

CHAPTER 2. ROLES AND RESPONSIBILITIES

2-1 DUTIES AND RESPONSIBILITIES. The National, Headquarters, and Regional HEP Managers' duties and responsibilities generally fall into three basic areas.

They are: (1) Program Planning and Organization, (2) Program Implementation, (3) Program Monitoring, Evaluation, and Reporting. These areas include, but are not limited to, some of the actions identified below:

A. Program Planning and Organization

1. Conduct an assessment of the program, including an analysis of work force statistics.
2. Develop an annual work plan that includes program objectives, Hispanic Heritage Month activities, and specific action items.
3. Develop an annual budget in support of the work plan at the Department, Headquarters, and Regional levels, respectively.
4. Submit the work plan and budget to the EEO Officer or designee, and coordinate these with other responsible officials for approval.
5. Promote internal cooperation with the Affirmative Employment and Federal Women's Program Managers. Provide support for special emphasis activities of Blacks, women, Asian Pacific Islanders, American Indians, and employees with disabilities.

B. Program Implementation

1. Develop and maintain a network with other agency HEP Managers. Participate in meetings of the Federal Executive Board or other locally established Hispanic Employment Program Committees.

8/91

2-1

2. Develop and maintain rapport and liaison

with National, State, and local Hispanic community organizations.

3. Publicize the program within and outside the agency. Any publications, advertisements, or other items developed for the HEP must be initially authorized by the Office of Public Affairs during the conceptual stage and approved before the final, camera ready copy goes to Printing (see Chapter 2, paragraph 2-2).
4. Meet regularly with management officials to discuss HEP issues, concerns, and accomplishments, and to provide advice and guidance as requested or needed.
5. Participate in the development of the organizational Affirmative Employment Plan, Plan Updates, and Accomplishment Reports.
6. Assist the Director of Personnel and Training and other Personnel and agency officials in implementing responsive recruitment programs.
7. Respond promptly to inquiries concerning Hispanic issues from employees, agency officials, and the public.
8. Maintain contact with Hispanic and other interested employees in the agency. Counsel interested employees on career development and other work related matters.
9. Provide leadership or assistance to employee groups in organizing special emphasis activities such as Hispanic Heritage Month, job fairs, and workshops or seminars with others in the agency.
10. Maintain an adequate system of records, files, and reports.

8/91

2-2

8051.1 REV-1

- C. Program Monitoring, Evaluation, and Reporting (Coordinates with the AEPM)
 1. Monitor the work plan throughout the year.

2. Provide the EEO officer and the agency head with periodic and end-of-the-year assessment reports.
3. Identify any employment barriers to Hispanics for which the agency has control.
4. Provide input, follow up, and participate in evaluations of the agency's EEO or personnel management program.

The checklist found in Appendix 3, serves as an individual program management guide for both managers and the HEPM/HEPC.

2-2 PROGRAM COORDINATION. In order to optimize the effectiveness and scope of the Department's Hispanic Employment Program, a systematic and continuous effort to coordinate its activities and communicate its objectives should be maintained. Program coordination within and outside of the organization is in direct proportion to the identified objectives planned to be attained at the Department, Headquarters, Regional, and Field Office levels. The effort initiated for this purpose should pursue three distinct avenues of coordination and information exchange as identified below:

- o Intra-Departmental Coordination
 - o Inter-Agency (Federal) Coordination
 - o Private and non-Federal Sector Coordination
- A. Intra-Departmental Coordination. The National HEPM is the Departmental resource person with whom employment information should be shared, particularly as it impacts HUD's Hispanic work force. The HEPM interprets and disseminates new or established Federal or Departmental policies, programs, and procedures for management and Regional HEPMs. The Regional, and Field Office HEPMs/HEPCs have similar coordinating responsibilities.

The National HEPM communicates with representatives of the Office of Personnel and Training (OPT) at Headquarters, and with Regional and Field Office personnel staffs to provide information that would enhance Program delivery within HUD. Plans for individual or mutual participation in conferences, seminars, and job fairs should be encouraged and

carefully coordinated. Information on matters which may affect the Department's Hispanic employee work force should be provided to the National HEPM by OPT representatives. Similar cooperation is expected at the Regional and Field Office levels.

To adequately promote the HEP within the organization, the National HEPM is responsible for the development of pertinent training modules which are designed to enhance management's knowledge of the program. Also, specific units of training will be conducted for Headquarters and Regional HEPMs, as well as Field Office HEPCs, on a periodic basis. The National HEPM also participates in the presentation of special courses offered by the Department's Office of Affirmative Action and Equal Employment Opportunity. The Regional HEPMs will provide similar support to the managers and HEPCs in their respective Regions.

- B. Inter-Agency (Federal) Coordination. The effectiveness of the HEP within HUD is, to some degree, directly related to the level of contacts and information exchange with other Federal agencies.

The Office of Personnel Management (OPM) provides the overall leadership and general direction for the HEP program. The OPM administers, monitors, and evaluates the Federal Equal Opportunity Recruitment Program (FEORP) and also manages the nationwide Federal Executive Boards (FEBs). Each FEB is responsible for operating local Equal Employment Opportunity Committees and Hispanic Employment Program Subcommittees.

8/91

2-4

8051.1 REV-1

The Equal Employment Opportunity Commission (EEOC) maintains Governmentwide statistics and other pertinent information. This organization is a valuable reference resource for program management purposes. The EEOC administers, monitors, and evaluates the Governmentwide Affirmative Employment Program and the Federal Complaints process.

In line with their individual objectives and identified needs for HEP program implementation, other Federal agencies will

collect and/or develop significant information which may also be of benefit to HUD.

HUD HEPMs and HEPCs should develop and maintain contact with the HEP or EEO representatives of local Federal agencies for the purpose of enhancing the HUD program. Participation in local meetings, seminars, training conferences, and job fairs as a representative of the Department/Region/Field office should be maximized to the extent possible. Time for planning and attending such activities is considered essential for program success. As appropriate, scheduling participation in these events must be coordinated with the Headquarters Office of Affirmative Action and Equal Employment Opportunity or the Regional Office of Personnel, and approved by the HEPM/HEPC's immediate supervisor. The sharing of resources with other Federal agencies or conducting joint events is recommended.

- C. Private and non-Federal Sector Coordination. Identifying, developing, and maintaining contacts with representatives of National, State, and local Hispanic organizations, private firms, educational institutions, Hispanic and other media, and State and local governments, can contribute to and is essential for the accomplishment of HEP/EEO objectives at HUD.
 - 1. The HEPM/HEPC should nurture such relationships with the goal of establishing a viable network that is beneficial and responsive to the needs of the Department or Region. Similarly, any

assistance which can be provided and is agreed to by HUD's management, should be extended to these organizations accordingly.

- 2. The Office of Public Affairs has primary responsibility in the Department for communicating with the media. The Office must be informed of any contacts the media representatives make with the HEPM/HEPC. No individual or Office is authorized to initiate or respond to such contacts without first clearing with the Office of Press Relations, Office of Public Affairs.

2-3 COUNSELING. The scope of counseling performed by HEPMs/HEPCs may extend to the following areas:

- A. Career Development. The major counseling concern at all levels is career development. Whether conducting group discussions or counseling individual employees, the following points are important:
1. Making participants aware of the necessity for self-evaluation and assessment to determine their individual development needs and responsibility for planning their personal career development goals. Employees should request individual development training through their supervisors.
 2. Making participants aware of HUD's organizational structure, the occupational series and grades, availability of promotional opportunities, the skills and abilities required, and how to integrate this knowledge with self-appraisal, in order to achieve their personal goals.
 3. HEPMs/HEPCs should encourage employees to participate in the annual training needs survey conducted internally, and advise their supervisors of any workshops, courses or other activities that may not have been previously identified.

8/91

2-6

8051.1 REV-1

- B. Individual Personnel Problems. HEPMs/HEPCs are not expected to be subject area experts on the varying employee problems and questions which may arise and, as appropriate, should seek the expertise of the servicing personnel office staff, AEPM, or FHEO representatives. Their functions, however, make them a natural point of initial contact for employees who perceive being discriminated against because of national origin or other forms of discrimination. Employees will often seek advice from HEPMs before they begin the required process of filing a discrimination complaint. Because there are strict time limits, HEPMs must make certain that employees are aware of complaint time requirements when employees seek advice from them.

1. If, after informal discussions with the HEPM/HEPC, the employee still believes the problem exists, the employee should be referred to an officially appointed and trained EEO Counselor so that procedures in EEOC Regulations (29 CFR, Part 1613) and other controlling regulations may be applied.
2. HEPMs/HEPCs should acquire sufficient training to familiarize them with the specific procedures and methods for filing actions through either the EEO process, grievance procedures, OPM classification appeals process, or adverse action procedures. The HEPM/HEPC should be able to direct the employee to the appropriate office or person who can process the complaint or assist the complainant.
3. Receipt of National Origin Discrimination Complaints. The National and Regional HEPMs/HEPCs are authorized to receive formal complaints of discrimination. Immediately upon receipt of an EEO complaint, the HEPM/HEPC should deliver or transmit this to his/her respective EEO Officer, Regional or Field Office Director, Office/Division of Fair Housing and Equal Opportunity.

2-7

8/91

8051.1 REV-1

REFERENCE SOURCES. Although HEPMs/HEPCs are not expected to be personnel experts, the nature of their positions requires that they be familiar with certain procedures and publications. A list of personnel-related materials is given in Appendix 4.

8/91

2-8