

Command

Equal Employment Opportunity

MEMORANDUM

August 1, 2002

From: Command Deputy Equal Employment Opportunity Officer
To: Managers and Supervisors

Subj: POLICY GUIDANCE #14 – CIVILIAN HISPANIC EMPLOYMENT PROGRAM
INITIATIVES

Ref: (a) Executive Order 13171 of 12 Oct 2000

Encl: (1) Listing of Professional, Administrative, Technical, Clerical, Other and Blue Collar (PATCOB) Under-represented Positions by Gender and Racial Code
(2) Typical Professional, Administrative, Technical, Clerical, Other and Blue Collar (PATCOB) Positions
(3) Five Agency Program Areas of Responsibility
(4) Naval Postgraduate School (NPS) Plan to Reach Agency Under-represented Program Areas

1. Reference (a), Hispanic Employment in the Federal Government, was issued to focus on the continued under-representation of Hispanics in the Federal workforce. After three decades, improvement of Hispanic employment continues to be a serious problem. Some progress has been made, but it is clear that the Federal government has not fully tapped the talents of the Hispanic community for public service.

2. Specifically, at the Naval Postgraduate School, out of a total FY01 workforce of 1194 employees Hispanics represent 5.9% (70 employees). Hispanics represent over 12.5% of the general population, and comprise 11.8% of the national civilian labor force (CLF), and only 6.6% of permanent Federal employees. The gap between Hispanics in the Federal workforce and in the CLF is growing.

3. The Office of Personnel Management issued a report to the President on the Status of Hispanic recruitment and assigned specific major responsibilities to Federal Agencies. In order to increase Hispanic representation, the report states that agencies need to:

a. broaden the area of consideration on vacancy announcements to include applicants from all appropriate sources;

b. ensure selection factors are appropriate and achieve the broadest consideration of applicants;

c. improve outreach efforts to include organizations outside the Federal government in order to increase the pool of candidates;

d. promote participation of Hispanic employees in management, leadership, and career development programs;

e. ensure managers and supervisors receive periodic training in diversity management in order to carry out their responsibilities to seek and maintain a diverse workforce;

f. develop mentoring programs to motivate young people to pursue higher education and Federal careers; and

g. provide employment information to students, faculty, and the Hispanic community.

4. It is the policy of the Department of the Navy (DON) and the Naval Postgraduate School (NPS) to recruit qualified individuals in an effort to achieve a workforce drawn from all segments of society. NPS is committed to increase overall Hispanic representation by developing and maintaining a program for the recruitment and development of Hispanics across all career fields and at all grade levels. Enclosures (1) and (2) provide a complete list of PATCOB fields that are seriously under-represented at NPS.

5. Each Federal agency is required to take steps to establish and maintain a program for the recruitment and career development of Hispanics in Federal employment. Agency programs must reflect five areas:

a. Management accountability

b. Innovative marketing and recruitment strategies

c. Effective results-oriented hiring and retention strategies

d. Identification of barriers to improving Hispanic representation

e. Bilingual/Bicultural Program

Enclosure (3) provides detailed information on the five program areas.

6. Enclosure (4) provides a list of steps the Naval Postgraduate School should follow to increase overall Hispanic representation. The Director of Personnel and the Command Deputy Equal Employment Opportunity Officer are responsible for overall program administration. They will monitor, analyze, and execute this program, as well as submit required reports. The leadership of managers and supervisors is essential to the successful accomplishment of this objective. To ensure accountability, the NPS Command

Equal Opportunity Office will review all certificates of eligible candidates to monitor referral and selection of Hispanics.

7. Should you have any questions, please contact me at (831) 656-2480 or e-mail dbaity@nps.navy.mil.

Deborah A. Baity

Naval Postgraduate School
Recruitment Plan

(List of Professional, Administrative, Technical, Other and Blue Collar Positions)

Professional

White female
Black male
Black female
Hispanic male
Hispanic female
Asian male
Asian female
Native American female

Administrative

White male
Hispanic male
Asian female
Native American female

Technical

White male
Hispanic male
Asian male
Native American male

Clerical

White female
Hispanic male
Hispanic female
Asian male
Asian female
Native American male
Native American female

Other

White female
Hispanic female
Asian male
Native American male
Native American female

Blue Collar

White female
Hispanic male
Hispanic female
Asian male
Native American male
Native American female



**Naval Postgraduate School
Typical Professional, Administrative, Technical, Other and Blue Collar
(PATCOB) Positions**

Professional

Faculty
Scientist & Engineer
Mathematician
Statistician
Accountant
Attorney/Lawyer
Psychologist
Librarian
Social Scientist
Positions w/positive education
requirements

Administrative

Administrative Officer
Financial Management
Personnel Management
Equal Employment Opportunity
Procurement
Supply Management
Computer Specialist
Production Management
Technical Writers
Public Affairs
Management Analyst
Program Analyst
Safety
Facilities/Housing
Administrative Support Assistant

Clerical

Secretary
Office Automation
Clerk – Various
Assistant (Lower grade)

Technical

Quality Inspector
Procurement
Logistics
- Supply
- Property
- Transportation
Accounting Technician
Human Resources Office Technician/
Assistant
Miscellaneous Administration/
Management Technician
Photographer
Computer Operation/Clerk Assistant
Illustrator
All other various technicians
- Safety
- Library
- Education

Other

Firefighter
Police Officer
Guard
Detective
Student Trainees

Blue Collar

All Wage Grade Positions

Leadership Responsibilities for Under-represented Program Areas

Area I. Management Accountability

- Performance standards for managers should specifically address accomplishments in diversity recruitment and career development
- Managers and supervisors receive periodic training in managing and maintaining a diverse workforce.
- Make the elimination of Hispanic under-representation a continuing priority
- Incorporate action items into the command strategic plan.
- Command's progress and success in recruiting, employing and training Hispanics is included in the annual Federal Equal Opportunity Recruitment Program (FEORP) report.
- Provide guidance to managers and supervisors.
- Conduct progress reviews on the program.
- Hold managers and supervisors accountable for a diverse workforce.
- Recognize success; identify and reward champions of diversity.

Area II. Innovative Marketing and Recruiting Strategies

- Provide a plan for the recruitment of Hispanics.
- Provide employment information to students, faculty and the Hispanic Community.
- Develop a mentoring program to motivate young people to pursue higher education for Federal careers.
- Partnering with other Federal agencies and departments.
- Disseminating information in Spanish.
- Use the flexibility in the student Education Improvement Program by bringing Hispanic students into an agency and supporting them.

Area III. Effective, Results-oriented Hiring and Retention Strategies

- Promote the participation of Hispanic employees in career development programs.
- Use existing hiring flexibilities and authorities, such as
 - student employment programs
 - selective placement
 - recruitment and relocation bonuses
- Rewards to retain employee commitment
- Place an emphasis on learning and development
- Have a flexible and supportive work environment
- Provide high-quality supervision and leadership
- Increase and improve outreach efforts

Area IV. Identifying Barriers to Improving Hispanic Representation

- Assess and eliminate barriers to recruitment
- Broaden the area of consideration to include applicants from all appropriate sources
- Review internal human resources policies, processes, and operations to ensure no barriers exist to recruitment

Area V. Effecting Use of the Bilingual-Bicultural Hiring Authority

- Hire applicants with Spanish language proficiency and/or knowledge of Hispanic culture.
- Determine which entry-level jobs are a good fit for bilingual-bicultural programs

Naval Postgraduate School's Under-representation Plan To Reach Agency Program Areas

Area I. Management Accountability

- Ensure performance standards for managers specifically address accomplishments in diversity recruitment, career development and accountability.
- Provide guidance to managers and supervisors.
- Conduct progress reviews for managers and supervisors on accomplishments.
- Obtain strong leadership commitment and hold managers accountable for a diverse workforce and achieving results.
- Train managers and supervisors on EEO, AEP, and managing and maintaining a diverse workforce.

Area II. Innovative Marketing and Recruitment Strategies

- Expand and improve outreach with Hispanic-Serving Institutions (HSI), business community, trade and professional organizations, unions, minority groups, and fraternal organizations to enlist their help in finding high quality employees.
- Provide employment information to students, faculty, and the Hispanic community.
- Consider job search locations, such as:
 - College placement centers
 - Minority student associations
 - College organization of students with disabilities
 - High Schools
 - Internet websites
 - Newspapers and magazines
 - Community letters
 - Radio announcements

Enclosure (4)

- Community centers
 - Professional organizations
 - Minority organizations
 - Libraries
 - Grocery stores
- Recruit and advertise the benefits of the Student Employment Programs, Student Temporary Employment, Student Career Experience, Selective Placement Opportunities, and Outstanding Scholar Program.
 - Encourage employees to become mentors; develop a mentoring program.
 - Disseminate information in Spanish to recruitment areas.
 - Develop and maintain partnerships with academic and professional associations.
 - Publicizing efforts to increase Hispanic representation by issuing an all employee memorandum.

Area III. Effective Results-oriented Hiring and Retention Strategies

- Train employees in Intercultural Communication to address differences in communication across cultures.
- Establish part-time, intermittent and seasonal work or use temporary or term appointments.
- Pay recruitment and relocation bonuses, when applicable.
- Use rewards/awards to recognize significant contributions/accomplishments in building and maintaining a diverse, high-quality workforce (Champions of Diversity Award) and for retaining and providing career advancement opportunities.
- Establish and publicize career developmental programs/opportunities for employees, i.e. Upward Mobility Program, Veterans Re-adjustment Program, etc.
- After selection of candidate, follow-up on progress.

Area IV. Identification of Barriers to Improving Hispanic Representation

- Encourage managers to conduct targeted recruitment in support of such goals.
- Widely disseminate Annual Workforce Profile analyzing workforce trends.
- Conduct periodic climate survey, "cultural audits," or "organizational assessment" of employees.
- Provide reasonable accommodation to job applicants and employees with disabilities.
- Provide a safe and productive work environment.
- Assess and eliminate any barriers to the recruitment of Hispanics including:
 - broadening areas of consideration to include applicants from all appropriate sources;
 - ensuring selection factors are appropriate and achieve the broadest consideration of applicants and do not impose barriers to selection based on non-merit factors; and
 - considering the appointment of Hispanic Federal managers to rating, selection performance review and executive resource panels and boards
- Conduct exit interviews of Hispanic employees leaving the agency to determine their reason(s) for leaving.

Area V. Bilingual/Bicultural Program

- Not applicable. NPS does not have positions that require bilingual skills.