



DIVERSITY & INCLUSION AT HHS

Bringing Together a Diverse, High-Performing Workforce

SPRING 2014 ISSUE

IN THIS ISSUE

Special Emphasis Events/Staff Picks 1

Director’s Corner..... 3

Veterans Day Event at HHS..... 4

CDC Hispanic Recruitment and Outreach 5

FIDP Training Day 6

FAPAC Leadership Workshop..... 7

National American Indian and Alaska Native Heritage Month..... 8

Standing Room Only: Black History Program..... 9

Diversity and Inclusion in the Forefront at the Office of Civil Rights 10

CDC Initiative for Disabled Students 11

DAR: Numbers at a Glance..... 12

PAH!: Promoting Accessibility to Health Care .13

The Business Case for D&I 14

Your feedback is always welcomed. If you would like to share comments and ideas regarding this newsletter, or if you would like to collaborate, please contact Duilio Correa, Editor-in-Chief, Diversity and Inclusion, at: Duilio.correa@hhs.gov. For more information about the Diversity and Inclusion (D&I) Division, please visit: www.hhs.gov/asa/ohr/spd/di.html.

Special Emphasis Events

By Len Gerald, Diversity Program Manger, D&I Division, HHS



Welcome to the Spring 2014 issue of Diversity and Inclusion at HHS, a quarterly newsletter that showcases efforts to promote diversity and inclusion (D&I) across the U.S. Department of Health and Human Services (HHS). Special Emphasis Events in this issue include:

- **On January 8, 2014**, at the Cohen Auditorium, the Broadcasting Board of Governors and the Southwest Interagency Committee presented the **Martin Luther King, Jr. Memorial Celebration: Remember! Celebrate! Act! – A Day On...Not A Day Off**. The event was well-attended, with Rev. Msgr. Raymond East as Keynote Speaker, and a memorable performance by the Largo

High School Choir. This was an opportunity to honor and remember the remarkable life of Dr. Martin Luther King Jr. and his legacy of fighting for racial equality, human rights, and economic justice.

- The **Federal Asian Pacific American Council (FAPAC) held a one-day leadership training workshop on March 7, 2014** at the Hubert H. Humphrey Building. The theme of the workshop was *Are You Tomorrow's Leader* and was the second of three workshops in a series. FAPAC is a non-profit, non-partisan organization with a mission to promote equal employment opportunity and cultural diversity and inclusion of Asian Pacific Americans within the federal and DC governments through education and recognition of outstanding performance. For more information about the final FAPAC leadership training, please contact: Kaye Nitta at: Kaye.Nitta@fda.hhs.gov, or visit the FAPAC website at: <http://www.fapac.org>.
- **March 2014 was Women's History Month** which highlights the contributions of women to events in history and contemporary society. On March 22, 2014, the National Aeronautics and Space Administration (NASA) hosted an exciting event to celebrate Women's History Month. The theme of the event was *Workforce Diversity: Involving Everyone in the Conversation*. In addition to HHS staff in attendance, there was a panel of renowned female engineers who talked about innovative and rewarding careers in engineering at NASA.
- **Holocaust Remembrance Day is on April 28, 2014.** The Days of Remembrance were established by Congress as our Nation's annual commemoration of the Holocaust. Subsequently, the United States Holocaust Memorial Museum was created as a permanent living memorial to the victims. The theme for this year's observance is *Confronting the Holocaust: American Responses*. More information will be available in the future via an HHS-wide e-blast.


- In June 2000, Bill Clinton declared **the month of June, Lesbian, Gay, Bisexual, and Transgender Pride Month (LGBT Pride Month)**. June was chosen in remembrance of the 1969 Stonewall riots in Manhattan - a tipping point for the Gay Liberation Movement in America. This commemorative month is meant to recognize the impact that lesbian, gay, bisexual, and transgender individuals have had on history locally, nationally, and internationally. Gay and lesbian groups celebrate with pride parties, parades, picnics, workshops, symposia, concerts, memorials for those lost from HIV and AIDS, and other related events that attract thousands of individuals from across the nation.

Look for upcoming HHS events in future issues of the *Diversity and Inclusion at HHS* Newsletter.

For more information, please contact Len Gerald, HHS Diversity Program Manager, Diversity and Inclusion Division, at: Len.Gerald@hhs.gov.

Staff Picks for Training

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

- Learn more about the [Communicating Across Cultures](#) course 
- **The Diversity Code: Unlock the Secrets to Making Differences Work in the Real World** (book code: 9780814416327).
- **The Office of Personnel Management's (OPM) Diversity and Inclusion in Government (DIG) Newsletter** provides information about diversity and inclusion, such as training and upcoming events. For more information, please contact OPM at: diversityandinclusion@opm.gov.

Director's Corner

By Wilfredo Sauri, Director, D&I Division, HHS

The Diversity and Inclusion (D&I) Division continues to be actively engaged in a number of initiatives to recruit, retain, and develop a workforce that delivers the best public service within an environment that leverages and fosters diversity and inclusion, and encourages high performance, collaboration, flexibility, and fairness. Further, the D&I Division provides accurate, timely, and relevant information to support the mission of the Department, which includes facilitating exceptional data analytic services and internal reports, to provide customers and stakeholders with timely and relevant data, and other information for decision-making support.

The Office of Personnel Management (OPM) started collecting data on the applicant process in FY 2012. This data provides information on the total number of applicants for each job announcement and throughout the application process. The first full FY of available data for applicants who chose to provide their gender, race, ethnicity, and disability status, was FY 2013:

- A total of 385,783 applicants self-identified
- 213,270 applicants (55 percent) were qualified
- 1,883 (0.9 percent) of applicants were selected

Although this is consistent with projected numbers, the data for Hispanic/Latino applicants continues to be of concern in some areas:

- Only 8,365 (two percent) out of a total of 385,783 applicants voluntarily identified themselves as Hispanic/Latino
- Hispanics/Latinos comprise two percent of all qualified applicants (4,270/213,270)
- 51 percent of Hispanic applicants were qualified (4,270/8,365)
- Hispanics/Latinos represent 1.6 percent of all selected applicants (31/1883)
- Of the qualified Hispanic/Latinos applicants, 0.7 percent were selected (31/4270)



However, it is also important to note that:

- 1.1 percent of White qualified applicants were selected
- 0.6 percent of African American qualified applicants were selected
- 0.8 percent of Asian qualified applicants were selected
- 0.4 percent of Hawaiian qualified applicants were selected
- 7.9 percent of Native American qualified applicants were selected
- 0.7 percent of qualified applicants from multi-ethnic backgrounds were selected

Cooperative efforts are under way with various organizations such as the HHS Hispanic Employment Organization, to increase outreach and word-of-mouth in regards to the strategic hiring needs of the Department. Additionally, on February 10, 2014, the 2014-2020 HHS Hispanic Employment Strategic Plan was approved. The Plan establishes and maintains a program for the recruitment and career development of Hispanics in federal employment. Even though this is a period of transition, the D&I Division is committed to providing exceptional service and fulfilling its mission.

Veterans Day Event at HHS

By David "Kelly" Williams and Sonya Keeve, Veterans Employment Program Managers, D&I Division, HHS

This past November, the HHS Veterans Team put on their annual Veterans Day Event. The theme was *Honor, Courage, and Sacrifice*, with the underlining theme of celebrating the sacrifice of our female veterans. The Event was very well-received, with HHS veterans and senior leadership in attendance. We were honored to have the Honorable Tammy Duckworth (IL-08), Iraq War veteran and former Assistant Secretary of Veteran Affairs, as the Keynote Speaker, and to have a panel of HHS female veterans.

Several HHS staff welcomed Congresswoman Duckworth, took pictures, and received autographs. During the event, she spoke about her challenges of being a soldier, including the injury she sustained, while serving our nation, that resulted in the loss of her legs. The Congresswoman also talked about her constant struggle to show that she was as capable as the male rotor-wing pilots, and expressed how proud it made her to be a soldier and a member of Congress.

In addition, Congresswoman Duckworth recognized the Health Resources and Services Administration (HRSA) for collaborative efforts with the U.S. Department of Defense (DOD), and the U.S. Department of Veterans Affairs (VA) to develop and conduct initiatives and outreach efforts to attract and recruit veterans in health care related fields, such as nursing and medicine. Finally, she mentioned programs and other partnerships lead by the Substance Abuse and Mental Health Services Administration (SAMSHA) intended to assist veterans and their family members in the job search process.

The HHS Veterans Team also invited a panel of female veterans, which included: Ms. Mary Billingsley, a U.S. Marine Corps veteran who currently works in the HHS Diversity & Inclusion Division; Ms. Karen Fears, a retired Army veteran; Mrs. Julie Weckerlein, a veteran of the U.S. Air Force

who currently works with the HHS Assistant Secretary for Public Affairs; Ms. Nancy Ferguson, a U.S. Navy veteran who currently works for the Administration of Children and Families (ACF); and Mrs. Cheryl Williams from the Food and Drug Administration (FDA), Office of Human Resources (OHR). The panel shared stories about the sacrifices that female veterans made for our nation. These stories offered great insight on how the challenges they faced only made them stronger, and motivated them to strive for excellence in their professional service in the federal government.

The HHS Veterans Team would like to give special thanks to the following individuals who were instrumental in the successful production of the Event:

- Mr. E.J. Holland, Jr., Assistant Secretary for Administration
- Mr. Darrell Hoffman, Director, HHS Strategic Programs Directorate
- Mr. Wilfredo Sauri, Director, HHS Diversity and Inclusion Division
- Mrs. Tinisha Lomax, Mistress of Ceremony
- Mrs. Teresa Watson-Sulton, Program Writer
- Ms. Sarita Davis, Soloist

The Veterans Day Event provided a valuable opportunity for veterans and employees to visit exhibits of various Veteran Service Organizations, and to learn about the many valuable resources available to our veterans and their families.

CDC Hispanic Recruitment & Outreach

By *Glorimar Maldonado, Senior Advisor, Strategic Programs Office, CDC*

At the Centers for Disease Control and Prevention's (CDC) Agency for Toxic Substances and Disease Registry (ATSDR), we recognize the importance of having a workforce representative of the diverse communities and populations we serve.

According to the Office of Personnel Management's (OPM) [Twelfth Annual Report to the President on the Employment of Hispanics in the Federal Government](#), Hispanics represent 8.2 percent of the federal civilian workforce, and 3.4 percent of the U.S. Department of Health and Human Services (HHS) workforce. Further, Hispanics comprise 17 percent of the total U.S. population, making them the largest minority group in the nation. It is expected that this number will nearly double by the year 2050. Thus, major efforts are crucial to increase the representation of Hispanics in the federal government to accommodate current and future public health demands.

Hispanics at CDC/ATSDR represent 3.1 percent of the workforce (roughly 270 employees out of 11,000), which is why, as part of CDC's ongoing diversity efforts, our Strategic Programs Office (SPO), a division of the Human Capital and Resources Management Office (HCRMO), has begun implementing numerous recruitment and outreach strategies to address the shortage of Hispanic talent at CDC, including the following:

- **Conducting multiple "Find and Apply" Workshops at strategically selected Hispanic-Serving Institutions (HSIs)** in states with the largest Hispanic populations, such as California, Florida, Texas, and New York. The objective is to educate job seekers on how to find and apply for careers with the federal government and CDC, and to provide information on special hiring mechanisms, such as those for military veterans and disabled individuals, as well as internships, fellowships, and training programs for students and recent graduates.

- **Strengthening relationships with the Hispanic community in the Atlanta area (CDC HQ)** by establishing biannual networking socials to provide a forum to meet and speak with CDC scientists, senior leaders, and program staff.
- **Maximizing CDC presence at recruitment events and actively participating in established national Hispanic internship, fellowship, and mentorship programs**, including the Hispanic Association of Colleges and Universities (HACU) National Internship Program, National Hispanic Medical Association (NHMA) Health Professional Student Leadership and Mentoring Program, and the Hispanic Serving Health Professions Schools (HSHPS) Student Mentorship Program for Hispanic Health Research (SMPHHR).
- **Developing critical partnerships with several national Latino organizations to promote K-12 STEM** (science, technology, engineering, mathematics, and medicine) education and careers, including: Great Minds in STEM and its Viva Technology Program, and MAES: Latinos in Science and Engineering's Science Extravaganza.

These strategies will help to establish and promote CDC/ATSDR as: (1) a leader in federal recruitment and outreach and; (2) the employer-of-choice in the federal sector amongst Hispanic communities. HCRMO will partner with the CDC/ATSDR Diversity and Inclusion (D&I) Executive Steering Committee, managed by the Office of Minority Health and Health Equity (OMHHE), to ensure agency-wide implementation of D&I practices in talent acquisition and other workforce planning efforts.

For additional information, please contact Glorimar Maldonado, Senior Advisor, HCRMO/SPO, at: GMaldonado@cdc.gov, or (770) 488-1896.

2013 Federal Interagency Diversity Partnership (FIDP) Training Day

By Cheryl Julia Kelley, Chair, Federal Interagency Diversity Partnership, FDA



The Federal Interagency Diversity Partnership (FIDP) is an organization made up of Equal Employment Opportunity (EEO) Specialists, HR Practitioners, Civil Rights Practitioners, and Diversity Program Managers from 25 federal agencies who have come together to enhance diversity in the workplace. It was formed in 2007, when the U.S. Food and Drug Administration (FDA) sponsored an event featuring “The Father of Diversity Management,” Dr. R. Roosevelt Thomas, in the Great Hall of the HHS Humphrey Building. Every year since then, the FIDP has sponsored a day of training for our colleagues.

On November 13, 2013, the Department once again opened its doors to hundreds of EEO, Civil Rights, HR, and diversity practitioners as the FIDP, in collaboration with OPM, brought about the 6th Annual Training Day. Ms. Veronica Villalobos, Director, OPM Diversity and Inclusion Division, greeted the attendees and shared OPM news. Mr. Wilfredo Sauri, Director, HHS Diversity and Inclusion Division, welcomed the participants in our day-long training endeavor. He shared the HHS commitment and vision and thanked those present for their continued commitment to diversity and inclusion. What a great kick-off to a fantastic day!

Over 300 people packed the seats in the Great Hall, and speakers and panelists joined us from around

the federal service. The theme for the FIDP Training Day was *Diversity and Inclusion (D&I): Why I C.A.R.E.* The word “C.A.R.E.” is an acronym which stands for:

- **C:** Examine the **Competencies** necessary to be a proficient D&I practitioner;
- **A:** Focus on the success **Academia** has achieved in the D&I arena;
- **R:** Lead to a discussion of **Retention** in the federal workforce;
- **E:** Bring it home as to why I do the work I do? We asked what **Engages** you.

The best of the best came out to have a say at the FIDP Training Day. We were joined by Dexter Brooks, Ray Parr, Adib Sabree, Esteban Morales, Renee Redwood, Christopher Metzler, Kimberly Castillo, Bonita V. White, Georgia Coffey, James Abbott, Quasette Crouner, Tinisha Argomonte, Jody TallBear Cabrera, David Vela, and Delia Johnson. The planning team was led by Sachiko Goode and everyone was just stellar.

Attendees met, reacquainted, networked, shared, learned, and grew. Needless to say, it was a very successful event. Join the Federal Interagency Diversity Partnership on the third Thursday of the month at 11 a.m., at the National Archives Building, 7th and Constitution Ave. N.W.

If you need more information, please contact Cheryl Kelley at: Cheryl.Kelley@fda.hhs.gov.

HHS Partnership with FAPAC: One-Day Leadership Training Workshop

By Vanee Komolprasert, Constitution and Bylaws Chair, Federal Asian Pacific American Council, FDA

Since its founding in 1985, the Federal Asian Pacific American Council (FAPAC) has been organizing an annual leadership training conference for FAPAC members, who are mostly federal employees, and other interested individuals. However, many FAPAC members missed the annual leadership training conference due to shortages of travel and training funds from their agencies. The situation presents a challenge to FAPAC's goal which is to promote career development and advancement of members in the federal government. To achieve the goal and serve the interest of FAPAC members in leadership training, FAPAC has considered several options, one of which is one-day workshops and seminars.

The FAPAC's Program Committee launched the first one-day leadership training seminar in October 2011, followed by the second one-day workshop in November 2012, and a congressional seminar in June 2013. These three events were successful and well-attended. The workshops were held at federal buildings and the presenters were experienced and reputable instructors who work at federal agencies. Therefore, the expenditures for organizing the workshops were minimal, allowing attendees to pay low, affordable registration fees. Further, the success of the one-day leadership training workshops has become a model for the three one-day workshop series that FAPAC will offer for the first time in fiscal year 2014.

HHS is in partnership with FAPAC for the first time, enabling the broadcasting of the workshop via Adobe Connect to FAPAC members, and guests, who are outside the DC area and cannot attend the workshop in person. The partnership between HHS and FAPAC is made possible with support from Mr. Wilfredo Sauri, Director, HHS Diversity and Inclusion Division, Office of Human Resources, and his team: Len Gerald, Nicholas Troilo, and David "Kelly" Williams. The Adobe Connect was successful for the

first two workshops and will be used for the third workshop in May or June 2014, as well as at the HHS-forum on May 5, 2014, during the FAPAC Annual Training Conference, May 5th through 9th, in Charlotte, North Carolina.



FAPAC is a non-profit, non-partisan organization representing the interests of over 163,000 Asian Pacific American (APA) employees and managers in the federal and the District of Columbia governments. FAPAC's mission is to promote equal employment opportunity (EEO) and cultural diversity within the federal and District of Columbia governments through education and recognition of outstanding performance. FAPAC is composed of members of diverse ethnicities and volunteer members who are working together to support FAPAC's mission. The one-day workshops and annual conference are aimed at promoting diverse leadership in federal agencies. More information about FAPAC is available at: www.fapac.org. <http://www.hhs.gov/disclaimer.htm>

Standing Room Only at the HHS Black History Program

By David "Kelly" Williams, Chair, Black History Program Committee, D&I Division, HHS



This year's program made history again with another successful collaboration between HHS's Operating Divisions and the Blacks in Government (BIG) Parklawn and College Park Chapters. This collaboration showcased a continued commitment to diversity and inclusion by and between its participating committee members, including the Office of the Secretary (OS), the Administration of Children and Families (ACF), the Food and Drug Administration (FDA), the Health Resources and Services Administration (HRSA), and the Office of Women's Health (OWH).

Celebrating the Golden Jubilee of the Civil Rights Act of 1964, the program was full of entertainment, highlighting a local Caribbean-style steel band and a thought-provoking chronological visual depiction of the civil rights journey. Known as the Sounds of Steel, the band captivated the hearts of the audience with a medley of inspirational spirituals. Also in attendance were 25 students from Browne's Educational Campus College for Kids, in Washington, District of Columbia. The students were given assignments by the Master of Ceremonies, Dr. Patrick Wilson, as they learned how the past and present forges a better future.

The highest honor of the day was the attendance of HHS Secretary Kathleen Sebelius, who paid tribute to the Civil Rights movement and underscored its direct relationship to the need for affordable health care. Recalling the words of Dr.

Martin Luther King Jr., "Of all the forms of inequality, injustice in health care is the most shocking and inhumane." Secretary Sebelius emphasized the importance of eliminating health disparities among under-served communities across the globe. Sharing valuable statistics on the state of health among Black Americans, Secretary Sebelius highlighted the need for the Affordable Care Act and its impact on our Department's commitment to protect the health of all Americans and to provide essential human services, especially for those who are least able to help themselves. Secretary Sebelius ended her speech with a warm introduction of the event's keynote speaker, Dr. E. Faye Williams, Esq. who is also the National Chair of the National Congress of Black Women (NCBW), a 501(c)(3) non-profit organization dedicated to the educational, political, and cultural development of African American women and their families.



Dr. Williams presented a personal account of how she witnessed the Civil Rights Act shape the socio-economical injustices in America. Dr. Williams recounted the many achievements and inventions of Black Americans, such as Congresswoman Shirley Chisolm and entrepreneur Madam C. J. Walker. Holding up a copy of the day's USA TODAY, Dr. Williams showed the timeliness of the special edition which mirrored her keynote address, urging us all to obtain a personal copy. The correlation shows that the Civil Rights movement does not discriminate; the journey continues.

2013 National American Indian and Alaska Native Heritage Month

Constance James, Director, Public Affairs Staff, IHS

In honor of Native American Heritage Month, the Department of Health and Human Services (HHS) held a two-hour celebration on November 22, 2013, to recognize the rich ancestry and living heritage of American Indians and Alaska Natives. The commemorative event filled the HHS Great Hall with words, song, and the sound of the drum. Speakers and dancers provided an inspiring and educational experience for those in attendance and who watched via webcast.



The event opened with an invocation delivered by Marshall Gover, President of the Pawnee Nation of Oklahoma, and remarks were provided by: Kathleen Sebelius, HHS Secretary, Dr. Yvette Roubideaux, Acting Director of the Indian Health Service, and Dr. Mary Wakefield, Administrator for the Health Resources and Services Administration.

In 1916, the first American Indian Day was celebrated in New York. Red Fox James (Blackfeet) rode on horseback seeking 24 state government endorsements to dedicate one day to acknowledge the significant contributions of the “first Americans.” These early efforts led to the designation of November as National American Indian Heritage Month. Initially proclaimed by a Congressional resolution signed by President George H.W. Bush in 1990, the designation has continued

through similar proclamations issued every year since 1994.

Today, there are 566 federally recognized tribes within the United States. Each is a separate and distinct nation with unique kinship systems and political structures. Native American Heritage Month is dedicated to educating millions of Americans about the arts, languages, histories, and traditions of tribal communities. November is observed as a time to pay tribute to American Indians and Alaska Natives. The 2013 Heritage Month theme, *Guiding Our Destiny with Heritage and Tradition: Leading the Way to Healthier Nations*, represents the vital role cultural heritage plays in strengthening families and communities.

Lillian Sparks Robinson, Commissioner of the Administration for Native Americans, served as the Mistress of Ceremonies and introduced Kevin Shendo, Education Director for the Pueblo of Jemez, who delivered the keynote address. While highlighting the critical role that Native youth play in language preservation, Mr. Shendo shared insights to the groundbreaking approaches of the culturally-based education system being implemented in the Pueblo of Jemez, in New Mexico. Embedded within indigenous languages are the wisdom and worldviews of the generations of people who have handed the language down. Mr. Shendo expanded on this concept by expressing how language retention, renewal, and survival are essential to identity formation.

The program also featured traditional dancers who showcased a sample of the multitude of dance styles prevalent in Native societies. The event concluded with speakers and the audience joining hands and participating in a social Round Dance.

Diversity and Inclusion in the Forefront at the Office for Civil Rights

By Hyla Schreurs, J.D., Supervisory Equal Opportunity Specialist, OCR



The Office for Civil Rights (OCR), HHS's civil rights and health privacy rights enforcement office, has the monumental responsibility of enforcing federal laws aimed at ensuring that people have equal and nondiscriminatory access to, and an opportunity to participate in, programs subsidized and operated by HHS. The federal laws that OCR enforces prohibit discrimination based on race, color, national origin, disability, age, sex, and religion. OCR also enforces laws that protect the privacy and security of individually identifiable health information and a law that protects identifiable information being used to analyze patient-safety events and improve patient safety.

OCR is committed to broadening access to health care and social services for diverse populations, including those with limited English proficiency and disabilities. OCR carries out its enforcement activities through outreach, public education, independently-initiated compliance reviews, and the resolution of over 10,000 complaints, annually. In sum, OCR protects the civil rights of all people who face discrimination in health and human service programs, and ensures the health information privacy rights of consumers.

Given OCR's mission, it should come as no surprise that its workforce reflects diversity and includes individuals passionate about protecting the rights of

others. Indeed, with less than 300 employees from a variety of racial, ethnic, educational, sexual orientation, religion, and socio-economic backgrounds, OCR's workforce is representative of the populations served by the office. Led by Leon Rodriguez, the former Chief of Staff and Deputy Assistance Attorney General for the Department of Justice's Civil Rights Division, and current co-chair of HHS's Diversity and Inclusion Council, OCR strives to maintain diversity and inclusiveness by recruiting student interns and new employees from all segments of society. OCR routinely recruits from, among others, tribal colleges, historically Black colleges and universities, Hispanic-serving institutions of higher education, and disability, LGBT, and health advocacy organizations.

To recognize diversity and inclusion, OCR has a number of activities planned for its employees in 2014. OCR is looking forward to celebrating Minority Health Month in April. This summer, OCR is planning a commemoration celebration of the 50th anniversary of the Civil Rights Act of 1964, which propelled our nation forward and guided it towards full equality for all people. For more information about OCR and its efforts to promote diversity and inclusion, please visit: www.hhs.gov/ocr.

CDC Partnership Helps Students with Disabilities Explore Careers in Public Health

By Arleen Porcell, Communications Specialist, Office of Equal Employment Opportunity, CDC

Over the past year, approximately 60 high school students from the Georgia High School/High Tech (HS/HT) High Achievers Program in Augusta, Georgia, visited the Centers for Disease Control and Prevention (CDC) in Atlanta to learn about the various public health careers and opportunities at the agency.

“These students are juniors and seniors with disabilities with average to above-average IQs who have the capability of attending post-secondary education and are on track to graduate with a regular education diploma,” explained Darlo Koldenhoven, CDC’s disability program manager.

The HS/HT is a comprehensive community-based program that gives students with disabilities the opportunity to explore real jobs, encourages them to think about career choices, and enables them to explore the possibility of attending a technical school or college. The program is a partnership between the Georgia Committee on Employment of People with Disabilities, Inc., the Georgia Vocational Rehabilitation Agency (GVRA), and local school systems throughout the state. More than 650 students in 50 high schools currently participate in the program.

The students toured the David J. Sencer Museum, visited the CDC Emergency Operations Center, and listened to presentations by the Office of Minority Health and Health Equity, and the Scientific Education and Professional Development Program Office.

CDC has set a goal of having two percent of its total federal permanent workforce being individuals with a targeted disability by 2015. Targeted disabilities include deafness, blindness, missing extremities, partial paralysis, complete paralysis, convulsive disorders, intellectual disabilities, mental illness, and

genetic or physical condition affecting limbs and/or the spine. As of December 31, 2013, CDC’s permanent workforce is 8,940. Of this number, 1.6 percent or 142 are individuals with targeted disabilities.



“The partnership will help us expand our potential pool of highly qualified people,” Koldenhoven says.

The students and chaperones had many positive things to say about their visit:

“On the ride home, one of the students told me that this experience has made him decide to pursue a science-oriented career, and we spent a great deal of time talking about the possibilities. He was so excited!” said GVRA counselor Charlotte Young.

Based on the positive feedback received since the tours began last summer, CDC plans to make hosting the tours a biannual event. For more information about this partnership, please contact Darlo Koldenhoven at: khn0@cdc.gov, or at (770) 488-3206.

Data Analytics and Reporting: Numbers at a Glance

John Parham, Ph.D., Senior HR Specialist, D&I Division, HHS

Charles E. Lindblom and David K. Cohen penned *Usable Knowledge: Social Science and Social Problem Solving* (1979) to explain the role social science research plays in solving problems. Much of the data collected is “unusable, imperfect, and not at all authoritative.” Massive amounts of data generated (then and now) do not lend itself to optimal decision-making. The Data Analytics and Reporting (DAR) Team, an organization within the HHS Diversity and Inclusion Division, Office of Human Resources (OHR), serves to counteract that notion on a day-to-day basis; to provide usable information to HHS managers to enable optimal decisions that positively affect “obtaining, maintaining, and retaining” valuable human capital.

DAR members provide timely, accurate and relevant data analyses and reports to support various organizations throughout HHS’s Operating and Staffing Divisions. These functional areas are vital toward supporting and sustaining an effective workforce. DAR fulfills these functions by providing optimal customer service in the following areas: 1) Data Mining; 2) Compliance Reporting; and 3) Employee Viewpoint Survey (EVS) Reporting.

DATA MINING

DAR periodically (e.g., monthly, quarterly, end-of-year) generates reports that provide up-to-date information regarding the employment (i.e. position, series, grade, mission critical occupations, retirement, resignation, transfer, deaths) of HHS employees. It generates reports that summarize the hiring and separation of employees from certain groups (veterans, persons with disabilities, persons in certain protected groups). These reports are provided to human capital counterparts throughout HHS. DAR members analyze vast amounts of information, generate ad hoc reports, and offer advice in response to immediate and special needs of a wide variety of customers for

various purposes (strategic workforce planning initiatives and end-of-year reporting such as experts and consultants, reemployed annuitants, and the No FEAR Act). DAR also conducts retirement forecasting research and assists in building 508 compliant websites to communicate human capital data.

COMPLIANCE REPORTING

DAR is responsible for compiling and analyzing many of the Department’s year-end reports sent to other agencies, such as OPM and EEOC. Such reports include the Federal Equal Opportunity Recruitment Plan (FEORP), the MD-715 Report, the Disabled Veterans Affirmative Action Plan (DVAAP), the Form 462 Report, and Notification and Federal Employee Antidiscrimination and Retaliation (No FEAR) Annual Report due to Congress, DOJ, EEOC and OPM. DAR is also responsible for providing data in response to congressional, as well as other agency (e.g., GAO, OMB) requests for compliance information.

EVS REPORTING

EVS data is crucial; it allows human capital professionals and Senior Executive officials to “take the pulse” of HHS employees and get a glimpse of the perceptions related to conditions within the workplace. DAR members play a vital role in assisting OHR colleagues collect, collate, analyze, and distribute usable information vital to maintaining valuable human capital. Without this data, HHS would remain stagnant; unable to respond to the changing needs of its employees and unable to accomplish its mission.

Upcoming issues of this Newsletter will feature the roles and responsibilities of the other major component of the D&I Division, the Diversity Opportunities, Outreach, and Recruitment (DOOR) Team.

PAH! for Health: Promoting Accessibility to Health Care for Deaf and Hard-of-Hearing Communities

By Crystal Williams, OHR Staff Sign Language Interpreter/Site Coordinator

Reasonable accommodations are the foundation for the success of many federal employees. Performing simple daily tasks can become quite cumbersome for those who depend on accommodations to successfully carry out the Department's mission. As we *Start With Yes!*, we are committed to ensuring that HHS employees are equipped with the necessary tools for professional development and excellent services to our customers.

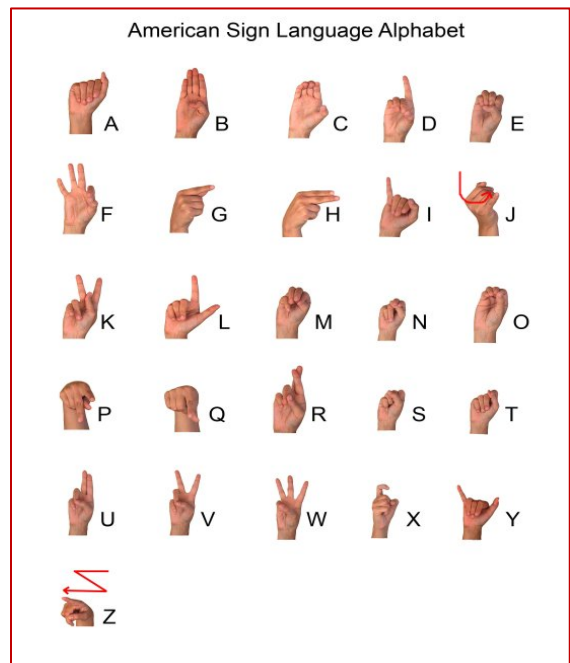
The HHS Diversity and Inclusion (D&I) Division understands our commitment to promote language access and equal opportunities in HHS programs and services. Furthermore, we recognize that a linguistically and culturally competent workforce is necessary to eliminate health disparities across the globe. For this reason, the D&I Division promotes accessibility to health care for deaf and hard-of-hearing communities through a new initiative called *PAH! for Health*.

PAH! for Health engages in the following strategic activities to promote language access and cultural equality for deaf and hard-of-hearing employees in the federal government:

- Providing professional sign language interpreting services to OHR and HHS OS Staff Divisions, or coordinating services on behalf of staff;
- Conducting on-site and virtual sign language classes and workshops, which are open to HHS and non-HHS federal employees;
- Promoting excellent customer service through cultural sensitivity training and workshops to managers and staff;
- Establishing, engaging, and supporting deaf

and/or hard-of-hearing employee resource groups throughout the Department;

- Recruiting new talent through dedicated outreach efforts to deaf and hard-of-hearing communities through Cooperative Hiring Programs with educational institutions;
- Promoting retention of current employees through access to professional development and career advancement opportunities.



To obtain more information or to partner with *PAH! for Health*, please contact Crystal Williams, at Crystal.Williams@hhs.gov, or by phone at (202) 690-8330 (Voice)/(202) 540-8261 (VP).

The Business Case for Diversity and Inclusion

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Organizations implement diversity and inclusion initiatives to create an environment in which individuals from different backgrounds are treated fairly and given equal access to opportunities and resources. Embracing diversity and inclusion can bring a broader range of mindsets and backgrounds into the organization, leading to more effective decision-making or drawing in a wider customer base.

Public and private organizations are investing in this area and these organizations expect to focus on, and invest even more in, diversity and inclusion in the coming years. However, success at improving the perceptions of diversity and inclusiveness in the organization is not as strong as most organizations would like it, or need it to be. Less than half of all public and private sector employees actually believe their organizations are diverse and inclusive.

The gap between investment and results is problematic as organizations are missing out on some very real benefits of building a more diverse workforce in an inclusive environment. When employees feel they have a more diverse and inclusive workforce, turnover is measurably lower and employee effort is always higher.

This gap is generated by the fact that most executives underestimate the importance of investing in diversity and inclusion. They equate it with simply hiring more people from more diverse backgrounds, and fail to truly appreciate the investment that is required to build a more diverse and inclusive working environment.

After analyzing the behaviors of thousands of employees and conducting interviews with hundreds of leaders from human resource offices, researchers have identified four lessons to implementing a diversity and inclusion initiative. While building a diverse and inclusive organization is

a goal in and of itself, success at improving diversity and inclusion is rarely achieved when organizations simply set overly ambitious goals. Rather, by tying diversity and inclusion objectives into the broader business strategies, buy-in for, and delivery of, diversity and inclusion strategies are much more likely to be successful.

Allow business leaders to create locally relevant diversity and inclusion objectives, and assess incremental progress against those objectives, not just final results. Frustration is generated without creating a way to show incremental progress on the goals. This disconnect prevents progress.

Most organizations highlight the career experiences of some of their diverse senior leader talent. However, these strategies have limited success since many diverse employees fail to see the connection between their current situation and the final destination of other employees. Instead, smart organizations are helping diverse employees see the link between their skills and leadership requirements, and to build processes that minimize the impact of biases in talent management decisions to show how diverse talent can move into leadership roles.