



GRUPO BALMASEDA

Hispanic / Latino Human Resources Consultants

THE U. S. HISPANIC / LATINO DISPARITY

Why so few reach the top among so many?

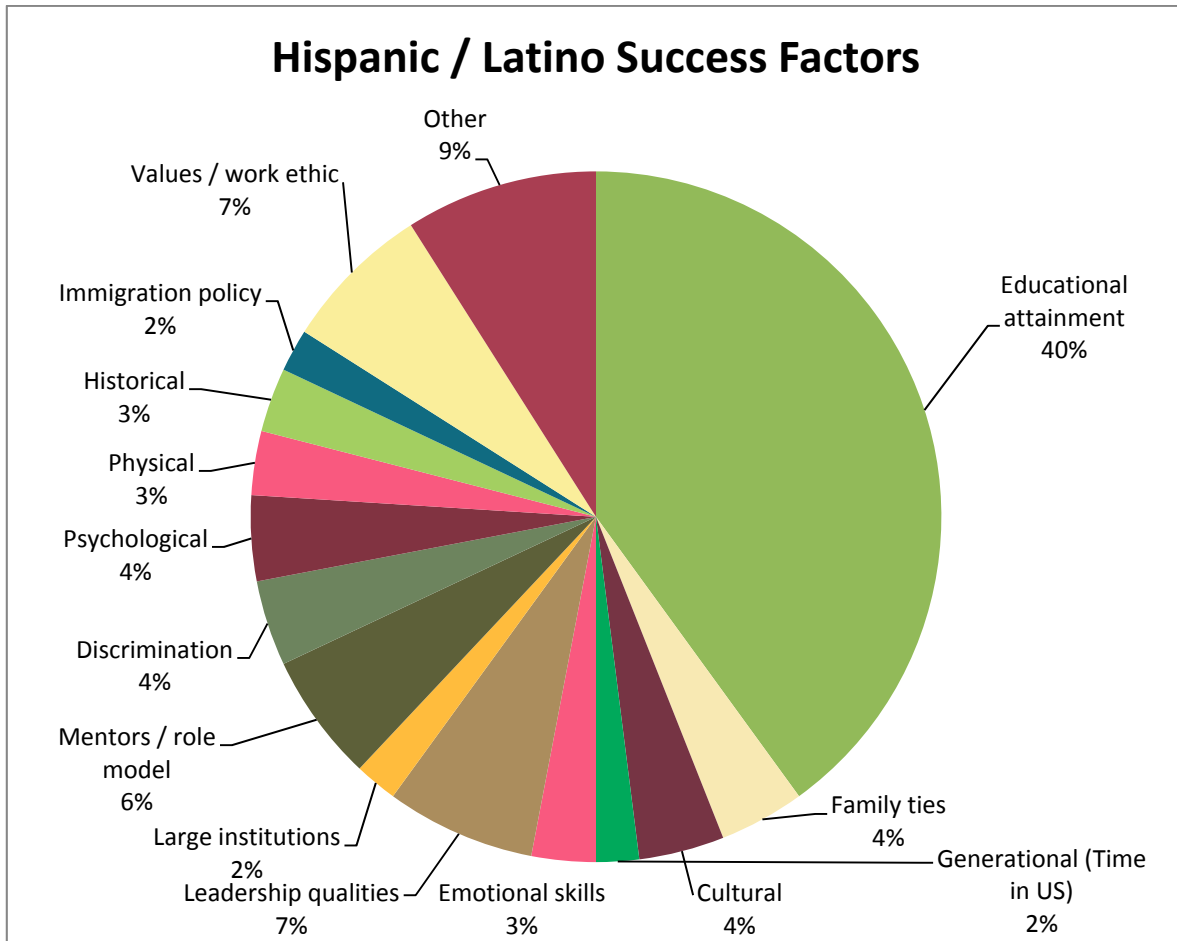
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THESIS

Why do so few Hispanic / Latino U. S. residents rise to the top levels in corporations and government?

For the past three years while living and working virtually in South America the question as to WHY so few Hispanic / Latinos of the tens of millions which now are a part of the United States reach the highest levels in both the private and public sectors. My professional career has focused on diversity both from the supplier and human resources points of view. To a large extent as a founder of an advertising agency and more recently an executive recruiting firm which I founded almost ten years ago. For two decades the focus has been in serving the Hispanic / Latino executive world representing many Fortune 500 companies. It is my life's work to give back to and foster a greater degree of success among Latinos from all walks of life and countries of origin.

“CEOs were very clear that the changing national demographics and the need to compete in the global market required that they have Hispanics at all levels of their organizations.”



THE HISPANIC / LATINO DISPARITY

Possible reasons WHY
Discriminatory barrier to entry
Lack of education attainment
Lack of mentors and role models
Discrimination toward Latino's
Cultural differences real and perceived
The diversity myth
Lack of advanced degrees
The brain drain returning to country of origin
The current visa one year to work upon graduation policy
Latinos and college – how many as a percentage of student body
Affirmative action and diversity bias
English or Spanish dominant

Lack of strategic coaching throughout one's career
General population lack of Hispanic culture
Live to work vs. work to live
Fluency of English and accent
Level of acculturation and assimilation in the U. S. culture
Maintain Latino traditions
Fear of failure and / or success
Dedication to family especially children's events
Family values
Work / life balance
Entrepreneurial desire
Trust in government
Work ethic and ambition
Country of origin age and gender discrimination
Machismo
Culture to conform to what you have
Level of risk aversion
Desire to succeed but not too loose
Dynamic in a group setting
The need to blend in and not be noticed
How productivity is measured in country of origin
Emotional maturity and respect for older generation
Respect for one's superiors
Team player attitude and deference to authority
Tendency to avoid saying no to added work assignments

WHY is the case? What are the alternatives and what is the most viable solution?

Among the large complex organizations in The United States top corporate positions including C-level and board appointments among them held by Hispanic / Latinos represent only one percent. This represents a large leadership gap leading to the disparity discussed in this body of work. Why is this the case and begs the question – are we using our human capital among this group effectively or efficiently? Furthermore, will the disparity hinder and jeopardize our future growth and long term global economic dominance? Why is it also the case in the public sector that so few Hispanics hold cabinet posts and have limited representation in the House of Representatives and the Senate?

In large complex organizations Hispanics reach the manager level faster than other subgroups and overall tend to remain there longer. Based on hard work and ambition the related skills and competencies required are learned and put into place effectively. Yet

upward mobility and climbing the corporate ladder eludes millions of Hispanics in the U. S. and further exacerbates the disparity among the workforce. As the Latino population grows the disparity widens as a percentage of our population. A key responsibility of the most senior level executives is to identify and develop a leadership team and plan for a smooth succession plan.

The southern cone of the Americas or pan-regional area or LATAM represents 22 countries with many differences culturally. Spanish now the second most spoken language globally represents over 500 million people. Of those 10 percent reside in the U. S. and the number keeps growing. And after Mexico would be the largest concentration of LATAM. Although the language is the same country-specific differences do exist.

Another significant factor in determining the disparity is immigration to the U. S. and by this I mean whether the individual Latino has relocated here as a professional from their country of origin, first generation as a child or born in this country. Those born in the U. S. tend to be English dominant examples being Cuban or Puerto Rican Americans. And whether as a professional they are working for a Latin American U. S. based division or are employed in the corporate headquarters. International experience is certainly now a requirement to ascend to the top levels in the corporate world as the multi-national organizations is increasingly global in footprint. The extent to which assimilation and acculturation and how the individual embraces the customs and culture of this country and English dominance are important factors. There are seemingly inherent factors such as country of origin, skin color, social class standing, education level of attainment, family characteristics and the individual positioning of self as a brand” which have an effect on the inherent perception and bias / discrimination an executive may have to acclimatize to in the executive Latino world.

While it is difficult to generalize and draw conclusions Latinos today face a perception different than other groups which have historically come to the United States en masse. Future generations may blend into the American “melting pot” once assimilated and the current immigration political policies are resolved. The notion that Latinos are here for low level service jobs and the bias as undocumented aliens weighs heavily on the perceptions drawn by many Americans. Contemporaneously, the Latino boom is being embraced in this country like never before. Its music and food and love of life are cultural characteristics now in vogue.

As the world slowly recovers from the most challenging economic crisis of our generation the economic future is uncertain. The critical talent pool should be large and diverse. As Hispanics now represent over 16 percent of the population and boom continues for the next several generations with a much younger age demographic marketing to and critical

talent development is an economic imperative. More and more goods and services are being purchased by this subgroup and the increasing need for senior level executives is imminent. With larger family size and an average age of 27.4 years of age versus the general population as a whole understanding this demographic requires Latinos in positions of power and not the non-Hispanic executive attempting to culturally understand the Latino culture.

The future critical talent and prosperity is tied to this group and as an emerging part of the world Latin America continues to grow and develop. And the rise of Latinos up the corporate ladder is increasingly important. This is being recognized in boards of directors among many organizations and the commonality of global Hispanics taken into consideration. The massive collective purchasing power is rising and the cultural dimension of power distances is taking center stage as economic conditions begin to recover. Spanish is now the second most spoken language behind Mandarin and 500 million Latino numbers because of birth rates will continue into the foreseeable future.

The HACR corporate inclusion index (CII) cites 1284 executive and director positions of which Hispanics represent only 61 at this time which represents roughly one percent. And the disparity is clear with 16 percent of the population as a whole. The study reveals that of those surveyed six percent of board positions are held by Latinos. According to the National Institute for Latino Policy cites little or no growth in Hispanic representation at the CEO or Director level in the past several years as of 2013. As Latinos are rising quickly into manager level jobs yet are slower to climb to higher level executive positions it begs the question – why is this the case?

Hispanic / Latino acquired skill sets are not the same which may explain the pace by which rising into the executive ranks. Differences in culture are one aspect as viewed by corporate decision makers and this may inhibit Latinos ascension up the corporate ladder. Why is it that senior level executives, as they view critical talent, seem to feel Hispanics lack the requisite leadership skills necessary to take on the challenge of senior level executive roles? What aspects of the Latino culture create the tendency to ascend rapidly and yet achieve a steady career progression to senior level executive positions in large corporations? What are these tendencies and why are they not able to be taught within organizations? Hispanics align themselves with the corporate mission and vision of a company and deliver results at the manager level consistently often outperforming their peers.

When we look at the culture of Latinos it is clear that inherently we are taught to respect authority and one's elders. In many cases seeking the opinion and advice and in some cases consent on a major decision. Culture inspires one to deliver results in ways that do

not draw attention or self-serving manner – be humble. Hispanics may behave differently at corporate meetings, deferentially avoiding conflict and touting the direction to carry out the corporate decisions while keeping the nose to the grindstone. The engrained cultural background and value system and work ethic tends to facilitate the rapid rise to middle management.

How then do the most senior level corporate decision makers in large complex organizations view and evaluate the capacity to climb the corporate ladder to senior level positions among Latinos? Is part of the problem the deferential manner of style at the middle management level? Is this viewed as a liability when aspiring to senior level roles within an organization?

Independence of thought, vision, free expression, assertiveness and leadership qualities the necessary qualities the most senior level executives demand are the very ones which culturally may cut across the grain and may be deep-rooted but there none the less among Latinos. This may be a significant factor creating the barrier to entry. A belief system that informal leaders are born and not taught may have far reaching implications for the future of the Hispanic / Latino aspiring best-in-class senior leaders of tomorrow. Senior leaders may also have a strong understanding of the Latino culture and the role it plays in the development. Is it sufficient or can the development process be taught at early levels of management to facilitate unlimited upward mobility?

How can the alignment of personal cultural traits with the corporate mission and vision of a large complex organization evolve to overcome this barrier to ascension and do external consultants exist which specialize in organization development and change agents with a specific focus in the Hispanic / Latino Executive World? To create and foster an environment and acclimation to become more effective leaders and corporate trailblazers. An environment and sensitivity to elevate risk tolerance. In so doing corporations reward intentional use of culture not as intuitive but rather intentional.

Within the Latino executive world, respect for the organizational structure and its hierarchy is important. Towing the line of superiors based on respect and acceptance of authority is a cultural dimension of power distance as an inherent cultural trait. Latin-American descendants may be reluctant to disagree with direct reports and to speak up at meetings in a confrontational manner. Higher status executives receive tremendous respect and voice not to be challenged and to avoid controversy or conflict. At middle management levels this may be rewarded but at higher levels of management where innovation and leadership becomes increasingly more important it is looked upon as a weakness. Agreement and consensus within the organizational structure and being a team player often is perceived as a road block to gain status, recognition and upward mobility.

Executive talent which is rewarded as a successful trait among Hispanics belongs to those who stand out. Risk-takers able to express a well-defined point of view. In other words a leader with positive leadership qualities. That is to say the assimilation of the Hispanic / Latino cultural conflict avoidance to sync with the corporate culture of the organization. Critical talent acquisition selection and retention becomes critical to ensure this process is integral and adaptation is minimized for a Latino manager with unlimited potential. How then is this assimilation process possible? Being at the right place at the right time and the selection of the right mentors in one's career path is a key component. In so doing the viscous cycle besetting managers can and indeed must be overcome. How does an organization affect the leadership challenge in the Latino executive world in large complex organizations becomes the challenge facilitating the unleashing of management in this very well prepared and ambitious subgroup?

The current immigration policy in the U. S. has created a brain drain. Many of the best and brightest Latino students at prestigious universities are given a visa to work in this country for only a period of one year upon graduation. At which point the preponderance return to their country of origin to pursue their career or to join the family business. The majority do so not because they want to but because they are forced to as a result of the current policies. With only 65,000 H1B visas issued annually we are possibly preventing many best-in-class candidates from reaching the upper echelons in the public and private sectors.

Diversity programs in place at many universities and corporations have caused resentment and subtle bias by those who perceive the program gives to some degree preference to Hispanics creating a stereotype which may have long term implications among future leaders. Blending into the corporate culture and seamless acceptance by peers may not be overt but exist nonetheless.

How can future corporate leaders use the power of cultural differences to enhance and drive organizational effectiveness? And to lead others and themselves toward self-actualization. Reaching unprecedented and unlimited rise up the corporate ladder. It is a clear mandate of the very senior corporate leaders to affect systemic change as it relates to diversity and yet there is push-back and insensitivity affecting this corporate goal. Real and systemic change is difficult and often based on the competitive nature of our capitalistic society. The importance of mentorship and role models to facilitate upward corporate mobility thereby shattering the real glass ceiling among Hispanics needs to be underscored. Diversity and inclusion affect the organizational climate and contribute to

the top and bottom line. Effectively speaking to the Latino community and understanding its needs, wants and desires becomes a marketing objective with measureable results.

Efficiency and common sense ideations boost productivity and lead to recognition and thus the door opens to a fast track up the corporate ladder. Best-in-class Hispanic talent is identified and tracked in any successful organization. Simply following orders and maintaining the status quo is now at the senior corporate levels seen as myopic in nature and lacking the critical thinking outside the box as organizations face continuous challenges often due to unforeseen global events. Latinos socialized and nurtured to be passive and respect authority may well be served to recognize this cultural tendency. The change requires that the perception be altered that he or she may be too passive to lead effectively.

There are many references to shattering the glass ceiling whether real or not depends on the branding of an executive much like a product or service is positioned. The barrier to entry is often prevalent in the executive Latino world. And shattering the barrier does take place but far too infrequently. A one percent success rate is an indication that a significant barrier to entry has and does exist.

Are large complex organizations adequately providing integrated learning experiences taking cultural differences into account and given the tough economic global situation has this mandate been placed on the back burner?

The family and the deep rooted value system (toward complete family integration) are of paramount importance to Hispanics. Family unity and sharing family experiences is given greater importance among Latinos. Working long and arduous hours, weekends and a heavy travel schedule has an effect on the family value system. And often corporate demands rise as one climbs the corporate ladder. This may create conflict in the value system. Ambition and a strong work ethic versus the family value may cut across the grain of a deep-rooted way of life passed down generation by generation.

Respect for parents and grandparents and significant quality time with one's children transcends all aspects of family life for Latinos. For example, involvement with a child's school, homework and extracurricular activities as well as socialization is a part of the culture and of great importance. The Hispanic quality of life and work balance can be characterized as work to live vs. lives to work.

Another significant cultural tendency which exists in the executive Latino world is place of birth and length of time spent in this country. The disparity among Hispanics reaching the top echelons in public and private sector positions can be seen in virtually every scenario. The Latin American born executive who is employed in the U. S., the U. S. born Hispanic,

the Latin American college graduate who chooses to stay, live and work in the U. S., first and second generation Hispanics are examples included in the current U. S. Latino subgroup which now exceeds fifty million residents. And the underrepresentation is ubiquitous at one percent of the most senior level positions in the top corporations in the U. S. a trend which will be difficult to reverse without universal support and buy-in.

Hispanics by and large have a tendency to avoid saying no to work related requests or special projects. In the workplace they are regarded as very agreeable and "warm". In large complex fast paced organizations a Latino may take on excessive additional projects which often lead to "burn-out" or loss of focus which can lead to diminished productivity. In a corporate career this tendency often time inhibits a Latino to rise through the corporate ranks on a fast track necessary to reach the top echelons. And can be explained by the cultural trait to avoid conflict in the workplace.

The opposite may also be true. As Latino's are extremely family-oriented the executive may elect to spend significant amounts of time with family and that perception may lead to the deceleration up the corporate ladder. What leads to upward corporate mobility and taking leaps to rapid ascension in an organization? Education, work experience, mentors and advisors throughout ones career, as well as personal networks with influence which all create synergy toward rapid advancement.

The social capital among managers is a deciding factor and is rare among Hispanic managers. As is often the case when Spanish is spoken in the home and the socialization among friends and family is spoken in Spanish the social business network which is critical to enhance ones career may have limitations and cause perceptions or bias.

To achieve unlimited success Latinos on a fast track need to identify and nurture business relationships with mentors throughout the career path. Among the successful senior level Hispanics in the corporate world they can often offer guidance, advisors, career coaches and invaluable mentorship which often opens doors otherwise not accessible to those without this critical business social circle. To surround one with those that have successfully ascended and well on their way to attaining the highest levels in an organization. Those senior level executives who have achieved and recognize the disparity and wish to give back and see others achieve great success. This may be a difficult task as it is not a natural cultural tendency among Latinos. There exists a cultural tendency to focus on oneself and family. And in so doing not to engage in the development of other Latinos as rising stars on a fast track. Seeking guidance and nurturing a business relationship with such a senior level executive may be difficult as he or she may be several levels up the organizational chart and culturally this is not a natural tendency.

Depending on how assimilated and acculturated a high-potential executive is will dictate the extent to which how deeply they are entrenched in the American culture and way of life and thus the immersion and ease by which those relationships can be developed. Although Latino traditions such as food and music and family importance are a significant way of life the elite are most likely to be English-dominant at work and less so in the home. Passing to the next generation the language and traditions is very common. Does it affect the rise up the corporate ladder and do the perceptions of others have a significant effect on one's career track at very high levels of executive success? Does a type of "career selfishness" exist real or perceived which implies it's about me and my getting to the top? Does philanthropy and helping others carry weight and diminish over time? Do in fact very successful Latinos throughout the world hide or spread their wealth? There is no clear evidence on this subject but from my personal observations the results are mixed. Many privileged Latin Americans who have amassed tremendous wealth tend to shed the limelight and I suggest that for reasons of security keep what they have and give to charity secretive. If this is the case then culturally it may explain the reason why it is not in keeping with our value system. To a large extent trust in government and large institutions throughout Latin America is very different.

Traditional shortcomings among high-potential middle managers require building leadership capabilities. Building a culture of accountability to lead and embrace change throughout all levels of an organization. To really be seen as senior level executive material requires many attributes among them executive presence and being seen by others as having innate and well-honed leadership skills. The rise to demographic prominence in the Hispanic / Latino corporate world is a reality most corporations seek and need. The disparity does not exist simply out of educational attainment levels. CEO's and boards of directors readily acknowledge the disparity and as such are cognizant of the problem. And in order for those complex organizations to keep thriving in competitive global economy diverse leaders is a key driver to ascertain the U. S. maintains its position as the largest and most productive economy in the history of the world. Failure to continuously adapt and map out a strategic vision for the future is already creating significant pressure on the development of a pipeline of critical talent of future leaders. The demographics are rapidly changing and the future in order to remain strong rests on the identification and development of the future leaders. Millions of people are and will continue to retire and to stem the tide of a critical talent shortage has many far reaching implications. Are Hispanics a significant part of the solution to fill this pipeline of future leaders? The numbers tell a clear and compelling story. The Hispanic boom is here and will continue for years to come. As the numbers of Hispanics in the U. S. continue to rise and only one percent of Latinos ascend to the most senior levels in Government and the corporate world will the development of Hispanic professional leaders continue to grow at

anemic levels or can greater numbers of corporate chieftains emerge? In and of itself will diversity as we know it today be enough or can other measures be implemented to fill the pipeline? Can the rise of the Latino creative class assure economic prosperity and parity and are we ready to as a society seek the most viable set of variables to implement a solution of change to ensure success? What is the role of government in our capitalist society? Certainly the very complex problem of educational attainment is shared by all and already current and future administrations will work with the private sector to identify needs and solutions. The question is - - is it enough to fund education? Is it a problem so complex that simply spending on educational programs will not guaranty long term success as we know it today?

The Latino key youth market demographic represents a segment of the U. S. population with a high birthrate. And 17.1 million are age 17 or younger of this subgroup which represents 23 percent of the fastest growing minority group in the school system. Latino's face persistent obstacles to educational attainment across the board and a lower preparation rate for college. Hispanics have an aggregate of 13 percent attainment with a bachelor's degree and 4 percent have attained a graduate degree. In public schools 22 percent of the students are Latino and 7 percent of the teachers are Hispanics of which less than 2 percent are Latino male. All of which points to the lowest education attainment level of any demographic group in the U. S.

Why is this the case? And what role does culture play? Why is it that our school system is not adequately addressing this conundrum despite significant funding per student? What can be done short and long term to turn this around? It is now a fact that Hispanics are the largest and fastest growing minority group in the U. S. yet have the lowest education attainment levels. The development of the workforce - - our critical talent is also a key driver. Government spending levels targeting future generations' education as a percentage of GDP while also reducing the U. S. national debt makes sense.

Studies cite part of the turnaround rests on an integrated approach to strengthen, support, emphasize and expand educational opportunities for all Latino students at all age levels. And bearing the additional cost is necessary to ensure the future prosperity and our global competitiveness and the world's largest and most productive economy.

To keep our ranking as the world's only superpower we must continue to innovate, educate, and build enterprises at higher levels than other countries. The Latino community is integral to that plan to win the future and keep the American dream a reality for Latino's many of whom choose the U. S. as the place to live and work and raise their families.

Current and projected facts about the Hispanic / Latino U. S. population:

50.5 million Hispanics reside in The United States according to the most recent census data

Represents 16 percent of the U. S. population today

4 million residents live in Puerto Rico

54 million mark is now surpassed

2000 – 2010 an increase of 15.2 million

More than half of the 27.3 million increase is a key driver in growth of the labor force

2005 – 2050 projected growth as 60 percent population growth

A key driver of workforce and economic output

High degree of entrepreneurial start-ups and small businesses

Latino's will drive the growth of U. S. labor force

Immediate and long term success makes education a critical imperative

A key component to address the education attainment dilemma begins at infancy among Latinos and is largely supported by Congress and the Obama administration.

Government and the totality of early age environment is a responsibility shared by all which is critical to solving this vexing problem. That is to say we must all keep our eye on the ball.

The economy today and in the future more than ever demands a workforce that is educated, smart, skilled, technology savvy, creative, motivated and equipped for success in a global economy driven by innovation and entrepreneurially-driven competitiveness.

In the U. S. we are facing a very high dropout rate among Hispanic students who fail to graduate high school if at all. Only by providing a world-class education to all will our future be assured as it has been in the past generations. To underscore this currently 20

percent of students in the U. S. public school systems are Latino and yet almost and yet almost 50 percent of Hispanic students ever receive a high school diploma.

Our future generations must be able to creatively solve complex problems, work in teams and see patterns. All of which require world-class education and a shared responsibility by all including the critical importance of family support beginning at birth which may require creative government assistance particularly among single parent households.

Cultural awareness and a profound understanding of the various countries which number over twenty which represent the countries of origin of the U. S. population. This diverse area otherwise known as the Pan-regional southern cone of the America's is very relevant. As one of the emerging areas of the world it has shown positive GDP growth despite the global crisis.

U. S. native born and first generation Latinos also need to be taken into consideration as part of the integral mix to ensure solutions serve to solve this complex problem which continues to evolve over time. The solutions require cultural sensitivity and awareness and will take years to resolve which requires immediate implementation.

It is no longer enough to identify and speak about diversity and multi-cultural and ethnicity and inclusion. Our future depends on consistent and comprehensive multi-faceted solutions which are measurable. Who owns this is important. Individuals, government and the private sector all need seamless integration to implement, measure, adapt, creatively engineer solutions and where successful throw our full weight behind those which will have a positive outcome. The goal is to reduce the disparity among Latinos and to creatively have a rising creative class of Latinos as a key driver of our biggest asset - - our nations critical talent the engine of our economic future.

Latinos are no longer in five geo-centric areas. Diaspora driven largely by a search for higher paying jobs has now made this a national issue. The United States should and indeed must once again have the highest proportion of college graduates in the world.

The Latino population continues to boom as growth rates have and will continue to rise. Why have the most senior level positions including but not limited to C-level and boards of directors seats not been commensurately filled by Latinos? What precisely are the reasons which tell us the attainment at the top is only achieved by one percent of the population? Is there a barrier to entry and what can be done to steadily remove it and thus foster a greater and more dynamic critical talent pool of the world's finest leaders?

Our country is rapidly changing. Demographers using census available data have clearly projected the future growth rates for the Hispanic surge in the U. S. and as is now the case

with over 50 million which represents 16 percent Latinos what will the future look like and how will it impact us. Furthermore this trend will continue to rise due in large part to birthrates. The upward trend will accelerate and by 2050 represent 30 percent of the population. This is significant and will have profound affects to our country. The impacts will shape new tendencies on social, political and the economy. And although the subgroup is diverse and not homogeneous the ramifications will be profound.

Now that we know the probability of the future landscape the question of disparity is will we see the one percent success rate for Latino senior-most executive and political attainment also rise commensurately or will the percentage fall below one percent of the population? And how will the new political Immigration policy affect Latinos. Is it possible for the brain drain to continue and are further shortages in Latino rise to prominence as world-class senior level executive positions cause a drag on our economic output? Will the disparity remain the same, improve or continue to deteriorate in the country causing efforts in diversity to fail.

Since the Latino boom effect signifies the fastest growing population growth demographic segment in our history we must as a society keep our eye on the ball and address this challenge both short and long term to ensure our viability. Critical talent development in the Latino executive and political creative class as an imperative is to take center stage. When and how will this emerge and take place? And like any significant societal issue before us a myriad of alternatives need exploration. The most viable solution sets acted upon tested and tweaked which may very likely contain various components and evolve over time. This issue is not static and future administration and senior corporate leaders input attention and leadership should drive it moving forward or the problem is sure to worsen. At the table should be present representation from corporate, government and entrepreneur leadership at the most senior levels. By so doing coalescence and engagement in the problem solving effort makes perfect sense. Our future and the rise of Latinos depend on this and the demographic predictions are unfolding as we expected would be the case. The determining factors as to WHY in too cases Hispanics rise to the top is a mix of culture, education, ambition, effort, leadership role models, mentors, and economic factors. Sheer brilliance is not sufficient. The solution is extremely complicated and needs to take all aforementioned points into account. To creatively fund niche education is not in and of itself enough. And there is no magic bullet as those who most likely be steering the process will not be Latino and the intricacies of cultural nuances thoroughly understood.

What Maslow describes as desire to reach the pinnacle of needs to self-actualization will evolve and change for Latinos. Cultural differences and the way integration develops

within this group and the general population will have a great deal to do with the future. And the blending of the Latino mix from over twenty countries and whether they coalesce and shape the future as a homogeneous group or one that is fragmented will as well. This is an unknown and the economic and voting power is yet to be determined.

Mexican-Americans by far make up the largest Latino subgroup at 63 percent and 38 percent have the largest proportion of people under the age of 18. Higher than average birth rates weighs heavily as well. Diaspora is making the identification more challenging. Whereas five states had the largest proportion of Hispanics the national landscape is rapidly changing and making it more complex to reach Latinos in the U. S.

The marketing, economic and governmental aspects of communicating to the Latino subgroup are now a moving target in evolution. As of 2012 Latinos represented 16 percent of the U. S. labor force. By 2018 it is projected Latinos will make up nearly 20 percent of the workforce. Of which 58 percent are men and 42 percent are women which is quite different than the general population. Culturally this will have far reaching implications. Once again the educational attainment and disparity of ascension is to have many effects on the future.

The future workforce needs will create those unmet for the rise of the creative Latino class. One of which calls for advanced degrees and technological expertise in order to remain competitive and fuel national and global growth demands in critical human capital. Young Latinos will enter the workforce in numbers never seen before. And taking educational attainment and cultural differences into account is vital to guaranty our economic position in the world.

Hispanic diversity studies consistently cite that minorities are far less likely to receive a college degree. In the case of Latinos they are heavily concentrated in certain industries and sectors. The numbers paint a picture where wherein one in six Latinos over the age of 25 currently holds a college degree. Over 80 percent are more like to work in the private sector an indication that culturally faith and trust in government is low driven largely in part from country of origin historical experiences. Latinos are driven by these perceptions far less likely if born in the U. S. and are in many cases non-banked a further indication of tendencies to be large institution averse.

The question continues to be - - why is this the case and as a nation how are we aware of the unfolding dilemma and how receptive to real and sustained inclusion are we? To what extent is some degree of bias and or discrimination a factor causing or adding to the gap in the disparity? Our nation's future to some degree depends on facing and addressing and ameliorating mitigating factors. Immigration has been a part of our nation's history.

Cultural acceptance is an external factor and within the Latino population much work needs to be done. We Latinos must all rise to the occasion and forge our collective future. Our collective as well as individual cultural awareness, sensitivity and willingness to embrace and affect real and systemic change need happen. This is an every one solution and in so doing our one percent must and shall rise to a commensurate rate representing us as a group. It begins with the knowledge of our cultural acceptance as Latinos and a reality check to assess our level of acculturation and assimilation as Americans. Without this and a real willingness to be a part of the solution change will most likely not occur.

The United States as a whole needs not only to see the cultural divide but to openly accept the differences. There is a difference of opinion as to whether the complete assimilation among Latinos is a must or if both the general population and Latinos should all shift positions to create bi-directional inclusion as the means to an end. Although controversial and stereotypical to expect any subgroup to adapt to the American way Hispanics have deep cultural traditions which may continue for a generation or two to come. These truths are indeed self-evident and the bridge to success will in and of itself be crossed as a nation to embrace a new future and close the disparate gap and strengthen our continued success. Change and acceptance a significant challenge for over 330 million residents in this case needs cultural sensitivity and not a “do it my way” mentality.

A bridge to the future crossed en masse increases probability for the next generations standard of living for all and failure to do so may very well lead to difficult to overcome burdens and obstacles in the future. Diversity and inclusion for the nation in the Latino executive world means embracing the emergence of a new diverse majority. Change is at our doorstep and imminent the numbers speak for themselves in a resounding way.

The perceptions held by Latinos may to a large extent explain why in government there is such limited representation among the congress and senate. The gap or disparity at the most senior levels is very large and difficult to pinpoint among the most senior levels in both the private and public sectors. This is also the case for the most educated Latinos where underrepresentation also exists. Much of what is written about this conundrum cites facts and statistics but little explains WHY this is the case.

It is a combination of both lack of educational attainment and a myriad of cultural traits which along with the way Latinos are perceived currently and in the past which have made the glass ceiling impervious but for a select few. A new day is rising and the shattering of the glass ceiling is imminent. Or is it? What has made the United States the greatest country in the history of the world includes to a large extent its ability as a nation to deliver consistently on the legacy as a melting pot.

Across all racial groups solving unemployment, education attainment, cultural sensitivity, immigration as well as shattering the barrier to uppermost success needs a case study review by the right mix of leaders and buy-in once the most viable plan of action emerges. More than a select few should reach the top and those who have done so and continue to do so need emerge as the leaders to reach greater parity and reduce the disparity with a sizeable gap. One percent just will not suffice.

The Government Disparity

As of August 2013, in the House of Representatives, there are 233 Republicans, 206 Democrats and 2 vacant seats. The Senate has 46 Republicans, 52 Democrats, and 2 Independents, who caucus with the Democrats. One hundred one women (a record number) serve in the 113th Congress: 81 in the House, including 3 Delegates, and 20 in the Senate. There are 43 African American Members of the House and 1 in the Senate. This House number includes 2 Delegates. There are 38 Hispanics in both houses currently.

Hispanics in the U. S. Government		
Congress	38 members of 441	9%
Supreme Court	1 Justice of 9	11%
Senate	4 Senators of 100	4%
Cabinet posts	0 of 23 Appointees	0%

Of the most senior positions there are 43 Hispanics of 902 which represents less than 5 percent. There are currently no Hispanic members of The President's cabinet.

For Latinos to not be at the table when it comes to the highest levels of leadership begs the question why. Latinos are a large and growing national voice and we have a wealth of talented and experienced leaders to step up. So the easy answer is we need Latino voices at the table; the critical question is WHY is this tendency continuing? This is a vexing problem with no easy solutions and little coverage by the media outlets.

If we analyze the recent administrations the results are mixed. Under the Reagan administration the first Latino cabinet member, Lauro Cavazos, was named Secretary of Education. Cavazos stayed on with George Bush for a couple of years, but no new Latinos were appointed to the presidential cabinet.

Clinton's administration added several Latinos in his presidential administrations. He named three Latinos to his cabinet and named dozens of Latinos to administrative appointments. George W. Bush and then Barack Obama have followed a similar pattern. With the departure of Secretaries Solis and Salazar there will be a lack representation of Latino representation in President Obama's top Cabinet posts.

Latinos provide a crucial electoral push but once in office, Latino appointments do not reflect their electoral effort. Thus the disparity in both the public and private sectors exists.

The numbers tell the whole story. There are 23 cabinet and cabinet-rank posts and the Latino population is nearing 17 percent. The question WHY the disparity is one which needs an answer and a multi-faceted solution found to develop more representation on all fronts — cabinet posts, policy, electoral representation and the close to 10,000 presidential appointees and aides. The senior most positions held by Hispanics with nearly 17 percent of the population this unbalanced degree of representation needs to change in order to reduce this disparity.

WHAT DOES THE FUTURE LOOK LIKE?

U.S. Census Bureau Projections Show a Slower Growing, Older, More Diverse Nation a Half Century from Now.

The U.S. population will be considerably older and more racially and ethnically diverse by 2060, according to projections by the U.S. Census Bureau. "The next half century marks key points in continuing trends — the U.S. will become a plurality nation, where the non-Hispanic white population remains the largest single group, but no group is in the majority," said Acting Director Thomas L. Mesenbourg.

Furthermore, the population is projected to grow much more slowly over the next several decades, compared with the last set of projections released in 2008 and 2009. That is because the projected levels of births and net international migration are lower in the projections released today, reflecting more recent trends in fertility and international migration.

According to the projections, the population age 65 and older is expected to more than double between 2012 and 2060, from 43.1 million to 92.0 million. The older population would represent just over one in five U.S. residents by the end of the period, up from one in seven today. The increase in the number of the "oldest old" would be even more dramatic — those 85 and older are projected to more than triple from 5.9 million to 18.2 million, reaching 4.3 percent of the total population.

Baby boomers, defined as persons born between 1946 and 1964, number 76.4 million in 2012 and account for about one-quarter of the population. In 2060, when the youngest of them would be 96 years old, they are projected to number around 2.4 million and represent 0.6 percent of the total population.

A More Diverse Nation

The non-Hispanic white population is projected to peak in 2024, at 199.6 million, up from 197.8 million in 2012. Unlike other race or ethnic groups, however, its population is projected to slowly decrease, falling by nearly 20.6 million from 2024 to 2060.

Meanwhile, the Hispanic population would more than double, from 53.3 million in 2012 to 128.8 million in 2060. Consequently, by the end of the period, nearly one in three U.S. residents would be Hispanic, up from about one in six today.

The black population is expected to increase from 41.2 million to 61.8 million over the same period. Its share of the total population would rise slightly, from 13.1 percent in 2012 to 14.7 percent in 2060.

The Asian population is projected to more than double, from 15.9 million in 2012 to 34.4 million in 2060, with its share of nation's total population climbing from 5.1 percent to 8.2 percent in the same period.

Among the remaining race groups, American Indians and Alaska Natives would increase by more than half from now to 2060, from 3.9 million to 6.3 million, with their share of the total population edging up from 1.2 percent to 1.5 percent. The Native Hawaiian and Other Pacific Islander population is expected to nearly double, from 706,000 to 1.4 million. The number of people who identify themselves as being of two or more races is projected to more than triple, from 7.5 million to 26.7 million over the same period.

The U.S. is projected to become a majority-minority nation for the first time in 2043. While the non-Hispanic white population will remain the largest single group, no group will make up a majority.

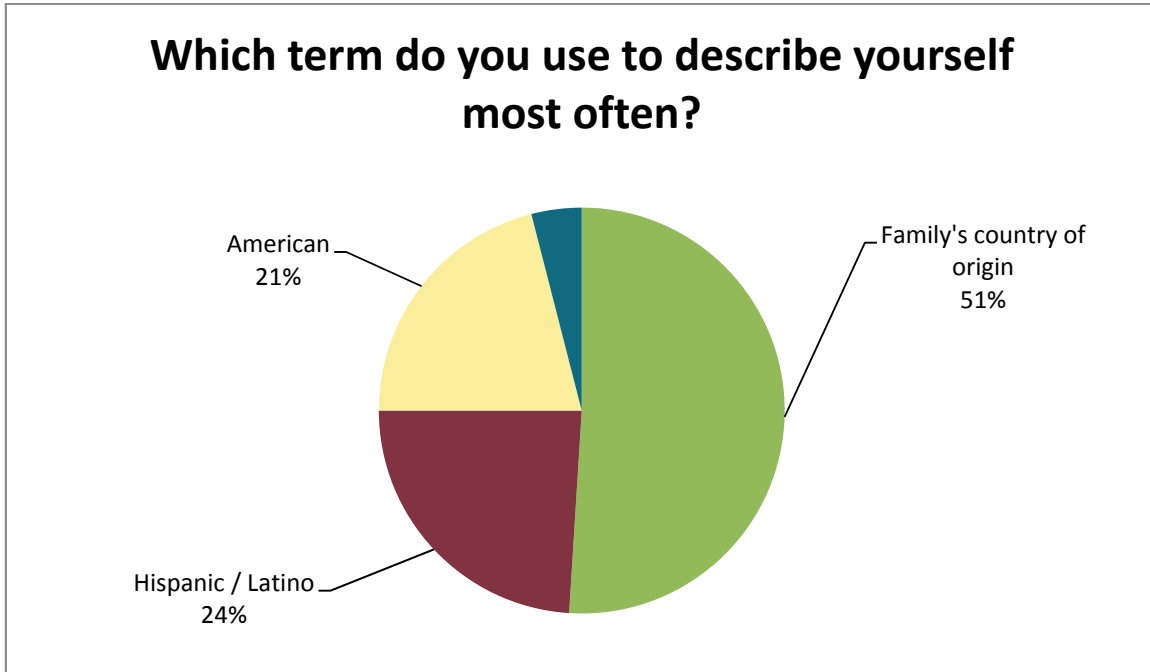
All in all, minorities, now 37 percent of the U.S. population, are projected to comprise 57 percent of the population in 2060. (Minorities consist of all but the single-race, non-Hispanic white population.) The total minority population would more than double, from 116.2 million to 241.3 million over the period.

Projections show the older population would continue to be predominately non-Hispanic white, while younger ages are increasingly minority. Of those age 65 and older in 2060, 56.0 percent are expected to be non-Hispanic white, 21.2 percent Hispanic and 12.5

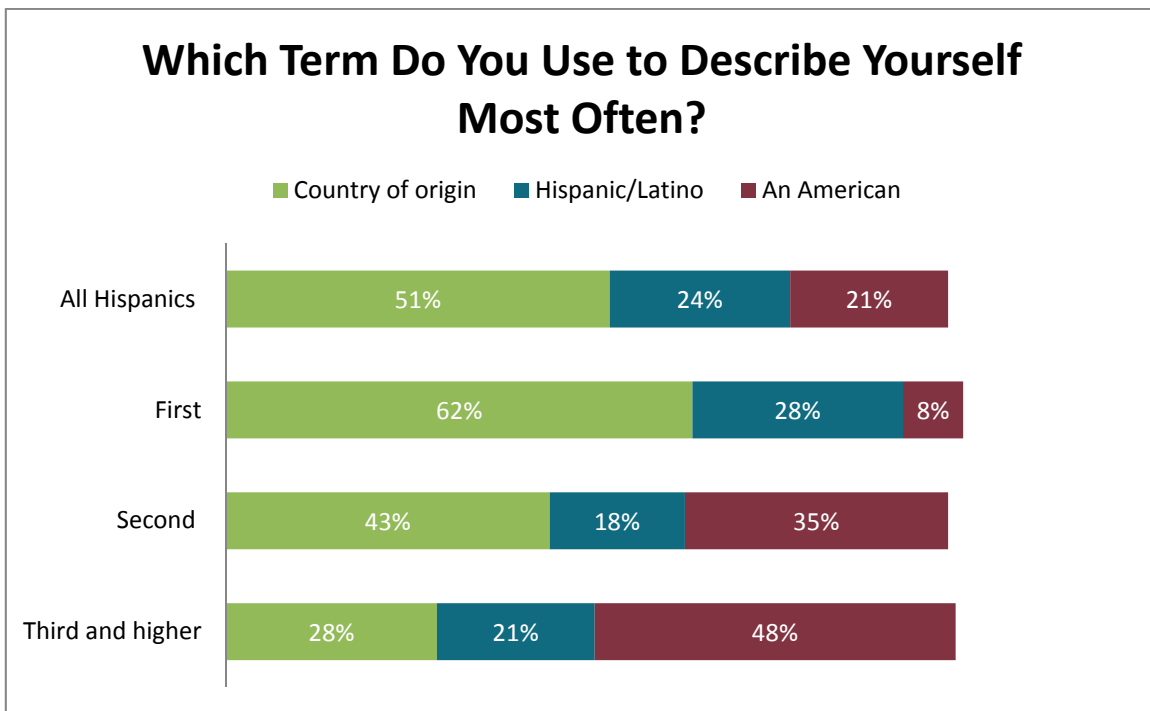
percent non-Hispanic black. In contrast, while 52.7 percent of those younger than 18 were non-Hispanic white in 2012 that number would drop to 32.9 percent by 2060. Hispanics are projected to make up 38.0 percent of this group in 2060, up from 23.9 percent in 2012.

Other highlights:

- The nation's total population would cross the 400 million mark in 2051, reaching 420.3 million in 2060.
- The proportion of the population younger than 18 is expected to change little over the 2012-2060 period, decreasing from 23.5 percent to 21.2 percent.
- In 2056, for the first time, the older population, age 65 and over, is projected to outnumber the young, age under 18.
- The working-age population (18 to 64) is expected to increase by 42 million between 2012 and 2060, from 197 million to 239 million, while its share of the total population declines from 62.7 percent to 56.9 percent.
- The ratio of males to females is expected to remain stable at around 104.7 males per 100 females for the population under the age of 18. For the population age 18 to 64, the ratio of males per 100 females is projected to be 98.9 in 2012 and increase to 104.1 in 2060. The ratio for the population age 65 and over is also projected to increase, from 77.3 males per 100 females in 2012 to 84.4 in 2060.

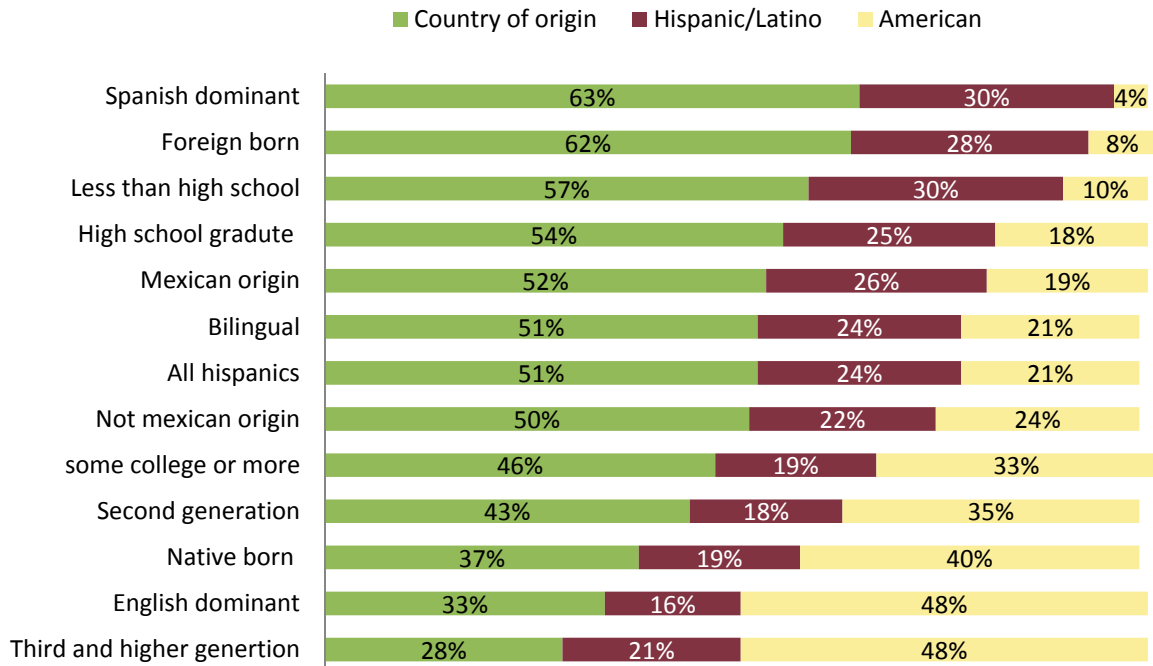


PEW RESEARCH CENTER



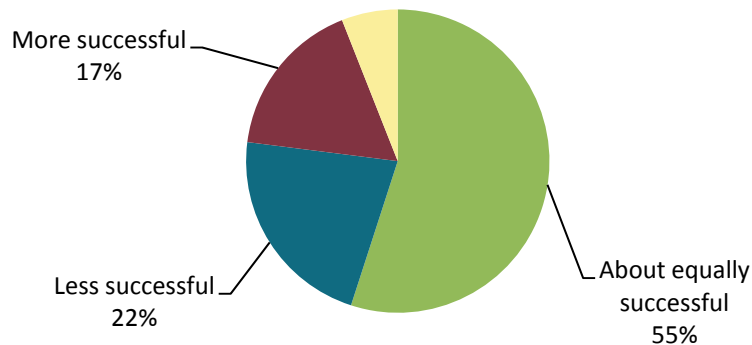
PEW RESEARCH CENTER

What Term Do You Use Most Often to Describe Yourself?



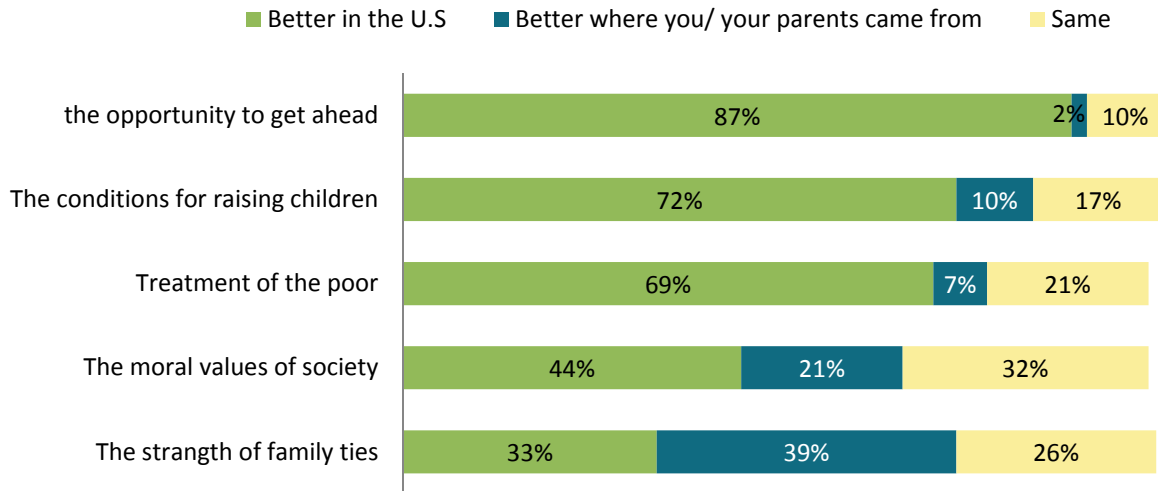
PEW RESEARCH CENTER

Have Latinos Been More, Less or About Equally as Successful as Other Racial and Ethnic Minority Groups in the U.S.?



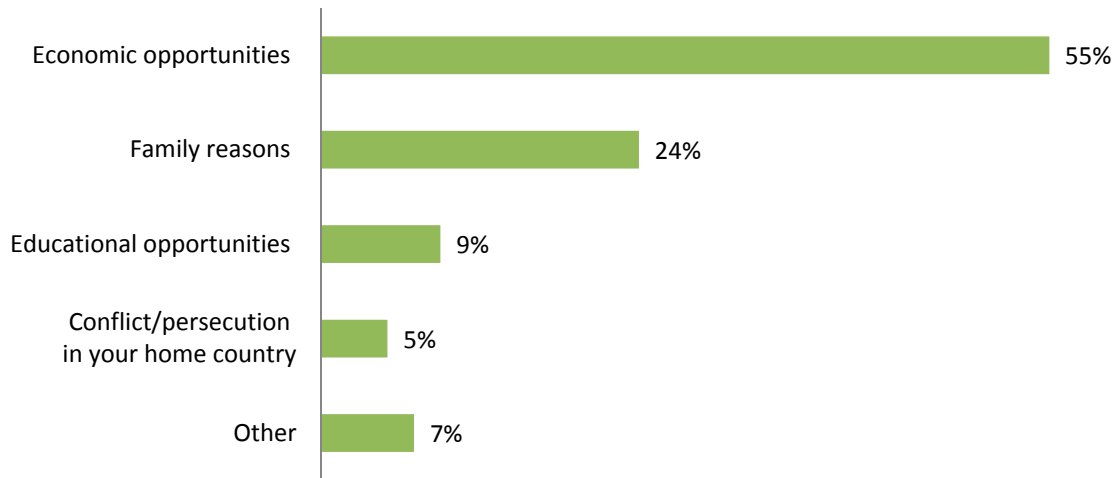
PEW RESEARCH CENTER

How Is the U.S. Compared to Your Ancestors' Country of Origin in Regard to ...

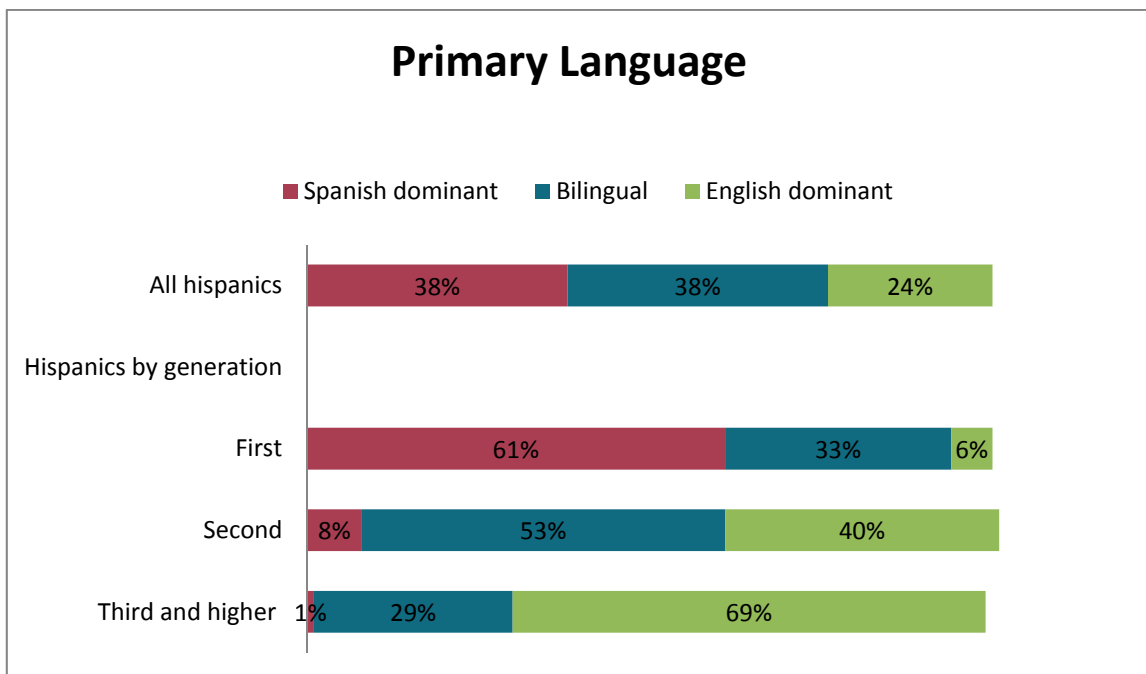


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Main Reason for Immigrating to U.S.



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Average Age of Members, 111th-113th Congresses

Average (mean) age at the beginning of the Congress

Congress	Representatives	Newly elected representatives	Senator	Newly elected senators
113 th	57.0 years	49.2 years	62.0 years	53.0 years
112 th	56.7 years	48.2 years	62.2 years	52.1 years
111 th	57.2 years	49.8 years	63.1 years	57.1 years

Source: CRS calculations based on CQ Roll Call Member Profiles

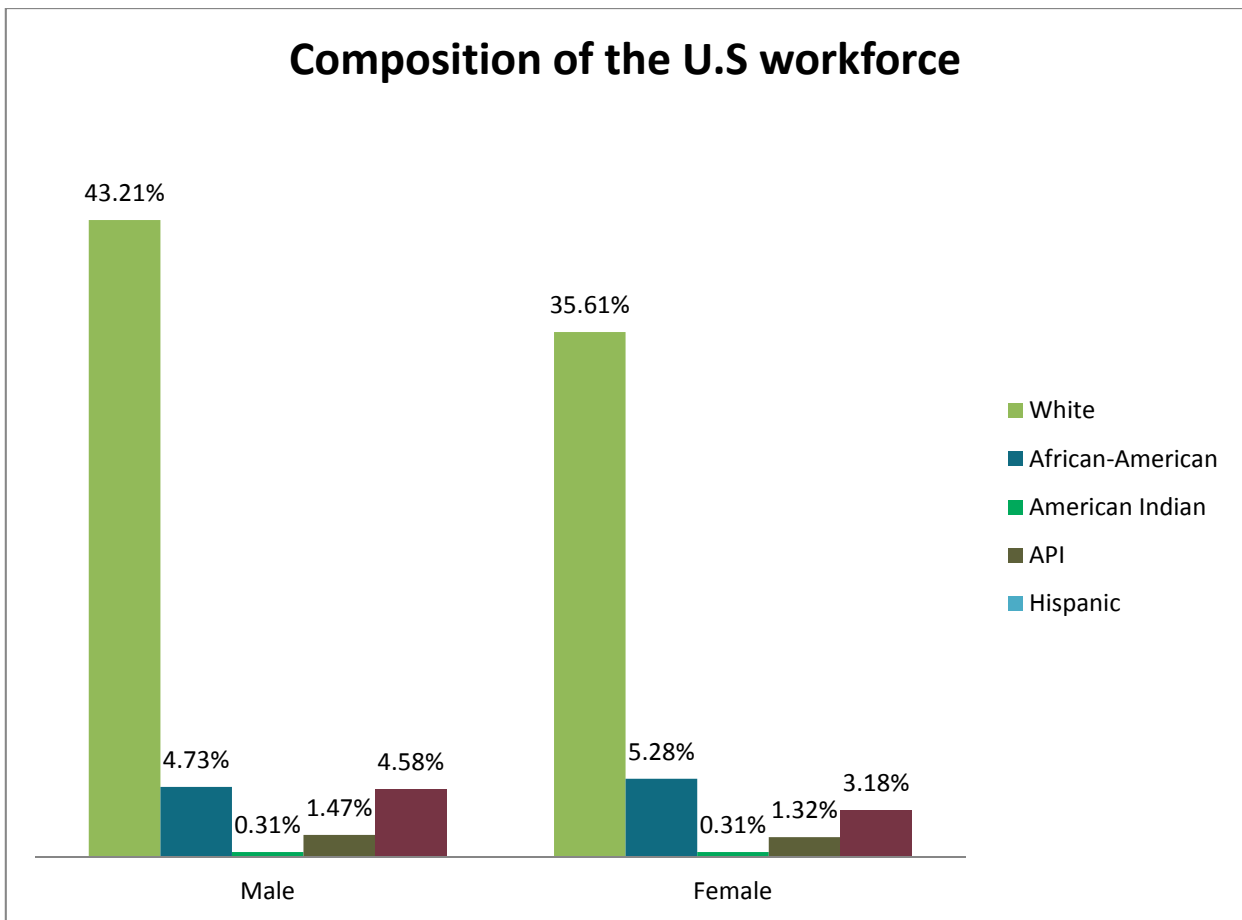
**21 Members of the house and 1 senator
have no educational degree beyond high
school diploma.**

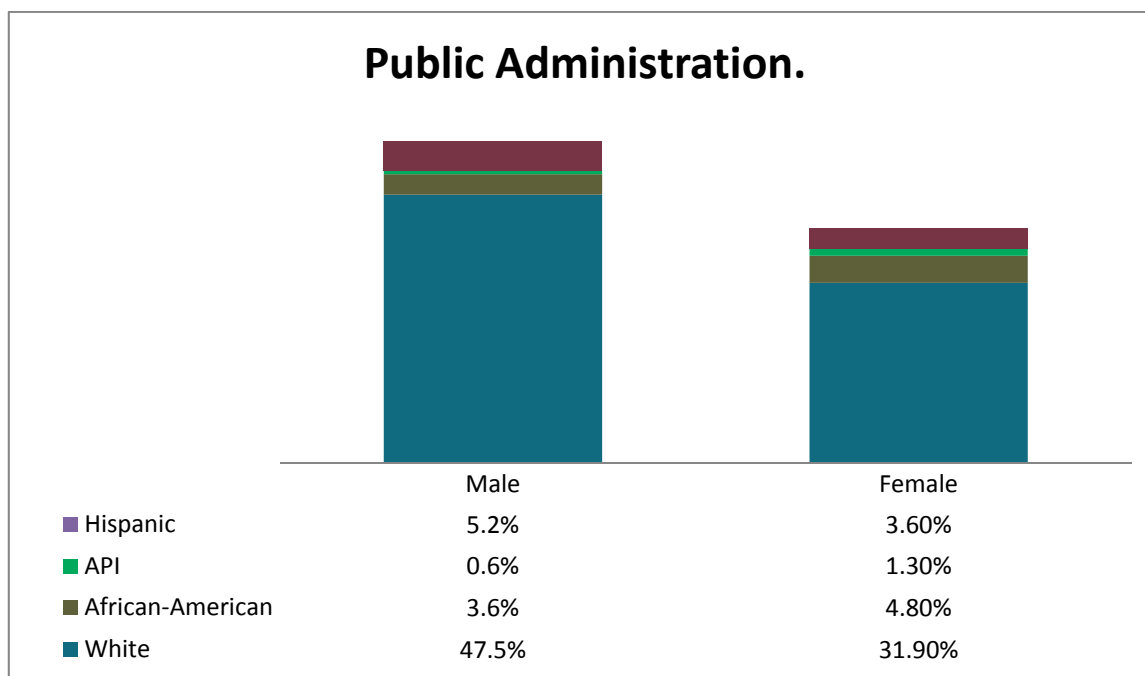
Congressional Research Service

Most Frequently Listed Occupational Categories by Members, 113th Congress

Occupation	Representatives	Senators
	187	27
	77	15
	156	55
Politics	184	42

CQ Roll Call Member Profiles





List of Hispanic Board Members at Fortune 500 Companies

NAME	COMPANY	LOCATION
Arcilia C. Acosta	<i>Energy Future Holdings</i>	Dallas
Cari Dominguez	<i>ManPowerGroup</i>	Milwaukee
George Muñoz	<i>Altria Group Inc. Anixter International Marriott International Bethesda, Md.</i>	New York. Glenview, Ill.
Fernando Aguirre	<i>Aetna Inc.</i>	Hartford, Conn.
Ruben M. Escobedo	<i>Valero Energy Corp.</i>	San Antonio
Humberto Alfonso	<i>Eastman Chemical</i>	Kingsport, Tenn.
Manuel A. Fernandez.	<i>Sysco Corp.</i>	Houston
Oscar Muñoz	<i>United Continental Holdings</i>	Chicago
Donna Alvarado	<i>CSX Corp.</i>	Jacksonville, Fla.
Charles Garcia	<i>Winn-Dixie Stores Inc.</i>	Jacksonville, Fla
Elsa A. Murano	<i>Hormel Foods</i>	Austin, Minn
Hector Nevares	<i>Dean Foods Co.</i>	Dallas

Fabian Garcia	<i>Kimberly-Clark</i>	Irving, Texas
Luis Nieto	<i>AutoZone Ryder System Inc.</i>	Miami Memphis, Tenn.
Hector Garcia-Molina	<i>Oracle Corp.</i>	Redwood City, Calif.
Luis G. Nogales	<i>Edison International</i>	Rosemead, Calif.
Linda Griego	<i>AECOM Technology</i>	Los Angeles
Carlos Gutierrez	<i>Occidental Petroleum</i>	Los Angeles
Aida Alvarez	<i>Wal-Mart Stores Inc.</i>	Bentonville, Ark.
Jose Alvarez	<i>TJX Cos. Inc.</i>	Framingham, Mass.
Enrique Hernandez Jr.	<i>Chevron McDonald's Corp. Nordstrom Inc. Seattle Wells Fargo & Co.</i>	San Francisco San Ramon, Calif. Oak Brook, Ill.
Roland A. Hernandez	<i>MGM Resorts International</i>	Las Vegas, Nev.
Ralph Alvarez	<i>Lowe's Cos. Inc.</i>	Mooresville, N.C.
Hilda Ochoa-Brillembourg	<i>General Mills Minneapolis The McGraw-Hill Cos., Inc.</i>	New York
Robert M. Hernandez	<i>Eastman Chemical</i>	Kingsport, Tenn.
Sally Hernandez	<i>Consolidated Edison</i>	New York
Rosendo Parra	<i>PG&E Corp.</i>	San Francisco
Federico Pena	<i>Wells Fargo & Co.</i>	San Francisco
William D. Perez	<i>Johnson & Johnson Whirlpool</i>	Benton Harbor, Mich. New Brunswick, N.J.
Antonio M. Perez	<i>Eastman Kodak Co.</i>	Rochester, N.Y.
William Hernandez	<i>Eastman Kodak Co.</i>	Rochester, N.Y.
Ramiro Peru	<i>Wellpoint Inc.</i>	Indianapolis.
J. Pedro Reinhard	<i>Colgate-Palmolive Co.</i>	New York.
Richard Rivera	<i>Winn-Dixie Stores Inc.</i>	Jacksonville, Fla.
Dan Arvizu	<i>State Farm Insurance Co.</i>	Bloomington, Ill.
Mario L. Baeza	<i>Air Products</i>	Allentown, Pa
Alberto Iburguen	<i>AMR Corp. (American Airlines) PepsiCo., Inc.</i>	Purchase, N.Y. Forth Worth, Texas
Abelardo E. Bru	<i>Kimberly-Clark</i>	Irving, Texas
Anna R. Cablik	<i>BB&T Corp.</i>	Winston-Salem, N.C.
Maria Elena Lagomasino	<i>Avon Products Inc. Coca-Cola Enterprises</i>	Atlanta New York

Pastora San Juan Cafferty	<i>Waste Management Inc.</i>	Houston
Linda G. Alvarado	<i>Minnesota Mining and Manufacturing Co. Pitney Bowes Inc.</i>	Stamford, Conn. St. Paul, Minn.
Josue Robles Jr.	<i>DTE Energy Co.</i>	Detroit
Joseph Jimenez	<i>Colgate-Palmolive Co.</i>	New York
Mercedes Johnson	<i>Micron Technology, Inc.</i>	Boise, Idaho
Eduardo Rodriguez	<i>Oneok Inc.</i>	Tulsa, Okla.
Monica Lozano	<i>Bank of America Corp. Walt Disney Co.</i>	Burbank, Calif. Charlotte, N.C.
Ramon Rodriguez	<i>Republic Services</i>	Phoenix, Arizona
Sara Martinez Tucker	<i>American Electric Power Xerox</i>	Norwalk, Conn. Columbus, Ohio
Richard H. Carmona	<i>Clorox</i>	Oakland, Calif.
Eduardo R. Menasce	<i>Pitney Bowes Inc.</i>	Stamford, Conn.
Carlos Saladrigas	<i>Advance Auto Parts Inc. Duke Energy .</i>	Charlotte, N.C Roanoke, Va.
Carlos Cardoso	<i>Stanley Black & Decker Corp.</i>	New Britain, Conn.
Eduardo Mestre	<i>Avis-Budget Group Comcast Corp.</i>	Philadelphia Parsippany, N.J.
Roberto Mendoza	<i>ManPowerGroup Western Union</i>	Greenwood Village, Colo. Milwaukee
Francesca Ruiz de Luzuriaga	<i>OfficeMax Inc.</i>	Naperville, Ill.
Eduardo R. Menasce	<i>Pitney Bowes Inc.</i>	Stamford, Conn.
Carlos Migoya	<i>Autonation Inc.</i>	Fort Lauderdale, Fla.
Maria Sastre	<i>Darden Restaurants</i>	Orlando, Fla.
Javier G. Teruel	<i>Starbucks J.C. Penney</i>	Dallas Seattle
F. Robert Salerno	<i>Avis Budget Group</i>	Parsippany, N.J.
Janiece Longoria	<i>Centerpoint Energy Inc.</i>	Houston
Roman Martinez IV	<i>CIGNA Corp.</i>	Philadelphia
Benjamin F. Montoya	<i>Jacobs Engineering Group</i>	Pasadena, Calif.
Gloria Santona	<i>Aon Corp.</i>	Chicago
Jorge P. Montoya	<i>Gap Inc. Kroger Co.</i>	Cincinnati San Francisco
Richard L. Carrion	<i>Verizon Communications</i>	New York
Patricia Diaz Dennis	<i>Mass Mutual</i>	Springfield, Mass.
Albert F. Moreno	<i>Xcel Energy Inc.</i>	Minneapolis
Paul J. Diaz	<i>DaVita</i>	El Segundo, Calif.
Nelson A. Diaz	<i>Exelon Corp.</i>	Chicago
Cynthia Telles	<i>General Motors</i>	Detroit

Solomon D. ?Sol? Trujillo	<i>Target Corp. Western Union</i>	Minneapolis Greenwood Village, Colo.
Nina Vaca	<i>Kohl's Corp.</i>	Menomonee Falls, Wis.
Diego Veitia	<i>INTL FCStone</i>	New York
Daniel Villanueva	<i>Southwest Airlines</i>	Dallas
Gilbert F. Casellas	<i>Prudential Financial</i>	Newark, N.J.
Jose Villarreal	<i>Union Pacific</i>	Omaha, Neb.
Albert C. Zapanta	<i>Tyson Foods Inc.</i>	Chicago
Ralph de la Vega	<i>New York Life Insurance Co.</i>	New York
Kimberly A. Casiano	<i>Ford Motor Co.</i>	Detroit
Thomas A. Castro	<i>Time Warner Cable</i>	New York
Juan N. Cento	<i>Assurant Inc.</i>	New York
Juan Ernesto de Bedout	<i>VF Corp.</i>	Greensboro, N.C.
Franklin Chang Diaz	<i>Cummins</i>	Columbus, Ind.
France A. Cordova	<i>Edison International SAIC</i>	Rosemead, Calif. McLean, Va.
Deirdre Connelly	<i>Macy's Inc.</i>	Cincinnati
Armando M. Codina	<i>AMR Corp. (American Airlines) The Home Depot</i>	Fort Worth, Texas Atlanta
Cristobal I. Conde	<i>Mass Mutual</i>	Springfield, Mass.

Hispanic Business January 4, 2013

The 2013 Corporate Elite: Top 25 Executives		
NAME	COMPANY	POSITION
Priscilla Almodovar	JPMorgan Chase and Co.	<i>COO, Chase Community Development Banking Commercial Bank</i>
Cristobal Conde	True Office	<i>Executive Chairman</i>
Roberto Denis	NV Energy	<i>Senior Vice President, Energy Delivery</i>
Paul Diaz	Kindred Healthcare	<i>CEO</i>
Marilyn Blanco Reyes	FedEx Express	<i>Vice President, Legal-Latin American Division</i>
Paul Fabara	American Express	<i>EVP/Head of Global Credit Administration</i>
Pedro Fabregas	American Eagle AMR Corp.	<i>Senior Vice President, Customer Service</i> <i>President and CEO Executive Airlines</i>
Marie Therese Dominguez	United States Postal Service	<i>Vice President, Government Relations and Public Policy</i>
Dineen E. Garcia	Macy's Inc.	<i>Vice President, Diversity Strategies</i>
Fernando Hernandez	Microsoft Corp.	<i>Supplier Diversity Director</i>
Valerie Insignares	Darden Restaurants	<i>Senior Vice President, Chief Restaurant Operations Officer</i>
Filemon Lopez	Comcast	<i>Senior Vice President, Strategic Operations</i>
Yvonne Martin	United Technologies	<i>Director, Integrated Building Solutions, Strategic Accounts</i>
Gerardo Lopez	AMC Entertainment Inc.	<i>CEO</i>
Oscar Munoz	CSX	<i>Executive Vice President and COO</i>
Jose Nido	Wyndham Worldwide	<i>Vice President, Global Supplier Diversity</i>
Maria Fernanda Mejia	Kellogg Co.	<i>President, Kellogg Latin</i>

		America
Armando Pimentel	NextEra Energy Inc.	<i>President and CEO NextEra Energy Resources LLC</i>
George Paz	Express Scripts	<i>CEO</i>
Antonio M. Perez	Eastman Kodak	<i>CEO</i>
Jose Robles	USAA	<i>CEO</i>
David Rodriguez	Marriott International Inc.	<i>Executive Vice President and Chief Human Resources Officer</i>
Gabriel Torres	T-Mobile	<i>Vice President and General Manager- Southeast Region</i>
Susan Santiago	Hyatt Hotels Corp.	<i>Vice President, Food and Beverage-North America Operations</i>
Betsy Silva Hernandez	Sodexo	<i>Senior Director, Diversity Learning, Consulting & Employee Business Resource Groups</i>

Hispanic Business - January 4, 2013