

Hispanics 101

How to Understand, Manage, and
Grow Your Hispanic Workforce



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INTRODUCTION

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Grow Your Hispanic Workforce

The US Census determined that in 2016 the Hispanic population exceeded 56 million (17% of the total population) and is projected that by the year 2060, Hispanics will represent 31% of the total population of the United States. Looking at this projection, it is important that companies, big and small, are equipped to hire, retain, and develop the Hispanic Workforce.

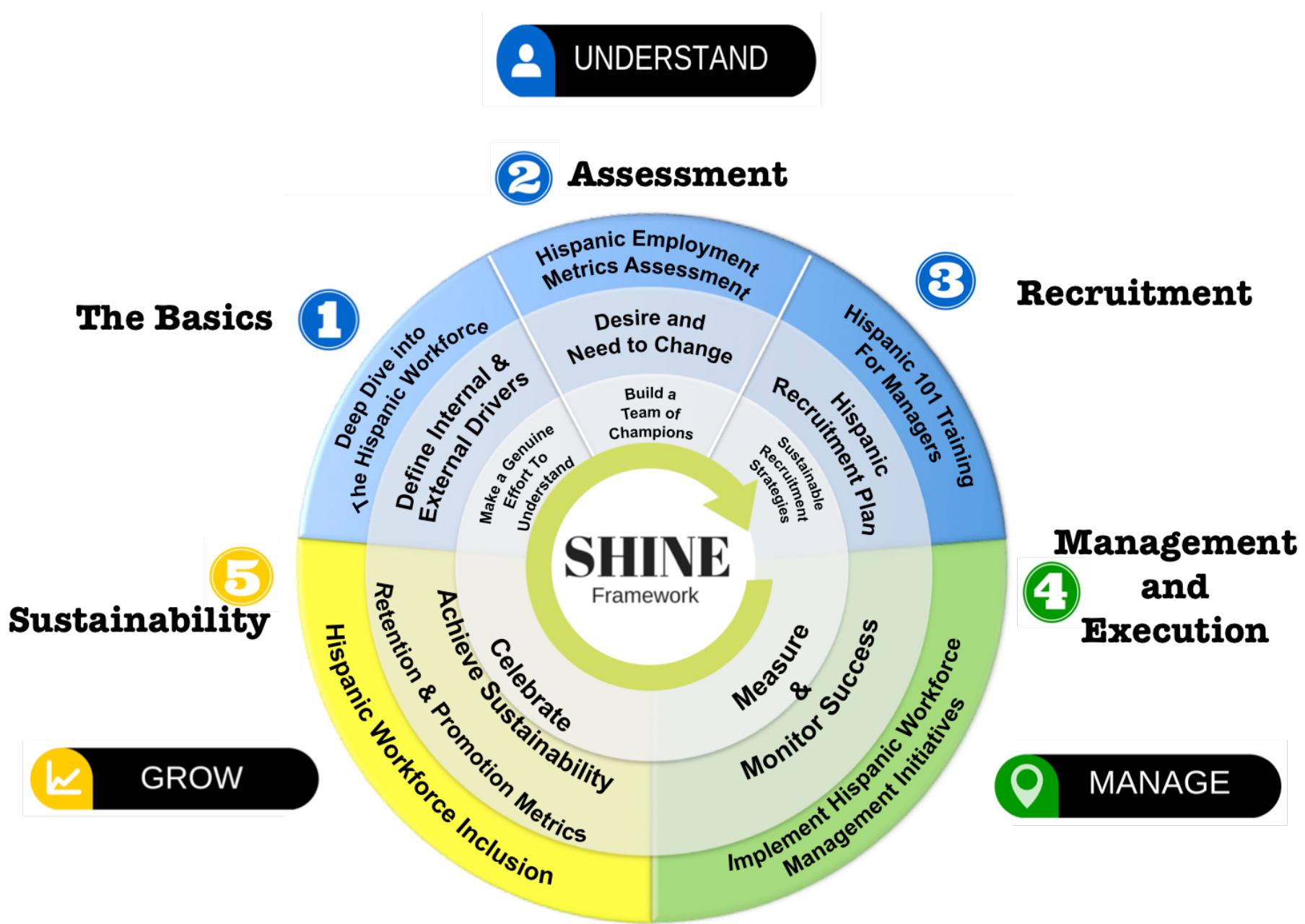
Although the Hispanic population has grown and progressed greatly around the United States, there is still much work to do to ensure that Hispanics are properly represented in politics, in business, and in corporate jobs. In these times, it's more important than ever to understand the aspirations and needs of Hispanic employees. Adopting new practices and strategies to improve the participation and retention of Hispanic employees in U.S. companies is a business imperative for competitive advantage rather than just the right thing to do.

A lot of emphasis has been placed on the blue collar Hispanic workforce, to develop books, studies and metrics, but the same emphasis has never been placed on the white collar Hispanic workforce. We are talking about the corporate Hispanic Workforce that is growing by the minute. Companies need to realize that in order to reach the Hispanic community, different strategies and outreach techniques are needed. While we are personally against of generalizations, my intention is to paint a picture about what motivate Hispanics, discuss their priorities, and lay out a foundation to understand this complex demographic. So, yes we draw some generalizations to achieve that goal, keeping in mind that Hispanics are purely human beings, and as any other human being uniqueness is the dynamism driving their behaviors, beliefs and purpose.

The Value of Understanding, Managing and Growing your Hispanic Workforce

This book introduces a 5 step process developed by GO Hispanic Today, LLC which we have called the SHINE Framework, where SHINE stands for Sustainable Hispanic Initiatives to Nurture Excellence. In a nutshell, these 5 steps will help you understand, manage and grow your Hispanic workforce. It also provides strategies for hiring and retention based on the wants and needs of the Hispanic Workforce. Each chapter of this book focuses on one of the 5 steps. We recommend reading it in the order they are presented instead of jumping to a particular chapter since each of the steps and their order are crucial to the successful implementation of the strategies presented.

Congratulations on making the decision to better understand, manage and grow your Hispanic Workforce! It is our goal that by the book's end, you will have the proper tools and strategies to gain competitive advantage through your Hispanic Workforce.



Sustainable Hispanic Initiatives to Nurture Excellence

UNDERSTAND

1

The Basics

Deep Dive into the Hispanic Workforce

Define Internal & External Drivers

Make a Genuine Effort to Understand

The Basics

1

1

3

Recruitment

5

CROWN

4

MANAGE



“Beginning today, treat everyone you meet as if they were going to be dead by midnight. Extend to them all the care, kindness and understanding you can muster, and do it with no thought of any reward. Your life will never be the same again.”

Og Mandino

The first step to understand is to care...

STEP 1: THE BASICS



Make a Genuine Effort to Understand

IT'S ALL ABOUT COMMUNICATION

*** If you want to become a better communicator I recommend finding resources in the following areas: Active listening, verbal, non-verbal and written communication techniques, questioning, feedback and effective observation skills. ***

The first step in understanding the Hispanic workforce is to learn the basics. What does it mean to be Hispanic? What's the current status of the Hispanic Workforce in the United States? What are the Internal and External drivers impacting your business? Why do you need to pay strategic attention to your Hispanic workforce? Why does it matter to invest in efforts to hire, develop, retain and advance Hispanics in your organization? Acquiring knowledge about statistics and trends is the easy part. My intent is to provide you a deeper understanding of the Hispanic community.

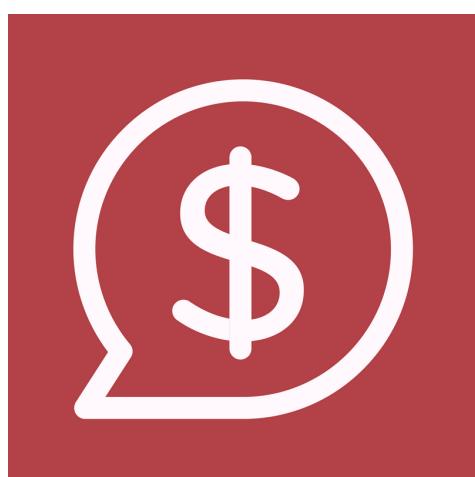
LEARN THE BASICS

More than demographics, I want you to understand the complex diversity of this group. Perhaps the first step of caring enough to wanting to understand this demographic is grabbing this book. Human beings have the need to be heard and to be understood and your job is to fill that void. This can be achieved through effective communication, which leads to understanding.

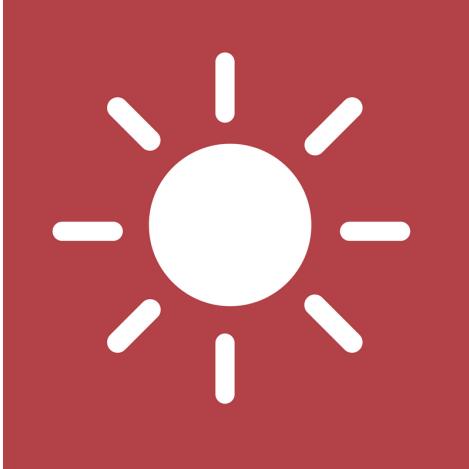
DEFINE EXTERNAL AND INTERNAL DRIVERS

Much has been said about the importance of Hispanics, about how crucial the Hispanic vote is or how much Hispanic immigration is harming our country. However, not much has been said about how important the Hispanic Workforce is and why it is crucial to implement successful Hispanic initiatives to attract, manage and retain Hispanics in organizations. Global Thinker Tammy Erickson wrote an article for the Harvard Business Review that talked about how Hispanic talent is the future of big corporations, due to the impending statistic that by 2050 Hispanics will represent over half of the nation's workforce. 2050 seems far, but it is the now that truly matters in this subject. It should not be a surprise that if companies want to remain competitive, they will have to market their products to the Hispanic community, partner with Hispanic-owned businesses, and hire Hispanics to better understand and relate to the needs of this community. The first step to become successful in all things Hispanics is to understand.

Over the past four decades, the Hispanic population has experienced exponential growth in the United States. As of 2015, 57 million Hispanics comprised about 17% of the U.S. population, including more than 4 million residing in the Commonwealth of Puerto Rico. The US Census projects that by 2060, 31% of the US population will be Hispanic. If this is not a good enough reason to start getting your organization "Hispanic Ready", here are a couple of External and Internal drivers:



- **Hispanics are a fundamental component for business success.**
By 2015, Hispanics will have \$1.5 trillion in buying power, an impressive 50 percent increase from 2010. They have tremendous consumer power, and engaging the evolving Hispanic consumer not only makes business sense, but it is imperative for business survival. According to Advertising Age, Hispanic media spending in the U.S. grew to \$7.9 billion in 2012. HispanicAd estimates that this will increase by 5% in 2015. Organizations are spending big dollars to reach the Hispanic market; it's time to do the same with the recruitment, development and engagement of Hispanics in the workforce.



- **Hispanic growth will not cease any time soon; it will endure for decades to come.** People love to do business with people they can relate to. Not having a workforce that mirrors the community will have a huge impact in business competitiveness. Organizations need to keep the pace with the evolving needs of our markets and most importantly with the human factor contributing to the success of our organizations.



- **Hispanics are bicultural; they blend and stand out as they please.** A total market human resource strategy will not work with Hispanics. I agree with Nielsen.com when they explain, "Hispanics are the largest minority group to exhibit significant culture sustainability and are not disappearing into the American melting pot." General labels don't work with Hispanics. Hispanics keep strong ties with their country of origin. Businesses aware of this truth will be able to better serve this demographic.

As a Hispanic Workforce Champion you need to perform an analysis of External and Internal Environmental Factors affecting your organization. What factors impacting performance come from within the organization and what factors come from the outside? As we move up this step, the information you will find will help you define why it's important to increase the representation of Hispanics in your workforce. Changes to the economy? Threats from the competition? Political factors? Government Regulations? Your industry itself?

DEEP DIVE INTO THE HISPANIC WORKFORCE:

The make of the Hispanic Category

The PEW Hispanic Center explains that nearly four decades ago the U.S. government mandated the use of the terms "Hispanic" or "Latino" to categorize Americans who trace their roots back to Spanish-speaking countries. Still today there is clear evidence that Hispanics by definition have not fully embraced those terms. Normally, Hispanics embrace their country of origin. You will normally hear "I am Puerto Rican, Cuban or Mexican" and not "I am Hispanic or Latino".

For years we have tried to encapsulate Hispanics from over 20 different countries into a homogeneous category. "Hispanics are all the same", is one of the biggest misconceptions in US. Now consider this, Hispanics come from different countries, some Hispanics only speak Spanish, others have different levels of bilingualism, and there is a good percentage of the Hispanic population that doesn't speak Spanish at all. Some are first generation Hispanics, others second, others third, some have lived here for their entire life. Each of these showcase a specific set of behaviors. All of these are members of the Hispanic Community and you need to be aware of the fact that simply translating a document from English to Spanish is by no means an effective or persuasive way to reach Latinos with your message; you need to understand the culture. What I am asking you to do is to understand the community you serve as a company, and to understand your specific Hispanic workforce.

Hispanic VS Latino: I am no historian, so this is what you need to know about this dilemma. When you are dealing with an individual from Hispanic descent, ask them how would they like to be addressed, Latino or Hispanic. You should not be surprised if they say, you can just call me by my name or by the country of origin. Hispanic/Latinos from different regions have different preferences – just ask. If you want to read more about this topic, Google “Difference Between Hispanic, Latino and Spanish.”

Hispanic Community Snapshot

Every time I aim to provide a big picture about the Hispanic community, I am accused of generalizing. I personally despite generalizations or labeling, however in order to analyze and understand a culture is imperative to make some general observations. Understanding the basics will empower you to build a connection, which ultimately may become a relationship.

57 Million



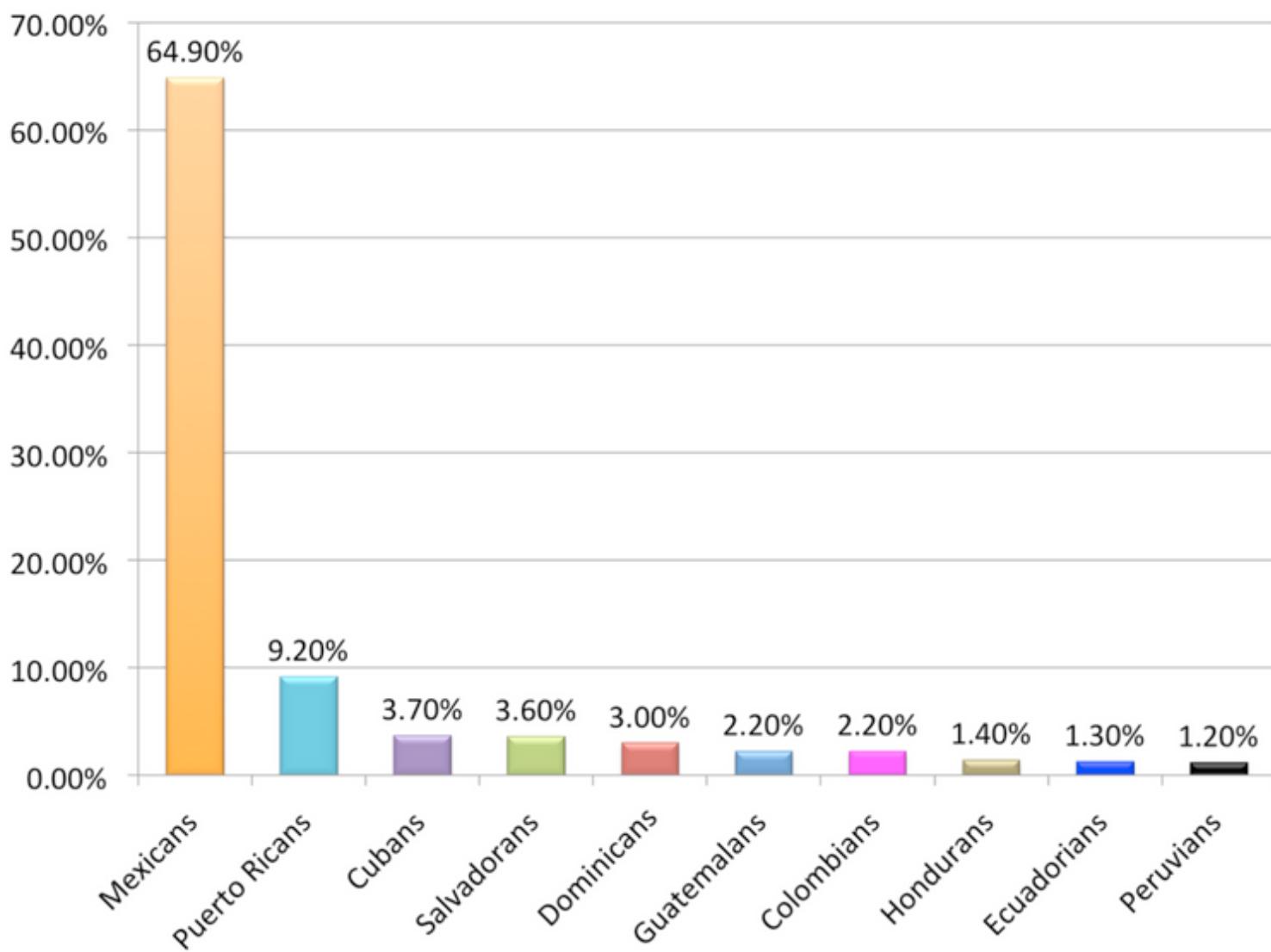
**Hispanics in
America**

Hispanics come from over 20 countries

Mexico, Puerto Rico, Cuba, Spain, Colombia, Argentina, Peru, Venezuela, Chile, Ecuador, Guatemala, Bolivia, Dominican Republic, Honduras, Paraguay, El Salvador, Nicaragua, Costa Rica, Panama, Uruguay...

The

10 Largest Hispanic Origins Groups



CENSUS QUICK FACTS

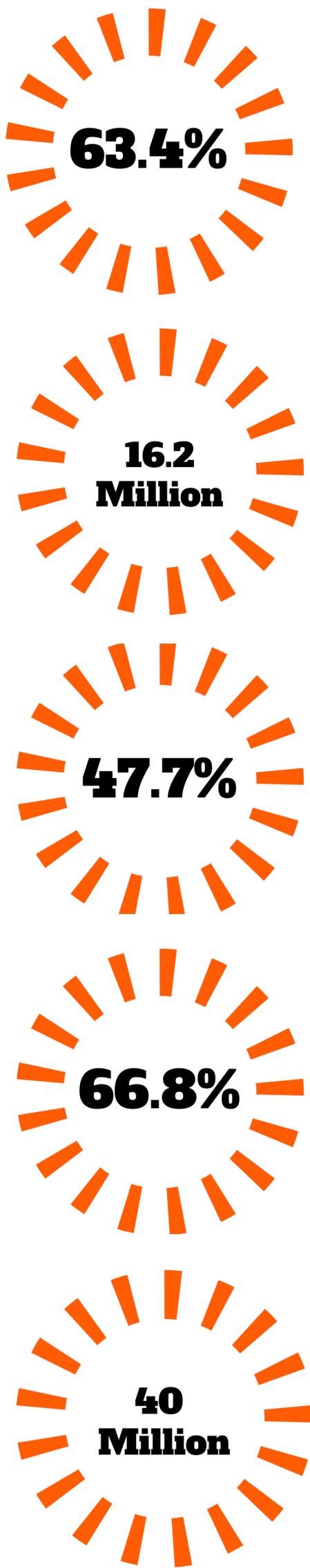


The Hispanic population of the United States as of July 1, 2015, making people of Hispanic origin the nation's largest ethnic or racial minority. Hispanics constituted 17.6 percent of the nation's total population.

The number of Hispanics added to the nation's population between July 1, 2014, and July 1, 2015. This number is nearly half of the approximately 2.5 million people added to the nation's total population during this period.

The percentage increase in the Hispanic population between 2014 and 2015.

The projected Hispanic population of the United States in 2060. According to this projection, the Hispanic population will constitute 28.6 percent of the nation's population by that date.



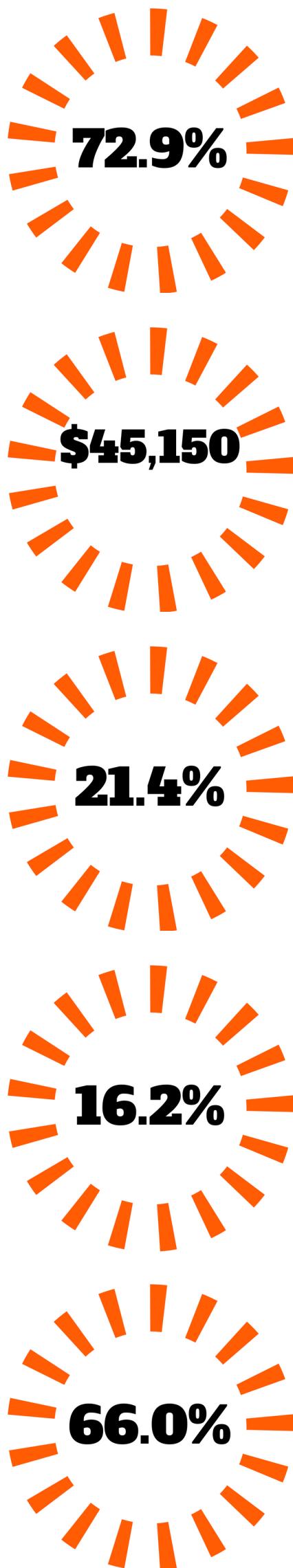
The percentage of those of Hispanic or Latino origin in the United States who were of Mexican origin in 2015. Another 9.5 percent were Puerto Rican, 3.8 percent Salvadoran, 3.7 percent Cuban, 3.3 percent Dominican and 2.4 percent Guatemalan. The remainder were of some other Central American, South American or other Hispanic or Latino origin.

The number of Hispanic households in the United States in 2015.

The percentage of Hispanic households that were married-couple households in 2015. Among all households in the United States, 48.2 percent were married-couple households.

The percentage of Hispanic parent/child family groups that included two parents in 2015, whereas for all parent/child family groups, it was 69.5 percent.

The number of U.S. residents age 5 and older who spoke Spanish at home in 2015. This is a 131.2 percent increase since 1990 when it was 17.3 million. Those who hablan español en casa constituted 13.3 percent of U.S. residents age 5 and older. More than half (59 percent of all Spanish speakers and 57.4 percent of Hispanic Spanish speakers) spoke English “very well.”



The percentage of Hispanics age 5 and older who spoke Spanish at home in 2015.

The median income of Hispanic households in 2015

The poverty rate among Hispanics in 2015.

The percentage of Hispanics who lacked health insurance in 2015.

The percentage of Hispanics age 25 and older that had at least a high school education in 2015.



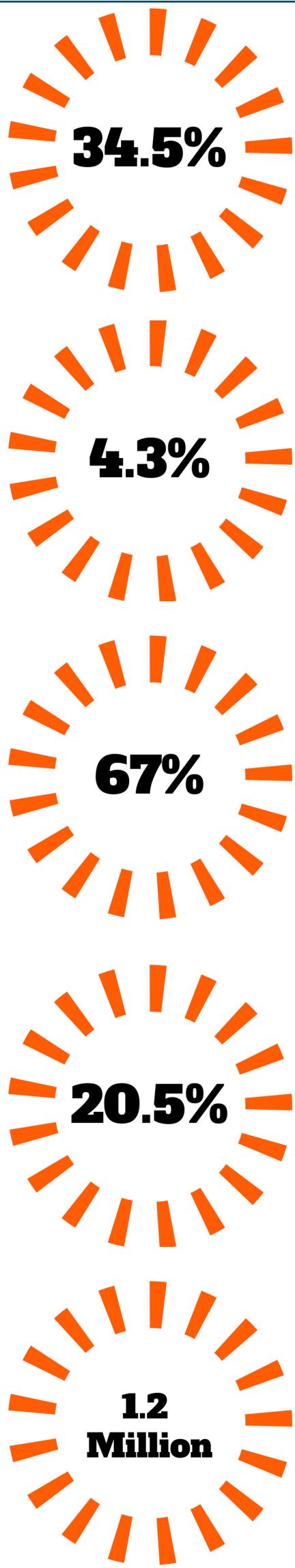
The percentage of the Hispanic population age 25 and older with a bachelor's degree or higher in 2015.

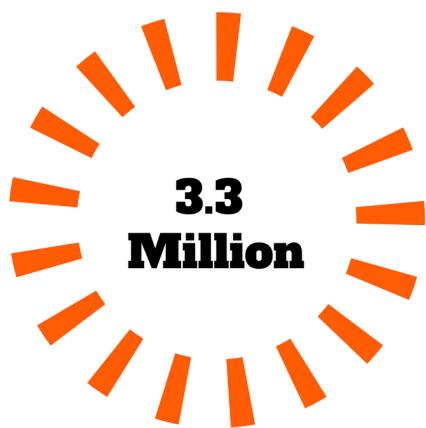
The number of Hispanics age 25 and older who had at least a bachelor's degree in 2015.

The number of Hispanics age 25 and older with advanced degrees in 2015 (e.g., master's, professional, doctorate).

The percentage of students (both undergraduate and graduate) enrolled in college in 2015 who were Hispanic.

The percentage of elementary and high school students that were Hispanic in 2015.

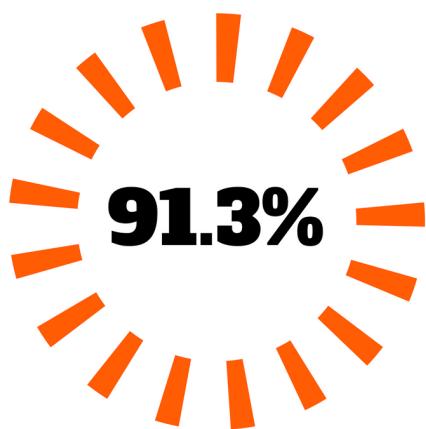




Estimated number of Hispanic-owned firms nationally in 2012, up from 2.3 million or 46.3 percent from 2007.



The estimated percentage of the 3.3 million Hispanic-owned firms that had no paid employees. Of all U.S. businesses, 80.4 percent were nonemployer firms.



The estimated sales/receipts reported by Hispanic firms owned by women in 2012. Male-owned Hispanic firms reported sales of \$359.1 million.

** The facts aforementioned change constantly, recommend to Google Hispanic Census Facts to find the latest statistical information **

Source: US Census Bureau Facts for Features: Hispanic Heritage Month 2016

DEEP DIVE INTO THE HISPANIC WORKFORCE

"To effectively communicate, we must realize that we are all different in the way we perceive the world and use this understanding as a guide to our communication with others."

Tony Robbins

In order to develop successful Hispanic Initiatives, organizations need to grasp the fundamental values across Hispanics in United States. According to author Daniel Ortiz –“American Dream – Latino Souls”, for Hispanics, achieving the American Dream is meaningless if we lose our Hispanic soul in the process. Daniel Ortiz refers to Hispanic Core Values as, faith, family, and culture. For Hispanics, our dreams, and our very identity, involve our family.” Through my interactions with hundreds of Hispanic students, executives, colleagues, and friends, I have developed a list showcasing the top 5 core values represented in every Hispanic community.



SÍ, SE PUEDE



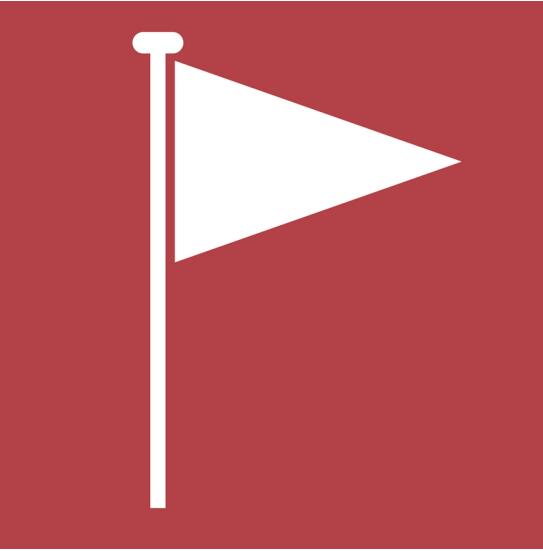
FAMILIA

Self-Belief: Imagine hundreds of people chanting “Si se Puede, Si Se Puede”. This phrase represents a national outcry of the Hispanic Community, officially sworn by the United Farm Workers movement. It means that everything is possible – the American Dream is possible, having safety is possible, being happy is possible, being able to provide to my family is possible, Winning is possible. The spirit of Sí, Se Puede can be seen in every corner around United States.

Family Always first: Family is the number one value of Hispanics, and normally means the center of their life. Hispanics have a collective orientation, which results in a strong connection with family members – grandparents, godparents, uncles, aunts, cousins, nieces, nephews, distant cousins and other extended family. Hispanics often make sacrifices for their family, and emotional and financial support is encouraged. There is a strong sense of obligation towards family.



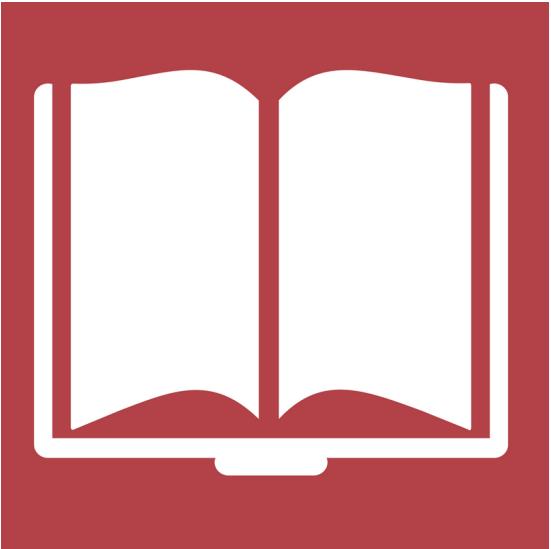
FE



PATRIOTISMO

Faith: The strong belief in God is a building block for the Hispanic Community. “Que sea lo que Dios quiera”, is a common phrase among Hispanics, translated means God willing, His will be done, It is in God’s hands now, or that is what God wants. By embracing faith, Hispanics tend to reduce the fear by strongly believing that “my life is in the hands of God.”

Proud Latino: Before identifying themselves as Hispanics, they are Mexicans, Puerto Ricans or Cubans first. Hispanics are proud of their heritage. Hispanic culture is cherished at home, and passed from generation to generation. Some of the ways we see this value resembled in households is speaking Spanish at home, traditional recipes, and celebrating traditions.



SUPERACION

EMERGING CULTURAL VALUE: EDUCATION

Education has become a big deal in the Hispanic Community. Hispanics are on a mission of self-improvement and education is the pathway to achieve it. Contrary to popular belief, Hispanics do care about education...a lot. For the first time, the number of 18- to 24-year-old Hispanics enrolled in college exceeded 12 million and reached a record 32% share of all college enrollments. This means that in the next couple of years, these 12 million Hispanics will be in search of employment. Are you ready?

Self-Improvement: The intrinsic motivation to improve and achieve. It is the ambition to improve knowledge, status and education through their own efforts.

HISPANICS IN THE WORKFORCE

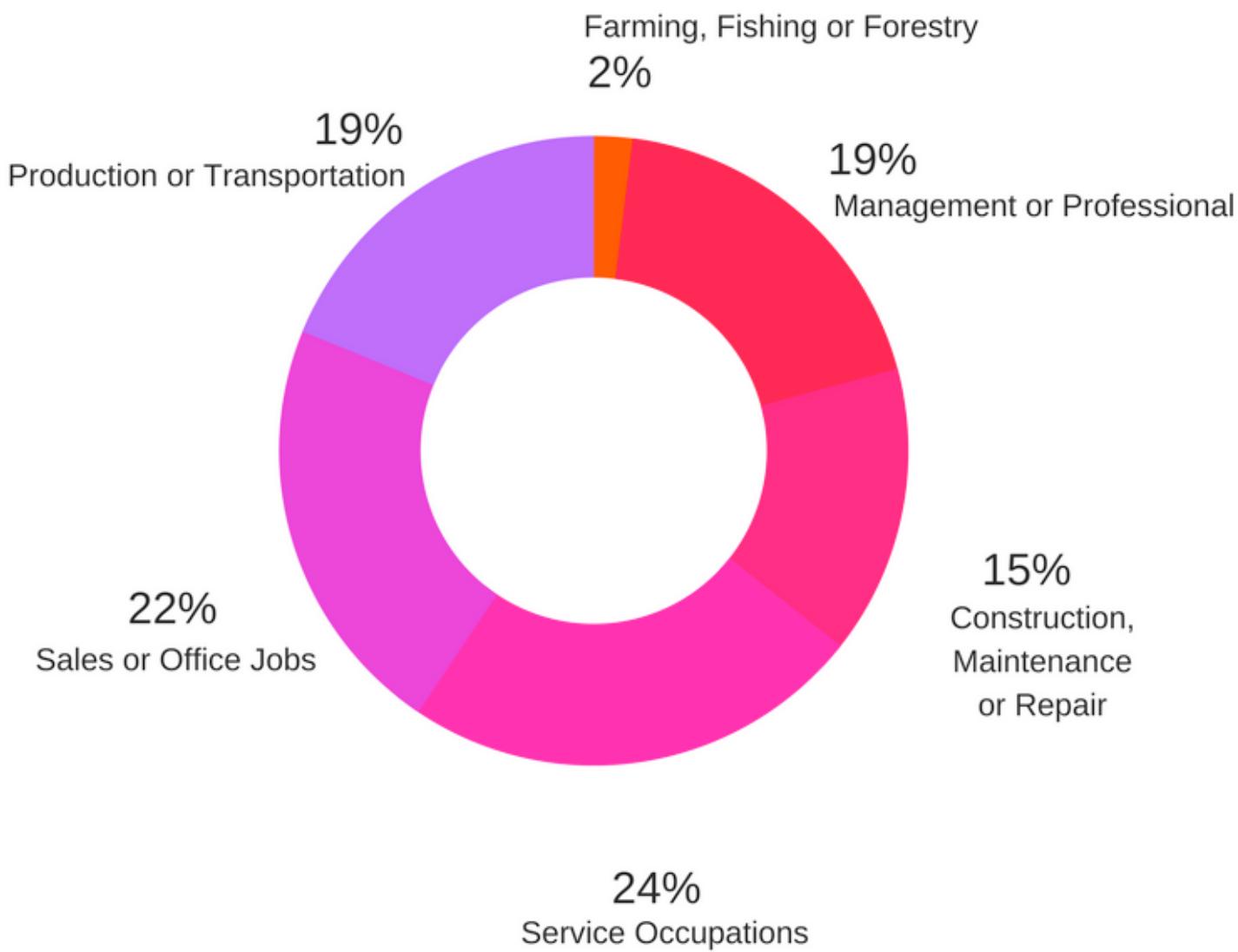
Communication leads to community, that is, to understanding, intimacy and mutual valuing.

Rollo May

The National Council of La Raza affirms that Hispanics are the fastest-growing segment of the American workforce, with 23.3 million Latinos at work in the United States representing nearly 16% of the labor force.

Over 60% of Hispanics have blue-collar jobs – underrepresented in professional positions and overrepresented in the service industry.

Hispanics are represented in every industry (Agriculture, Banking, Retail, Education, Food, Health Care, Legal, Government, Service, etc), that said, each industry has specific challenges and needs. Miguel Joey develops keynotes, workshops and consulting strategies targeting specific industries. If you are interested in specific statistics, advice and strategy for your industry contact us directly and visit www.migueljoeyaviles.com



GENERATIONS MATTER

You already learned that Hispanics come from over 20 different countries, some only speak Spanish, others only English and many are bilingual. But that's not all, we must add to the mix the difference in generations, and I am not simply referring to the Millennial, Gen X and Baby Boomer dilemma, I am talking about First, Second and Third Generation of Hispanics. First Generation Hispanics are those foreign-born Hispanics that immigrate to U.S for the first time. Their first language is Spanish, and their values and behaviors are intrinsically connected to their country of origin. 37% of Hispanics are considered first generation. The second generation is US born with at least one parent foreign born. For this generation their parents are the connection to their country of origin. They keep a strong connection to their roots, but in a different social reality. Those Hispanics born in US to Hispanic US born parents belong to the third generation. Their knowledge and practice of Hispanic culture is limited.

There are clear differences among Hispanics from different generations. When developing and implementing Hispanic Initiatives, it is crucial to understand the differences among these generations, and to clearly define a targeted strategy.

Here is a good table from the Hispanic Marketers Guide to Cable showcasing the differences among the three generations of Hispanics

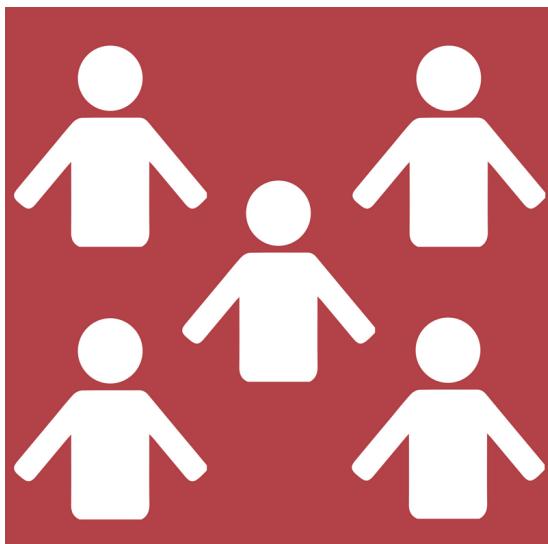
<http://www.thecab.tv/main/bm~doc/hispanic-generational-differences.pdf>



HISPANIC CULTURE AT WORK

"When you really listen to another person from their point of view, and reflect back to them that understanding, it's like giving them emotional oxygen."

Stephen Covey



CLOSENESS

The need of belonging is intense. Most Hispanics inherently want to develop personal connections, including relationships with co-workers. Rather than an individualistic approach to the workplace, Hispanics seek friendships and meaningful relationships – Interaction at work is expected. High interaction is preferred, it is important to get to know the person inside and outside of the workplace, getting to know the individual as a whole. I also must mention that Hispanic employees tend to see physical contact such as hugging, hand shaking and kissing on the cheek as part of the culture.



LOYALTY

Most Hispanics have the need to give back, and employ a strong feeling of allegiance to employers.



AGREEMENT

Confrontation is not a common trait among Hispanics. We prefer to go with the flow, rather than going against the current. This value is connected with a strong respect for authority.



RESPECT FOR AUTHORITY

Hispanics tend to enforce a high level of respect to those in leadership positions. Don't expect a natural inclination to challenge those in positions of authority.



YES, YES, YES – LANGUAGE BARRIERS

Communication is key to achieve success in any business. One-third of all Hispanics (33%) say they don't speak English very well. We tend to quickly say yes, sometimes without understanding all the details. When I had my first internship I used to joke with my friends that I only understood 50% of the conversations, the other 50% I left it to the power of imagination. Today, that percent has gone up to 90%. Language barrier is defined as the difficulties faced when people who have no language in common

attempt to communicate with each other. I believe that in the workplace is not too much about language barriers, but more about communication barriers in general. Cross-cultural communication techniques are crucial to successful communication. It is imperative to understand people's verbal and non-verbal mannerisms, social and cultural practices, before blaming language barriers. Hidden cultural differences can become the source of misunderstanding in the workplace. Managers need to identify and understand those cultural differences to effectively communicate. This is not an easy task, but the skill of cross-cultural communication can be learned.

TOP CHALLENGES HISPANICS FACE IN THEIR CAREERS

In every corner of the United States there is a Hispanic struggling to get the job, to achieve the next promotion and to be accepted in the C-Suite club – the struggle is real, and the numbers back me up. Although the U.S. Hispanic market is 57 million strong, representing the nation's largest ethnic minority, the gap in representation at leadership positions is insurmountable. The Hispanic Association for Corporate Responsibility reported that Hispanic managers are significantly underrepresented in executive and senior executive positions. In addition, the Human Resource consulting firm PDI proved a disproportion in the mobility to higher level executive positions between non-Hispanic managers and their Hispanic peers. The findings suggested that Hispanic managers reach mid-level management positions faster than their peers, but are slower to soar to higher levels within their companies. The HACR Corporate Inclusion Index found of 1,284 executive and director positions in existence, Hispanics held only 61 positions. Additionally, of those surveyed, only 6 percent of 384 board positions were held by Hispanics. According to the National Institute for Latino Policy, despite being the largest minority, there has been little to no growth in Hispanic representation at the CEO or director level in the last several years. Here are the top challenges Hispanics face in their careers:

1. Getting the Job: Getting your foot in the door is not as easy as it sounds. Complicated hiring processes, corporate politics and unconscious bias get in the way of Hispanic representation in the workplace. Some may think that getting a job, starting a career or receiving the internship of a lifetime are easy pursuits, but in fact, they require a great deal of mastery, connections and business acumen. There is an enormous need for mentoring in the Hispanic community. Mentors can successfully guide individuals through the hiring process. The financial industry is having a great challenge when it comes to

Hispanic hiring. They serve lots of Hispanics, but their representation of Hispanics is lacking. Finding committed people within the organization to mentor Hispanics through the hiring process can be powerful. Some of the topics of discussion can be corporate politics, understanding the hiring process, resume writing techniques and interviewing skills.

2. Education: When researching the topic of education and Hispanics, it is common to see the following quote "They are the fastest-growing ethnic group but the most poorly educated." At first, this was difficult to swallow. I immediately thought; "How do they dare to call us poorly educated?" The reality is that while the statistics of Hispanics in Education have improved, there is still a lot of work that needs to be done. Education is key to getting accepted into certain professional jobs. I am a firm believer that education opens the door of opportunity, and this is one of the biggest reasons we are not well represented in professional jobs. However, some numbers contradict this point of view, specifically when we take a look at Silicon Valley. USA Today analysis showed that top universities turn out black and Hispanic computer science and computer engineering graduates at twice the rate that leading technology companies hire them. In other words, only half of Hispanic graduates with computer science degrees are being hired. For a long time, education was synonymous of success, until we have situations like the one aforementioned. What would you say to a young educated Hispanic being continuously rejected by corporations? While both points have strong proponents, the importance of education will always win.

3. Promotion to Senior Positions: When it comes to leadership positions, Hispanics are underrepresented in every industry. The Alliance for Board Diversity reported that Latinos hold less than 2 percent or approximately 173 of the 5,500 Fortune 500 board seats; despite comprising over 16 percent of the US population. There are not enough Hispanics in leadership positions, not in Corporate America and even worst in the Federal Government.

4. Overcoming Stereotypes and Biases: I may have an accent, but my brain doesn't! Overcoming general stereotypes is one of the biggest challenges Hispanic professionals face in the workplace. Micro-inequities is a theory that refers to hypothesized ways in which individuals are either singled out, overlooked, ignored, or otherwise discounted based on an unchangeable characteristic such as race or gender. The typical stereotype for Hispanics is of uneducated, unintelligent or inefficient due to inability to speak English without an accent or a lack of proficient vocabulary. Researchers Shiri Lev-Ari and Boaz Keysar from the University of Chicago found in a small study that people unconsciously doubt statements in accents difficult to understand. It is important to encourage the acceptance of different accents in the workplace and focus on performance rather than language.

HISPANIC MILLENNIALS: YOUNG, BOLD, UNSTOPPABLE – EVERY 30 SECONDS A HISPANIC TURNS 18

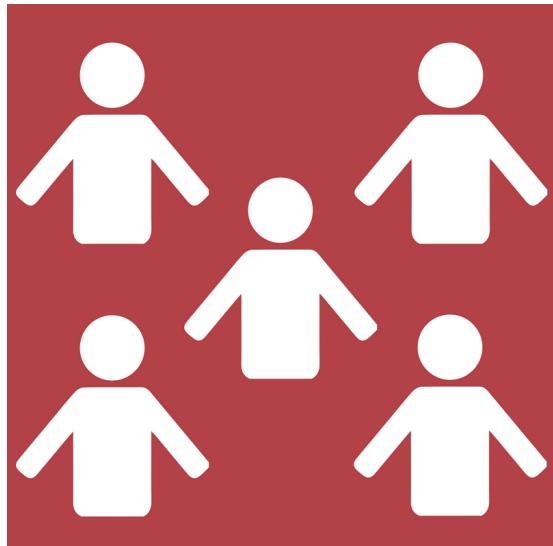
Did you know that 1 in 5 Millennials in the United States is Hispanic? According to the 2010 US Census data, the median age of US Hispanics is about 28, compared to 37 for the total population. Hispanics will account for more than 80% of the growth in the population of 18- to 29-year-olds over the next few years and this makes them an important demographic for organizations targeting young employees.

What does it mean to be a Hispanic Millennial?

The answer to this question is more complicated than you think. Hispanic Millennials live between two worlds: sandwiched between English and Spanish, consumed by Reggaeton and hip-hop or, to be more vivid, between a "chimichanga" and a hot dog. Hispanic Millennials love to be able to embrace the American ethos while preserving the Hispanic culture— 100% American and 100% Latino. Hispanics come from over 20 different countries and while we are grouped in the same category, we keep a strong connection to our roots – Mexican, Puerto Rican, Cuban, Venezuelan, Salvadorian, among many other flavorful cultures.

Powerful Corporations already know the importance of this segment of the population. Brands are paying attention. Politicians are speaking Spanish in their campaign commercials. Recruitment firms spend countless hours establishing strategies on how to reach Hispanics. Marketing groups continuously venture in the journey to reach this Holy Grail. Nielsen reports that Hispanic Millennials purchasing power has doubled in the last decade. It makes business sense to pay particular attention to the faster growing segment in the market.

It is important to note that this new breed of Hispanics, unlike their immigrant parents who intended to be invisible, have preferred to be Hispanics not only by ethnicity but by choice. They want to stand out and be noticed as Latinos – they embrace both worlds with a passion propelled by family, music, style, food and culture in general. Hispanic Millennials dream to be change makers with the focus of developing small businesses, improve communities and most importantly attain their own version of the American Dream. These youngsters are not planning to give up their intrinsic connection to their Latino roots without loosing the appreciation of the benefits of living as a multicultural being.



CONNECTED

Hispanic Millennials are nearly 66 percent more likely to connect via mobile than non-Hispanic whites.



100% LATINO 100% AMERICAN

In spite of these differences, one key similarity remains – Hispanic Millennials are not giving up their connection to Latino traditions and culture. They do keep up with American music, news and sports, but they also follow what's going on in Latin America. They are more likely to say they enjoy eating traditional Hispanic foods than traditional American dishes. They are proud citizens of a multicultural world who enjoy sharing their heritage with Hispanic and non-Hispanic friends.



THE OPPOSITE TO ONE SIZE FITS ALL

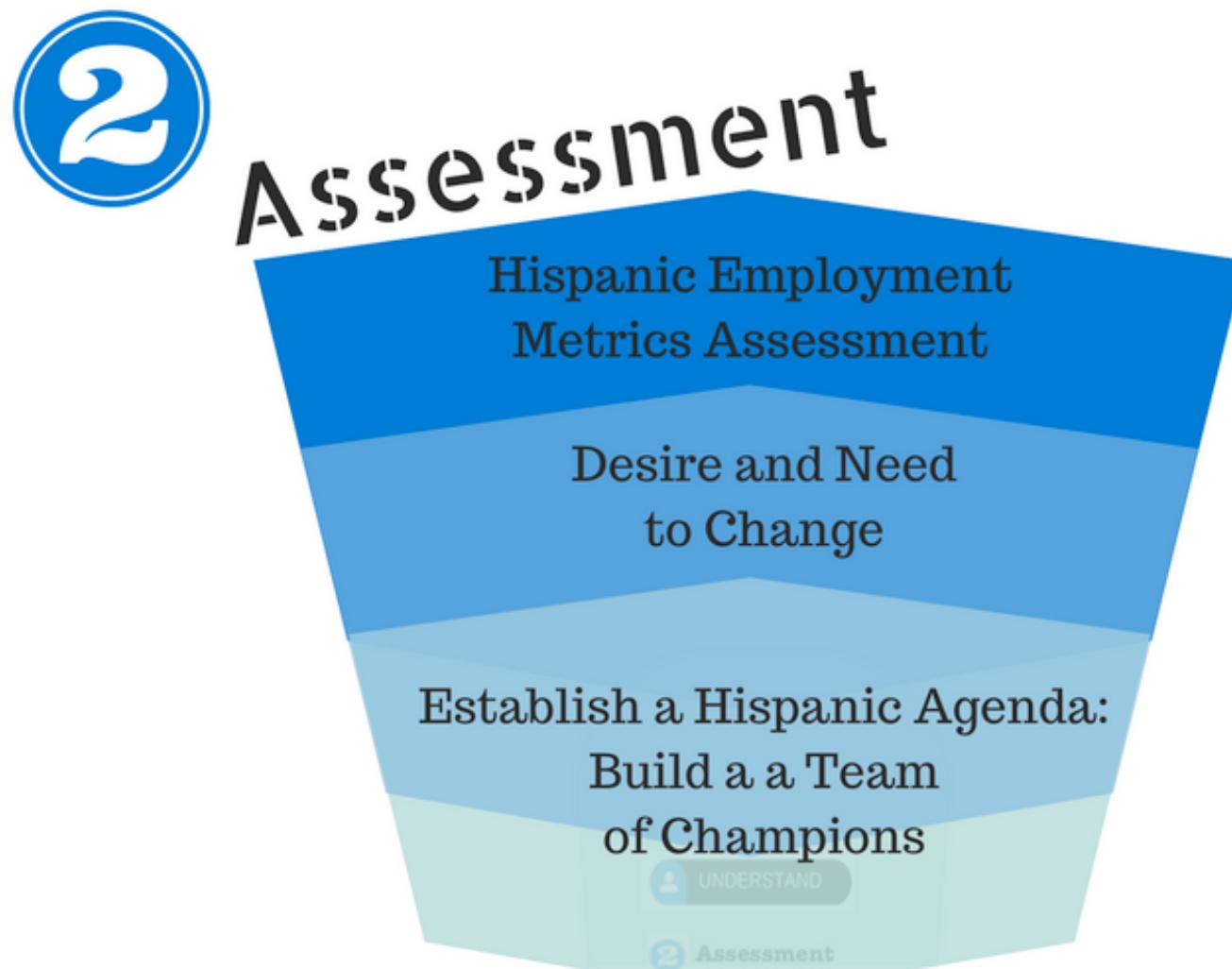
Strategies that have worked to reach young Hispanic adults in the past will no longer apply. Content that speaks to Hispanic Millennials' complex cultural identity, delivered via a savvy combination of media, is the key to attracting the attention of this large and fast-growing demographic.

After reading the first section you now have a better understanding of the Hispanic Community. Now you have the numbers and some generalizations, I encourage you to get out and get to know the people, they are the ones keeping the secret of understanding the Hispanic community.

"Young people need to be asked what matters, not to be told what matters."

Jeff Martin

UNDERSTAND



Assessment: Where is Your Organization Now?

Peter Drucker, the Father of Management said, "What get's measured get's managed." The same logic applies when strategizing on how to improve Talent Management Strategies geared towards your Hispanic workforce: Assess, Manage and Change.

HISPANIC EMPLOYMENT METRICS ASSESSMENT

This session will provide you with the questions that will help you define the current state of your organization. Your organization must assess its current state with regards to Hispanic employment and identify areas for improvement. Identify problems and opportunities. This is achieved by a current state assessment of the as-is status of the selected areas. Table 1 is used to assess your organization's current state.

Hispanic Employment Assessment	0-15%	15-30%	30-45%	45-60%	60-75%	75-90%	90-100%
Outreach: Hispanics in your community							
Outreach: Hispanic Market Potential within your Industry							
Recruitment: Percentage of Hispanics applying to job openings							
Recruitment: Percentage of Hispanics selected from job openings, referral or other recruitment efforts							
Leadership: Hispanics in Executive Positions							
Retention: Hispanics that your organization has retained for more than 5 years							
Attrition: Hispanics that your organization has lost in last 5 years							
Development: Hispanic representation in developmental programs (Leadership development, mentoring, coaching, rotational assignments, etc.)							
Retention: Hispanic related activities your organization hosts during the year							
Promotion: Hispanic promotion rate within the last 5 years							

Table 1: Hispanic Employment Assessment

Once you have rated the capabilities above, the next table will help you identify your low, medium and high priorities. Add the ratings for each capability and place them on the capability rating column. The highest ratings should be your low priorities and your lowest ratings should be your medium to high priorities.

Once you find the answers to the Hispanic Employment Assessment you will be able to build a strong business case for change based on your identified priorities. Having a strong business case with current metrics and a direct impact to business performance will help you convince leadership to own Hispanic Employment as a strategy to achieve competitive advantage.

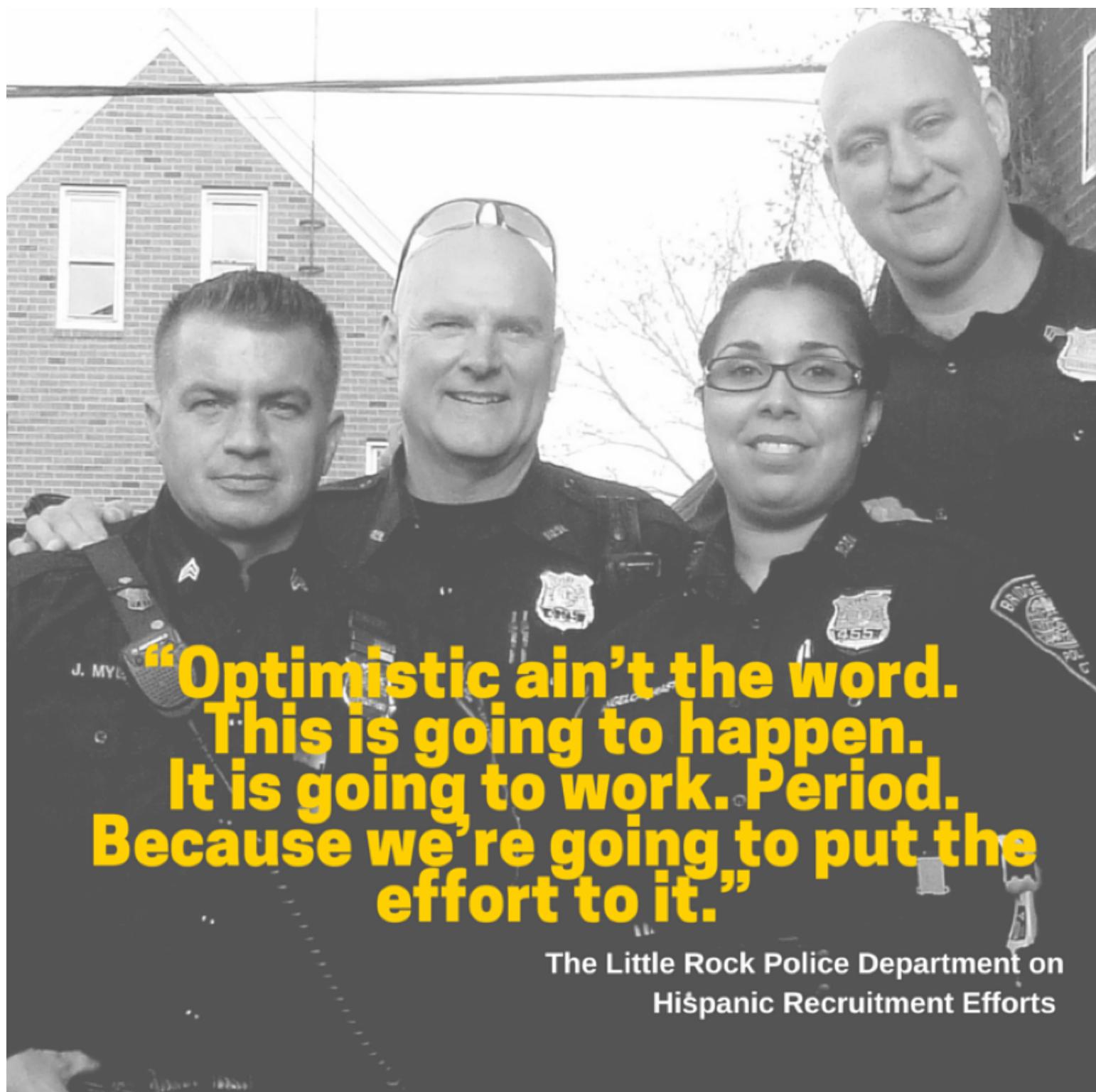
	Capability Rating	Low Priority	Medium Priority	High Priority
Outreach				
Recruitment				
Development				
Leadership				
Retention				
Attrition				
Promotion				

Table 2: Priority Development

DESIRE AND NEED TO CHANGE

Buy-in from executive leadership is a must when trying to achieve change in any organization. The quote below is the perfect example of not only been optimistic on Hispanic representation improvement, but taking the necessary steps to achieve change. The Little Rock Police Department had 0 Hispanic applicants during the year 2013. With a growing Hispanic Population that was a big problem. The Department decided to take a strategic approach to truly connect with the community. They started to send police officials to local churches and job fairs and trained current officials on how to interact with Spanish speaking individuals. From having only 2 Hispanic officials they now have 34. It is not about just hoping to improve the numbers, but taking a purposeful approach to improve Hispanic Representation.

This session will provide you with the questions that will help you define the current state of your organization. Your organization must assess its current state with regards to Hispanic employment and identify areas for improvement. Identify problems and opportunities. This is achieved by a current state assessment of the as-is status of the selected areas. Table 1 is used to assess your organization's current state.



This session will provide you with the questions that will help you define the current state of your organization. Your organization must assess its current state with regards to Hispanic employment and identify areas for improvement. Identify problems and opportunities. This is achieved by a current state assessment of the as-is status of the selected areas. Table 1 is used to assess your organization's current state.

Here are some questions you need to answer in order to develop a strong business case.

- Does the executive team understand the need of Hispanic diversity in your organization?
- In the past has the executive team supported any diversity initiatives? Why or Why not?
- Are there allocated resources for diversity initiatives?
- How much does employee turnover cost your organization?
- How much does your organization spends annually on recruitment?
- Are your policies and benefits attractive to potential Hispanic candidates?
- How much have discrimination/harassment lawsuits and/or settlements cost your organization in the past two years?
- How frequently does employee conflict arise?
- Is there a high level of turnover among certain employee groups?
- Is your organization losing top talent because staff morale is low?
- Do all employees feel their talents and skills are well rewarded?
- Are there opportunities for internal career advancement and/or development for staff?
- Is diversity reflected in your procurement policies and among your suppliers?
- Is your organization exploring expansion strategies to Spanish speaking countries?

Once you have the answers to these questions, make sure to connect them to outcomes that are important to business leaders. For example, how increasing your bilingual workforce will help increase business development in other countries or achieve stronger relationships with local communities.

ESTABLISH A HISPANIC AGENDA: FORM A TEAM OF CHAMPIONS

Once you have completed the Hispanic Employment Metrics Assessment and have a firm desire and need to change, the next step is to form a team of champions with the goal to establish a Hispanic Agenda.

- Define Problems and Opportunities: As a result of the Hispanic Employment Metrics Assessment
- Communicate the vision in at least 8 different ways: Website, internal memorandums, emails, videos, blogs, town halls, one-on-one conversations, managerial meetings, newsletters, posters, etc.

-
- Form a team of champions: A Hispanic Agenda is comprised of senior executives that are big proponents of Hispanic workforce strategies. Most of the time, the leaders of the Hispanic Agenda are Hispanics at the executive level (C-suite). The leadership team is usually made up of 5-6 leaders. The Hispanic Agenda should have representation from the Diversity and Inclusion Team, Human Resources- specifically recruiters, and if your company has a Hispanic Employee Resource Group (ERG) you should also have representation from them. The Hispanic Agenda is responsible for looking across the enterprise and assessing the effectiveness of Hispanic recruitment and retention strategies. They normally meet on a monthly basis to discuss ongoing initiatives, develop new plans and recommend improvements. The Hispanic Agenda is also responsible for putting together a strategic plan to recommend areas of focus for each year. Implementation of the proposed solutions into day-to-day practices and the establishment of measures and monitoring systems to ensure that business change is achieved and performance can be measured. Success requires engagement, awareness and communication, understanding and commitment of top management.



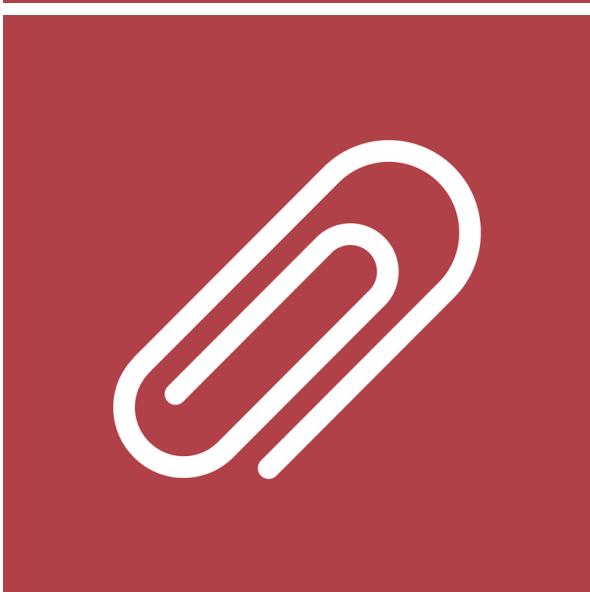
- **Hispanic growth will not cease any time soon; it will endure for decades to come.** People love to do business with people they can relate to. Not having a workforce that mirrors the community will have a huge impact in business competitiveness. Organizations need to keep the pace with the evolving needs of our markets and most importantly with the human factor contributing to the success of our organizations.



- Find the Champion: Every successful Hispanic strategy is accompanied by the strong support of an Executive Champion. The question is, how do you find the executive that will support the plan? Executives have their own area of focus, and if you don't present your message with a clear emphasis on how it impacts them, you will lose their interest before you even begin. For this reason it is better to strategically research their needs and then pitch to executives individually. This approach may take more time, but finding a champion who can open doors for you is a proven tactic for getting the Hispanic message across in the long run. Once you find the one, you will be one step closer towards achieving sustainability.



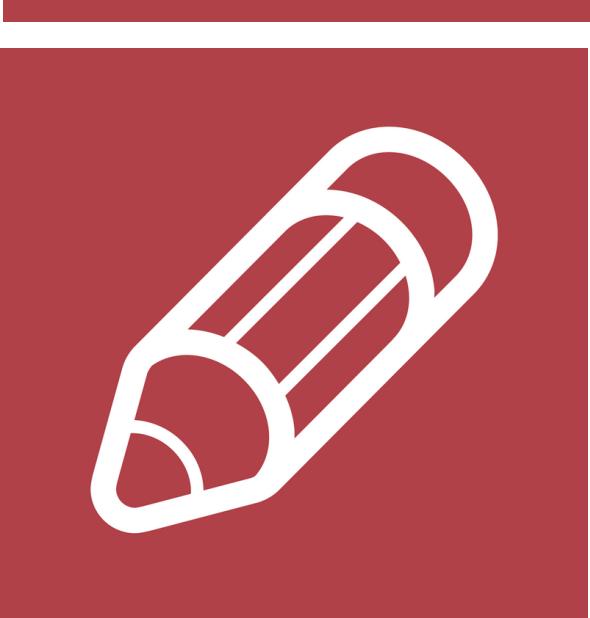
- Define what makes them tickle: Describe the underlying business challenges that triggered the need for a Hispanic agenda, and do your best to translate the outcome in dollars: What are we not achieving now that we believe will occur as a result of the proposed Hispanic agenda? The presenters should be prepared to answer that question using a compelling business rationale, coupled with powerful storytelling with the purpose of explaining why a Hispanic agenda must be implemented sooner rather than later.



- Focus on Data, Conclusions and Recommendations: It is important to lead with the things they care about: a) high-level findings about the current Hispanic employment shortcomings; b) conclusions about which element(s) of the organization require change and why such change is desirable for the business and recommendations — that is, the proposed changes that require C-level executive decisions.



- Provide a summary of expected outcomes from plan change: C-suite executives want to know two things about a proposed change: a) Will the change result in directing behavior and performance to the desired business outcomes; and b) what are the cost consequences of plan changes? How much will it cost to implement the strategy? What's the timeline for planning/execution? Thus, prepared answers to these questions along with supporting data are essential to gaining executive approval of a plan.



- Become Picasso and Paint a Vivid Picture: Describe the implementation process with specific tactics that will be initiated after gaining plan approval: demonstrate that the organization has the capacity and capability to manage with the new Hispanic agenda. Also, it is important to be prepared to go into details if required by the C-suite executives.

Getting the support from top leadership completes the second step, assessment. Not investing quality time and resources on the early stages of the SHINE framework can impact the success detrimentally.

UNDERSTAND

3

Planning & Recruitment

Hispanics 101
Training for Managers

Hispanic Recruitment
Plan

Sustainable Recruitment
Strategies:
Hispanic Recruitment
Programs

UNDERSTAND
Assessment

The Basics ①

③ Recruitment

Hispanic Employment
Metrics Assessment

Desire and
Need to Change

Build a Team of
Champions

Hispanic 101 Training
For Managers

Hispanic Recruitment
Strategies

Sustainable
Recruitment
Strategies

Hispanic Recruitment
Plan

② Assessment

④ MANAGE

⑤ GROW

SHINE
Framework

① The Basics

② Assessment

③ Recruitment

④ MANAGE

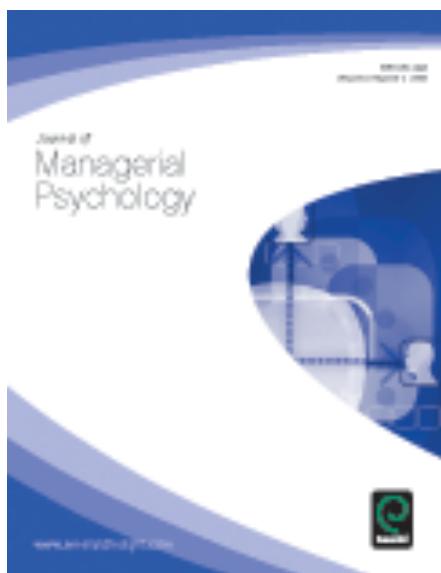
⑤ GROW

Recruitment: Where Does your Organization Want to Be?

Organizations need to stop looking for the easy fix to Hispanic Recruitment, A.K.A Career Expos and Recruitment Firms. In order to build sustainable recruitment initiatives a focus in long-term outcomes is required. In other words, smarter proactive recruiting goes away from quick results and focuses on developing meaningful relationships that will reap dividends in the future. Did you know that when you hire a Hispanic, you are really hiring two individuals? Why? Because of their intrinsic ability to jump between two cultures. Understanding this and the many other aspects that make Hispanics so unique, will significantly improve your Hispanic recruitment strategies. Now that you have created the Hispanic Agenda (step 2), the next step is to train your managers on cross-cultural competencies with a sharp focus in Hispanics.

HISPANICS 101 TRAINING FOR MANAGERS

Your organization can have an outstanding recruitment department but if you don't train your hiring managers to better screen Hispanics, your strategies will fail. Taking your hiring managers and recruiters through the understanding process is crucial to the improvement of Hispanic representation. The training should help your team build awareness, knowledge and skills through direct instructions, role-playing, case studies, facilitated group discussions and technology. It is important to teach managers to navigate the dynamics of difference. I want to portray 3 examples that will help you build the case for the need to train your managers.



- The Journal of Managerial Psychology published the research by Lam T. Nguyen "The effect of Hispanic Accent on Employment Decisions" affirming that Spanish-accented applicants were at disadvantage when applying for the job, rated as less suitable for the job and less likely to be promoted to a managerial position. In addition, Spanish-accented was rated less competent but just as likeable as other applicants. The results of this particular study clearly demonstrated that Spanish accent could do a disservice to applicants and if your hiring managers are not aware of this common bias, it could hurt your Hispanic hiring initiatives.



- The Journal of Experimental Social Psychology published the research "Why don't we believe non-native speakers? The influence of accent on credibility." The research explains how people unconsciously doubt statements in accents they find difficult to understand. Instead of recognizing the statements as complicated to comprehend, they understood them as less reliable. Non-native speech is harder to understand than native speech. The research demonstrated that this "processing difficulty" causes non-native speakers to sound less credible. Such reduction of credibility may have an insidious impact on millions of people, who routinely communicate in a language, which is not their native tongue. It is important to note that while companies understand the importance of diversity, training to teach hiring managers about the unconscious bias against speakers with accent is not the norm.



- USAToday reported that although minorities have degrees, they don't get hired in the Tech industry. On average, just 2% of technology workers at seven Silicon Valley companies that have released staffing numbers are black; 3% are Hispanic. But last year, 4.5% of all new recipients of bachelor's degrees in computer science or computer engineering from prestigious research universities were African American, and 6.5% were Hispanic, according to data from the Computing Research Association. What is propelling the gap of over 50%? Why aren't companies hiring more Hispanics if they are educated and qualified?

Before implementing recruitment strategies, it is crucial to provide cross-cultural training to Hiring Managers to decrease the impact of unconscious bias.

HISPANIC RECRUITMENT PLAN

"Failing to plan is planning to fail."
Alan Lakein

The Hispanic Recruitment Plan (HRP) should be part of “Target Recruitment Strategies” and must be connected with your Hispanic Agenda. After assessing your organization’s current state, you must define the desired status. Every successful recruitment plan has the purpose of the strategy, a description, tactics, action items, the responsible and accountable leaders, team members assigned to execute the action items and deadlines.

Who should be involved in the development of the Hispanic Recruitment Plan?

It is extremely important to not only engage your HR professionals, but also your mid to high level managers, diversity and inclusion (D&I) representatives as well as current Hispanic employees. The last one is probably the most important group you need to have on this team. Current Hispanic employees that are happy and thriving in your organization will help you define the most fruitful strategies for Hispanic recruitment. The HR professionals and managers will help you connect the business mission to the recruitment initiatives goals. And lastly, the D&I team will help you tie-in the importance of diversity and the role it plays in your organization.

What should you include in your HRP?

You can use the common structure of strategic plans to develop your HRP. Below is an example of an outline:

Executive Summary

Introduction

Current State of XYZ's Hispanic Workforce

Goals & Strategies

- Balanced Continuous Cycle Recruitment
- Creating a Diverse Applicant Pool
- Hispanic Disability Recruitment
- Hispanic Veterans Recruitment
- Middle/Senior/Executive Level Recruitment
- Hispanic Student Pipeline Management
- “Employer of Choice” – Marketing and Branding

Timeline

Roles & Responsibilities

Measurement and Evaluation

Why should you develop a HRP?

Although the reason for developing an HRP will vary from organization to organization, the underlying purpose should be to serve as an operational framework to promote your organization as a model equal opportunity employer for Hispanics.

When should you develop your HRP?

Your HRP can cover anywhere from 2 to 5 years. I don't recommend more than 5 years because Hispanic Recruitment is a very dynamic and fluid. Legislations change quickly, technology grows exponentially every year, and your business can also experiment some type of change every year. You need to keep your HRP in-synch with all the relevant environmental changes and updates.

Where should you keep your HRP?

Your HRP should be part of your organizations knowledge management database. It should be accessible to anyone and it should be shared with everyone in your organization every time it is updated.

SUSTAINABLE RECRUITMENT STRATEGIES: CREATE HISPANIC RECRUITMENT PROGRAMS

If organizations intend to build sustainable initiatives, they have to start thinking long-term. Set a target for improvement and identify potential solutions. Some solutions will be quick wins and others more challenging long-term tasks. Priority should be given to tasks that are easier to achieve and likely to give the greatest benefit. Building a more diversified workforce starts with focused recruiting programs. Here are some of the Hispanic Recruitment Programs we recommend to develop.



- **Strategic Partnerships with Hispanic Organizations:** Relationships with organizations such as the National Society of Hispanic MBAs (NSHMB) now known as PROSPANICA, the Hispanic Chamber of Commerce and the Association of Latino Professionals in Finance and Accounting (ALPFA) have the potential of yielding strong Hispanic job candidates. The idea is to target local chapters of those organizations through outreach programs, including student symposiums and other events designed to provide potential Hispanic recruits with information about professional opportunities at your organization, as well as general career development guidance.



- **Hispanic Community Immersion:** Put together a team of employees and identify nearby Hispanic communities and plan visits. Talk to the people of the community, ask questions, learn the culture, try their food, and find ways to connect with them. By doing this, your team will be able to not only sympathize with Hispanics but also understand the intrinsic characteristics of this demographic.

Hello
my name is

INTERN



- **Internship Programs:** Develop internship programs within your organization that are targeted to Hispanics. A perfect example of an organization that helps other organizations to hire Hispanic interns is the Hispanic Association of Colleges and Universities (HACU). For over 20 years HACU has partnered with Corporations like Deloitte, Sodexo, General Electric, Lockheed Martin, PBS, Aetna, Goldman-Sachs, BBVA Compass, Hormel, Wyndham, and Chick-Fil-A to offer corporate internships to college and university students under the HACU National Internship Program (HNIP). More than 10,000 students have been placed in internship assignments since the inception of the program in 1992. I am an Alumni of the HACU Summer Internship of 2007. Harvard Business Review highlighted in their article Why Diversity Programs Fail that interventions such targeted college recruitment internship programs have successfully boosted diversity in businesses. The purpose of this effort is to develop a pipeline of known applications who are familiar with your organization's culture.
- **University Partnerships:** Select Hispanic Serving Institutions that better fit your industry and develop a variety of recruitment strategies to encourage students to pursue careers in your organization. In order to achieve a connection you need to find ways to develop win-win relationships with the career service directorate and student organizations.
 - Information Sessions
 - Information Tables
 - Sponsor student events
 - Invite current Hispanic Senior Executives to participate in panels, workshops and meet & greets with faculty, directors and students.
 - Create a stipend program partially covering tuition and other expenses, in exchange of job experience.
- **Student Ambassador Program:** Establish partnerships with Hispanic Serving Institutions (HSIs) and professional educational organizations. Hire Hispanic college students (ambassadors) that will be in charge of promoting your organization as an employer of choice for Hispanics. This is the concept of having culture brokers inside your organization.

CAMPUS
AMBASSADOR



- **Scholarship Programs:** Education is a strong emerging value among Hispanics. Many organizations are creating pipeline programs through the development of scholarships. They help students apply to college, do well in their course work, graduate, enter a profession, excel and subsequently help the organization move forward.
- **Career Fairs in Areas with a High Concentration of Hispanics:** The best way to serve the community is to recruit qualified individuals in that community. Find Hispanic Serving Institutions that have the majors you need in your organization and partner with them. Offer information sessions about your organization and help the students understand how to successfully apply for jobs in your organization.
- **Hispanic Employees as Recruiters:** If your current Hispanic employees are happy with your organization, use them to recruit more Hispanics. Share periodic reminders about vacancies with key employees. Some organizations offer recruitment bonuses to employees that refer applicants that are eventually hired.
- **Social Media Outreach:** Social media offers a great way to market your open positions to those young and tech savvy Hispanics. Make sure you have a strong social media presence and post opportunities, and events on a regular basis.



- **Employee Resource Groups:** Employee Resource Groups have proven to be an extremely valuable tool for Hispanic Workforce management and engagement. Over the last decade, ERGs have evolved from social gatherings to highly structured, mission-driven professional groups that support the overall goals of the businesses they are a part of. Successful ERG implementation and sustainment within your organization can help you achieve significant competitive advantage. ERGs are a magnificent tool for retaining and engaging Hispanic employees since they offer a sense of community and family, something that is very important for Hispanics.

4

Manage

Implement
Hispanic Workforce
Management Initiatives

Measure

&

Monitor Success

UNDERSTAND

ASSESSMENT

RECRUITMENT

4

The Basics 1

5 GROW



"Management is nothing more than motivating other people."

Lee Lacocca

MANAGE

YOUR MANAGERS WILL MAKE OR BREAK YOUR D&I STRATEGY

After your organization successfully hires Hispanics, the next step is to have an effective management corp able to set goals and plans while motivating and nurturing employees.

IMPLEMENT HISPANIC WORKFORCE MANAGEMENT INITIATIVES

Connecting with the Hispanic Workforce's Needs is Key

The first section of this book focused on understanding Hispanics with the intention to attract and recruit them. Once you recruit them, a focus on development, promotion and retention is vital. In this step, we provide you feasible and practical efforts to accomplish your Hispanic management goals and objectives.

In order to remain one step ahead of your competitors, it is very important to be acutely aware of what is happening in the Hispanic employment and management arena. We have spent time researching other companies and their Hispanic strategies to provide you with Sustainable Hispanic Initiatives to Nurture Excellence in your organization. We also encourage you to continuously study and research new Hispanic management trends in order to stay competitive.

- **Team of Champions (As mentioned on step 2):** Gather a team of champions such as HR strategists, Program Managers and Senior Executives that will create and maintain the Hispanic strategy. Create a plan to leverage diverse insights, ideas and innovations to attract a vast array of candidates and accelerate business competitiveness and results. Here are proven strategies to help your organization manage the Hispanic Workforce effectively:
- **Learning & Development:** The best way to ensure you have a highly capable and world class Hispanic workforce is providing training opportunities that will help them further understand and connect to your mission and goals. Offer a strategic mix of soft and hard skills training that fit your business needs and at the same time further develops your Hispanic workforce.
 - Leadership Development- Make sure Hispanics are well represented in your Leadership programs. Encourage them to take on high responsibility roles that will allow them to grow as leaders.
 - Hispanic Mentoring & Coaching- We believe mentoring is good, and sponsoring is even better. Facilitate strategic connections between Hispanics and successful employees. Implement formal and informal mentoring programs reaching Hispanic employees across your organization, from interns to experts.
-

***Hispanic Employee
Resource Groups create
a strategic
Pipeline to key roles in
organizations***

***Get the Hispanic
Community in your
side; Gain a devoted
Hispanic
workforce***

- **Retention Strategies:** As we all know, turnover is highly expensive and dangerous. Here are some of the most successful Hispanic Retention Practices
 - Family First: Work & Life Balance. As we mentioned before Hispanics value family. Consider implementing the following work & life balance initiatives: on-site childcare, emergency childcare assistance, seasonal childcare programs, eldercare initiatives, referral program to care services, flexible working arrangements, family leave policies, other leaves of absence policies such as educational leave, community service leaves, self funded leave or sabbaticals, employee assistance programs, on-site seminars and workshops (on topics such as nutrition, communication, finance, etc.) fitness facilities, or fitness membership assistance. Please note a sharp focus on the family component.
 - Hispanic Employee Resource Groups: We have found that Hispanic Employee Resource Groups are a great way for Hispanics to get leadership skills, and focus on their personal growth. Research? The on-going learning available through ERG involvement extends beyond the acquisition of hard skills, to include development that truly comes full circle – individual learning, individual careers, and ultimately helping others
- **Hispanic Ambassadors Program:** Highlight successful Hispanic employees in your organization. Share their stories – struggles, challenges, and how they overcame them to achieve success. Have the Hispanic Ambassadors speak at company events, write articles, attend career fairs to be the face of your organization, record videos for the recruitment/careers website – simply publish and promote their success. Provide them with the exposition needed to say “We Care.” Check this video from General Motors Employee Resource Group,
- **Community Outreach:** Community is one of the most important pillars of Hispanics. Make sure your organization has corporate responsibility initiatives targeting the Hispanic community, as well as enabling your Hispanic workforce to continuously engage with the local Hispanic community. One of the most remarkable initiatives is to have a scholarship program that help students to thrive in their educational careers. Please see the General Electric’s Best Practice Highlight.
- **Networking:** One of the most important parts of the Hispanic culture is to be aware of what’s going on and establish connections in the workplace; networking gatherings make that possible.
- **External & Internal Website Capabilities:** The best organizations dedicate information technology capabilities to publicly inform future and current employees about Hispanic initiatives.
- **Connect Your Hispanic Workforce with the Business Strategy:** This connection will increase your business advantage.

HISPANIC WORKFORCE MANAGEMENT: BEST PRACTICES BENCHMARKING

Company	Initiative Name	Initiative Description
 Allstate You're in good hands.	Professional Latino Allstate Network (PLAN)	PLAN exists to provide a platform for Latino leadership and talent development acceleration, to support Allstate's growth opportunities in the Hispanic market and to leverage cultural competency for business development.
	Hispanic Leader Advancement (HLA) Initiative	This initiative focuses on getting more Latinos into key roles in the organization and creating experiences for them to better take on additional responsibility and leadership development. American Express also became a corporate partner of the Hispanic Association on Corporate Responsibility. Supporting American Express' Global Diversity & Inclusion strategy, HLA initiative is designed to increase representation, engagement, and advancement of Hispanic executives within the company.
	GE Hispanic Forum (GEHF)	This initiative helps the company attract Hispanic talent across the world and helps employees professionally develop a network. This is a great opportunity and a great asset for our company and for the Hispanic community." This effort was created in 1996 to provide Hispanic employees at GE with learning, coaching, mentoring and networking opportunities as well as a chance to make a difference in the Hispanic community through volunteerism.

Company	Initiative Name	Initiative Description
 General Motors	General Motors Hispanic Initiative Team (GMHIT)	General Motors (GM) has a long history of commitment to the Hispanic community. The goal of the Hispanic Initiative Team (HIT) is to make GM a workplace of choice for Hispanic and Latino communities by positioning themselves as a resource to the entire corporation, as well as its members. The group strives to be the face of GM in the Hispanic community. HIT promotes the value of diversity and inclusion within GM and the Hispanic community through a variety of exciting initiatives, like parades, picnics, mentoring programs, volunteering events, all people meetings, Hispanic Heritage Month celebrations among other efforts.
	McDonald's National Scholarship Program	The McDonald's Scholarship program is one of the largest in the country for Hispanic students and has awarded more than \$23 million in scholarships since 1985. McDonald's believes education is a path to success. The purpose of this education initiative is to provide Hispanic families with access to the resources they need. Throughout the years, McDonald's have taken their education initiatives on the road – from the East Coast to the West Coast and countless places in between. Whether it's an interactive workshop or an eye-opening webinar, they work to empower Hispanic students to achieve their dreams through education. Their motto is to inspire educational excellence among the Latino youth.

Company	Initiative Name	Initiative Description
	Latin Connection	Latin Connection is Wells Fargo's Hispanic Employee Resource Group. They describe the Latin Connection members as ambassadors of diversity and inclusion with the mission of reinforcing and building on a culture of respect. Their focus is to develop Hispanic professionals, increase business with the Hispanic marketplace and create visibility for Wells Fargo in Hispanic communities. The fact that Wells Fargo CEO directly interacts with the various Team Member Networks through Town Halls and videos, and Latin Connection's highest ranking Hispanic reports directly to the CEO, is an example of the importance Wells Fargo place on their ERGs. This type of dedication carries through to Latin Connection's outreach to their community and members.
	Hispanic/Latino Organization for Leadership & Advancement (HOLA)	Bank of America's Hispanic/Latino Organization for Leadership and Advancement (HOLA) is committed to helping Bank of America attract, engage, develop, and retain its Hispanic/ Latino associates. As one of Bank of America's 12 Employee Networks, HOLA promotes inclusion, teamwork, community service, education, professional development, and leadership engagement. The Hispanic/Latino Organization for Leadership & Advancement (HOLA) provides a forum where employees can gain access to professional development resources, mentoring programs and networking opportunities with senior leaders.

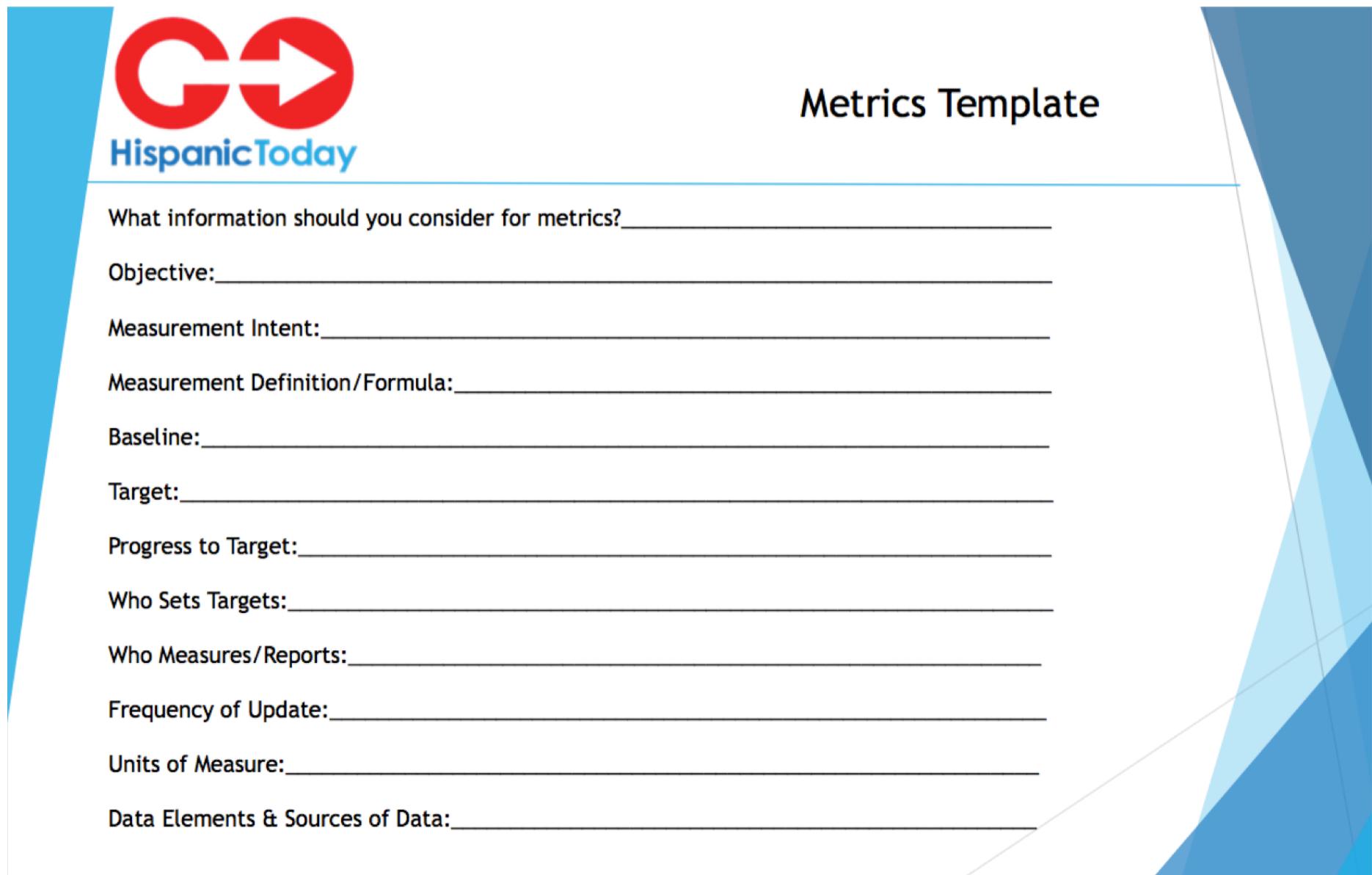
“Your best Hispanic customers have the potential to become your best Hispanic employees.”

MEASURE & MONITOR SUCCESS:

After you have defined and implemented your Hispanic Management initiatives, it's important to measure and monitor their success within your organization. Ongoing measurement is an essential part of the improvement process. You can't improve what you can't measure therefore it is crucial that you continuously measure and monitor the effectiveness of your strategies. Below are some ideas and templates that you can use to collect metrics.

Measure Your Success

The results of implementing the Hispanic Initiatives Plan must be measured in order to evaluate the degree to which the plan and its implementation have been successful and the impact it has had in your organization. Ongoing measurement is also essential to continue to monitor effectiveness and as a part of continuous improvement. Evaluate effectiveness by measuring facts and results. Avoid qualitative statements requiring reader's interpretation. Good measurements help organizations quickly improve.



The form is titled "Metrics Template" and features the "Hispanic Today" logo at the top left. It contains ten lines for inputting information, each preceded by a label in bold black text.

What information should you consider for metrics?
Objective:
Measurement Intent:
Measurement Definition/Formula:
Baseline:
Target:
Progress to Target:
Who Sets Targets:
Who Measures/Reports:
Frequency of Update:
Units of Measure:
Data Elements & Sources of Data:

After you have gathered analyzed your metrics it is important to share the results with key stakeholders. The metrics mentioned in Step 2: Assessment, can help you measure success.

- Outreach: Hispanics in your community
- Outreach: Hispanic Market Potential within your Industry
- Recruitment: Percentage of Hispanics applying to job openings
- Recruitment: Percentage of Hispanics selected from job openings, referral or other recruitment efforts
- Leadership: Hispanics in Executive Positions
- Retention: Hispanics that your organization has retained for more than 5 years
- Attrition: Hispanics that your organization has lost in last 5 years
- Development: Hispanic representation in developmental programs (Leadership development, mentoring, coaching, rotational assignments, etc.)
- Retention: Hispanic related activities your organization hosts during the year
- Promotion: Hispanic promotion rate within the last 5 years

Evaluate, Adjust and Sustain Success - maintaining a culture of continuous improvement

Changing and improving areas within an organization is not a one-time project. It is a dynamic, continuous process that requires time and attention. Once the strategic plan is written, more effective processes and initiatives are in place, the work of sustaining, normalizing, measuring, motivating and communicating must continue. All of the tools presented in the other sections are relevant in this effort as well. It is vital to keep re-evaluating and reassessing; measurement should occur at least annually. Sustaining success requires continual monitoring, measuring and improvement.

5

GROW



GROW

MOVING FROM A
DIVERSITY STRATEGY TO
HISPANIC WORKFORCE
INCLUSION

A diversity speaker once said, Diversity is inviting people to the party, inclusion is dancing with them. In order to achieve exponential and sustainable growth, a common definition of diversity and inclusion needs to be established. The definition needs to include everyone in the organization including Hispanics. In simple terms, diversity refers to all those attributes that make us different and unique. Inclusion encompasses the amalgamation of all those differences to the benefit of the enterprise. Without inclusion diversity is not effective. Organizations need both diversity and inclusion in order to be successful.

It is crucial to answer the question, which actions is my organization willing to take to nurture an inclusive work culture where differences of beliefs, backgrounds, talents, capabilities, and ways of living are embraced and leveraged for learning and informed business decisions?

Why is inclusion so important for Hispanics?

The strategies for developing a diverse workforce need to go beyond recruitment and outreach — they need to involve retention, engagement, performance and advancement. A company that embraces and practices inclusion as a business strategy improves workplace effectiveness and creates a significant business advantage.

Inclusion is directly correlated to employee engagement. According to Gallup, disengaged employees cost the U.S. between \$450 billion to \$550 billion. Not having an employee engagement strategy rooted on inclusion is too risky. So far in this book we have covered assessment, recruitment strategies and management initiatives. Making the transition

from diversity hiring to inclusiveness, trust and involvement is crucial for success. Here is the deal, solving the diversity dilemma doesn't warranty an inclusive culture.

Here are some important steps your organization can take:

1. Leadership support to create a culture that listens and welcomes participation.
2. Sharing a clear connection between inclusion and the enhancement of business performance.
3. Developing a culture that nurtures and adopt input from everyone.
4. Creating strategic alignment of this activity at all levels within the workforce.
5. Train first line supervisors to show their employees they care about them as a person and to make them feel their opinions are valued.
6. Implement a strengths-based approach to work assignments.
7. Create an employee engagement portfolio that includes Employee Resource Groups, Mentoring, Training and Development, Flexible Work Arrangements and Recognition programs and initiatives.
8. Measure the correlation between Diversity and Inclusion and employee engagement.



PROMOTION: EVERYBODY DESERVES A CHANCE

Although we have come a long way, promotion of Hispanics continues to be a huge concern. If you look at the number of top corporate executive positions in the nation's largest corporations, Hispanics represent only 1% of them. This leadership gap suggests that we are not using our human capital in the most efficient and effective way. This is an unsustainable situation that jeopardizes the country's future growth and success.

It makes me wonder, why does this gap even exist? It is very important to keep in mind that the category "Hispanic" can encompass anyone from a recent immigrant with little education to a highly educated, ambitious and affluent person. Moreover, it is important to remember that all Hispanics are not created equal; a person from Chile is very different from someone from Venezuela or Colombia. Then you have Puerto

Ricans, like me, it is wrong to generalize and group all Hispanics in just one bucket. One thing that most Hispanics have in common is the tendency to agree and keep silent in meetings or discussions with higher level executives. It's a cultural thing. Many Hispanic parents teach their children that when someone with higher authority is speaking, they must remain silent to show respect. What could you do to help your Hispanic Workforce overcome this? Encourage them to respectfully dispute ideas, to present their thoughts and to ask insightful questions. Perhaps you can facilitate cordial debate sessions to help them get comfortable with this type of interaction. Also, provide opportunities for them to be exposed at higher level meetings and allow them to give presentations to senior executives, where they can present their ideas and points of views.

Another Hispanic cultural tendency is to be very agreeable and warm—and reluctant to say no to requests. This may lead to overcommitting and underperforming. What you can do: Let them know that it is ok to say “NO” when their plate is already full. Assure them that saying no will not affect their performance; to the contrary, focusing on the right amount of projects will help them succeed.

Another likely cause of the Hispanic leadership gap in corporate America is the gap itself. It is self-reinforcing. Research confirms that not only education and experience but also personal connections are a part of what gets people ahead. The highly trained and highly experienced but less widely connected Hispanic middle manager is less likely to be picked for an executive position than someone with far more social capital. Given the small number of Hispanics in top executive positions, social capital among aspiring Hispanic managers is rare indeed.

Be part of the solution and ensure your organization is working towards closing the Hispanic Leadership gap.

How can your organization help close this Hispanic leadership gap?



Build a strong social network that they'll be able to draw on for support, information and opportunities.



Allow them to be surrounded by a cadre of highly successful Hispanic executives who are ready to serve as advisers, mentors and coaches, throughout the program and beyond. These are people who have cracked the code of corporate culture and have reached the highest levels of executive success, and they are committed to seeing this problem addressed in a systematic and effective way.



Ensure representation of Hispanics on executive leadership programs and create a strong pipeline of Hispanics with the potential of becoming managers.



Promote leadership opportunities with Hispanic managers and encourage them to compete.

RETENTION: DON'T LOSE YOUR HISPANIC STARS

Turnover is expensive, estimates go as high as 150% of the annual salary of the employee leaving. Here are some strategies you can use to improve Hispanic retention in your organization.



- **Track retention.** If you don't measure it, it won't improve. If you don't know which managers are doing well and which are not, you will not know who needs coaching. You need to know where you stand relative to your Hispanic workforce.



- **Train first level supervisors.** Good supervisors are crucial to retention. Steve Miranda, who is an expert, says, "Employees don't quite jobs. They quit managers." That's an overstatement, but not by much. Top on the list of best practices is having regular meetings with employees to discuss performance and expectations.



- **Hire right in the first place.** Too many employment interviews are about personality: whether the job candidate matches the manager's personality. Focus more on job skills and you'll get a better fit, which is more likely to lead to a long employment tenure.



- **Offer employees a path to greater pay, recognition and responsibility.** Find a way to recognize unique skill and challenge your Hispanic employees to gain even more skills. That makes not only a better employee, but one who feels a sense of accomplishment and success.



- **Look for ways to increase flexibility in work conditions.** Can you accommodate non-work responsibilities and desires of your Hispanic employees? Overly rigid work rules could drive them away.



- **Re-evaluate your benefits package.** This isn't to say that benefits need to be increased, but that the package should meet the specific needs of Hispanic employees.



- **Look for stressors,** and train leaders on how to help the Hispanic workforce in stressful positions.

Retaining your best employees should be a top priority in your organization.



ACHIEVE SUSTAINABILITY: RUNNING A WELL-OILED MACHINE

Did We Get There?

Focus on the sustainable implementation of improved Hispanic promotion and retention practices into normal business operations and monitoring achievement of the improvements using the performance metrics and expected benefits.

Sustain: Hispanic Workforce Integration

Making the transition to a Hispanic Friendly Workplace. What can you do to relate to your Hispanic workforce and promote an inclusive workplace? Make a conscious effort to recognize your Hispanic employees on a personal level. They will appreciate your effort to make small talk, show them your “unguarded” side, and be down to earth, even if it is only for a short while. If you just can’t do it, acknowledge it. It is much better to admit your discomfort than to create unnecessary friction or misunderstandings. Be ready and willing to shake some hands. Be a leader not a “boss.” Hispanic employees respond to managers who lead through vision and inspiration, not fear and intimidation. Rather than remain in a negative environment, Hispanic workers will search for a respectful, collaborative workplace.

How to achieve sustainability

- Have a dynamic mix of strategies that support each other. Your recruitment, hiring, learning and development, diversity and inclusion and retention should be intrinsically connected in a synergistic approach. No strategy should be a stand-alone strategy, but connected to the big business picture.

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- Continually innovate in the Diversity & Inclusion Arena: Employees tend to love upgrades and updates. Keeping your training, programs and initiatives fresh is essential.
 - Establish Hispanic Employee Loyalty: To increase employee loyalty, you need to increase positive experiences and minimize negative emotions that your Hispanic employees in the workplace.

CELEBRATE AND KEEP THE MOMENTUM GOING



Before the celebration a thorough review of the overall success of the Hispanic Employment initiative is needed. A great way to ensure successful strategy management and execution are strategy review meetings. All the Hispanic agenda champions must plan to attend these meetings and information that will be discussed at the meeting should be available to them prior to the meetings. Here are three questions that are usually asked and answered in strategy execution progress meetings:

1. How have the strategic objectives been performing over the past quarter and what are the implications for strategy execution? (Are we moving forward?)
2. What are the key strategic issues and what must we do to deal with them?
3. Is our strategy having the impact we expect/want or does something need to change?

Once you have those results, the next step is identifying further requirements and reinforcing the need for continual improvement. Prioritize further opportunities to improve Hispanic Workforce

Integration. Celebrating should not require much explanation, but figuring out how to share your success will help you reengage your workforce and leadership. Show your progress, wear your culture as a badge of honor and continue to support diversity employee resource groups , education and training.

“Celebrate every tiny victory keeping in mind the lessons you learned from failure.”



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ABOUT THE AUTHOR

MIGUEL JOEY AVILES

INSPIRING * ENERGETIC * THOUGHT PROVOKING

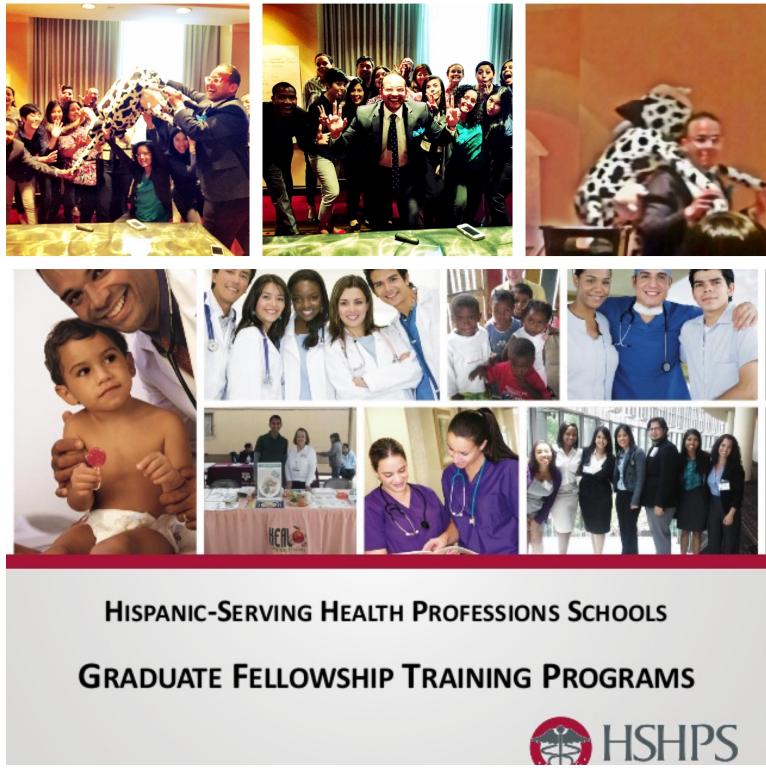
**Miguelito has been called
“Charisma on Steroids”
and a “Powerhouse of
Energy.”**

Miguel Joey is the CEO and Founder of MJA International, a consulting and training firm focused in transformation, change management and diversity. He helps organizations seize the untapped potential of their workforce.



Through trainings, consulting and executive roundtables, Miguel offers the unique perspective of a bilingual Hispanic Millennial with vast experience in the Federal, private and non-profit sectors. He has been called "Charisma on Steroids" and a "Powerhouse of Energy." Miguel is the winner of the HR Leadership Award of Greater Washington, DC for Excellence in Mentoring. He was featured at a TEDx event presenting the talk "How to Become a Change-Maker in Today's World." His high-energy keynotes have inspired positive reactions from multiple global organizations. The U.S. Census Bureau described Miguel as, "energetic and exciting"; the Department of Commerce said, "He has the 'X-Factor,' not one boring second"; the Navy called him, "outstanding"; and the FAA entitled him, "a Master of the Subject." Miguel's keynotes and trainings have been featured at the Society of Human Resources Management (SHRM) National, Regional, Diversity &

Inclusion and Talent Management Conferences, the Global Change Management Conference, the Human Capital Institute, Deloitte's Chief Human Capital Officers Summit, Department of Justice, PeaceCorps, Department of Agriculture, District of Columbia Department of Health, and many other organizations. Miguel has over 10 years of professional speaking and training experience and has advised more than 30,000 college students, job seekers and executives on how to achieve their full human potential and professional goals. Trained by Gurus from the Office of Personnel Management Executive Leadership School, SpeakEasyDC (Storytelling), Washington Improv Theater (WIT) and the school of dramatic arts in Washington, DC Theater Lab. Miguel uses a combination of comedy, storytelling, theater techniques and proven leadership practices to deliver his keynotes and workshops.



For 6 years he served as a Recruitment & Outreach Strategist for the Department of Defense (DoD), he designed and coordinated award-winning initiatives to optimize the representation of underserved / underrepresented groups.

During his last 3 years supporting DoD Leadership, Learning and Development Division as the Deputy Program Manager of the Executive Leadership Development Program, the Defense Civilian Emerging Leader Program, the DoD Managerial & Supervisory Training Program and as the Project Officer of the DoD Mentoring Resource Portal. These programs had a global and enterprise impact encompassing over 22 DoD Component and Agencies. He is a strategist responsible for the execution of leadership programs designed to develop the next generation of innovative leaders with the technical competencies to meet the future leadership needs of a global organization with representation in over 6,000 locations and over 800,000 employees.

Miguel Joey Aviles is the President of Young Government Leaders (YGL), a 10,000 members non-profit with the mission to educate, inspire, and transform the current and future leaders of local, state and federal government. He provides the vision for over 20 chapters and manages a team of three Executive Vice-Presidents with over 20 Directors and Chiefs. Miguel spent two years serving as the first YGL Chief Learning Officer. In that capacity he founded the YGL University, and executed learning and developmental initiatives that support the advancement of emerging leaders across the country.



Miguel is a proud first generation Puerto Rican from San Sebastian, Puerto Rico. He is married to his best friend Michelle Rosa and is the father of Stella and Bella, two energetic puppies that bring life to his home in Fort Washington, MD.