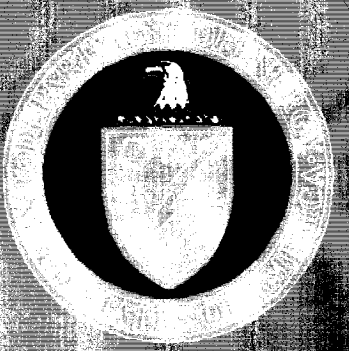
DEPARTMENT OF ENERGY

Hispanic Employment Plan

An Accompanying Document to the Department's Workforce 21 Diversity Strategic Plan



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INTRODUCTION

The underrepresentation of Hispanics in the Federal workforce first received attention in 1970, when President Nixon issued the Federal government's Sixteen Point Program. The program outlined 16 steps that the Civil Service Commission (CSC) and other agencies could undertake to ensure equal opportunity in Federal employment for Hispanics. Issued initially as a press release, it was incorporated into regulation by the CSC (now the Office of Personnel Management) on January 23, 1973. The Sixteen Point Program eventually evolved into the Federal government's "Hispanic Employment Program." From 1973 to the present, Hispanic underrepresentation has remained constant throughout the Federal government, the nation's largest employer.

In 1994 President Clinton posed the challenge of creating a government reflective of America's diverse population for the 21st century. The Office of Personnel Management (OPM) responded to the President's challenge, and in September 1997 issued a memorandum to all Cabinet and sub-Cabinet members raising concerns of Hispanic underrepresentation in the Federal government. OPM also issued a "Nine-Point Plan" which provided direction for addressing Hispanic underrepresentation. Addressing this issue is a major priority of the Congressional Hispanic Caucus and the National Hispanic Leadership Agenda, which is comprised of over 30 national Hispanic organizations and leaders from across the country.

On March 3, 1999, the Office of Personnel Management (OPM) submitted a report to the President's Management Council (PMC) on Hispanic Employment in the Federal government. According to OPM: "While Hispanics are the fastest growing segment of our population, it is the most underrepresented in our government. Hispanics comprise 11% of the civilian labor force and only 6% of the Federal workforce – the only major group underrepresented in the Federal civilian service."

OPM's report provided various strategies to address Hispanic underrepresentation throughout Federal government. These strategies focus on specific goals and objectives Federal agencies should implement to corporately address Hispanic underrepresentation across government, including the areas of Senior Executive Service, General Employment, Student Employment and Academic Relations, Career Development, and Management Accountability.

Under the guidance of the PMC, OPM will assess agencies' effectiveness in implementing the Hispanic employment initiatives. First, OPM plans to review and report on the progress of each agency's Hispanic employment initiatives, with results included in OPM's "Annual Report to Congress: Federal Equal Opportunity Recruitment Program." In addition, OPM will also collect summary data from all agencies and provide summary reports to the PMC on a regular basis.
The Department of Energy (DOE), in keeping with guidance issued by OPM and the PMC, and in consonance with Secretary Richardson's workforce planning and outreach

efforts, has developed and will implement this Hispanic Employment Plan (HEP). The Plan focuses on addressing the underrepresentation of Hispanic employees in the DOE Federal workforce and how the Department will provide support to current Hispanic and other employees.

Specifically, DOE will report to OPM on a quarterly basis the following data:

- Of the total number of employees hired, the percentage of Hispanics hired within (1) SES, (2) GS-13 through GS-15 grade levels, and (3) all other grade levels; and

- Of the total number of employees promoted, the percentage of Hispanics promoted to (1) SES, (2) GS-13 through GS-15 grade levels, and (3) all other grade levels.

DOE WORKFORCE PLANNING AND OUTREACH EFFORTS

Energy Secretary Bill Richardson strongly supports the proposed OPM and PMC actions. In response, DOE has developed this HEP to address Hispanic underrepresentation in the DOE workforce. The HEP is an integral part of two critical Departmental initiatives launched by Secretary Richardson.

First, one of Secretary Richardson's highest priorities has been to undertake a serious effort to strengthen the Department's workforce and management capabilities while addressing workforce diversity issues. Last November, the Secretary announced the successful completion of the Department's downsizing initiative and launched the new "Workforce for the 21st Century Initiative" (Workforce 21) aimed at addressing critical skills gaps and building a talented and diverse workforce. Under Workforce 21, DOE managers have an opportunity and responsibility to address the longstanding underrepresentation of women, minorities, and persons with disabilities within its workforce – especially in senior management and technical positions.

Additional guidance to Departmental organizations was needed to strengthen existing diversity and equal opportunity requirements and ensure their full integration in all aspects of workforce planning. To this end, on May 13, 1999, the Secretary announced "A Companion to Workforce 21: A Strategic Plan for Achieving and Promoting a Workforce that Looks Like America" (Workforce 21 Diversity Strategic Plan) with the goal of building a representative workforce while institutionalizing workforce management systems that promote equal opportunity at all levels. This Strategic Plan established an Executive Steering Committee chaired by the Deputy Secretary to monitor the progress of each office in meeting its diversity goals.

Likewise, this Hispanic Employment Plan is tied to the overall Workforce 21 Diversity efforts. This Plan identifies additional reporting requirements and outreach strategies, as recommended by OPM and the PMC. The strategies of the HEP as well as the DOE Workforce 21 Diversity Strategic Plan will be institutionalized in the overall Department

of Energy Strategic Plan that will be updated over the next nine months under the requirements of the Government Performance and Results Act. The Executive Steering Committee is also charged with monitoring the implementation of and compliance with provisions established in the Hispanic Employment Plan as well as ensuring it is implemented in a manner supportive of the Department's Workforce 21 goals.

Second, Secretary Richardson wants to educate Americans about the Department's contributions to their daily lives and opportunities it has to offer. In doing so, he is seeking to build relationships with *all* communities and engage them in the Department's vast scientific, technical, and business operations. On May 21, 1999, Secretary Richardson announced his Action Plan for strengthening the Department's Hispanic Outreach Initiative (HOI). The HOI is a comprehensive effort to promote partnership opportunities with the Hispanic community in four critical areas: employment, education, business/procurement and energy/environment. The Hispanic Employment Plan is a critical element of the Secretary's HOI Action Plan.

DOE HISPANIC EMPLOYMENT CHALLENGE

As we approach the new millennium, Federal agencies, including DOE, must take a pro-active stance in addressing Hispanic underrepresentation in the Federal government. According to recent projections, Hispanic Americans will number 31 million by the year 2010, becoming the Nation's largest minority group. Furthermore, the Census Bureau reports that by the year 2050, one in four Americans will be of Hispanic descent. The significant increase in the Hispanic population will give rise to a large influx of minorities into America's workforce. DOE must be prepared to effectively manage the recruitment, selection, and hiring of Hispanics into the Federal workforce of the new millennium, and should act immediately to begin to make these things happen.

According to OPM, Hispanics are the most severely underrepresented minority group in the Federal government. Hispanics comprise only 6% of the total Federal workforce compared with 11% of the civilian labor force (CLF), and just 2.4% of Senior Executive Service (SES) employees.

The Hispanic employment picture (i.e., full-time permanent employees) for DOE falls far short of meeting CLF employment levels:

- Hispanics represent 5.4% (794) of the Department's employee population of 14,525;
- Hispanics represent 2.2% (8) of the Department's career SES population of 351;
- Hispanic Females represent 0.7% (2) of the Department's SES;
- Hispanics represent 2.6% of the Department's GS-13 and above grade levels; and
- Hispanics represent 1.7% of the employees duty stationed at DOE Headquarters.

It should be noted that Albuquerque's Hispanic employment skews the Department's overall Hispanic employment percentage. Albuquerque's 372 Hispanic employees

represented 46.9% of DOE's total Hispanic employee population (794) in FY 1998. The Department's Hispanic representation without the Albuquerque data would be only 3.2%.

There is a clear and compelling need to address this underrepresentation within DOE, and to take the necessary steps to significantly improve representation at all grade levels. The Department's 5.4% Hispanic representation has stayed relatively constant since the Department's creation in 1977 despite the rise of Hispanics in the CLF.

HISPANIC EMPLOYMENT PLAN

This Hispanic Employment Plan has been developed to address and assist in reversing the underrepresentation of Hispanics in DOE. This plan is (1) challenging, (2) manageable, (3) measurable, and (4) consistent with and supportive of the Department's Affirmative Employment Plan (AEP), the Federal Equal Opportunity Recruitment Program (FEORP) plan and the Hispanic Outreach Initiative Action Plan. The Hispanic Employment Plan needs total commitment from all managers and employees to meet its goals and objectives. This HEP largely mirrors the OPM recommendations as adopted by the PMC. OPM has called upon all Federal agencies to develop Hispanic employment initiatives to address underrepresentation of Hispanics in the Federal workplace.

This Plan is driven by the Workforce 21 diversity efforts and the Secretary's Hispanic Outreach Initiative actions that apply to the entire DOE Federal workforce. This Plan should be viewed in tandem with the action items detailed in the Workforce 21 Diversity Strategic Plan. The goals and action items of the HEP, which are outlined below will be accomplished by an action plan developed by each DOE organization and reviewed by the Executive Steering Committee. This Plan seeks to retain, promote, and train current employees; recruit talented candidates from outside the Department; and develop a pipeline for addressing current and future workforce needs.

DOE will meet quarterly with representatives of Hispanic organizations with interest and expertise in Federal employment matters. Items to report at these meeting include: (1) progress on overall actions items of the Plan; (2) progress in promotions by grade; (3) progress in hiring by grade; and, (4) report on activities devoted to carrying out the goals.

1.0 Workforce Staffing and Development Strategies:

Senior Level Employment (GS-14 and above)

Goal: Improve representation of Hispanics in senior-level positions.

- Ensure effective outreach tools are utilized to actively recruit qualified Hispanic candidates for senior level position. Tools may include employing and executive search firms and advertising in minority publication.

- Utilize a wide variety of Hispanic recruitment sources that will yield potential Departmental SES applicants (e.g., National Association of Hispanic Federal Executives, NOMAR, Society of Hispanic Professional Engineers, etc.).

- Increase the number of Hispanics in the SES selection pool.

- Inform DOE minority employee groups and Hispanic Employment Program Managers (HEPMs) about hiring and promotion opportunities and utilize their networks for identifying qualified candidates for senior positions.

- Sponsor joint workshops between the Department and OPM on the Executive Core Qualifications for SES positions with an emphasis on educating Hispanic and other employees on the SES application process.

- Open vacancies to all sources and expand the recruitment area from government-wide to nation-wide when filling SES vacancies to attract Hispanic and other minority candidates from private industry, and state and local governments.

- Make every effort to disseminate information on potential detail/developmental assignments within DOE to Special Emphasis Program groups (e.g., Hispanic Employment Program (HEP), Federal Women's Program, Black Employment Program, etc.).

- Ensure that senior level Hispanics and other minority employees participate on agency administered Executive Resources Boards, Performance Review Boards, OPM administered Qualification Review Boards, and SES Selection Panels.

Entry /Mid Level Employment

Goal: Develop Department-wide recruitment strategies to increase the applicant pool for entry/mid level positions.

- Establish and/or re-institute entry-level intern programs to develop diverse groups of professional and administrative trainees (e.g., The Technical Leadership Development Program (TLDP) and the Richland Operation Office's Professional Development Program for entry-level employees).

- Develop recruitment strategies to increase Hispanic and other potential applicants for DOE's TLDP and other intern/entry-level jobs.

- Increase recruitment at the GS-5 and GS-7 level for positions covered by the Luevano[1] consent decree and use the Outstanding Scholar and Bilingual/Bicultural hiring authorities as a supplemental authority with competitive examining.

- Expand recruitment strategies to target additional Hispanic professional organizations (e.g., IMAGE), publications (e.g., Hispanic Engineer Magazine), and colleges and universities (e.g., the University of New Mexico).

- Make every attempt to include representation of Hispanics and/or other minority employees: e.g., Hispanic Employment Program Managers (HEPM) council members) on rating and ranking panels for positions at all grade levels.

- Ensure that the requirements in vacancy announcements and the language in ranking factors are not restrictive or biased in nature.

Student Employment/Education Outreach

Goal: Increase the representation of Hispanic students in the Department's Student Employment Programs (e.g., Laboratory-based internship and fellowship programs, Summer Employment Program, Diversity Partnership Program, Cooperative Education Program, Stay-in-School Program, Associated Western Universities Fellowship Program, Fossil Energy Hispanic Summer Intern Program, etc.).

- Establish partnership agreements with Hispanic Serving Institutions (HSIs) and professional educational organizations (e.g., Hispanic Association of Colleges Universities) to augment the student pipeline within the Department.

- Facilitate mentoring between DOE employees and Hispanic and other minority students to prepare them for careers within the Department.

- Develop "capacity building" conferences with HSIs in coordination with the White House Initiative on Education Excellence for Hispanic Americans (i.e., grant writing processes, marketing techniques, faculty exchanges, technical assistance, etc.).

- Encourage the use of an "Executive On-Loan" concept to foster DOE relations

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1 Under the Luevano decree, Outstanding Scholar Program provision, agencies may directly hire, without regard to a list of eligibles (except for displaced Federal employees), college graduates who obtained a grade point average of 3.5 or higher on a 4.0 scale for all undergraduate courses completed toward a baccalaureate degree, or who stand in the upper 10% of a baccalaureate graduating class (or of major university subdivision such as the college or arts or sciences). Engineering and science positions (e.g., 801/1301) are not covered under this provision.

with the Hispanic academic community.

- Support the White House Initiative on Education Excellence for Hispanic Americans.

- Develop job curricula and career planning workshops for Hispanic Serving Institutions and other minority colleges and universities.

- Host a Department of Energy Youth Symposium.

- Support the National Latino Children's Institute Washington Seminar.

Career Development

Goal: Promote participation of Hispanic employees in career development programs.

- Ensure that DOE Hispanic and other employees have an opportunity to be considered for upward mobility positions and other developmental programs and assignments.

- Ensure that Hispanics are aware of and have an equal opportunity to compete for managerial and executive training opportunities (e.g., SES Candidate School, Federal Executive Institute, and the Executive Potential Program).

- Aggressively advertise and recruit Department-wide among the cadre of high caliber Hispanics and other employees (GS-6 through GS-13) for nomination and participation in the Aspiring Leader, New Leader, Women's Executive Leadership, and Executive Potential Programs.

- Identify a cadre of senior-level employees (GS-14 through SES) Department-wide to serve as mentors for Hispanics and other employees graduating from career development programs.

- Develop Succession Planning guidelines and related workshops within the Department that focus on developing a talented and diverse workforce for the future.

2.0 Accountability

The Department's senior level management is primarily responsible for ensuring and emphasizing efforts to achieve a fully diverse workforce, inclusive of Hispanics. The Executive Steering Committee through the tracking and reporting mechanisms in the Secretary's Workforce 21 Diversity Strategic Plan will assist the Department's managers/supervisors in accomplishing workforce diversity by implementing and

monitoring measures. The Department will take the following action items to promote accountability and results with respect to Hispanic employment.

- Develop diversity baselines for all offices by gender, ethnicity, grade level, etc.

- Inventory and advertise current employment opportunities to DOE employees via a common Website.

- Establish yearly DOE affirmative employment goals in compliance with EEO laws and cross-reference with projected vacancies.

- Periodically update and review organizational Workforce 21 Plans.

- Authorize EEO/Diversity Managers to review and concur on hiring selection documents to ensure that fair and equal consideration is afforded to Hispanic and other employees.

- EEO/Diversity Managers and Hispanic Employment Program Managers (HEPMs) shall regularly review the results of their respective Field Offices' recruitment and internal employment practices undertaken to attract and retain Hispanic employees and potential applicants (e.g., use of executive search firms, recruitment and retention bonuses, etc.).

- Incorporate a separate "critical element" on diversity in manager's and supervisor's performance appraisal plans -- including SES members -- that is tied to annual performance ratings and bonuses.

- Submit HEP Quarterly Status Reports to the PMC on the Department's progress towards improving the underrepresentation of Hispanics.

- Submit annual AEP and FEORP plans and accomplishment reports to the OPM for review and evaluation of the Department's progress in recruiting and hiring Hispanics and other minority employees.

3.0 Staffing Tools

The following recruitment and selection tools have been recently developed and used to assist DOE Headquarters and Field Elements in implementing Workforce 21:

- Recruitment Strategies Handbook;
- Recruitment Calendar;
- Diversity Recruitment Sources Guide; and
- Manager's Guide to Administrative Flexibilities

The Office of Human Resources Management is available to provide copies of these tools and assistance in effectively utilizing them to build a talented and diverse workforce at the DOE.

SUMMARY

Under the Secretary's Workforce 21 Initiative, the Department has an outstanding opportunity and challenge to make the demographics of the agency more reflective of the general population in the United States. The Secretary's goal to create and sustain a work environment that is diverse, highly skilled and competent, is the key to accomplishing the agency's missions in the new millennium. To do this, Hispanic and other employees must be well represented and involved in the accomplishment of the Department's critical work.

The Department of Energy welcomes feedback and ideas on how to successfully implement this Hispanic Employment Plan and hopes it will serve as a model for other Federal agencies.