

CHAPTER 3. INTERRELATIONSHIP BETWEEN THE HEP AND  
OTHER EEO/PERSONNEL PROGRAMS

3-1 INTRODUCTION. The Hispanic Employment Program (HEP) does not stand alone. It supports and is an integral part of the overall Equal Employment Opportunity Program. The HEP is also referred to as a Special Emphasis Program. The program targets and identifies potential Hispanic applicants for employment who are external to the organization, and monitors the progress and identifies barriers that have an impact on the Department's current Hispanic work force. The HEP has a direct interrelationship with the following programs:

- o The Affirmative Employment Program
- o The Federal Equal Opportunity Recruitment Program
- o The Federal Women's Program
- o The Upward Mobility Program
- o Special Employment Programs

Refer to the corresponding Handbook, guidance material, or to the resource person within your organization or the Department for a more comprehensive discussion of these subjects.

3-2 THE AFFIRMATIVE EMPLOYMENT PROGRAM. Each Department and Federal agency is required to maintain a continuing and positive program to combat discrimination and provide equal employment opportunity -- this program is called the Affirmative Employment Program (AEP).

To help in accomplishing these goals, the EEOC has issued Management Directive (MD) 714, "Instructions for the Development and Submission of Federal Affirmative Employment Multi-Year Program Plans, Annual Accomplishment Reports, and Annual Plan Updates for FY 1988 through FY 1992." MD 714 identifies eight program elements which must be addressed on an annual basis. The Hispanic Employment Program must be considered and

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incorporated as an integral part of each of these program elements. These eight program elements are:

- o Organization and Resources
- o Employee Development
- o Work Force
- o Promotions

- o Discrimination Complaints
- o Recruitment and Hiring
- o Separations
- o Program Evaluation

A program analysis, barrier analysis and report of objectives and action items are conducted by Headquarters major organizations and Regional Offices for each of these eight program elements. The Headquarters major organization's AEP Plans are consolidated into the Headquarters AEP Plan. The Headquarters AEP Plan and the ten Regional AEP Plans are consolidated into one Departmental AEP Plan. HEPMs and HEPCs play a collaborative role in the development of these plans, with the Affirmative Employment Program Managers, other Special Emphasis Managers, representatives of the Personnel staff and others, and should be so utilized at all times.

The EEOC has also issued management Directive (MD) 713 entitled "Affirmative Action for the Hiring, Placement and Advancement for Individuals with Handicaps." A Plan developed to address barriers identified through MD 713 is prepared annually.

3-3 THE FEDERAL EQUAL OPPORTUNITY RECRUITMENT PROGRAM (FEORP). The work force statistical analysis portion of the AEP, identifies whether there is appropriate representation of Hispanics within an occupational category, or appropriate job series, in the individual Headquarters or Regional organization, and ultimately, at the Department level. Such statistical analysis may reveal that a work force imbalance exists, or that Hispanics are conspicuously absent in specific occupational categories.

When a work force imbalance is identified or when Hispanics are conspicuously absent in specific occupational categories, a FEORP action is initiated in order to address the "underrepresentation" of Hispanics. It is in this area that the HEPMs' and HEPCs' involvement, as well as expertise, is most critical.

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Recruitment is primarily a Personnel Office function. Coordination and mutual cooperation between the personnel staff and the HEPM and HEPC can be of significant benefit to the Region, Headquarters' organizations, and the Department. HEPMs may be nominated for attendance at pertinent OPM courses and given the opportunity for a temporary, developmental, or rotational assignment in the Personnel Office in order to become familiar

with HUD employment processes.

- 3-4 THE FEDERAL WOMEN'S PROGRAM (FWP). The Federal Women's Program is also a Special Emphasis Program. One of its primary purposes is to identify situations which have an adverse impact on the current or prospective employment of women in the Department and to propose solutions to these barriers. Hispanic women should benefit from these initiatives.

Because of EEO program relationships, continuous dialogue between the Federal Women's Program Managers (FWPMs) and Coordinators (FWPCs), and the HEPMs/HEPCs is important for increased success in these program areas.

- 3-5 THE UPWARD MOBILITY PROGRAM (UMP). The UMP is a valuable management program that was developed in response to a crucial need. The program provides specific career development opportunities for employees in lower grade levels who are in positions or occupational series which do not enable them to achieve their full work potential.

Upward Mobility is consistent with the Department's affirmative action objectives and has contributed significantly to remedying adverse impact on the employment of women, Hispanics, and other minorities. As such, this program continues to be an asset for the Department.

- 3-6 SPECIAL EMPLOYMENT PROGRAMS (SEP). Recruitment for the SEPs is administrated by the Office of Personnel and Training and includes programs such as the:

- o Intern Program
- o Cooperative Education
- o Federal Junior Fellowship

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- o Handicap Employment
- o Veterans Readjustment Act
- o Summer Employment
- o Stay-In-School
- o Student Volunteers, and others

Because of the individual requirements of each of these programs, contact should be made with the supporting Headquarters or Regional office of Personnel for further information.

As management considers the use of one or more of

these programs, coordination with HEPMs/HEPCs will aid in reaching potential applicants who may not otherwise be aware of available employment opportunities.

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