic labor force representation at DHHS, the Department established a National Hispanic Employment Initiative (NHEI) in March of 2005. The group was charged with the development of a comprehensive strategy and recommendations to help DHHS meet the Bush Administration's President's Management Agenda Standards for Success.

The significance of meeting the NHEI goals translates directly into an increased capacity for DHHS to meet the program and service needs of the 41.3 million Hispanic population nationwide.

THE STRATEGY

The NHEI Work Plan sets forth a comprehensive strategy for remedying the underrepresentation of Hispanics in the HHS workforce by addressing four main areas: Accountability, Budget, HHS Operations and Recruitment. Each section identifies specific action items, responsible DHHS offices and programs and stipulates a desired timeline for completion of each recommended action.

The accomplishment of these objectives will be directly linked to the commitment of each employee within DHHS to achieve the Department's diversity goals. This most recent Hispanic blueprint for action should become the new guide for DHHS leadership, managers and supervisors in the quest to better serve Hispanics and meet the Administration's objective of having a successful workforce to meet tomorrow's needs.



DHHS

NATIONAL HISPANIC EMPLOYMENT INITIATIVE

WORK PLAN

January 2006



**NATIONAL HISPANIC EMPLOYMENT INITIATIVE
WORK PLAN - ACCOUNTABILITY**

OBJECTIVE: To communicate the Department's commitment to increasing and enhancing Hispanic employment in DHHS.

ACTIONS	RESPONSIBLE ENTITY	TARGET DATE
1. Issue a Secretarial policy statement outlining the new National Hispanic Employment Initiative (NHEI).	Office of Human Resources (OHR), Deputy Assistant Secretary for Human Resources (DASHR)	10-01-06
2. Assure that Operating Division (OPDIV) heads develop individually tailored directives based on the new policy and reiterate to SES senior staff, Division Directors and all staff with hiring authority.	Deputy Assistant Secretary for Diversity (DASD)	10-01-06
3. Develop a mandatory standardized training program for employees, supervisors and managers that incorporate underrepresented groups and specifically address Hispanic demographics and Agency challenges in attracting, retaining and enhancing their advancement throughout the Department.	Deputy Assistant Secretary for Diversity (DASD)	10-01-06
4. Institute quarterly HR/EEO/Diversity accountability into existing management forums and meetings with Deputy Secretary which include progress reports on NHEI.	Assistant Secretary for Administration and Management (ASAM), DASHR/DASD	Quarterly Beginning 6/30/06
5. Establish DHHS-wide Diversity Advisory Council to be chaired by DASD	DASHR/DASD	12-31-06



OBJECTIVE: To clarify roles and responsibilities of management in increasing and enhancing Hispanic employment at all Department and OPDIV levels.

ACTIONS		
	RESPONSIBLE ENTITY	TARGET DATE
1. Include recruitment diversity performance goals for all manager and supervisor outcomes and link bonus awards based on achievement of NHEI objectives.	DASHR and OPDIV's	10-01-06
2. Develop a 5 and 10 year workforce trend analysis report to identify what, if any, results have been achieved following implementation of this Plan.	HR Centers OPDIV EEO Offices	10-01-06
3. Develop mandatory attendance substantive employment forums (addressing hiring tools and flexibilities for supervisors and managers) to complement all special observances.	OHR	10-01-06
4. Establish Individual Development Plans (IDP) for all employees and assure that there are funds to support IDP activities.	HR Centers Managers/Supervisors	10-01-06

OBJECTIVE): To define key measures of success for the NHEI.

ACTIONS		
	RESPONSIBLE ENTITY	TARGET DATE
1. Appointment of Deputy Assistant Secretary for Diversity (DASD) with primary responsibility for the NHEI and programs designed to enhance employment of other underrepresented groups.	ASAM	10-01-06
2. Achievement of successful implementation of objectives in accordance with standards set forth in NHEI and President's Management Agenda (PMA) Scorecard.	ASAM	Quarterly beginning 10-01-06
3. Re-institute Diversity Awards and recognition for the Best Practices with Best Results focused on NHEI-related objectives.	ASAM	10-01-06
4. Include Hispanic-specific objectives within all OPDIV Succession Planning Strategies and incorporate objectives into the PMA and the Strategic Human Capital plans of all OPDIV staff.	OHR	10-01-06
5. Ensure each DHHS contract awarded has a diversity clause requiring employment of underrepresented groups at a rate not lower than the Relevant Civilian Labor Force (RCLF), i.e. Hispanics.	Grants Management Acquisition	10-01-06
6. Assure that all workforce plans submitted and approved by DHHS address the under representation of Hispanics with specific goals and objectives.	OHR	10-01-06



**NATIONAL HISPANIC EMPLOYMENT INITIATIVE
WORK PLAN - BUDGET**

OBJECTIVE: To ensure funding for the implementation of the National Hispanic Employment Initiative.

ACTIONS			RESPONSIBLE ENTITY	TARGET DATE
1.	Evaluate and prioritize key recommendations and identify FY 2006 funding mechanisms for each priority action item - DHHS Operating Division (OPDIV) or Reimbursable Accounts.	DHHS OPDIV's and ASAM	09-30-06	
2.	Identify resources to hire a Deputy Assistant Secretary for Diversity (DASD).	Deputy Assistant Secretary for Human Resources (DASHR)	09-30-06	
3.	Establish a DASHR-supported Hispanic Recruitment, Retention and Relocation effort.	DASHR, DASD, Assistant Secretary for Budget, Technology and Finance (ASBTF)	06-30-06	
4.	Provide leadership and guidance to develop a National Hispanic Employment Initiative (NHEI) FY 2007 budget proposal to present to the Secretary and to OPDIVs.	NHEI Workgroup, DASHR, DASD, ASBTF	03-30-06	
5.	Integrate NHEI funding into the yearly budget cycles until FY 2010.	DASHR, HR Centers, ASBTF	Annually beginning 6-30-06	
6.	Make adjustments according to NHEI budget needs and program evaluation.	DASHR, HR Centers, ASBTF	Annually beginning 6-30-06	



**NATIONAL HISPANIC EMPLOYMENT INITIATIVE
WORK PLAN - HHS OPERATIONS**

OBJECTIVE: To establish a DHHS/HR support mechanism that can monitor and track the success of the National Hispanic Employment Initiative (NHEI).

ACTIONS	RESPONSIBLE ENTITY	TARGET DATE
1. Hire a Department-wide Hispanic Employment Program Manager (HEPM).	ASAM/DASHR and DASD	10-01-06
2. Hire or designate Operating Division (OPDIV) HEPMs.	OPDIV EEO Officers	10-01-06
3. Reinstate the HEPM Council and include HR Center representatives.	Department-wide HEPM	12-31-06

OBJECTIVE: Maximize Department's recruitment resources and tailor existing DHHS recruitment and hiring programs to focus on Hispanic hires.

ACTIONS	RESPONSIBLE ENTITY	TARGET DATE
1. Coordinate recruitment efforts among all DHHS OPDIVs. Identify and target areas with high Hispanic representation such as college job fairs, professional organizations, etc.	OPDIV HEPMs	06-30-06
2. Develop outreach agreements with private and non-profit national and local organizations to recruit for specific DHHS-related positions.	Departmental HEPM, OPDIV HEPMs	09-30-06
3. Develop a pilot program in an Hispanic populated high school, modeled after the HHS Academy at Eastern High School, to encourage pursuit of careers in the field of health and human services.	Departmental HEPM	12-30-06
4. Transition Hispanic Association of Colleges and Universities (HACU), Hispanic National Internship Program (HNIP) and other Hispanic program interns into permanent positions by using and improving the Student Career Experience Program (SCEP) and other special hiring authorities.	OPDIV Heads	Ongoing
5. Maximize usage of the Presidential Management Fellows (PMF), Emerging Leaders and student intern programs to recruit and hire more Hispanics.	OPDIVs, Human Resource Centers	Ongoing

OBJECTIVE: Publicize DHHS employment opportunities throughout DHHS Hispanic employee communications



network and within the general population in order to make DHHS an employer of choice to current and prospective candidates.

ACTIONS	RESPONSIBLE ENTITY	TARGET DATE
1. Develop a Hispanic Employment Marketing Plan to include: a) an internal newsletter to be sent via e-mail and archived on HHS Intranet; and, b) outreach program to strategically market DHHS positions across Hispanic communities.	Office of the Assistant Secretary for Public Affairs (OASPA), HEPM Council	12/31/06
2. Maximize employee sponsor/mentoring programs and target and market to Hispanic employees to complement the DHHS Career Mentoring Program. Identify and assign mentors to new employees when they EOD (Enter on Duty).	HEPM, HEPM Council	9/30/07
3. Establish Hispanic leadership link to HHS' Career Mentoring Program to create an upward mobility pipeline that targets Hispanics and conduct outreach.	DASHR, DASD	Ongoing beginning 10-01-06

**NATIONAL HISPANIC EMPLOYMENT INITIATIVE
WORK PLAN - RECRUITMENT**

OBJECTIVE(S): To disseminate and utilize all flexible hiring authorities and incentives in order to increase Hispanic employment.

ACTIONS	RESPONSIBLE ENTITY	TARGET DATE
1. Update and disseminate the "Special Appointment Authorities and Program Guide Handbook" published by the Division of Equal Employment Opportunity, Program Support Center (PSC). Include an additional section on employee incentives such as on-the-spot awards; retention pay; recruitment pay, etc. to inform supervisors and managers of flexibilities in rewarding current employees for assisting in Hispanic recruitment efforts.	OHR and Human Resource Centers	03-30-06
2. Disseminate updated "Special Appointment Authorities and Employees' Incentive Program Guides to all new supervisors as they are hired, promoted or reassigned.	Human Resource Centers	Ongoing beginning 03-01-06
3. Update basic and advanced, instructor-led and on-line supervisory and managerial training to include specific information and examples on the use of direct hire authority and other flexibilities as well as employee incentives	HHS University, Human Resource Centers	10-01-06
4. Require all HR staff, supervisors and managers to take computer-based training course on special appointment authorities and employee incentives as an update or refresher course, as verified by documentation in the relevant staff training records.	OPDIV Senior staff and Managers	Ongoing beginning 10-01-06



OBJECTIVE:

To develop and strengthen partnerships with Hispanic institutions and organizations.

ACTIONS		
ACTIONS	RESPONSIBLE ENTITY	TARGET DATE
1. Develop and maintain a centralized/on-line resource listing of targeted Hispanic institutions, organizations, and associations that can help DHHS meet its goals of increasing hiring and improving the retention of Hispanic employees. This resource listing should include local, national and regional organizations and should be made available to all OPDIVs on a regular basis.	Office of Human Resources (OHR) and Human Resource Centers (HRC)	10-01-06
2. Develop a Department-wide template for use as a standard Memorandum of Understanding (MOU), which can be customized for OPDIV use in connection with formalizing relationships with Hispanic serving institutions, organizations and associations.	OHR, HRC and OPDIV EEO Offices	06-30-06
3. All OPDIVs must provide an annual report of all MOUs with Hispanic institutions and organizations to OHR which will include specific activities and report results with NHEI scorecard.	ASAM/OHR/OPDIV OS-Office of Minority Health (OHM)	10-01-06

OBJECTIVE: To use student and leadership training programs as a source of potential applicants to increase Hispanic employment.

ACTIONS	RESPONSIBLE ENTITY	TARGET DATE
1. All OPDIVs must assess, develop a plan and report to the Deputy Assistant Secretary for Human Resources (DASHR) their Full-Time Equivalent (FTE) status and determine how all GS levels and upward mobility career development positions can be created/filled by Hispanic candidates with special emphasis on succession planning.	OPDIVs and HR Centers	09-30-06
2. Ensure succession planning activities embrace opportunities to enhance and sustain diverse workforce with emphasis on Hispanic representation in mission critical occupations at all levels of the organization.	OPDIVs and HR Centers	06-30-06
3. All OPDIVs are to fully support and participate in student and leadership programs in order to maximize the number of potential Hispanic candidates available for public service.	OPDIVs	10-01-06
4. Track all student interns/leadership candidates trained each year through OPDIV and other sponsored programs, including information on demographics, career goals, resulting career/job placement to analyze for future planning and for NHEI scorecard.	HR Centers, OPDIV EEO Offices	Ongoing beginning 10-01-06



OBJECTIVE:

Improve workforce statistics.

ACTIONS	RESPONSIBLE ENTITY	TARGET DATE
<p>1. Provide demographic statistics of all special employment categories and Commissioned Corps Officers in each OPDIV to supervisors and managers semiannually to prevent barriers/minimize impact upon the hiring and retention of Hispanic employees.</p>	<p>OPDIV EEO Offices</p>	<p>10-01-06</p>
<p>2. Audit and report applicant flow data of all candidates applying for all positions; all candidates placed on a certificate and all candidates hired at the Division levels to assure accuracy of demographic statistics.</p>	<p>OPDIV EEO Offices HR Centers</p>	<p>10-01-06</p>