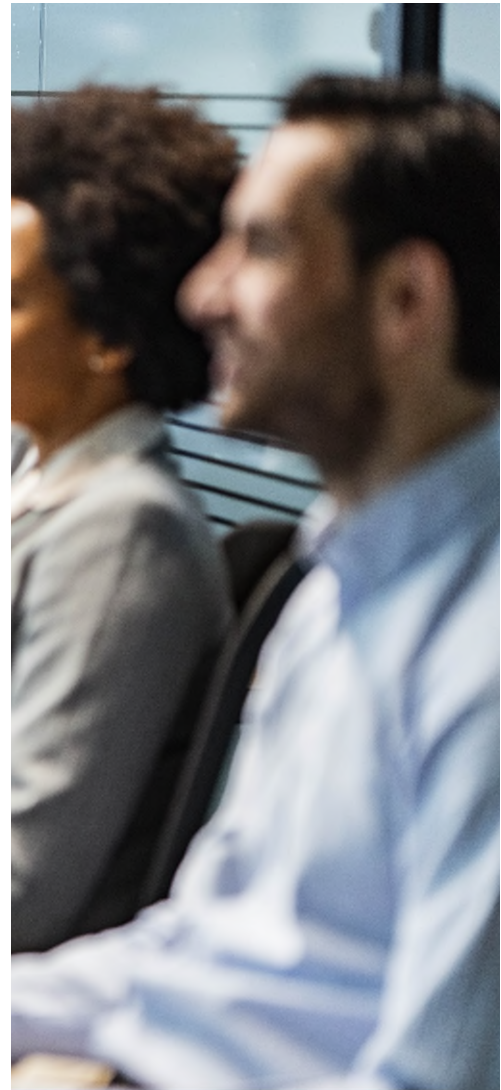




# Annual Report on Hispanic Employment

**FY 2022**

**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 FY 2022, the U.S. Department of Housing and Urban Development (HUD or Department) employed 8,236 employees in its Headquarters (HQ), regional, and field offices throughout HUD's 10 regions: 7,991 permanent and 245 temporary employees. The permanent workforce consisted of 3,316 (41.50%) males and 4,675 (58.50%) females. The female participation rate (58.50%), while significantly higher than the Civilian Labor Force (CLF) benchmark (48.21%), has decreased by 0.29% from 58.67% in FY 2021.

HUD employed 705 (8.82%) permanent Hispanic-Latino employees in FY 2022, compared to 669 (8.36%) in FY 2021, which was below the Government-wide participation rate of 9.12%, and below the (2014-2018) CLF benchmark of 12.98% for Hispanics-Latinos. In FY 2022, Hispanics-Latinos accounted for 82 (9.93%) of New Hires (a 25% decrease from 53 hired in FY 2021) and 39 (5.72%) of Separations (a 63% increase from 58 separations in FY 2021), indicating that Hispanic employees left at a higher rate than they were being hired. Of the total permanent workforce, 63 (6.45%) Hispanic-Latino employees were at the GS 15 level (a decrease of 1%), and 9 (7.2%) Hispanic-Latino employees were SES (an increase of 1.56%).

## Barrier Analysis Effort

In compliance with the U.S. Equal Employment Opportunity Commission (EEOC) recommendations, HUD conducted a comprehensive review of workforce demographic data to identify areas of low participation, which included a barrier analysis of identified deficiencies in its Hispanics-Latino workforce and development and implementation of corrective actions to address and/or eliminate barriers to Equal Employment Opportunity (EEO), diversity, inclusion, and accessibility.

The Office of Departmental Equal Employment Opportunity (ODEEO), Affirmative Employment Division (AED), is preparing to initiate the formal Barrier Analysis process at the beginning of FY 2023. The process will include analyzing source data to confirm or deny if the trigger presented for Hispanic-Latino employment at HUD reveals any policy, practice, or procedure that is creating a barrier to equal employment opportunity. The Barrier Analysis Team (BAT) is scheduled to conduct bi-weekly working meetings. Specifically, subgroups will be established and will focus on determining if barriers to equal opportunities exist in:

1) recruitment, 2) hiring, 3) training and development, 4) promotion, and 5) retention of Hispanic-Latino employees and applicants.

The BAT's goal is to identify and determine the cause of low participation rates and create strategies to increase participation. The first phase of the analysis produced a draft of possible program deficiencies and recommended actions. Plans for further analysis are ongoing. The target date for completion is September 30, 2023, at which time conclusions will be reported to HUD's leadership.

Despite the low participation rate of Hispanics-Latinos in HUD's workforce, a review of the FY 2022 qualitative data from the FEVS reveals that self-identified Hispanic-Latinos have job satisfaction, and there is a high incidence of double digits years of service. The lack of geographic positional diversity appears to be attributed to the low participation of Hispanics-Latinos at the GS-15 and SES levels.

## Objective

HUD's objective is to determine if any agency policy, practices, or procedures limits or tend to limit employment opportunities and to formalize a strategic partnership with HUD Program Offices, Regional Offices, and OCHCO to develop organizational recruitment and succession planning in an effort to increase Hispanic-Latino outreach.

## Activities

In FY 2022, HUD continued with the 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:

- Prior to initiating the multi-phase Hispanic-Latino participation barrier analysis, HUD conducted benchmarking with other agencies to discuss successful barrier analysis practices and methodology.
- The framework for the official Barrier Analysis Team (BAT) was established and will consist of professionals and leaders from the HUD Office of the Chief Human Capital Officer (OCHCO), various Program Offices, Administrative Officers, Discrimination Complaint Managers, and Affinity/Employee Resource Group leaders.
- Conducted Trigger Strategy Briefing to address low participation and retention of Hispanics. Program offices joined ODEEO, HUD Recruitment, and Staffing Division, and subject matter experts for a briefing on hiring authorities, recruitment resources and strategies, and sharing best practices for retaining employees.
- HUD presented and published, on its internal and external websites, the FY 2021 Annual Report on Hispanic Employment for the Department.
- Deputy Secretary Adrienne Todman invited HUD Affinity Groups and Employee Resource Group (A/ERG) leaders and ODEEO staff to participate in two private listening sessions. Deputy Secretary Todman used these sessions to pledge her support and to hear the concerns of each group. Action items were created, and in the second session, A/ERG concerns such as funding, intranet access to promote group activities, agency support of attending national training programs, and much more were addressed.
- In July 2022, HUD AED staff served on the League of United Latin American Citizens (LULAC) training conference planning committee and provided conference program book advertisements on career opportunities at HUD. Deputy Secretary Todman served as a distinguished keynote speaker at the 2022 LULAC Military Appreciation Breakfast in San Juan, Puerto Rico.

- ODEEO served as a resource to HUD managers and supervisors by providing a variety of ad hoc training sessions and consultations with supervisors and employees on the EEO process and alternative dispute resolution program. HUD’s EEO office offers an expansive library of EEO courses to be offered through general registration, found at HUD Virtual University. Custom sessions and Continued Learning are offered at the request of program office leadership and employees.
- ODEEO HEPM served on the planning committee and distributed marketing for the annual recognition of National Hispanic Heritage Month (HHM), encouraging employees to participate in virtual programs, career development activities, and panel discussions. Also distributed was the Presidential Proclamation for HHM. The 2022 theme was “Unidos: Inclusivity for a Stronger Nation,” and HUD’s Employee Resource Group, the Latino Network, hosted a series of activities to celebrate Latinos.
- ODEEO HEPM is a member of the National Council of Hispanic Employment Program Managers and participates in the monthly meetings and activities.

Planned Activities: In FY 2023, HUD plans to use BAT recommendations to develop a strategic plan to incorporate into the Agency’s Hispanic Recruitment Plan, including recruitment and hiring timelines, as well as goals and accomplishments focused on increasing the participation of Hispanic-Latinos employment. Our planned activities are as follows:

- Conduct BAT meetings to identify specific objectives, strategies, and action steps to complete barrier analysis.
- Conduct Quarterly Trigger Strategy Briefings to address low participation and retention of Hispanics.
- Develop draft recommendations/action plans to incorporate into the Agency’s Hispanic Employment Plan with recruitment and hiring timelines and strategic goals and accomplishments that will reflect the increase of the participation of Hispanic employment.
- Continue partnering with the National Council of Hispanic Employment Program Managers (NCHEPM) and the 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 participate 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.
- 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.

## Program Goals

- Be a resource to a diverse, high-performing workforce that reflects 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 by helping build professional relationships between HUD leadership and Hispanic Professional organizations.

## **Hispanic Employment Program Manager Goals**

The Hispanic Employment Program Manager (HEPM) will achieve the following goals:

- Continue to attend the National Council Hispanic Employment Program Manager's monthly meetings.
- Lead the Barrier Analysis Team Meetings regarding Hispanic employment and report the progress or conclusions to HUD's leadership by September 30, 2023.
- Initiate outreach programs strategically reaching out to professional Hispanic Organizations with the purpose of making these organizations aware of work opportunities at HUD.
- Produce, if appropriate, a Memorandum of Understanding between HUD and various Hispanic Professional Organizations to facilitate partnerships and opportunities.
- Work with the OCHCO Recruitment and Staffing Division to attend major Hispanic Professional Career Fairs, including upcoming Hispanic Association of Colleges and Universities (HACU) and PROSPANICA – The Association of Hispanic MBA's and Business Professionals (NSHMBA).
- Serve as a resource to Program Offices and Regional Offices to facilitate and help establish connections with various Hispanic Organizations in their respective areas.
- Work with the Affinity/Employee Resource Groups, facilitating collaboration and inclusion between them by providing support and tools in order to facilitate activities and celebration of special emphasis programs.

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

- Support and provide resources to the HUD corporate recruitment outreach team 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, Hispanic IMAGE, 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:

- During Hispanic Heritage Month, ODEEO’s AED issued the Presidential Proclamation to all employees.
- ODEEO prepared and distributed the annual communication to all HUD employees in recognition of National Hispanic Heritage Month (HHM).
- The HUD Latino Network scheduled a series of activities in recognition of Hispanic Heritage Month, consisting of various Hispanic-Latino leaders across the government. The HEPM served on the planning committee and distributed marketing for the annual recognition of National Hispanic Heritage Month (HHM), encouraging employees to participate in virtual programs, career development activities, and panel discussions. Also distributed was the Presidential Proclamation for HHM. The 2022 theme was “Unidos: Inclusivity for a Stronger Nation,” and HUD’s Employee Resource Group, the Latino Network, hosted a series of activities to celebrate Latinos.
- During the LULAC conference, HUD hosted a recruitment table in the exhibit hall of the Federal Training Institute, which was attended by Puerto Rico residents, Hispanic Employment Program Manager (HEPM), government and private industry leaders, and non-supervisory employees, as well as active-duty military.
- 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 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.

- HUD continues to maintain long-standing partnerships with external organizations and groups representing the Hispanic community, including professional associations, organizations, national councils, and networks such as Hispanic Serving Institutions (HSI's), National Council of Hispanic Employment Program Managers (NCHEPM), League of United Latin American Citizens (LULAC), and the Hispanic Association of Colleges and Universities (HACU), amongst others.

The goals set forth in this report present the core vision of what HUD hopes to accomplish, the strategies to accomplish those objectives, and the indicators of success. Through these efforts, HUD will provide the American people and their communities access to equal employment opportunities.