From: Commander, Navy Reserve Force

Subj: HISPANIC EMPLOYMENT PROGRAM

Ref: (a) E.O. 13171
(b) SECNAVINST 12273.1A
(c) SECNAVINST 12720.8

Encl: (1) Civilian Hispanic Workforce Statistical Data
      (2) Hispanic Employment Strategic Focus

1. Purpose. To establish Commander, Navy Reserve Force (COMNAVRESFOR) policy for the Civilian Hispanic Employment Program per references (a) through (c).

2. Background. Hispanic Americans are the largest minority in the United States. However, their participation in the Department of the Navy (DON) Civilian Labor Force (CLF) has been and continues to be low, as outlined in enclosure (1). Reference (a) affirms ongoing efforts and recommends additional actions in an effort to eliminate the low participation of Hispanics in the DON CLF.

3. Policy. It is Navy Reserve policy to implement appropriate strategies to recruit, select, train, advance, and retain qualified individuals in all career fields and grade levels until full participation is achieved.

4. Responsibilities

   a. COMNAVRESFOR is responsible for communicating the leadership’s commitment to hiring qualified Hispanics in all levels of the workforce.

   b. Executive Director shall:

      (1) Serve as the Hispanic Employment Champion.

      (2) Provide overall program direction.
(3) Promote the need to consider qualified Hispanics in the recruitment process.

(4) Identify and minimize/eliminate barriers to the employment of Hispanics.

(5) Monitor the command's progress in meeting the goals established by reference (a) and the DON plan.

c. Director, Civilian Human Resources (DCHR) shall:

(1) Provide advice, guidance, applicable laws, and regulations to managers/supervisors on the instruction.

(2) Serve as a member of the working group chaired by the Command Hispanic Employment Champion.

(3) Expand recruitment efforts by encouraging managers to utilize all sources available to fill vacancies.

(4) Assist with efforts to identify and eliminate barriers to equal opportunity for Hispanics.

(5) Evaluate the use of various hiring sources for the recruitment of Hispanics.

d. Command Deputy Equal Employment Opportunity Officer (CDEEOO) shall:

(1) Provide advice, guidance, applicable laws, and regulations to managers/supervisors on the instruction.

(2) Ensure annual reports are submitted on the command's progress toward meeting the Executive Order (EO) and DON goals.

(3) Ensure training completion reports are submitted to the DON.

(4) Serve as an advisor to the working group chaired by the Command Hispanic Employment Champion.

(5) Work with the DCHR, managers/supervisors, regions, employees, and affinity groups to identify and eliminate barriers to equal opportunity for Hispanics.

(6) Develop and implement training for managers/supervisors.
(7) Brief managers/supervisors on trends, training needs, and workforce participation rate of Hispanics.

(8) Encourage partnerships and coalitions with public and private organizations.

(9) Expand efforts to share information on employment by participating in community outreach activities, seminars, workshops, job fairs, and conferences.

(10) Implement an exit survey to track Hispanic perceptions and reasons for departures.

(11) Facilitate focus groups with employees to identify potential barriers or areas of concern.

e. Reserve Component Commanders shall:

(1) Designate an individual to serve as Hispanic Program Coordinator.

(2) Ensure all managers/supervisors complete mandatory training.

(3) Ensure an appropriate barrier analysis is conducted to identify and eliminate any barriers to the participation of Hispanics in the workforce.

(4) Ensure annual reports are submitted on the region’s progress toward implementing action items and DON goals to the CDEEOO.

f. Managers/supervisors shall:

(1) Support the command’s plan for the increased participation of Hispanics.

(2) Complete the required training.

(3) Work with the appropriate Human Resource Advisor to determine recruitment methods necessary to increase the applicant pool of Hispanics.

(4) Ensure the area of consideration for vacancies is sufficiently broad to attract a representative pool of candidates.
(5) Ensure Hispanics have equal access to training that will improve job-related qualifications.

(6) Develop mentoring programs to identify and address the developmental needs of all employees.

g. Public Affairs Officer is responsible for supporting the advancement of Hispanics by publishing information and success stories in command publications.

5. Command Strategy/Initiatives

a. Survey the workforce annually to identify trends or concerns in workforce.

b. Provide training and technical assistance to managers/supervisors on the use of special hiring authorities.

c. Conduct an appropriate barrier analysis to identify and eliminate barriers to equal opportunity for Hispanics.

d. Monitor workforce trends, competency assessments, and gap analysis to ensure recruitment, retention, and development initiatives address current and future mission requirements. This is accomplished by conducting an annual workforce planning and forecasting analysis.

e. Recruitment. COMNAVRESFOR will participate in such events and programs as Career Expos, Job Fairs, Pathways Program, Colleges/University Placement Programs, and affinity groups to connect with the Hispanic community.

f. COMNAVRESFOR will partner with federal, state, and private organizations:

(1) Hispanic Association of colleges and universities.

(2) Hispanic Serving Institutions.

(3) Hispanic Chamber of Commerce.

(4) Veterans Administration Rehabilitation Coordinators.

g. Retention. Recruiting and selecting Hispanics is only part of the process. The command must implement plans to maintain and improve the retention of Hispanics by providing appropriate training, mentorship, guidance, and recognition.
h. The Resource Management Board will consider command goals for recruitment and retention of Hispanics when reviewing and approving requests for new and restructured positions.

i. Community Outreach. Develop and implement outreach strategies and partnerships with affinity groups and organizations.

j. Career Development. Provide all civilian employees with access to developmental opportunities.

k. Strategic Focus. COMNAVRESFOR managers and Human Resource professionals will focus on the specific strategies identified in enclosure (2).

6. Action. Commanders, Commanding Officers, and Officers-in-Charge shall develop plans and issue guidance to their subordinate commands to increase the participation of Hispanics in the workforce.

7. The point of contact is the COMNAVRESFOR CDEEOO at COMM: (757) 322-5658.

R. R. BRAUN

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https://www.navyreserve.navy.mil
Civilian Hispanic Workforce Statistical Data

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Data Source: United States Census/Defense Civilian Personnel Data System
Hispanic Employment Strategic Focus

1. President Clinton signed the EO 13171, on 6 October 2000 to improve the participation of Hispanics in the Federal workforce and to achieve a workforce drawn from all segments of society.

   a. This instruction will utilize four strategic focus areas which align with the EO and DON requirements. The focus areas are:

      - **Recruitment, Hiring, and Retention**
        - Align recruitment and hiring efforts to implement EO signed by President Clinton on 6 October 2000.

      - **Accountability**
        - Managers and supervisors are involved in all phases of the Hispanic Employment Plan.

      - **Community Outreach**
        - Work with affinity groups to recruit, select, and retain qualified individuals.

      - **Training, Career Development, and Education**
        - Engage and train hiring officials on barrier analysis, hiring strategies, and provide resources to align with training requirements.

   The strategic focus will address COMNAVRESFOR’s planning efforts covering FY 2012 through 2016 and includes the following:

   (1) Strategies to recruit, hire, and retain Hispanics.

   (2) Signed certification identifying the name of the command’s senior-level official who will be accountable for enhancing employment opportunity options and management involvement in the plan.

   (3) A description of how COMNAVRESFOR will ensure the participation of senior officials and managers/supervisors in barrier analysis, mandatory training, and assess the impact of leadership’s use of effective tools and hiring flexibilities to recruit, hire, and retain Hispanics.

   (4) Develop partnerships with affinity groups and organizations to promote the command as a "Model Employer."

Enclosure (2)
2. Strategic Focus: Recruitment, Hiring and Retention. The recruitment strategy will utilize technology and existing hiring flexibilities, and recruitment resources to include the Office of Personnel Management's Schedule "A" Hiring Authority, Veteran's Readjustment Act, the Hispanic Association of Colleges, Pathways Program, and the Wounded Warrior Program. Managers/supervisors will be fully involved in the recruitment process.

   a. COMNAVRESFOR will partner with various organizations dedicated to the identification and referral of Hispanics such as the Hispanic Chamber of Commerce, Hispanic colleges and universities, and Hispanic serving institutions.

   b. COMNAVRESFOR will participate in the Pathways Programs appropriate. The program encompasses the Intern Program, recent college graduate programs, and the Presidential Management Fellows Program.

   c. Improve the awareness of student employment programs through training with managers and supervisors as the Pathways Program and other hiring authorities become available.

   d. Recruiting and selecting Hispanics are only part of the process. The command must enhance retention of the employees by providing appropriate mentorship, guidance, and recognition to Hispanics.

   e. The importance and success of any hiring initiative rests with the leadership, more specifically, with senior leadership of the command in recognizing this business imperative. The Command Hispanic Champion will encourage managers and supervisors to consider Hispanics in the recruitment process.

   f. The CDEEOO is accountable for educating managers/supervisors on the barrier analysis process to identify and eliminate barriers to equal opportunity for Hispanics.

   g. Our retention strategies will include training and development, mentoring, and equitable performance management processes.

3. Strategic Focus: Community Outreach

   a. Develop partnerships with affinity groups and organizations to promote the command as an "Employer of Choice."
b. Provide information on employment opportunities with students, faculty, and the Hispanic community.

c. Support the White House Initiative on Educational Excellence for Hispanics.

d. Work with management to improve outreach efforts through campus visits, targeting of professional organizations and publications and using technology in recruiting to recruit Hispanics.

e. Provide staff members with the opportunity to participate in campus visits, conferences, and seminars to recruit Hispanic students.

4. Strategic Focus: Training, Career Development, and Education

   a. Training of employees and managers will be enhanced and strongly supported by the command.

   b. Managers/supervisors will ensure all employees have the same opportunities for career development, training, and education.

   c. In addition, the Human Resources for Managers and Supervisors course is required for all managers/supervisors. All managers/supervisors will be required to complete training on barrier analysis and reasonable accommodation. Required training will focus on improving the knowledge and understanding of the recruitment of Hispanics, barrier analysis, and diversity. Increased understanding; therefore, should lead to enhancement of the recruitment and retention of Hispanics.

5. Strategic Focus: Accountability

   a. Managers/supervisors are ultimately accountable for the success of the hiring process and its compliance with applicable laws and regulations. Managers and supervisors will also be involved in all facets of the Hispanic Employment Plan.

   b. They will ensure all employees and applicants have an equal opportunity for selection, training, and mentorship. In addition, managers/supervisors will be involved in community outreach, barrier analysis, job fairs, and training.

Enclosure (2)