



FY 2021

Annual Report on

Hispanic Employment

Office of Departmental Equal Employment Opportunity
Affirmative Employment Division

Executive Summary

[Executive Order 13171](#) affirms the need to improve the representation of Hispanics-Latinos in Federal employment. This order directs agencies to establish and maintain a program for the recruitment and career development of Hispanic-Latinos in Federal employment. By law, the Federal Government's recruitment policies should "endeavor to achieve a workforce from all segments of society," while avoiding discrimination for or against any employee or applicant on the basis of race, color, religion, sex (including pregnancy or gender identity), national origin, age, disability, sexual orientation, or any other prohibited basis. (5 U.S.C. 2301(b)(1), 2302(b)).

In Fiscal Year (FY) 2021, HUD's total workforce consisted of 7,997 employees: 7,750 permanent and 247 temporary employees. The permanent workforce consisted of 41.33% male and 58.67% female. The female participation rate (58.67%), while significantly higher than the Civilian Labor Force (CLF) benchmark¹ (48.21%), has decreased by 0.09% from 58.76% in FY 2020.

HUD employed 669 (8.36%) permanent Hispanic-Latino employees in FY 2021, compared to 671 (8.54%) in FY 2020 which was above the Government-wide participation rate of 8.15%, but below the (2014-2018) CLF benchmark of 12.98% for Hispanics-Latinos. In FY 2021, 62 (7.2%) of New Hires (a 1.00% drop from FY 2020) and 68 (9.12%) of Separations (a 1.5% increase) were Hispanic-Latino indicating that employees were continuing to leave at a higher rate than they were being hired. Of the total permanent workforce, 62 (6.52%) Hispanic-Latino employees were at the GS 15 level (a drop of less than 1%) and 7 (5.64%) Hispanic-Latino employees were SES (an increase of less than 1%).

In HUD mission critical occupations (MCOs), the participation rate of Hispanics-Latinos could not be assessed during FY 2021. At the time of reporting, HUD's workforce data system was unable to accurately identify the number of employees under the Agency-specific MCOs within the general Office of Personnel Management (OPM) classification series such as:

- GS-0301 – Community Planning and Development (CPD) Representative; and
- GS-1101 – Portfolio Manager / Public Housing Revitalization Specialist / Multi-Family Housing Program Manager / Account Executive / Underwriters / Single Family Housing Specialist.

However, upgrades to the system expanded the capability of specifying MCO data. For FY 2022, the system deficiency will be resolved, and an in-depth analysis will be conducted of Hispanic-Latino participation in the Agency-specific MCOs.

HUD developed an action plan in the Equal Employment Opportunity Commission (EEOC) FY 2021 Management Directive 715 (MD-715) Report (Part H5) to address the

¹ All persons (over age 16) in the U.S., civilian noninstitutional population, classified as either employed or unemployed

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collection of applicant flow data deficiency. The MD-715 contains policy guidance for federal agencies use in establishing and maintaining effective programs of equal employment opportunity (EEO) under Section 717 of Title VII of the Civil Rights Act of 1964 (Title VII). The Office of Departmental Equal Employment Opportunity (ODEEO) has the primary responsibility for preparing HUD's annual MD-715 Report. Although it is an annual reporting requirement, ODEEO coordinates throughout the year with many stakeholders in the Department, and partners with outside agencies to review HUD program activities against the six Essential Elements of a Model EEO Program. HUD also identifies accomplishments, as well as program deficiencies, and highlights our planned activities to attain compliance.

Barrier Analysis Effort

In FY 2021, HUD had not fully formalized organizational recruitment and succession planning strategies to increase targeted recruitment and outreach efforts specifically for Hispanics-Latinos in MCOs.

HUD's initial phase of EEO barrier analysis evaluated statistical reports of the workforce, identifying participation gaps, employment barriers, and/or areas for improvement. ODEEO's Affirmative Employment Division (AED) initiated the process of analyzing data for the Hispanic-Latino workforce. The purpose of the analysis is to determine if a barrier exists in the recruitment or hiring process for Hispanic-Latino applicants.

A review of the FY 2021 workforce data tables also revealed that HUD experienced lower than expected Hispanics-Latino participation rates in several of the MCOs: (Economist Series (0110); Human Resources Management Series (0201); Miscellaneous Administration and Program Series (0301); Auditing Series (0511); Contracting Series (1102); and the Information Technology Management Series (2210). AED is continuing its review of triggers, as part of the barrier analysis effort, and began working in partnership with the Office of Chief Human Capital Officer (OCHCO) to determine recruitment strategies, identify outreach sources, provide management training, and ensure fair and equitable recruitment and hiring processes.

During August 2021, the OCHCO staff, along with HUD Administrative Officers, Employee Resource Group (ERG) leaders, and Discrimination Complaint Managers (DCMs) were invited by ODEEO to participate in Barrier Analysis Training and MD-715 training conducted by the EEOC. This training was intended to better prepare the participants for their roles serving on the established agency Barrier Analysis Team (BAT). The BAT will identify and determine the cause of low participation rates and create strategies to increase participation from data collected by pay grades, MCOs, separations, and promotions. ERG leaders were asked to complete a brief assessment to determine their perception of barriers to EEO. We anticipate the information collected will be useful data in the agency barrier analysis process.

Objective

Formalize a strategic partnership with OCHCO for organizational recruitment and succession planning in an effort to increase targeted outreach efforts for Hispanics-Latinos to fill the gaps in HUD's MCOs.

Activities

In FY 2021, HUD continued with planning and execution of strategic activities necessary to address the underrepresentation, recruitment/outreach, hiring, professional development and advancement, and retention of Hispanics-Latinos. The goals, objectives, and strategic activities are aligned with HUD's Inclusive Diversity Strategic Plan (IDSP), MD-715, and Federal Workforce Executive Orders to take a proactive step-by-step approach to identify and eliminate barriers that hamper the advancement of *any* racial or ethnic group and ensure EEO for employees and applicants. Below are some of the actions taken:

HUD initiated a multi-phase Hispanic-Latino workforce barrier analysis. Utilizing the data available, ODEEO identified low participation gaps and began working with the OCHCO Special Employment Program Manager, outside resources like the National Council of Hispanic Employment Program Managers, the HUD Latino Network, and National Image, Inc. chapters to determine a strategy for increasing participation from data collected by pay grades, major occupations, separations, promotions, hiring actions, and career and leadership development.

- HUD created a database of all Minority Serving Institutions and other organizations with which to partner to establish a pipeline for the employment of Hispanics-Latinos.

Planned Activities: We plan to identify specific objectives, strategies, and actions to complete barrier analysis and develop recommendations and an action plan to incorporate into the Agency's Hispanic Employment Plan with recruitment and hiring timelines and strategic goals and accomplishments that reflect the increase of the participation of Hispanic-Latinos employment. Our planned activities are as follows:

- Convene Hispanic Working Group among BAT/OCHCO Partners to conduct Barrier Analysis.
- Meet with OCHCO to identify if the current data collection system can be modified/updated to collect the required applicant flow data.
- Obtain required applicant flow data from the new data system platform necessary to conduct a thorough barrier analysis of MCOs.

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- Utilize Minority Serving Institutions and other potential partner organizations as resources to establish a broader pipeline for employment and address the low participation rate of Hispanics-Latinos.
- Develop recommendations to create an action plan incorporating recruitment and hiring timelines and strategic goals and accomplishments reflecting an increase of the participation of Hispanic employment.
- Continue partnering with the National Council of Hispanic Employment Program Managers (NCHEPM) and Hispanic Association of Colleges and Universities (HACU). HUD also plans to continue serving on the League of United Latin American Citizens (LULAC) NTI Planning Committee and participating in programs and events with LULAC to broaden outreach resources and create a network to expand the pipeline of eligible candidates for careers at HUD.

Program Goals

- Be a resource to a diverse, high-performing workforce that is reflective of all segments of society, including the Hispanic-Latino community.
- Cultivate a work environment that is inclusive of Hispanics-Latinos, as evidenced by increased retention, professional development, and advancement of Hispanics-Latinos in the HUD workforce, in keeping with merit principles.
- Facilitate Hispanic-Latino stakeholder relations through effective leadership and accountability.

Strategies

- Collaborate with OCHCO to ensure that human capital and workforce succession plans contain strategies that address HUD's low Hispanic-Latino participation rates in mission critical occupations.
- Establish a pipeline for students/graduates to begin their careers with HUD by targeting the locations (cities) and academic institutions with high participation rates of Hispanics-Latinos.
- Establish a multi-media, national corporate communication and outreach marketing campaign to ensure the Hispanic-Latino community receives real-time information about HUD Hiring Events, HUD job vacancies, webinars, Senior Executive Service (SES) candidate development programs, SES job opportunities, press releases, and any other employment-related communications. Internal partnerships between the Office of the Assistant Secretary for Administration (OASA) and the Office of Diversity, Equity, Inclusion and Accessibility

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(ODEIA), ODEEO, the Office of Public Affairs (OPA), and other program offices will need to be established to deploy this initiative.

- Establish a corporate recruitment outreach committee that will strategically coordinate HUD's presence at events targeted to diverse communities, including the Hispanic-Latino community, and continue to work with organizations such as LULAC, National IMAGE Inc., the U.S Hispanic Leadership Institute, the National Organization for Mexican American Rights, and others to market HUD as a model employer and to deliver employment and career information to ERG constituents and the general public.

Accomplishments

While HUD remains aware of the work that still needs to be accomplished to incorporate and appreciate the talents and diverse contributions of our Nation's Hispanic-Latino citizens, we are also proud of our accomplishments, as follows:

- HUD transitioned to USA Staffing mid-April 2021. This new platform provides on-demand reporting across all submitted data elements of a Job Opportunity Announcement (JOA) posted on USAJobs – a big improvement from Career Connector which limited reportable data elements.
- During Hispanic Heritage Month, ODEEO's AED, issued the Presidential Proclamation to all employees.
- The HUD Latino Network scheduled a leadership meeting consisting of various Hispanic-Latino leaders across government.
- In 2021, founding President of the HUD Latino Network, Migdalia Rodriguez, resumed her position in the organization to revitalize members and the mission. After revamping the mailing list and recruiting a diverse group of HUD employees, Ms. Rodriguez reported feeling confident that the mission of the organization, which is to support future leaders to identify opportunities to reach their full potential, are gradually getting back on track. Ms. Rodriguez partnered with NCHEPM and facilitated a Leadership Training Series in September 2021.
- HUD employees participated in facilitating, serving on panels, and moderating training during the 2021 LULAC, virtual National Training Institute (NTI).
- ODEEO prepared and distributed the annual communication to all HUD employees in recognition of National Hispanic Heritage Month (HHM). The 2021 National theme was *"Hispanics: Be Proud of Your Past and Embrace the Future."* While HUD honored the accomplishments of the Latino community, we also recognized the need to increase our outreach efforts and broaden the pipeline for Latino participation in careers at HUD.

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- ODEEO utilized the Hispanic Employment Program Manager (HEPM) to engage the Hispanic-Latino Workforce. The primary responsibility of HUD's HEPM is to represent the concerns and implement initiatives in the interest of HUD's Hispanic-Latino employees. HUD's HEPM is a member of the NCHEPM as an active partner and HUD representative. The NCHEPM consists of executive membership from multiple Federal agencies and other organizations from across the United States. The HEPM engaged in the following activities:
 - The HEPM is a regular participant at the NCHEPM monthly meetings, as well as an engaged partner in employee development initiatives such as speed mentoring, and training and program development and implementation. HUD's HEPM has continued a partnership with the Chairs of the HUD National Image, Inc. chapter and Latino Network and informs Hispanic-Latino employees of relevant news, programs, and opportunities through regular communication utilizing ODEEO's webpage, email, HUD@Work intranet announcements, and HUD's internal social media platform, Yammer.