



National Aeronautics and  
Space Administration

## Hispanic Initiative Plan FY 2002–2005



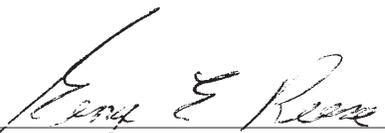
Office of Equal Opportunity Programs and  
Office of Human Resources and Education

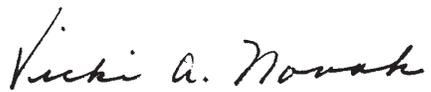
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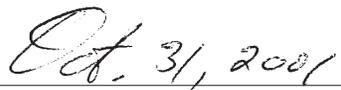
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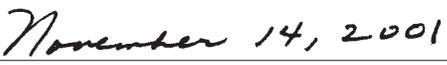
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# Executive Summary

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Underrepresentation of Hispanics in the Federal workforce is a long-standing concern. From 1973 to the present, Hispanic representation has remained relatively constant throughout the Federal Government, the Nation's largest employer. In 1994, the President posed the challenge of creating a Government that reflects America's diverse population by the 21st century.

The Office of Personnel Management (OPM) responded to this challenge in a September 18, 1997, memorandum to heads of executive department and independent agencies that addressed concerns regarding Hispanic employment. As part of a strategy to correct the problem, OPM issued a set of "Nine Hispanic Employment Initiatives." In addition, Presidential Executive Order 13171 of October 12, 2000, entitled Hispanic Employment in the Federal Government, affirmed the ongoing policies that address the underrepresentation of Hispanics in the Federal workforce.

NASA Administrator, Daniel S. Goldin, is committed to making all aspects of the Agency, its programs, and its workforce as inclusive as possible. As stated in NASA's Strategic Plan, "our greatest strength is our workforce. We aggressively build a team of highly qualified individuals that is representative, at all levels, of America's diversity. We foster a culture that is built on trust, respect, teamwork, communication, creativity, and empowerment in an environment that is free of unlawful discrimination and ensures equal opportunity." [The NASA Team and Values, People, NASA Policy Directive (NPD)-1000.1a, p. 15.]

# Introduction

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The Hispanic Employment Program (HEP) is a special emphasis program that was established by President Richard Nixon on November 5, 1970, to ensure equal opportunity for Hispanics in all aspects of Federal employment. It was initially established as the Sixteen Point Program, outlining 16 steps which the then U.S. Civil Service Commission (currently the Office of Personnel Management) and other agencies would undertake to ensure equal opportunity in Federal employment for Hispanics. The program was renamed on January 23, 1973, to the Spanish-Speaking Program and on February 28, 1978, to its current name.

The HEP's overall objective is to ensure that Hispanics have an equal opportunity to compete fairly in all aspects of Federal employment, i.e., recruitment, training, upward mobility, career counseling, developmental details, promotions, and any other condition of employment.

The major thrust of the HEP is on recruitment. It is an integral part of the Governmentwide Equal Employment Opportunity (EEO) program under the authority of Executive Order 11478 (1969) on equal employment opportunity; under the provisions of the Equal Employment Opportunity Act of 1972 (Public Law 92-261, March 1972); President Richard M. Nixon's official statement of November 5, 1970, establishing the foundation for the HEP; and, the Civil Service Reform Act of 1978 (Public Law 95-454), establishing the Federal Equal Opportunity Recruitment Program (FEORP), which requires Federal agencies to conduct affirmative recruitment of minorities and women.

In 1994, the President posed the challenge of creating a Government for the 21st century that reflects America's diverse population. OPM responded to the President's challenge and, in September 1997, issued a memorandum to all Cabinet and sub-Cabinet members that addressed concerns about Hispanic underrepresentation in the Federal Government. According to OPM, although the Hispanic community is the fastest growing segment of our population, it is the most underrepresented in the Federal workforce. Hispanics comprise over 11 percent of the civilian labor force and are the only major group underrepresented in the Federal civilian service. The Congressional Hispanic Caucus and the National Hispanic Leadership Agenda, which comprise over 30 national Hispanic organizations and leaders from across the country, have expressed concern about this underrepresentation.

OPM's "Nine Hispanic Employment Initiatives" provided various strategies for improving Hispanic employment levels. These strategies focused on specific objectives Federal agencies should implement to comprehensively address Hispanic underrepresentation and touch on general employment and academic relations, career development, the SES, and management accountability. Under the guidance of the Presidential Management Council (PMC), OPM will review the progress of each agency's Hispanic employment initiatives and report the results in its "Annual Report to Congress: Federal Equal Opportunity Recruitment Program." OPM will also collect data from all agencies and provide summary reports to the PMC on a regular basis.

Finally, Executive Order 13171 of October 12, 2000, requires Federal agencies to implement strategies to "improve the representation of Hispanics in Federal employment, within merit system principles and consistent with the application of appropriate veterans' preference criteria, to achieve a Federal workforce drawn from all segments of society."

# NASA Employment Challenge

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As we approach the new millennium, Federal agencies, including NASA, are faced with the challenge of taking a proactive stance in addressing Hispanic underrepresentation in the Federal Government. NASA must be prepared to effectively manage the recruitment, selection, and hiring of Hispanics into the Federal workforce of the 21st century, and should act immediately to do so.

According to recent projections, Hispanics will number 41 million by the year 2010, becoming the Nation's largest minority group. The Census Bureau reports that by the year 2050, one in four Americans will be of Hispanic heritage. The significant increase in the Hispanic population will give rise to a large influx of minorities into America's workforce. In the near term, Governmentwide projections estimate that 488,515 employees will be retirement eligible by the year 2003. Clearly, this creates a tremendous opportunity to change the diversity of the Federal workforce at all levels, including senior management.

The Hispanic employment picture at NASA (see Chart 1), as of September 30, 2001, shows that:

- Hispanics represent 4.8 percent of the 18,173 NASA career employees;
- Hispanics represent 2.4 percent of the 383 NASA SES population;
- Hispanics represent 4.7 percent of the 12,213 NASA career employees at the GS-13 through GS-15 grade levels;
- Hispanics represent 5.0 percent of the 4,045 NASA career employees at the GS-9 through GS-12 levels; and
- Hispanics represent 5.9 percent of the 1,387 NASA career employees at the GS-1 through GS-8 levels.

NASA is in the process of developing an Agencywide statistical model for use with Census 2000 data that will yield an overall utilization target for covered groups which closely correlates with the types of skills and bodies of knowledge that populate NASA's workforce (Relevant Civilian Labor Force or RCLF).

The initial Agencywide statistical model is projected for completion by June 2003, when Census 2000 labor force data is expected to be available at the level of detail necessary to complete the required extrapolations. A special working group convened in September 2001 to design the model and establish the parameters for the metrics.

# Strategy for Addressing Hispanic Underrepresentation

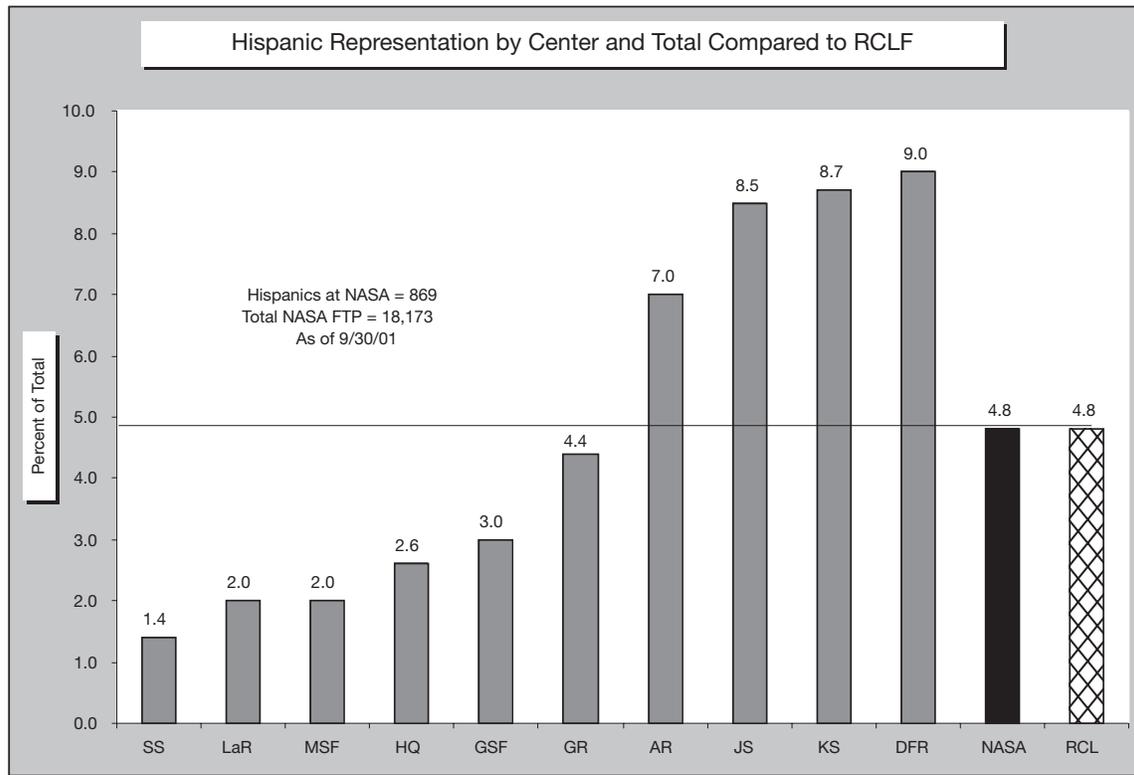


Chart 1

For this plan, NASA has incorporated OPM's 4.8 percent RCLF factor (see Chart 1) extrapolated from its September 30, 2000, Annual Report to Congress on the Federal Equal Opportunity Recruitment Program (FEORP).

In keeping with OPM and PMC guidance, NASA has developed this Hispanic Initiative Plan (HIP) to assist in the elimination of underrepresentation of Hispanics in its workforce. All aspects of this HIP are consistent with and supportive of NASA's Affirmative Employment Plan (AEP) and NASA's FEORP.

The HIP sets forth a strategy for eliminating underrepresentation of Hispanics in NASA's workforce by strengthening NASA's outreach to the Hispanic community, focusing recruitment efforts, and enhancing Hispanics' potential for career development. It establishes manageable and measurable objectives, assigns responsibility for achieving them, and requires the monitoring and reporting of results by its Centers and Headquarters offices. Implementation will establish the groundwork needed to effectively meet NASA's current and prospective needs, and to ensure proper and adequate representation of Hispanics in its workforce (see Chart 2, data as of 9/30/01).

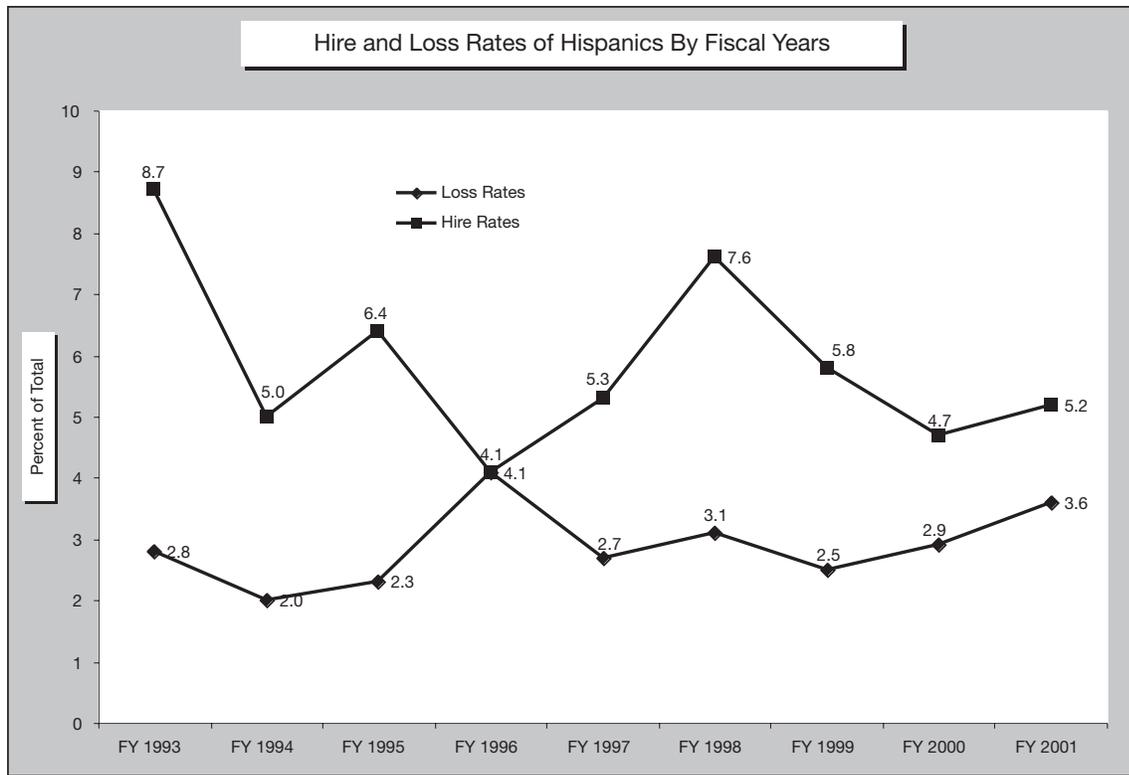


Chart 2

## Element A—Outreach

**Objective:** Promote partnership opportunities with the Hispanic community.

**Action 1:** Establish and maintain dialogue and long-term relationships with Hispanic-Serving Institutions (HSIs), Hispanic organizations and advocacy groups, e.g., League of United Latin American Citizens (LULAC), National Council of La Raza (La Raza), and professional organizations, e.g., Society for the Advancement of Chicanos and Native Americans in Sciences (SACNAS), Mexican American Engineers and Scientists Society (MAES), and the Society of Hispanic Professional Engineers (SHPE).

**Lead:** Center's Office of Equal Opportunity

**Target Dates:** FY 2002–2005

**Action 2:** Recruit at universities and colleges with large concentrations of Hispanic students.

**Lead:** Center's Office of Human Resources

**Target Dates:** FY 2002–2005

**Action 3:** Maintain and increase partnerships with HSIs that have curricula supporting NASA's primary occupations.

**Lead:** Center's Office of Equal Opportunity

**Target Dates:** FY 2002–2005

**Action 4:** Establish partnerships with Hispanic national organizations (e.g., LULAC and La Raza). Maintain partnerships with MAES, SHPE, and SACNAS.

**Lead:** Center's Office of Equal Opportunity

**Target Dates:** FY 2002–2005

**Action 5:** Create a voluntary Bilingual Speakers' Bureau (BSB) at each Center to address Hispanic national organizations' need for visible Hispanic role models in science, engineering, and technology for diverse audiences, including Limited English Proficient (LEP) persons.

**Lead:** Center's Office of Public Affairs and Office of Equal Opportunity Programs

**Target Date:** FY 2002

**Action 6:** Ensure that adequate resources are available to support the objectives of the Hispanic Employment Program and actions in this plan.

**Lead:** Center's Equal Opportunity Officers

**Target Dates:** FY 2002–2005

## **Element B—Employment**

**Objective:** Increase the representation of Hispanics at NASA comparable to the RCLF.

**Action 1:** Coordinate and collaborate with the National Recruitment Team.

**Lead:** Agency's Office of Human Resources and Education, and Office of Equal Opportunity Programs

**Target Date:** FY 2002

(This National Recruitment Team will provide strategic leadership in attracting and retaining a highly technical and diverse workforce. It will be composed of a team of professionals at Headquarters that will provide Agencywide recruitment strategies aligned with the NASA Strategic Plan.)

**Action 2:** Identify Hispanic professional organization(s) to be informed of SES vacancy announcement(s) and submit list to the Center's Office of Human Resources for each SES vacancy announced.

**Lead:** Center's Office of Equal Opportunity

**Target Dates:** FY 2002–2005

**Action 3:** Track organizations contacted as the result of Action 2 above to measure organizations' effectiveness as a recruitment source.

**Lead:** Center's Office of Human Resources and Office of Equal Opportunity

**Target Dates:** FY 2002–2005

**Action 4:** Conduct semiannual statistical analyses of representation, hires, and promotions in order to assess progress in employment of Hispanics at all levels (see Chart 3, data as of 2/10/01).

**Lead:** Center's Office of Human Resources and Office of Equal Opportunity

**Target Dates:** FY 2002–2005

**Action 5:** Prepare briefing annually, or as needed, for Center Director and Center's Senior Management Team to communicate results and conclusions of analysis.

**Lead:** Center's Office of Human Resources and Office of Equal Opportunity

**Target Dates:** FY 2002–2005

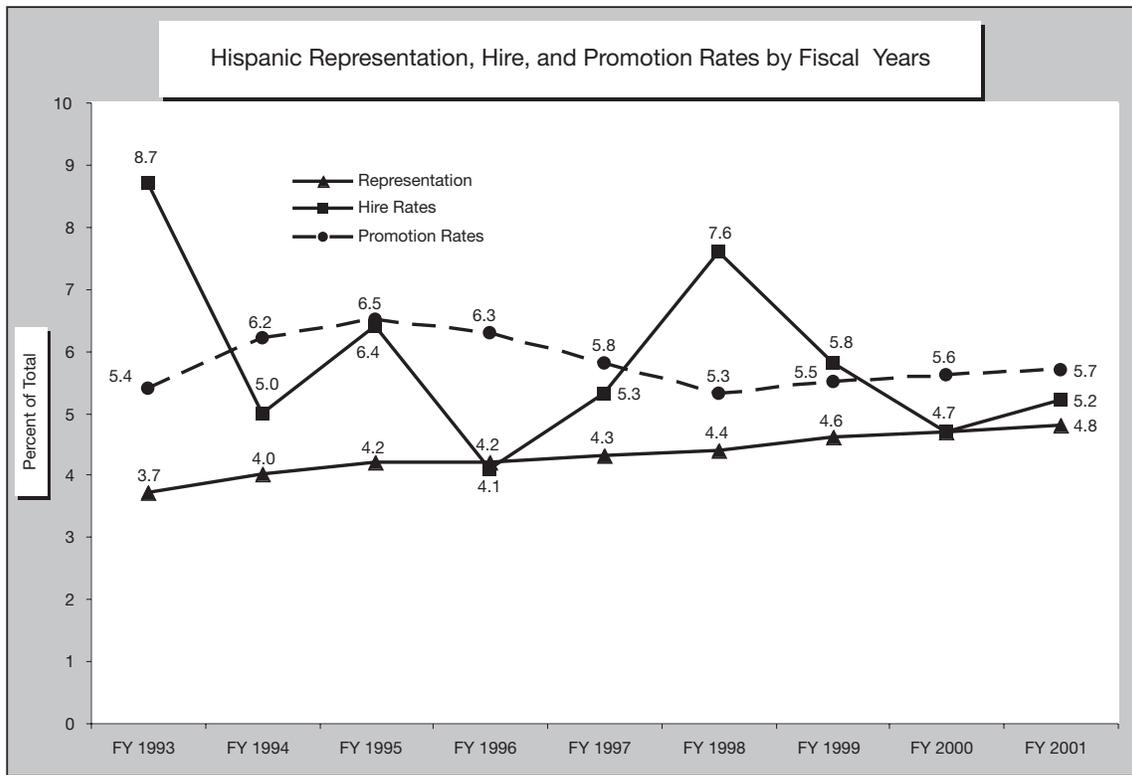


Chart 3

## Element C—Career Development

**Objective:** Promote participation of Hispanics in career development programs.

**Action 1:** Establish a cadre of senior-level personnel who will provide, as appropriate, career coaching to Hispanic employees at all levels.

**Lead:** Center's Office of Human Resources and Office of Equal Opportunity

**Target Date:** FY 2002

**Action 2:** Promote the participation of Hispanic employees in career development programs [Professional Development Program (PDP), SES Candidate Development Program (SESCDP), Women's Executive Leadership Program, and OPM Executive Development Program].

**Lead:** Center's Office of Human Resources and Office of Equal Opportunity

**Target Dates:** FY 2002–2005

## Accountability

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The HIP provides NASA with a comprehensive strategy for addressing the under-representation of Hispanics in its workforce. The Hispanic Initiative Plan is intended to be a working document and is, therefore, subject to modifications. Monitoring on an ongoing basis will reveal those activities that produce positive results, and resources will be shifted to achieve the desired outcomes within the specified time frames.

Ownership and the practical application of the aforementioned strategies is specifically identified for each action. The success in developing the culture that will nurture positive change at NASA and achieve the objectives of this three-year plan rests with NASA's Senior Management at all NASA Centers, including Headquarters.

An Agencywide HIP accomplishment report will be completed by December 1 of each calendar year, beginning with December 2002. The report will summarize the progress made during the previous fiscal year and will be submitted to OPM after review and approval by the Associate Administrator for Equal Opportunity Programs and the Associate Administrator for Human Resources and Education.



