



Wednesday, January 18, 2017

MEMORANDUM FOR: Heads Of Executive Departments And Agencies

FROM: BETH F. COBERT, ACTING DIRECTOR, OFFICE OF PERSONNEL
MANAGEMENT

JENNY R. YANG CHAIR, U.S. EQUAL EMPLOYMENT
OPPORTUNITY COMMISSION

Subject: HISPANICS IN THE FEDERAL WORKFORCE

In light of the persistent low representation of Hispanic/Latinos in the Federal workforce, the U.S. Office of Personnel Management (OPM) and Equal Employment Opportunity Commission (EEOC) agree with a recommendation from the Hispanic Council on Federal Employment (HCFE), that Federal agencies with at least 1,000 full-time equivalent employees (FTEs) should conduct a more focused barrier analysis on Hispanic employment. This analysis should focus on employees at the GS-12 through Senior Executive Service (SES) levels to identify and eradicate any barriers to equal employment opportunity (EEO), consistent with the merit system principles and applicable laws.

OPM and EEOC are jointly urging agencies to take this action in light of the principles and commitments articulated in Executive Order 13583, *Establishing a Coordinated Government-wide Initiative to Promote Diversity and Inclusion in the Federal Workforce*, the recommendations of the HCFE, and EEOC Management Directive (MD) 715 to remove barriers to EEO in the Federal workplace.

Specifically, this memorandum encourages all Federal agencies with at least 1,000 FTEs to conduct a barrier analysis on Hispanic/Latino employment at the GS-12 through SES levels at the component reporting level. This analysis should be conducted as part of agencies' regular EEO planning and reporting requirements under EEOC MD-715. Any analysis undertaken by an agency in response to this memorandum, and any corrective strategies implemented as a result of the analysis should be included in the agency's submission to EEOC through FEDSEP due on **January 31, 2018**. The barrier analysis should consist of as many of the following elements as are relevant to each specific agency:

- Workforce Analysis
 - Identify triggers and potential barriers to Hispanic/Latino employment at the GS 12-SES levels.^[1]
- Root Cause Analysis
 - Summarize recruitment outreach events focused on Hispanic/Latino populations.^[2]

- Applicant flow analysis showing Hispanic/Latino representation at each stage of the recruitment/hiring process (applicant, eligible, qualified, referred) compared to overall agency applicant flow.^[3]
- Analysis of hiring of Hispanic/Latinos at the GS-12 through SES levels compared to corresponding Civilian Labor Force (CLF) and agency workforce benchmarks.^[4]
- Analysis of promotions and separations (voluntary and involuntary) by Hispanic/Latino ethnicity, compared to overall promotions/separations.^[5]
- Analysis of career tracks that lead to SES within the agency.
- Analysis of Hispanic/Latino representation at the GS-12 through SES level in the career tracks identified as predominantly leading to SES.
- Participation in leadership development programs by individuals of Hispanic/Latino ethnicity, compared to overall employee participation.^[6]
- Analysis of latest available Federal Employee Viewpoint Survey (FEVS) results relating to employee satisfaction, engagement, and inclusion, by Hispanic/Latino ethnicity, compared to overall employee participation.^[7]
- Solution Development
 - Narrative summary of strategies the agency will take to strengthen pipelines and improve retention and upward mobility for Hispanic/Latino employees. These strategies might include targeted outreach, internships, mentoring, rotational assignments, awards/recognitions, and leadership accountability measures.
- Showcase best practices
 - Narrative summary of best practices that show success or improvement in an agency's Hispanic/Latino employment, retention programs, and promotion opportunities.

In order to assist agencies in this endeavor, EEOC will separately issue recommended questions that may be used in conducting an in-depth barrier analysis with respect to Hispanics/Latinos and other under-represented populations.

Thank you for your continuing commitment to EEO, diversity and inclusion in the Federal Government.

cc: Chief Human Capital Officers (CHCO), Deputy CHCO's, HR Directors, EEO Directors, and Diversity and Inclusion Directors

^[1] Available in Agency MD-715 data table A1

^[2] Available in Agency Federal Equal Opportunity Recruitment Program (FEORP) Reports

^[3] Available in Agency Applicant Flow Analyses

^[4] Available in Agency MD-715 data table A7, A11

^[5] Available in agency MD-715 data table A9, A14

^[6] Available in agency MD-715 data table A12

^[7] Available in agency FEVS results: Employee Satisfaction, Engagement Index, Inclusion Quotient