



# DIVERSITY & INCLUSION AT HHS

## “Bringing Together a Diverse, High-Performing Workforce”

INAUGURAL ISSUE

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*Your feedback is always welcome. Comments and ideas regarding this newsletter can be sent to: [Diversity@hhs.gov](mailto:Diversity@hhs.gov). For more information about the Diversity and Inclusion Division, please visit: [www.hhs.gov/asa/ohr/spd/di.html](http://www.hhs.gov/asa/ohr/spd/di.html).*

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### DIRECTOR’S CORNER

*By Wilfredo Sauri, Director, Diversity and Inclusion Division*



On the behalf of the Diversity and Inclusion (D&I) Division, Strategic Programs Directorate (SPD), Office of Human Resources (OHR), U.S. Department of Health and Human Services (HHS), it is my pleasure to share this Inaugural Edition of the Diversity and Inclusion Newsletter as we closeout fiscal year 2013 and move forward to 2014. The D&I Division at HHS was created in support of Executive Order 13583, which established a coordinated Government-wide initiative to promote diversity and inclusion in the federal workforce.

What is workforce Diversity? The Office of Personnel Management (OPM) defines workforce diversity as a collection of individual attributes that together help agencies pursue organizational objectives efficiently

and effectively. Examples of these attributes include characteristics, such as national origin, language, race, color, disability, ethnicity, gender, age, religion, sexual orientation, gender identity, socioeconomic status, veteran status, and family structures. Diversity also encompasses differences among people based on their backgrounds; where they are from, where they have lived, and differences of thought and life experiences.

Inclusion, on the other hand, is defined as a culture that connects each employee to the organization. This type of organizational culture encourages collaboration, flexibility and fairness; and leverages diversity throughout the organization, so that all individuals are able to participate and contribute to their full potential.

The D&I Division is actively engaged in a number of initiatives to recruit, retain, and develop a diverse, high-performing HHS workforce that draws from all segments of society. In this inaugural edition of our newsletter, we are focusing on initiatives that were implemented in FY 2013 to improve our ability to promote a diverse and inclusive workforce throughout the Department. Additional highlights for the fiscal year include:

1) The **HHS Diversity and Inclusion Strategic Plan for 2012-2015**. This was originally submitted to OPM in May, 2012, and received favorable feedback. The Department has begun the Plan's implementation.

2) The **Diversity and Inclusion Council** includes representatives from all HHS Operating Divisions and Staff Divisions, Employee Resource Groups, and representatives from HHS Unions. Its inaugural meeting was held on September 12, 2013. A request for Council nominations was sent to all Staff Divisions and Operating Divisions in June, 2013. A D&I Council Charter document has been drafted and will be provided to the Council for discussion and approval.

3) The **HHS D&I Division Feedback Assistance Roundtable (FAR)** meeting with OPM, held on April 29, 2013, provided an opportunity to demonstrate and share all the great work being done at HHS for Diversity and Inclusion. Some of these programs include:

- Veterans Program Office
- Hispanic Program Office
- Disability Program Office
- Data Analytics Reporting
- Equal Employment Opportunity Office
- Employee Resource Group Program
- Telework Programs
- Employee Workforce Development
- New Employee Orientation Council
- Wellness and Work-life Programs
- Secretary's Wellness Committee
- FEDSTRIVE
- Employee Viewpoint Survey

OPM provided positive feedback on the FAR, emphasizing the level of participation of the respective program offices; the ability to present, exchange, summarize and update information, and the overall organization of the event.

Our next steps in the coming year are to continue developing activities to help increase communication between D&I and other HHS offices, and to utilize resources, such as the Diversity and Inclusion Council and our various Communities of Practice to increase awareness of our activities. We will report more on our efforts in later editions of our newsletter.

This inaugural issue of the D&I Newsletter is the product of the tremendous effort and dedication of the D&I Division and HR management. Your feedback is always welcome. Comments and ideas regarding the newsletter can be directed to: [Diversity@hhs.gov](mailto:Diversity@hhs.gov).

# Special Emphasis Programs

*Len Gerald, HHS Diversity Program Manager*

For the inaugural issue of our D&I Newsletter, let's start with explaining what are "Special Emphasis Programs" or SEPs. These are management programs established to ensure equal employment opportunity for minorities, women, veterans and persons with disabilities in various categories and occupations, and in all organizational components throughout the Department.

SEPs promote and foster diversity in the workplace with a special focus on activities, such as training events and panel discussions, that increase awareness among HHS employees in regards to social and cultural similarities and differences.

## Special Emphasis Events

- 1) At the Federal Employee Conference on July 12, 2013, the **Federal Asian Pacific American Council (FAPAC)** formally launched a professional development program that will be open to all GS-9 through GS-14 level federal employees looking to build competencies to pursue positions with greater responsibilities.
- 2) The **Hispanic/Latino Heritage Month** is held each September. This year HHS, in conjunction with other Federal Agencies, including the Office of Personnel Management, the U.S. Department of Defense, the U.S. Department of Education, the U.S. Department of Veterans Affairs, and NASA, hosted a two-day training event on September 24<sup>th</sup> and 25<sup>th</sup>. Needless to say, the event was considered a complete success, and we look forward to similar efforts in the future.
- 3) The **National Disability Employment Awareness Month**, held each October, is a national campaign that raises awareness about

disability employment issues and celebrates the many, and varied contributions of America's workers with disabilities. The theme for 2013 was "Because We Are Equal to the Task".

4) On November 14, 2013, the **Department celebrated Veteran's courage, and the sacrifices and contributions they have made to our Nation.** We were honored to have Congresswoman Tammy Duckworth (IL-08), Iraq War veteran and former Assistant Secretary of Veteran Affairs, as the Keynote Speaker. This event provided opportunities for Veterans and employees to visit exhibits of various Veteran Service Organizations (VSOs), and to learn about the many valuable resources available to our Veterans and their families.

5) The annual recognition of the rich cultural heritage of the American Indian Heritage, also known as **Native American Heritage Day** is set for November 29, 2013.

Look for upcoming HHS events in future issues of the D&I Newsletter. For more information, please contact Len Gerald, Diversity Program Manager, at [Len.Gerald@hhs.gov](mailto:Len.Gerald@hhs.gov).

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## Staff Picks

Staff Picks are available via the HHS University Learning Management System (LMS)

- 1) **Improving Communication in Cross-cultural Relationships** - Expected Duration - 1 hour. Please [click here](#) for a full description of this course.
- 2) **The Diversity Code: Unlock the Secrets to Making Differences Work in the Real World** (book code: 9780814416327).

**From: For OS announcements to all of HHS [mailto:HHS-NEWS-ALL@LIST.NIH.GOV]**  
**On Behalf Of HHS News (HHS/ASPA)**  
**Sent: Wednesday, March 13, 2013 9:34 AM**  
**To: HHS-NEWS-ALL@LIST.NIH.GOV**  
**Subject: Diversity at HHS**

Dear HHS Colleagues,

Our Department is charged with protecting the health of all Americans and providing essential human services for those who are least able to help themselves. We fulfill that important mission best when we draw from the talents of all parts of our society, and when our workforce reflects the communities we serve.

I am committed to HHS having a workforce that reflects our nation's rich diversity and leading the way in providing employment opportunities for all. My goal is to create a climate of innovation, opportunity, and success within the Department that capitalizes on the cultural, professional, and ethnic diversity of our workforce. To make sure diverse perspectives are represented in our workforce, HHS will be re-committing in the second term to strengthening our recruitment, promotion, and retention practices, with a specific emphasis on workforce diversity and succession planning.

This effort will include:

- A Diversity and Inclusion Council comprised of representatives from the Operating Divisions and Staff Divisions and Employee Resource Groups. The Council will be charged with ensuring the accountability and implementation of the Department's Workforce Diversity and Inclusion Strategic Plan and advising me on matters related to promoting workforce diversity. It is my intention to appoint Council Co-Chairs, and I would welcome your suggestions.
- Improved engagement and partnerships with national diversity organizations and Employee Resource Groups, including, the Hispanic Employment Organization, Federally Employed Women, Gay, Lesbian, Bisexual, Transgender Employees of the Federal Government, Federal Asian Pacific American Council, Society of American Indian Government Employees, and Blacks In Government, as well as Employee Unions.
- Increased outreach through the use of social media, our regional offices, programs such as VA for Vets, the Hispanic Association of Colleges and Universities (HACU) National Internship Program, and other programs targeting greater opportunities for diversity and inclusion.
- Increased efforts to recruit, promote, and retain members of underrepresented groups, in particular Hispanics, veterans, and persons with disabilities. While hiring is one important step in this process, unless we retain talented diverse employees, we won't make much progress.

I know there is a substantial hiring pool of talented and qualified workers that can help further our work. Our ability to attract, develop, and retain a talented, diverse workforce is critical to fulfilling our mission as a Department. I am asking all HHS employees to be part of this effort – to commit to creating a more diverse and inclusive workplace. Each of us has opportunities and the responsibility to make our fellow employees feel valued and respected. With your support and participation, we can ensure that our mission is more successful, and that workforce diversity and equal opportunity are two of our greatest strengths.

Sincerely,

Kathleen Sebelius

# Introducing Darrell Hoffman

*By Duilio Correa, Management and Program Analyst/D&I Newsletter Editor and Publisher*

Darrell Hoffman joined the U.S. Department of Health and Human Services (HHS) in June 2013. Currently, he serves as Director of the Office of Human Resources' (OHR) Strategic Programs Directorate (SPD), which works to enhance HHS Human Resources program integrity through policy implementation, mandatory and statutory reporting, expanded resource capability, leadership development, and program accountability. I had the opportunity to sit down with Mr. Hoffman and talk about his professional experience and achievements, and his vision for SPD.

Mr. Hoffman earned his M.B.A. at Baker College Center for Graduate Studies, and his B.S. in Human Resource Management at the State University of New York. With over 30 years of experience in the Federal Government, he has been a successful leader in both small and large organizations. Some of his areas of expertise include: organizational development and turn-around, labor contract negotiation, and the use of automation to promote productivity, flexibility and efficiency.

Prior to joining the Department, Mr. Hoffman served as Director of Workforce Management at the U.S. Department of the Interior, Workforce Relations Director at the U.S. Department of Education, and Chief of Human Resource Management at Martinsburg VA Medical Center. Additionally, during his tenure as Employee Labor Relations Director for the Department of Defense, he led the development of the National Security Personnel System (NSPS) – Mr. Hoffman's most ambitious professional accomplishment in the public sector. The NSPS, a state-of-the-art mission-based personnel management system for the DOD, took 3 years to complete and impacted over 750,000 employees.



In the 21<sup>st</sup> century sudden and unexpected organizational shift is a reality, and strong leadership is vital for the success, and continuous development of both public and private entities. But, what makes a good leader?

It is hard to believe that what appears to be a relatively simple question may lead to a wide array of answers that, at times, can be both complex and abstract in nature. However, it is practical to take a simple look back at the basic principles of strong leadership: effective listening skills and recognizing that everyone in an organization plays a critical role. Darrell Hoffman's professional success, and his vision to provide outstanding customer service and promote collaborative efforts to fulfill SPD's mission, reflect both of these principles.

On behalf of the Diversity and Inclusion Division Director and team members, I would like to welcome Darrell Hoffman, Director – Strategic Programs Directorate.

# HHS' New Employee Resource Group Program

*By Bonita V. White, HHS Employee Resource Group Manager*

In a message to all employees on March 13, 2013, titled "Diversity at HHS", Secretary Kathleen Sebelius expressed her commitment to HHS having a workforce that reflects our nation's rich diversity, and leading the way in providing education and opportunities. Secretary Sebelius outlined her goal of creating a climate of innovation, opportunity, and success within the Department that capitalizes on the cultural, professional, and ethnic diversity of the HHS workforce.

Furthermore, the Secretary stated that, during the second term, HHS will be re-committing to strengthening our recruitment, promotion and retention practices with a specific emphasis on workforce diversity and succession planning. This effort will include improved engagement and partnerships with national diversity organizations and Employee Resource Groups (ERGs), including the Hispanic Employment Organization, Federally Employed Women, Gay, Lesbian, Bisexual, Transgender Employees of the Federal Government, Federal Asian Pacific American Council, Society of American Indian Government Employees and Blacks In Government, and other ERGs, as well as Employee Unions.

The HHS Employee Resource Group Program stood up in March 2013, under the Office of Human Resources, Strategic Programs Directorate, as a vehicle to facilitate HHS' improved engagement with the aforementioned groups, and to work in conjunction with the Diversity and Inclusion Division to enhance HHS recruitment, retention and representation efforts. Bonita V. White, J.D., M.A., who had served as HHS' Director of Equal Employment Opportunity (EEO) Compliance and Operations since 1992, was appointed ERG Program Manager to lead this vital Secretarial Initiative.

Following activities to identify and register HHS ERGs and points of contact, a launch meeting of the ERG Program was held on Wednesday, June 26, 2013, with 32 representatives for HHS/OPDIV ERGs and staff from the Office of Human Resources, Office of General Counsel, Commissioned Corps and OPDIV Equal Employment Opportunity Offices. This meeting was facilitated by Nikki Bratcher-Bowman, Executive Officer, Office of Intergovernmental and External Affairs, and was designed to help create the group's infrastructure and formulate the ERG Program Work Plan.

Next steps for the ERG Program include: 1) issuance of a follow-up to the Secretary's "Diversity at HHS" message of March 13, 2013; 2) development, vetting and issuance of ERG policies and procedures which address ERG official recognition criteria, extension of official time for ERG activities, use of HHS resources and facilities, etc.; 3) development of ERG Charters; 4) creation of an HHS webpage containing links to ERG websites; 5) coordination of an HHS ERG Program Employment Forum for supervisors, managers, and employees; 6) establishment of vehicle for virtual information and best practice sharing between ERGs, such as SharePoint, OMB Max or Yammer; 7) creation of a video that provides an overview of HHS ERGs to be shown at HHS New Employee Orientation; 8) hosting an ERG partnership session devoted to networking, mentoring, and sharing best practices; and 9) participation in the newly established Diversity and Inclusion Council.

For further information, please contact Ms. Bonita V. White, ERG Program Manager, at [Bonita.White@hhs.gov](mailto:Bonita.White@hhs.gov), or 202-690-6674.

# Veterans Programs at HHS

By David “Kelly” Williams and Sonya Keeve, HHS Veterans Employment Program Managers

## **VA for Vets Recruitment and Staffing Database**

The U.S. Department of Health and Human Services’ (HHS) Veteran Employment Program Office (VEPO) is pleased to announce the signing of a Department-wide memorandum of understanding framework between HHS and the U.S. Department of Veterans Affairs’ Recruitment and Staffing Services Division. The VA for VETS service will help increase veteran representation at HHS and reduce the on-boarding time for direct hiring, while also serving as the principle storage location for veteran applicants’ resumes. When submitting a resume, a veteran must create an account, upload a pre-existing resume or utilize the VA for VETS resume builder tool, and then make the resume searchable. This resource is very similar to the USAjobs.gov resume-mining tool that was discontinued. With this service, there will no longer be concern for PII and the applicant tracking systems.

## **Veterans History Project (VHP)**

The Library of Congress is proud to present the Veterans History Project (VHP), which was created by Congress to preserve and make accessible the personal accounts of American war veterans so that future generations may hear directly from veterans and better understand the realities of war. The Veteran Employment Program Office (VEPO) has encouraged Veteran participation in the VHP within HHS to ensure their stories will be heard by future generations.

## **HHS Veterans Employment Data**

As of May, 2013, HHS has hired 490 Veterans, both permanent and temporary. This represents 11.9% of all hires during the year. Veterans at HHS comprise almost 6.9% of our workforce. The participation rates vary by Operating

Division, with the Centers for Disease Control and Prevention (CDC) presenting the largest Veterans representation with 1,129 (11.29%) staff members.

## **Veterans Retention Poll Results**

The Veteran Retention Poll was created to explore why veterans leave, or consider leaving, the Department. The VEPO prepared and e-mailed the Veteran Retention Poll to a small group of Veterans employed at HHS in order to get a better understanding of their feelings toward their current positions in various Operating Divisions. There were 10 questions provided in reference to retention to 94 HHS veterans, and 90 veterans responded to the poll. The questions were chosen by our VEPO, and were considered based on the ability to provide a definitive answer regarding veteran employment retention issues.

The VEPO provided results from the Veteran Retention Poll to HHS Leadership, other HHS OPDIV VEPOs, and hiring managers. The intent is to design and implement a hiring and retention strategy to increase veteran hiring and retention at the Department.

We will publish more of the Veteran Retention Poll results in future newsletters.

If you have further questions, please contact Sonya Keeve at [Sonya.Keeve@hhs.gov](mailto:Sonya.Keeve@hhs.gov), or David “Kelly” Williams at [David.Williams@hhs.gov](mailto:David.Williams@hhs.gov).

# Disability Employment Program

By Marilyn James, Disability Program Specialist, and Douglas Davis, Disability Placement Coordinator

Are you seeking to diversify your workforce with a qualified candidate? **LOOK NO FURTHER.** Your Disability Employment Program, along with the Workforce Recruitment Program (WRP), can assist. In 2011, in response to *Executive Order 13548 - Increasing Federal Employment of Individuals with Disabilities*, the Office of Personnel Management (OPM) highlighted the WRP as a model strategy in its guidance for federal agencies to recruit and hire people with disabilities.

The WRP is a recruitment and referral program that connects federal and private sector employers, nationally, with highly motivated college students and recent graduates with disabilities. These students are eager to prove their abilities in the workplace through summer-term or permanent jobs. The U.S. Department of Labor's Office of Disability Employment Policy (ODEP) and the U.S. Department of Defense's Office of Diversity Management & Equal Opportunity (ODMEO) manage this program. Through WRP, over 6,000 students and recent graduates have received summer, temporary and permanent employment opportunities. This program continues to be successful through partnerships with many federal agencies, including HHS.

To promote recruitment and selection of these qualified candidates, trained WRP recruiters from federal agencies annually conduct personal interviews on college and university campuses across the country. WRP candidates may possess various levels of education, from college freshmen to graduate students, and valuable professional experience. Information from candidate interviews is compiled in a searchable database that is available to federal hiring officials through the WRP website at: <https://wrp.gov>.

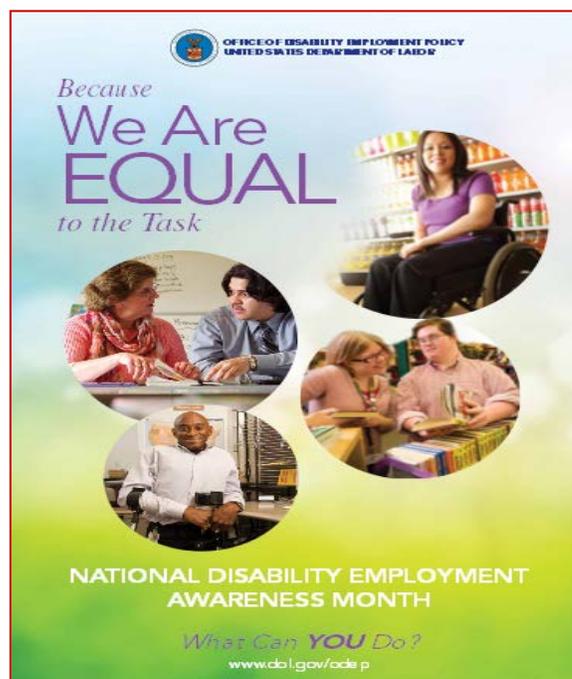
## Disability Employment Resources

1) **Journal Studies:** Gillies, J. (2012). University Graduates with a Disability: The Transition to the Workforce. *The Society for Disability Studies*, vol. 32, no 3.

<http://dsq-sds.org/article/view/3281/3115>

2) **Virtual training:** OPM HR University. Course Title: Hiring People with Disabilities Made Simple. Cost: **FREE**. Method: **ONLINE**.

[http://www.hru.gov/course\\_catalog.aspx](http://www.hru.gov/course_catalog.aspx)



**ACT QUICKLY, AND REQUEST YOUR ACCESS TO A MULTITUDE OF QUALIFIED, TALENTED APPLICANTS!**

To learn more on student employment programs like WRP or other recruitment options, contact Marilyn James with the HHS Disability Employment Program at [Marilyn.James@hhs.gov](mailto:Marilyn.James@hhs.gov) or Douglas Davis at [Douglas.Davis@hhs.gov](mailto:Douglas.Davis@hhs.gov). We can help meet your diversity needs!

# Hispanic Employment Program

*By Crystal Williams, HHS Hispanic Employment Program Manager/OHR Staff Sign Language Interpreter*

Fiscal Year 2014 brings a needed hope for Hispanic employment at HHS and its Operating Divisions. The Diversity and Inclusion (D&I) Division demonstrates this hope by engaging in specific activities that promote leadership accountability in eliminating the underrepresentation of Hispanics in the federal government.

One of these activities includes the creation of the Department's first six-year Hispanic Employment Program Strategic Plan. The 2014-2020 HHS Hispanic Employment Program Strategic Plan is a multi-year strategic and operational plan that helps to strengthen the nation's health and human services infrastructure by recruiting, employing, retaining, and advancing a qualified workforce from all segments of society.

Integral to the Hispanic Employment Strategic Plan is a theme of collaboration in addressing hiring disparities. Over the last several months, the HHS D&I Division's Hispanic Team has served as a primary liaison in bringing together various groups focused on Hispanic initiatives across operating divisions, staff divisions, and external entities.

Some of the strategic partnerships that have been established between the HHS Hispanic Employment Program Team and other organizations will be essential in ultimately improving HHS' Hispanic representation at HHS, which continues to trail that of other major demographic groups. According to the latest HHS reporting period:

- Permanent Hispanic workforce is 3.15%.
- Of the 457 employees hired during the reporting period, 9 were individuals of Hispanic origin.
- Employees of Hispanic origin satisfied only

1.97% of hires, and represented 1.84% of hires.

- The Hispanic hires-to-separation ratio is 0.68 to 1 (61 hires to 83 separations), which is a drop from the previous reporting period.

Furthermore, the expected participation per the 2000 National Civilian Labor Force is 10.7%.

## **HHS HOSTS the LULAC/FTI PARTNERSHIP**

In collaboration with the League of United Latin American Citizens (LULAC), HHS hosted the first LULAC Federal Training Institute (FTI) Partnership event which took place on September 24<sup>th</sup> and 25<sup>th</sup>. This initiative provided the Washington, DC metro area Federal employees with leadership training and professional development to enhance their skills and prepare them for leadership positions. LULAC understands that the government-wide spending cuts have caused many Federal agencies to suspend all training, educational and public outreach programs. Therefore, it is critical to continue addressing the Hispanic underrepresentation and the challenges that HHS may have in retaining and developing Hispanics. The Partnership is seeking current Senior Executive Service members who may be interested in serving as mentors for GS-14 and above employees.

For more information, please contact Crystal Williams at [Crystal.Williams@hhs.gov](mailto:Crystal.Williams@hhs.gov), or by phone at (202) 690-8330.

# Pathways to Success

By Adrienne Moore, HHS Pathways Programs Manager

July 10<sup>th</sup>, 2013 marked the one year anniversary of the Pathways Programs. On this date, the U.S. Office of Personnel Management (OPM) issued final regulations implementing the **Pathways Programs** established by E.O. 13562. The Pathways Programs provide clear paths to help federal agencies recruit, hire and retain potential talent in the Federal service. They also offer clear paths to Federal internships for students from high school through post-graduate school; career opportunities for recent graduates; and meaningful training and career development opportunities for individuals who are at the beginning of their Federal service. Details of the programs are mentioned below.

1) The **Internship Program** is designed to attract students enrolled in a wide variety of educational institutions with paid opportunities to work, and explore careers in the Federal Government. This program exposes students to jobs in the Federal civil service by providing meaningful career development work. Eligibility for the Internship Program requires applicants to be actively enrolled in a qualifying educational institution, on a full or half-time basis, to obtain a diploma or degree.

2) The **Recent Graduates Program** provides employment opportunities for individuals who have recently graduated from a qualifying institution. This program is designed to provide an opportunity to those individuals who lack experience to participate in Federal civil service jobs, enabling them to develop on the job as they establish their career. Applicants must apply within two years of completion of their educational program. Veterans who were precluded from applying due to their military service obligation can apply up to six years of their completion of a certificate or degree program.

3) The **Presidential Management Fellows (PMF) Program** is a two-year program for graduate students entering the Federal service. The PMF Program attracts and selects the best candidates possible, and is designed to develop a cadre of potential government leaders. This PMF program provides additional training during the two years of employment and encourages development of leadership capabilities. The Program instills a lasting bond as well as a spirit of public service, ultimately encouraging and leading to a permanent career in the government. Since the program's inception, HHS has employed more than 1,000 Presidential Management Fellows, many of whom are now senior leaders within the Department. Eligibility to the PMF Program requires applicants to possess a masters, JD and/or doctoral-level degrees.

As a participating agency, HHS has benefited tremendously by hiring more than 300 Pathways participants. New Pathways participants will now be hired through the standard HHS recruitment process. Now that we are in full implementation, we will continue to strive to successfully administer and manage Pathways at HHS in order to build paths to successful careers in the Federal government. Additionally, the Pathways programs Team conducts monthly meetings to help human resource points-of-contacts, hiring officials, managers and pathways coordinators with their recruitment and hiring initiatives to ensure adherence to the Program's requirements in 5 CFR part 362.

For more information about the HHS Pathways Programs, please contact Ms. Adrienne Moore, HHS Pathways Program Coordinator at [Adrienne.Moore@hhs.gov](mailto:Adrienne.Moore@hhs.gov).

# Government Leaders for Tomorrow (GL4T)

By Omonn James-Davis, Diversity Specialist



On July 9, 2013, the HHS Diversity & Inclusion Division (D&I) successfully kicked off the *Government Leaders for Tomorrow (GL4T)* program. The launch of the GL4T program marks the second year in which the D&I Division of HHS' Office of Human Resources has implemented a program specifically focused on the professional development of disadvantaged youth. GL4T is a revamped version of last year's inaugural program, *Grooming for Government (G4G)*. The success of the 2012 G4G program elicited so much interest across the Washington Metropolitan Area that participation nearly quadrupled with this year's GL4T program. The 2013 GL4T program welcomed a diverse and bright group of 80 young people between the ages of 16-24.

In partnership with the White House Youth Jobs Plus Communities initiative, the GL4T program was developed in response to President Obama's challenge to businesses, non-profits, and government: to work together to provide pathways to employment for low-income and disconnected youth. The Youth Jobs Plus initiative defines these "pathways" to employment as: 1) Life Skills, 2) Work Skills, and 3) Learn and Earn.

The GL4T program is based on a comprehensive

curriculum designed to enhance the life skills and work skills of youth through developmental training and experiential work opportunities. During the four-week program, GL4T participants engaged in valuable activities and learned about essential concepts to competitively position themselves for future federal employment. Some of the program offerings included: *Business Etiquette, Career Identification, Essentials in Leadership, Job Shadowing/Mentorship, Interviewing Tips, Resume Writing, and Navigating USAJOBS.gov.*

Beyond the curriculum offerings, the GL4T participants further benefited from the intangibles that are associated with establishing new relationships and simply being exposed to the vast career opportunities that exist within the federal government, and within HHS, in particular. The 2013 GL4T program was a large undertaking that was only made successful through dedicated program managers and supporting staff. Any existing lines between various OPDIVs and STAFFDIVs were blurred during the administration of GL4T, as employees from across the Department collaborated to support this important program. With ongoing positive reviews of GL4T, the D&I Division strongly hopes to continue to offer this invaluable experience for years to come.

# Federally Employed Women (FEW)

*By Nicholas Troilo, Team Lead, Diversity Opportunities, Outreach and Recruitment*

The Federally Employed Women (FEW) National Training Program was held July 22-26, 2013, in Orlando, Florida, at the Orlando Hilton hotel.

FEW is a private membership organization working as an advocacy group to improve the status of women employed by the federal government. Sponsors are committed to supporting the mission of FEW by encouraging diversity, ending gender discrimination, and advancing the professional growth of women in federal service. Sponsors establish and maintain relationships with organizations that serve as advocates for the fair application of laws, policies, procedures, and practices for improving the professional and personal quality of life for women in the federal sector.

For many years, federal agencies have successfully hosted forums in conjunction with the 2013 FEW National Training Program. These forums provide a unique opportunity for federal agencies to update public and private entities, both here and abroad, on agency developments and advancements for federally employed women. The agency forums also facilitate a venue for feedback on agencies' achievements, plans, and challenges for women in the federal sector. One of the most significant advantages of the agency forum is that it brings together equal opportunity and civil liberties leadership, as well as FEW program managers, human resource managers, and other special emphasis program leaders.

Historically, HHS has strongly supported FEW by hosting forums and exhibit booths. This year, the Department once again proudly participated in the conference. Wilfredo Sauri, Director of the Diversity and Inclusion Division, in the Strategic Programs Directorate of the Office of Human Resources, hosted a State of the Agency

Forum at the conference. The forum provided detailed data showing the Department's successful performance and stewardship of resources to recruit, hire, retain, develop, and advance women in the Department at various positions, including those deemed mission-oriented. This salient success stemmed from the Department's commitment to its compliance, diversity, and training programs. The Department continues to monitor its demographic progress regularly to achieve equal employment opportunity and adherence to civil liberties law. It routinely develops different strategies to identify and eliminate barriers and to increase the diversity and the demographics of the workforce according to age, race, sex, ethnic background, religious affiliation, sexual orientation, and disability. The Department also provides job training and career development opportunities to enhance the personal effectiveness and impact of women in the Department, and to reduce the gender-pay gap and increase the representation of women at executive levels.

The Department understands that the composition of its workforce is critical to accomplishing its mission as various forces continue to reshape the world. Accordingly, the Department is creating the institutional capacity to become a high-performing organization by recruiting and retaining women in all areas of professional expertise and disciplines to create, sustain, and thrive in a public sector that is flatter, results-oriented, and externally focused, to achieve desired outcomes.

For more information about FEW, please visit their website at: <http://www.few.org>.

# HHS Agency Forum at BIG Training Institute

*By Glenn Smith, Team Lead, Data Analytics and Reporting*



On Tuesday, August 20, 2013, the Department of Health and Human Services (HHS) hosted an Agency Forum at the Blacks In Government (BIG) National Training Institute in Dallas, TX. Blacks In Government is a national non-profit, non-partisan organization of federal, state, and local government employees. BIG hosts the national training institute yearly, with an array of workshops, informational sessions and public events, including agency forums. An agency forum is a business meeting held in conjunction with national conferences to bring together conference attendees and agency leadership to discuss programs and initiatives. Additionally, these forums serve as an opportunity for the agency to collaborate with affinity group organizations in meeting training and learning objectives.

Under the 2013 HHS Agency Forum theme, HHS Model Workforce for the Future, and with more than sixty in attendance, senior leaders and subject matter experts, provided briefings on a wide range of HHS policies and initiatives. The meeting was moderated by Michael Radford, Centers for Disease Control and Prevention, and included welcome remarks from Rear Admiral Epifanio (Epi) Elizondo, Regional Health Administrator and Assistant Surgeon General Region VI; and a dynamic briefing from Veronica

Moore, HHS Region VI, on the Impact of African Americans and the Affordable Care Act. Ned Holland, Assistant Secretary for Administration (ASA) provided an overview of the ASA organization, including topics on telework, training and development, the HHS budget, and the Affordable Care Act.



The 4-hour forum continued with presentations about: anti-bullying, by Danny Dickerson, HHS, Equal Employment Opportunity Compliance and Operations; the state of African Americans at HHS, by Glenn Smith, HHS, Diversity and Inclusion; and the HHS Fatherhood Initiative, by Kenneth Braswell and Patrick Patterson, Administration for Children and Families. In addition, Treava Hopkins-Laboy, National Institutes of Health, Office of Equal Employment Opportunity, provided closing remarks, and also highlighted the “Navigating the EEO Process” workshop she and Kendrick Gibbs would lead during the week.

This is the third year that HHS has hosted the Agency Forum at the BIG Training Institute. The event was broadcasted online via Adobe Connect and was accessible for people with disabilities. This was an opportunity for staff to engage and share resources, information and views for a better tomorrow.

# Data Analytics and Reporting (DAR)

By Team DAR

The Diversity and Inclusion Division Data Analytics and Reporting (DAR) Team provides accurate, timely and relevant information to support the mission of HHS.

A critical factor in the Department's achievement of its human capital goals is to formulate, implement, execute and manage effective support for its programs – from exercising stewardship and oversight of taxpayers' dollars that support staffing levels throughout HHS, to compliance with regulatory requirements. A robust and reliable system of analytical support and uniform reporting systems provides the necessary groundwork for HHS to remain dedicated to, focused on, and unhindered in its programmatic work.

Highlights from the 2012-2015 DAR Strategic Plan, include:

- 1) **Uniform Reporting:** Deliver reports to oversight agencies in compliance with legal statutes, regulations, and other HHS requirements.
- 2) **Data Integrity:** Provide exceptional data

analytic services and internal reports to provide customers and stakeholders with timely and relevant data and other information for decision-making support.

3) **Stewardship and Oversight:** Ensure compliance with data usage and security policies, as determined through enterprise data governance initiatives, and serve as a liaison between the Office of the Chief Information Officer and the program divisions. In addition, the team works to continuously identify data quality issues in adherence with specified standards.

4) **Research:** Provide sound and rigorous basic research through identification, data collection and analysis, reporting and providing recommendations to internal and external stakeholders.

Data analytics and reporting are essential for decision makers to establish goals and strategies, set priorities, measure progress, and assess program effectiveness related to human capital throughout the Department.

