



Hispanic Talent: Attraction & Retention Strategies

Best Practices to Diversify the Workforce

October 2022

Background

- Hispanics currently make up 18 percent of the Civilian Labor Force and are projected to reach nearly 20 percent by 2024*
 - 10.7 percent of workers in management/white collar jobs, up 5.2 percent in 2000[†]

- **New Mexico, California, Texas, Arizona, Florida, and Nevada** had the largest shares of their labor force that were Hispanic or Latino in 2020. Hispanics or Latinos composed more than a quarter of the labor force in each.
 - Other states with large Hispanic shares of the labor force include **Colorado, New Jersey, Illinois, and New York.**

[†]Data from the U.S. Department of Labor blog "[Hispanics in the Labor Force: 5 Facts](#)" published September 2021.

*All other data from the Bureau of Labor Statistics.

Note: In 2014, the Hispanic CLF was 16.3 percent; this is the CLF currently used in the Management Directive 715 (MD-715) report.

Challenges

- **Low representation of Hispanics in the federal workforce** compared to representation in the CLF
 - 9.1 percent as of 2018**
- **Low representation of Hispanics in the Senior Executive Service (SES)**
 - 4.4 percent identify as Hispanic^{††}
- **Phasing out or leaving vacant Hispanic Employment Program Manager positions**

***Data from the FEDWeek article "[Representation of Hispanics in Federal Workforce Continues to Increase](#)," published March 2021.*

††Data from the Office of Personnel Management "[Senior Executive Service: Demographics](#)," available October 2022.

Best Practice #1: Train Practitioners

- **Hispanic Employment Program Managers (HEPMs) do not need to be Hispanic to advocate for the community, but it does help**
- **All DEIA practitioners, and HEPMs especially, need training in:**
 - Available resources, including organizations with whom to partner
 - Terminology and DEIA-related federal organizations
 - Heritage months and important religious observances
 - Cultural fluency, anti-bias and micro-aggressions/micro-affirmations
 - EEO, DEIA and HR-related executive orders and laws
 - Federal recruitment and staffing processes
 - Annual reporting requirements
 - Coalition building with Minority-Serving Institutions (MSIs), national minority-serving organizations, and Hispanic Employee Resource Groups (ERGs)

Best Practice #2: Leverage Hispanic ERGs

- Voluntary, employee-led organizations such as Hispanic ERGs are **aware of the existing barriers to equal employment and the needs of the community**
- ERGs have **built in** alumni, professional and community networks
- Hispanic-Serving Institutions (HSI) alumni can **serve as volunteer recruiters to supplement existing human resources (HR) staff**
- Many groups **offer career development trainings and mentoring programs** to help retain and engage employees
- Many groups also **conduct K-12 events and activities** geared toward promoting careers in science, technology, engineering, arts, mathematics and medicine (STEMM/STEAM) and the federal government

Best Practice #3: Know Your MSIs and Build Relationships

- HEPMs and other DEIA practitioners **must know where to obtain information** on HSIs and other Minority-Serving Institutions (MSIs), including those serving women and individuals with disabilities
- Two-year, technical and trade schools **should not** be discounted
- **Relationships are reciprocal—what will your organization offer, free of charge, to MSIs?**
 - Find & Apply employment workshops
 - Mock interviewing
 - Shadowing and mentorship opportunities
 - Unpaid and paid internships (that are NOT Pathways Programs)
 - Memoranda of Understanding (MOUs)

Best Practice #3: Know Your MSIs and Build Relationships (cont.)

Organization	Information type	Distinguishing feature(s)
Excelencia in Education	<ul style="list-style-type: none"> • HSIs fact sheet • HSI list • eHSI list • HSIs with Graduate programs list 	Free downloads of reports, infographics, and data that include total student enrollment and number and percentage of Hispanic student enrollment; HSIs also listed by state and territory
Hispanic Association of Colleges and Universities (HACU)	Member directory	Self-nominated membership ; members must complete a form and remit payment to HACU
National Council of Hispanic Employment Program Managers (NCHEPM)	HSI List with Points of Contact	National organization that provides free downloads of a current HSI list and corresponding POCs for all 559 institutions of higher education
U.S. Department of Education: <ul style="list-style-type: none"> • Developing HSIs (DHSI) Program • HSI STEM and Articulation program • Promoting Postbaccalaureate Opportunities for Hispanic Americans (PPOHA) program 	<ul style="list-style-type: none"> • DHSI Grantees • HSI STEM Grantees • PPOHA Grantees 	Grantee lists provided for each program, as well as additional resources and points of contact at the department

Best Practice #4: Use Targeted Recruitment Strategies

- Building Excel workbooks targeting specific organizations (and don't forget military installations/transition assistance programs!)
 - **Tab 1: Government sites/noncompetitive organizations** (e.g., USAJOBS, WRP, RPCV/AmeriCorps VISTA, FLO Network, Feds Hire Vets, etc.)
 - **Tab 2: National minority organizations**
 - **Tab 3: Minority-Serving Institutions**
- Developing a cadre of qualified, noncompetitive applicants
- Providing ongoing, in-depth training and consultative services to hiring managers
- Selectively and strategically participating in career fairs
- Using social media platforms to promote existing workforce diversity and jobs
- Using LinkedIn Recruiter seats to communicate with/recruit talent

Best Practice #5: Develop Your Employees

- At a minimum, **all employees should receive Unconscious Bias training**
 - Microsoft is one of many organizations that provides [free Unconscious Bias training](#)
- Agencies **may pay for the registration of one ERG board member** to participate in an Affinity Group-related national training conference
- Agencies **may also take advantage of the free or low-cost trainings** provided by federal employee led and focused organizations, such as FAPAC and FEW.
- The NCHEPM and the LULAC Federal Training Institute **provide free, in-person and virtual year-round leadership training** to federal employees

BONUS: Join or Support the National Council of HEPMs

- The [National Council of Hispanic Employment Program Managers](#) (NCHEPM) was established more than 20 years ago as a result of [E.O. 13171](#) “Hispanic Employment in the Federal Government”
- The organization advocates for the improvement of Hispanic participation and representation in the Federal Government
- It is composed of an Executive Board, subcommittee leads and members from federal agencies and other non-governmental organizations across the United States

BONUS: Join or Support the National Council of HEPMs (cont.)

- Members typically have been given the responsibility of building relationships between Federal agencies and the Hispanic community or other minority communities in a full-time or collateral capacity:
 - Hispanic Employment Program Managers (HEPMs)
 - Veterans Employment Program Managers (VEPMs)
 - Special Emphasis Program Managers (SEPMs)
 - Selective Placement Program Coordinators (Schedule A Coordinators)
 - Equal Employment Opportunity (EEO) Specialists
 - Diversity Program Managers
 - Human Resources Specialists
 - Other DEIA Practitioners
 - Non-DEIA Practitioner and non-governmental Allies

BONUS: Join or Support the National Council of HEPMs (cont.)

- Members meet each month with the Executive Board to hear from federal and non-federal leaders in Diversity, Equity, Inclusion and Accessibility (DEIA), receive updates and make announcements
- **Membership in the NCHEPM is free**
- Ongoing initiatives include:
 - **Leading the national Hispanic Heritage Month theme and poster competition** and selecting finalists; and
 - **Planning and implementing in-person (summer) and virtual (autumn) forums** and Senior Executive Service (SES) roundtable and speed mentoring events

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