



U.S. Department of Justice
Justice Management Division
Equal Employment Opportunity Staff

Executive Stewardship for Hispanic Employment

Presented to

LULAC Federal Training Institute

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Executive Stewardship for Affirmative Employment

Key Focus Points

- Highlight the major function areas of executive stewardship
- Learn about resources for affirmative employment
- Learn how people can become empowered at different organizational levels to advance workforce diversity
- Learn about the benefits of executive stewardship

Executive Core Qualifications and Executive Stewardship

FACT: Compliance with EEO laws and regulations and accountability for Workforce Diversity are key performance elements for all senior and managerial leadership positions regardless of the occupation.

OPM LEADERSHIP COMPETENCIES

Leading Change	<ul style="list-style-type: none"> . Flexibility . Resilience . Service Motivation . Continual Learning 	<ul style="list-style-type: none"> . Creativity/Innovation . Vision . External Awareness . Strategic Thinking
Leading People	<ul style="list-style-type: none"> . Integrity/Honesty . Cultural Awareness 	<ul style="list-style-type: none"> . Conflict Management . Team Building
Building Coalitions/Communications	<ul style="list-style-type: none"> . Oral Communication . Written Communication . Interpersonal Skills 	<ul style="list-style-type: none"> . Influencing/Negotiating . Partnering . Political Savvy
Results Driven	<ul style="list-style-type: none"> . Decisiveness . Customer Service . Technical Credibility 	<ul style="list-style-type: none"> . Problem Solving . Accountability . Entrepreneurship
Business Acumen	<ul style="list-style-type: none"> . Human Resources Management . Financial Management . Technology Management 	

Departmental Affirmative Employment Programs (AEP) – Model EEO Programs

FACT: In compliance with EEOC's Management Directive 715, agencies are required to designate affirmative employment subject matter experts towards the implementation of a model EEO program.

- Develop and implement strategies in the areas of talent acquisition, talent management, workforce diversity, compliance and strategic commitment.
- Partner with internal and external affiliates to promote inclusion.
- Advise and support bureau EEO personnel.
- Provide regulatory guidance and oversight to agency components.
- Conduct workforce analysis.

Major Focus Areas of Affirmative Employment

- Numbers and percentages of accessions
- Numbers and percentages of promotions
- Numbers and percentages of separations and the reasons therein
- Level of representation in the agency's workforce with regard to grade levels, with much emphasis on GS-13 through GS-15 and the Senior Executive Service
- Level of representation in the civilian labor force
- Level of representation in mission-critical occupations
- Distribution of awards
- Participation in training and career development programs
- Identification of workplace barriers (attitudinal, institutional, and physical)
- Type of EEO complaint activity for which age, race, sex, national origin, disability status, parental status, sexual orientation, and genetic information is a basis for alleged discrimination
- Engagement of stakeholders – internal and external

Resources for Affirmative Employment

1. Agency's Strategic Plan
2. EEO Strategic Plans
3. Human Capital Plans and Succession Plans
4. OPM guidelines and various Executive Orders
5. OPM annual-government-wide reports including Federal Equal Opportunity Recruitment Plan Report and Annual Report to the President on Hispanic Employment
6. Policies and initiatives governing the Affirmative Employment Program(s) to include 29 CFR 1614 and EEOC Management Directive 715
7. Agency's Affirmative Employment Program Manager (full time or collateral)
8. Agency leadership and management officials

Composition of the Federal Workforce

- 2.8 million employees
 - 1,572,659 Men
 - 43.35% Women
 - 64.08% Whites
 - 18.63% Blacks or African Americans
 - 8.14% Hispanics or Latinos
 - 5.96% Asians
 - 0.33 % Native Hawaiians/Other Pacific Islanders
 - 1.52% American Indians/Alaska Natives
 - 0.62 % Persons of Two or More Races
 - 0.69% Individuals with Targeted Disabilities

Source: U.S. Equal Employment Opportunity Commission - FY 2009 Annual Report

Top Five Projected Hires by Professional Field within the Federal Government {FY 2010-2012}

Professional Field	Projected Hires	# of Agencies Hiring
Medical and Public Health	54,114	9
Security and Protection	52,077	11
Compliance and Enforcement	31,276	15
Legal	23,596	21
Admin./Program Management	17,287	27

Source: Partnership for Public Service (<http://www.ourpublicservice.org/OPS/>)
Research Reports/Surveys - Where the Jobs Are: Mission Critical Opportunities for America (2009)

Top 10 Projected Hires by Professional Field within the Federal Government {FY 2010-2012}

Professional Field	Projected Hires
Medical and Public Health	54,114
Security and Protection	52,077
Compliance and Enforcement	31,276
Legal	23,596
Admin./Program Management	17,286
Accounting and Budget	16,664
Information Technology	11,549
Business and Industry	10,765
Engineering	10,642
Transportation	10,560

Source: 2009 Partnership for Public Service (<http://data.wherethejobsare.org/wtja/home>)
Where the Jobs Are: Mission Critical Opportunities for America – 3rd Edition – 2009

Benefits of Executive Stewardship

- Provide employees at all levels of the organization with strategies on how to make meaningful contributions aligned with the organization's mission and become an effective team player.
- Provide information to mid-level employees who aspire to the Senior Executive Service.
- **Develop your Leadership Competencies relevant to SES Executive Core Qualifications**
- Increase retention rates and promote healthy work environments by providing conflict management techniques and resources.
- Increase effective communication in the workplace.
- Teach and develop effective project management techniques to maximize resources.
- Increase collaboration and team work in the workplace for improved customer service.

Engagement with Your Agencies Affirmative Employment Programs



U.S. DEPARTMENT OF JUSTICE
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EQUAL EMPLOYMENT OPPORTUNITY STAFF
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HISPANIC EMPLOYMENT STEWARDSHIP Employee's Checklist

- Develop knowledge of various policies and initiatives governing the Hispanic Employment Program and get to know your agency's Hispanic Employment Program Manager (full time or collateral).
- Become familiar with your agency's Strategic Plan, Human Capital and Succession Plans, EEO Strategic Plan and Initiatives; as well as Executive Order (EO) 13171, Hispanic Employment in the Federal Government and its yearly reports to the White House.
- Learn about compliance with the Federal Equal Opportunity Recruitment Plan Report and questions of the Legacy Hispanic Nine Point Plan.
- Become involved with your agency's affinity group.
- Seek involvement with agency Hispanic Heritage Month initiatives.
- Gain knowledge of Student Programs and Hiring Flexibilities.
- Become familiar with your agency's hiring processes/practices, most populous occupations and hiring mechanisms.
- Become involved with local community and professional affinity organizations.
- Develop a list of contacts, partners (influencers) that can help and talk to others about your involvement in Hispanic stewardship.
- Learn about best practices and successful resume writing, KSA writing and how to apply and incorporate the Executive Core Qualification writing skills to update your own profile and assist others with theirs.
- Establish relationships with family, friends and communities in YOUR LOCAL AREA, or circle of influence. Proactively provide follow-ups to your contacts, help coordinate face-to-face meetings with hiring officials and those in positions of influence, schedule information interviews with successful Hispanic professionals and others within your organization.
- Build internal coalitions with employees, managers and leaders within your organization that might be in a position to help you advance your agenda. These might include the HEPM, EEO Director, HR and Executive/Administrative Officer, and Managers who

Building Your Leadership Competencies

- Know the key players, and what they do in the areas of Diversity of Human Capital and Strategic Management. Develop external awareness.
- Learn about Model EEO Programs, and how they compare to your agencies initiatives. Develop your analytical skills and the full command of policies and processes.
- Become a “watch-dog” and report perceived deficiencies or potential barriers for the hiring and advancement of Hispanics within your organization. Pervasive and persuasive power to address subject matters.
- Always offer solution to the problem you are presenting. Be politically savvy.
- Seek out conferences, summits, and workshops in related areas and encourage other Hispanic and non-Hispanic employees to participate and take advantage of such opportunities. Build coalitions.

Group Exercise (Scenarios)

- Your agency needs to address capacity building for a mission critical job at the entry-level. You learned that a local high school with a diverse enrolment has a cadre of students available for volunteer work/internships.
- The new Hispanic entry-level career employee (graduate of a Hispanic-serving institution), left his family and friends back home to join the Federal workforce. He does not know the area, is having a hard time fitting into the agency's culture and is not being challenged or fully utilized.
- You learned that a GS-13 employee from a diverse background is contemplating leaving the agency because of perceived discrimination and is concerned about the fact that no one looks like him in his division.
- A GS-15 Hispanic male senior manager, hoping to soon become an SES'er wants to help himself and others develop new skills, stay competitive and engaged in the mission. However, he lacks understanding of the value of a diverse workforce.
- A mid-level subject matter expert, who knows little about HR and EEO, but is fully aware and genuinely interested in changing the "status quo" of Hispanic underutilization in the workforce wants to know how he/she can assist towards the agency's talent management efforts.

Contact Information



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