



# **Recruitment and Retention of Women in Law Enforcement Positions**

*August 6, 2021*

Fiscal Year 2020 Report to Congress



**Homeland  
Security**

*U.S. Customs and Border Protection*

# Message from the Acting Deputy Commissioner of CBP

August 6, 2021

I am pleased to submit the following report, “Recruitment and Retention of Women in Law Enforcement Positions,” which was prepared by U.S. Customs and Border Protection (CBP).

This report was compiled pursuant to direction in House Report 116-180, which accompanies the Fiscal Year (FY) 2020 Department of Homeland Security (DHS) Appropriations Act (P.L. 116-93). The report provides information on CBP’s efforts to recruit and retain women for CBP law enforcement positions.

Pursuant to congressional requirements, this report is provided to the following Members of Congress:



The Honorable Lucille Roybal-Allard  
Chairwoman, House Appropriations Subcommittee on Homeland Security

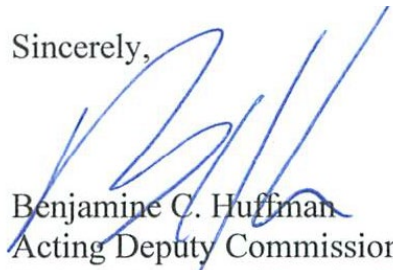
The Honorable Chuck Fleischmann  
Ranking Member, House Appropriations Subcommittee on Homeland Security

The Honorable Chris Murphy  
Chair, Senate Appropriations Subcommittee on Homeland Security

The Honorable Shelley Moore Capito  
Ranking Member, Senate Appropriations Subcommittee on Homeland Security

I would be pleased to respond to any questions that you may have. Please do not hesitate to contact my office at (202) 344-2001.

Sincerely,

  
Benjamin C. Huffman  
Acting Deputy Commissioner  
U.S. Customs and Border Protection

# Executive Summary

CBP was established under DHS as the single law enforcement organization charged with keeping terrorists and their weapons out of the United States and with facilitating lawful international trade and travel. CBP was directed to provide this report to:

- (1) address whether recruitment, application processes, training, promotion, and other aspects of employment in CBP law enforcement positions treat women fairly and without bias; and
- (2) discuss CBP's training, complaints system, and culture regarding sexual harassment and assault.

Overall, CBP made significant strides in recruiting, training, and promoting women in law enforcement and remains committed to recruiting women to its critical frontline positions. In FY 2019, CBP improved its national brand awareness and advertising to focus on opportunities for women pursuing law enforcement careers. In July 2020, CBP announced the creation of CBP's Task Force for Women, an initiative to foster greater gender diversity, equity, and inclusion in the workforce. Additionally, CBP is focused on developing stronger retention strategies and succession plans. New and improved work-life programs were established and strengthened to meet the needs of a diverse workforce.

CBP strives to ensure equality of opportunity and the benefit of employment decisions that are free from unlawful discrimination for all employees and applicants for employment. CBP also strives to ensure nondiscrimination in law enforcement activities and all other administered programs for trade and the traveling public.

CBP will continue to execute and enhance recruitment and hiring goals to expand workforce diversity. Specifically, CBP will:

- Build a recruitment and hiring strategy and investment plan;
- Develop brand identities;
- Use data analytics to target recruitment, marketing, and advertising;
- Continue to equip and train the recruiters;
- Develop applicant care protocols and scale implementation; and
- Establish mechanisms to track return on recruiting investment.



# Recruitment and Retention of Women in Law Enforcement Positions

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# I. Legislative Language

This document was compiled pursuant to direction in House Report 116-180, which accompanies the Fiscal Year (FY) 2020 Department of Homeland Security (DHS) Appropriations Act (P.L. 116-93).

House Report 116-180 states:

The Commissioner is directed to commission a report from experts in law enforcement diversity with experience on recruitment and gender dynamics in law enforcement organizations, to be submitted to the Committee not later than 180 days after the date of enactment of this Act, along with CBP's responses to the report's recommendations and an implementation plan. The report shall address but not be limited to: (1) whether recruitment, application processes, training, promotion, and other aspects of employment in CBP law enforcement positions treat women fairly and without bias; and (2) CBP's training, complaints system, and culture regarding sexual harassment and assault.

## II. Background

With more than 60,000 employees, U.S. Customs and Border Protection (CBP) is one of the world's largest law enforcement organizations and is charged with keeping terrorists and their weapons out of the United States while facilitating lawful international travel and trade. CBP's Diversity and Inclusion Strategic Plan (FYs 2016–2020) charged CBP to recruit and retain a diverse workforce and to ensure an inclusive work environment.

CBP's Talent Management Directorate, National Recruitment Division (NRD), is charged with targeted recruitment activities using data analytics as well as marketing and advertising to reach the best and most viable candidates. NRD supports recruiting strategies for all positions across CBP components, which include the following law enforcement offices: Office of Field Operations (OFO), U.S. Border Patrol (USBP), and Air and Marine Operations (AMO). NRD works with the components to ensure that strategic initiatives target an all-encompassing audience and will result in a workforce that reflects the diversity of the U.S. population. Within NRD is the National Frontline Recruitment Command (NFRC), which directly supports CBP's frontline law enforcement components. NFRC provides support to field recruiters and partners with the leadership of all components to reach their hiring goals by providing training, analytics, targeting data, and support applications as CBP works to recruit quality agents and officers.

CBP's Privacy and Diversity Office, Diversity and Equal Employment Opportunity (EEO) Division, provides EEO, diversity and inclusion, and civil rights/civil liberties services to CBP employees and to the hundreds of millions of travelers and members of the trade and traveling community with whom CBP interacts in the performance of its mission. CBP strives to ensure equality of opportunity and employment decisions that are free from unlawful discrimination for all employees and applicants. Additionally, CBP strives for nondiscrimination in law enforcement activities and all other administered programs.

### III. Analysis and Discussion

CBP recognizes the critical skills that women bring to the frontline and continues to explore new ways to increase female representation among its ranks. CBP strives to expand the diversity of its workforce using a three-pronged approach: recruiting, hiring, and retention.

#### A. Recruitment and Outreach

CBP recruiters execute strategies and action plans that aim to recruit from audiences to assist in producing a diverse qualified applicant pool, including the increased representation of female applicants. Marketing and advertising campaigns have been refreshed to ensure inclusion of females, along with the evaluation of application and hiring processes and programs to ensure the retention (developmental and work-life programs) of female employees, particularly those in hard-to-fill positions.

CBP recruiters and staff completed more than 250 events focused on female candidates from FY 2016 through the second quarter of FY 2020. Events included career fairs, panel discussions hosted by affinity groups, classroom presentations, and CBP-hosted webinars.

The following events, while not a comprehensive list, represent the spectrum of community outreach focused on women:

- 21st Annual Women Can Do STEM [Science, Technology, Engineering, and Mathematics] and Trades Conference;
- Arizona Ultimate Women's Expo;
- Houston Walk Like Mothers Against Drunk Driving;
- International Women in Aviation Conference;
- Michigan Veterans Empowerment Conference;
- Military Spouse Career and Resource Fair;
- San Diego Ultimate Women's Expo;
- Spelman College Information Session;
- Women in Transition Resource Fair;
- University of Arizona and University of California–Los Angeles Women's Basketball Game Entitlement;
- Women in Federal Law Enforcement;
- Women in Aviation Conference; and
- Women in Transition Career Coaching Workshop and Job Fair.

Additional outreach and recruitment programs aimed toward females include the following:

#### **1. High School Enrichment Program**

The CBP High School Enrichment Program works to expand CBP brand awareness to create interest in USBP frontline positions and to cultivate new or untapped applicant pools by reaching

out to high school populations. Approximately 100 students participated in this pilot program to introduce law enforcement as a career choice to high school students. The pilot consisted of six sessions at the Center for Career and Technology Education in El Paso, Texas; approximately 65 percent of the participants were female students.

## **2. Department of Defense (DOD) Transition Assistance Program (TAP)**

The full-time recruiters at the DOD TAP recruiting offices work daily with transitioning military service members and veterans, both male and female, to provide them with information about frontline careers with CBP and to assist them throughout the hiring process. Specifically, within the National Capital Region, DOD TAP is working with Soldier for Life TAP coordinators at Fort Belvoir to set up recruitment events for women seeking CBP law enforcement positions. These events have included informal coffee talks on post and an informational forum with a female law enforcement panel to share frontline experiences and to answer audience questions about CBP's frontline positions and hiring process.

CBP works directly with the recruiters at the DOD TAP recruiting offices to inform potential applicants about frontline career opportunities with CBP and to guide applicants through the hiring process. CBP aids veterans who seek assistance on how to create résumés, to obtain their statements of service, and to apply to CBP. CBP also engages thousands of contacts within the veterans' community via DOD TAP to solicit transitioning service members and veterans who have hiring preference for both competitive and noncompetitive placement within CBP. By utilizing the CBP e-recruitment tool and strategies and by holding information sessions at military bases, CBP provides veterans with information regarding: CBP's law enforcement and nonlaw enforcement careers; Veterans Internship Program success stories; guidance for using the Selective Placement Program; tips for federal résumé writing; mastering the techniques of the Situation, Task, Action, Results interview method; and direct placement assistance. CBP also provides extensive briefings to DOD TAP domestically and internationally.

CBP further engages veterans' community contacts to reach applicants in other underrepresented groups, including Native Americans, LGBTQ+ (lesbian, gay, bisexual, transgendered, and queer), African Americans, Asian Americans, women, persons of rural communities, etc. CBP provides these applicants with noncompetitive direct placement opportunity outside of the USAJOBS.gov process. Veterans' community contacts include:

- Department of Labor, Veterans Employment & Training Service counselors;
- DOD TAP managers;
- Department of Veterans Affairs, Veterans Readiness and Employment counselors;
- Wounded Warrior Project counselors;
- Veterans Service officers (varying by state and county);
- Criminal Justice colleges;
- Directors of Veterans Departments at colleges and universities (in every state); and
- Student Veterans of America (500 local chapters, nationally).



### **3. National Frontline Recruitment Command Special Emphasis Recruitment Program Events**

A military and diversity webinar (to include women) was held on February 25, 2020, which resulted in 709 registrants and 294 attendees.

### **4. Ongoing Outreach Programs**

In July 2020, CBP launched the Task Force for Women (TFW). TFW responds directly to recent studies that identified critical gender gaps related to CBP's diversity, hiring, and promotions practices. Close to 1,200 employees from all CBP offices throughout 36 states and international employee locations volunteered to participate in TFW. TFW will provide constructive avenues for employees to communicate their experiences and to raise CBP's awareness of gender diversity issues. It also will develop specific, comprehensive, and transformative initiatives to create an environment that advances fairness and accessibility to resources and opportunities for women.

On March 24, 2020, the Special Emphasis Recruitment Program Diversity coordinator held a meeting with the president of Women in Federal Law Enforcement to discuss how to increase the pool of qualified female applicants for positions at CBP. The discussion focused on biases and barriers in the hiring process and on the economy and how job security in the federal workforce influences the potential for new hires.

AMO is a regular supporter and participant of the annual Women in Aviation conference, which is the largest female-oriented aviation event in the United States.

In 2014, CBP initiated a Women's Leadership Forum to provide recommendations for recruiting and retaining women in CBP's uniformed occupations. The forum comprised CBP employees at the General Schedule (GS)-15 and Senior Executive Service (SES) levels, responsible for leading policy, mentoring, implementing work-life balance, and leading training workgroups. The current CBP Mentoring Program is a result of the forum's goal to improve the personal and professional development of employees through knowledge-sharing and building a culture of excellence, continuous learning, and employee engagement. As of FY 2019, 27 percent of the participants were women.

## **B. Marketing and Advertising**

CBP's "Go Beyond" campaign works closely with each CBP frontline component—AMO, OFO, and USBP—to ensure diversity in its advertisements. To augment digital ads, CBP also creates materials to promote events (such as Women in Policing) that focus on attracting women to CBP's positions and has created a video for the "Go Beyond" campaign in which a female CBP employee is depicted as a hero. CBP also has engaged several female-focused recruitment organizations, including Women in Federal Law Enforcement, to increase CBP's presence throughout the law enforcement community. The following are examples of CBP's recruitment advertisements featuring women.



CBP currently is using technology to track and optimize recruiting campaigns that help to target women who may have the ability and interest in a CBP law enforcement position. CBP creates and adds tracking tags to each digital advertisement. These tags allow CBP to track actions that potential applicants take when they click on “apply” or “joining our talent network.” Currently, CBP cannot track potential applicants who apply directly to a job announcement; however, as of May 2020, CBP is able to track and determine if they started an application when they join CBP’s talent network (i.e., a lead through Entry on Duty). Today, this reporting is not automated fully, but CBP is making progress to integrate these data fully and to automate reporting that will allow CBP quickly and frequently to adjust its targeting strategies, media plan, and ad buys that are based on both the cost and volume of qualified applicants.

### C. Application Process and Hiring

Although CBP’s mission to keep the Nation secure appeals to large segments of society, a multistep and time-consuming hiring process as well as rigorous background reviews for CBP employment can dissuade candidates. Ultimately, CBP works with all operational offices to ensure that the pursuit of a diverse workforce never ceases. CBP utilizes relocation and retention incentives and special salary rates to enhance the employee experience and to improve retention.

USBP has recruitment and hiring challenges. As of September 12, 2020, 1,084 women made up approximately 5.5 percent of USBP’s uniformed workforce. USBP locations for initial assignments are limited to the Southwest Border, which diminishes the talent pool of individuals, including women, who are willing to relocate to the Southwest Border. Moreover, Southwest Border assignments are sometimes in remote locations with limited infrastructure and support services such as adequate school systems, childcare options, medical care, and housing. Although women currently comprise approximately 5 percent of the USBP uniformed workforce, CBP constantly is exploring ways to attract the best female applicants. CBP has leveraged the “Go Beyond” campaign with social media and mass media creatives that feature female Border Patrol agents to highlight USBP as a career choice for women.

AMO law enforcement agents require specialized skills, training, and experience. All applicants must possess requisite credentials to qualify for employment with AMO. The applicant pool for the law enforcement occupations already is limited because of the required specialized skills,

training, and certifications. Currently, approximately 30 female law enforcement agents are working for AMO. The AMO recruitment team comprises a diverse group of women and men who represent a range of cultures and backgrounds. This diverse team of professionals is entrusted to represent CBP to attract new-hire applicants by providing every applicant with a high level of personalized support and attention.

OFO also has challenges in recruiting and hiring women into its ranks. As of April 2020, women made up approximately 19 percent of OFO's uniformed workforce. Although its numbers are higher than CBP's other operational components, OFO also constantly is exploring ways to attract more female applicants.

- To realize OFO's Diversity and Inclusion (D&I) goals better, the Workforce and Resiliency Division's Workforce Planning Branch established OFO's Female Workforce Acquisition Strategies (WAS) and the D&I WAS.
  - On the basis of in-depth interviews, surveys, and demographic statistical data, the Female WAS and the D&I WAS provide the framework that informs CBP's recruitment and retention actions. Key insights from CBP's in-depth field research led to the pillars of CBP's approach. Those pillars include the need for strong formal and informal mentorship opportunities that assist CBP with attracting and retaining women to its frontline cadre, supportive systems that women bring with them to the workforce, empathetic leaders who respond to the needs of their teams, and female leaders who are present and visible to OFO personnel to encourage other female personnel to pursue leadership roles themselves.
  - Initiatives born of the dual strategies include to date:
    - Scale up of the Law Enforcement, Leadership, and Legacy Alliance forum to a national OFO audience. The Law Enforcement, Leadership, and Legacy Alliance was established to promote an inclusive workforce culture in OFO. The primary purpose of the Law Enforcement, Leadership, and Legacy Alliance is to provide a forum that empowers female personnel to discuss openly successes, challenges, and significant career moments to cultivate a culture of informal mentorship. This program provides a safe space where participants build professional connections and learn new techniques that assist them with learning from different perspectives and with growing personally and professionally.
    - Establishment of the OFO D&I Action Team with the principal mission of empowering OFO's workforce to implement and uphold best practices of diversity and inclusion, including transparency, in order to attract, engage, and advance members of all groups equally.

Tables 1–3 provide the number and percent of male and female hires for frontline entry-level positions.

		<b>FY 2015</b>	<b>FY 2016</b>	<b>FY 2017</b>	<b>FY 2018</b>	<b>FY 2019</b>	<b>FY 2020</b>
1801 – Marine Interdiction Agent	Male	11	18	18	20	17	15
	Female	0	0	0	0	1	0
	<b>Total</b>	11	18	18	20	18	15
1801 – Aviation Enforcement Agent	Male	4	10	4	5	15	16
	Female	0	0	3	1	1	1
	<b>Total</b>	4	10	7	6	16	17
1881 – Air Interdiction Agent	Male	9	9	20	44	59	64
	Female	0	2	1	2	2	3
	<b>Total</b>	9	11	21	46	61	67
1896 – Border Patrol Agent	Male	424	407	466	916	1,221	1,128
	Female	54	97	56	101	73	96
	<b>Total</b>	478	504	522	1,017	1,294	1,224
1895 – CBP Officer (CBPO)	Male	1,057	565	658	936	1,551	1,716
	Female	298	193	258	338	524	542
	<b>Total</b>	1,355	758	916	1,274	2,075	2,258
<b>Total</b>	<b>Male</b>	<b>1,505</b>	<b>1,009</b>	<b>1,166</b>	<b>1,921</b>	<b>2,863</b>	<b>2,939</b>
	<b>Female</b>	<b>352</b>	<b>292</b>	<b>318</b>	<b>442</b>	<b>601</b>	<b>642</b>
	<b>Total</b>	<b>1,857</b>	<b>1,301</b>	<b>1,484</b>	<b>2,363</b>	<b>3,464</b>	<b>3,581</b>

	<b>FY 2015</b>	<b>FY 2016</b>	<b>FY 2017</b>	<b>FY 2018</b>	<b>FY 2019</b>	<b>FY 2020</b>
1801 – Marine Interdiction Agent	0%	0%	0%	0%	6%	0%
1801 – Aviation Enforcement Agent	0%	0%	43%	17%	6%	6%
1881 – Air Interdiction Agent	0%	18%	5%	4%	3%	4%
1896 – Border Patrol Agent	11%	19%	11%	10%	6%	8%
1895 – CBPO	22%	25%	28%	27%	25%	24%
<b>Total</b>	<b>19%</b>	<b>22%</b>	<b>21%</b>	<b>19%</b>	<b>17%</b>	<b>18%</b>

	<b>FY 2015</b>	<b>FY 2016</b>	<b>FY 2017</b>	<b>FY 2018</b>	<b>FY 2019</b>	<b>FY 2020</b>	<b>Average</b>
Onboard	59,472	59,221	59,178	60,014	61,506	<b>63,685</b>	<b>60,513</b>
Number of Women	12,330	12,418	12,499	12,788	13,238	<b>13,930</b>	<b>12,867</b>
Percent of Women	20.7%	21.0%	21.1%	21.3%	21.5%	<b>21.9%</b>	<b>21.3%</b>

## D. Retention

CBP pulse surveys affirmed that retention is part of the recruitment formula where agency employees serve as a leading source for referring qualified applicants. Retaining a world-class workforce is essential and requires focus and innovative thinking. From the moment that they join CBP, candidates have the support, resources, training, and opportunities that they need to have a fulfilling and rewarding career. CBP strives to establish and delineate career paths that provide a roadmap for employee development and that serve as a cornerstone for succession planning.

In addition, CBP developed and implemented a comprehensive, unified resiliency program to support its workforce across five focus areas: suicide awareness and prevention; stress/anxiety/depression management; domestic violence prevention; marriage and family issues; and substance abuse.

CBP delivers programs and services for every stage of life and career, which help employees to manage the competing demands of work, family, and personal responsibilities, while enhancing CBP's efforts to attract and retain top talent, to increase employee satisfaction and engagement, and to improve employee work performance. CBP is focused on creating a flexible, supportive environment to engage employees, to maximize organizational performance, and to encourage work-life balance. Key program functional areas include:

- Employee well-being;
- Financial support for economic security;
- Caring for families and dependents; and
- Community involvement.

For example, CBP recently created the CBP Backup Care program. The CBP Backup Care Program helps employees to find and pay for temporary, short-term centers or in-home care when their regular child/adult/elder/pet care is unavailable. Access to high-quality backup care helps CBP employees to get to work with the confidence of having a reliable, emergency backup provider at an affordable cost.

Additionally, CBP encourages all employees to enhance their education. Employees are eligible to apply for CBP's Tuition Assistance Program, which provides reimbursements for tuition and related fees for up to \$1,500 per college-accredited course and up to \$4,500 per calendar year.

In order to retain females, CBP is committed to the physical and emotional health of its workforce and their families. CBP actively promotes overall wellness throughout all aspects of the employee lifecycle. CBP's deliberate approach to dedicating enterprise-wide support to employees can and should become a model for how law enforcement agencies care for their workforces. CBP's programs are highlighted on the HealthierCBP website, a one-stop repository with resources that promote a healthy lifestyle and work-life balance.

Specifically, CBP established its lactation program in 2011, which the agency since has expanded and rebranded as the Expectant Parents Program. This program offers consultations

for expectant parents, including helping them to understand the New Parent Leave Act, effective October 2020, and how to devise their plans during their absence and upon returning to work. Supervisors also are provided guidance on parental leave, lactation room requirements, and other related topics in support of their employees. The enhanced program launched in September 2020.

The CBP Child Care Subsidy Program was implemented in FY 2010, and, as of May 2021, 705 employees are enrolled in the program. The Child Care Subsidy Program is income-based and subsidizes childcare for lower income CBP employees. It also aligns with CBP recruitment and retention strategies and efforts to reduce employee stress and to increase employee engagement.

The CBP Backup Care Program has no income requirements or limits and was implemented in FY 2019 to address temporary and emergency care when regular care plans fall through because of unscheduled overtime or other unforeseen circumstances. In FY 2019, the Backup Care Program had 6,014 registered users, 24,983 website visits, and 526 employees who used 1,743 backup care days, thus averting 1,725 absences. In FY 2019, quality assurance surveys by vendors revealed the following:

- **Decreased Stress:** 90.4 percent of respondents indicated that the program “decreased” or “greatly decreased” their level of stress;
- **Increased Productivity:** 87.9 percent indicated that their productivity “increased” or “greatly increased” by using this program;
- **Increased Employer Loyalty:** 79.3 percent indicated that having access to this program made them “more loyal” or “much more loyal” to their employer; and
- **Increased Satisfaction:** 96.7 percent were “satisfied” or “very satisfied” with the program.

There is no significant difference in attrition rates between male and female employees in CBP among frontline occupations and when considering all occupations. Between FY 2015 and FY 2020, the average attrition rate for all occupations was 4.4 percent. The attrition rate for that same timeframe for frontline positions was 4.3 percent. The attrition rates for female CBP employees in all occupations and in the frontline are 5.3 percent and 5.0 percent, respectively. Attrition for male CBP employees in all occupations from FY 2015 to FY 2020 was 4.2 percent, and in frontline occupations was 4.2 percent. The attrition rate for female CBP employees in frontline occupations is slightly lower than that of all occupations by 0.3 percent.

Tables 4 and 5 provide the number of losses and percent attrition of male and female losses for frontline and all occupations.

	<b>FY 2015</b>		<b>FY 2016</b>		<b>FY 2017</b>		<b>FY 2018</b>		<b>FY 2019</b>		<b>FY2020</b>	
	Loss	Rate	Loss	Rate	Loss	Rate	Loss	Rate	Loss	Rate	Loss	Rate
Male	1,612	4.1%	1,482	3.8%	1,466	3.8%	1,577	4.1%	1,913	4.9%	1,823	4.6%
Female	245	4.8%	215	4.1%	247	4.7%	287	5.3%	345	6.1%	317	5.3%
Total	1,857	4.2%	1,697	3.9%	1,713	3.9%	1,864	4.3%	2,258	5.1%	2,140	4.7%

	<b>FY 2015</b>		<b>FY 2016</b>		<b>FY 2017</b>		<b>FY 2018</b>		<b>FY 2019</b>		<b>FY 2020</b>	
	Loss	Rate	Loss	Rate	Loss	Rate	Loss	Rate	Loss	Rate	Loss	Rate
Male	1,777	3.8%	1,741	3.7%	1,796	3.8%	2,023	4.3%	2,379	5.0%	2,258	4.6%
Female	601	4.9%	604	4.9%	695	5.6%	678	5.4%	767	5.9%	739	5.4%
Total	2,378	4.0%	2,345	4.0%	2,491	4.2%	2,701	4.5%	3,146	5.2%	2,997	4.8%

## E. Training

CBP is committed to providing the highest quality training possible to all employees. At CBP’s Basic Training Academies, new frontline employees are trained in a safe environment that prepares each trainee to carry out CBP’s law enforcement mission. Each academy supports new trainees in a team environment with trainee safety at the forefront and has resiliency resources available to trainees. Additionally, trainees are required to sign the DHS Anti-Harassment Policy, signifying that they have read and understand the policy. In fact, each year, all CBP employees are required to take the “Preventing and Addressing Workplace Harassment” online course offered through the Performance and Learning Management System.

CBP offers advanced training to all employees from GS-12 to SES employees. The training includes:

- Team Lead Course, a leadership development program for nonsupervisory GS-12 employees who are interested in becoming supervisors;
- Supervisory Leadership Training, a mandatory leadership development program for new supervisors at the GS-13 level;
- Advanced Supervisory Leadership Training, a mandatory leadership development program for GS-14s assigned as second-line supervisors;
- CBP Leadership Institute, a mandatory leadership development program for all newly appointed GS-15s; and
- Executive and Command Leadership Training, a leadership development program for CBP leadership assuming command-type positions responsible for leading large numbers of employees.

## F. Promotions

CBP is dedicated to developing leaders at all levels. CBP strives to promote strong leadership values to meet the demands of the evolving and dynamic mission environment. A key goal for CBP is to ensure that leadership reflects the agents, officers, and professional staff that work every day to meet the mission. As of April 2020, female CBP employees within law enforcement and nonenforcement positions made up a quarter of the SES (31 of 129). Likewise, at the GS-13 to GS-15 level, female CBP employees represented 27 percent of the population at those grades (4,429 of 16,648).

In 2018, the first female USBP Chief was selected. Currently, within the six Executive Assistant Commissioner (or equivalent) offices within CBP, one Executive Assistant Commissioner and two Deputy Executive Assistant Commissioners are female. These important roles are considered among the top leadership positions in CBP. Additionally, another 69 senior executives in the field are female.

Table 6 provides statistics on the gender breakdown among CBPOs and Border Patrol agents, as well as the law enforcement officer/law enforcement officer-like OFO and USBP populations. Further, the table includes statistics on competitive promotions by grade and gender, from FY 2015 to FY 2020.



**Table 6**

**Gender Breakdown of CBP Promotions by Grade and Gender**

			FY 2015		FY 2016		FY 2017		FY 2018		FY 2019		FY 2020	
<b>Onboard</b>			Onboard	Promotion	Onboard	Promotion	Onboard	Promotion	Onboard	Promotion	Onboard	Promotion	Onboard	Promotion
GS/ Government Grade	Grade 12	Male	29,674	55	29,632	46	29,329	59	28,971	62	28,634	38	28,415	28
		Female	5,260	84	5,226	83	5,231	86	5,248	86	5,417	88	5,629	67
		<i>Female Percentage</i>	15%	60%	15%	64%	15%	59%	15%	58%	16%	70%	17%	71%
	Grade 13	Male	8,026	535	8,194	658	8,456	593	8,573	653	8,644	590	8,877	668
		Female	2,396	189	2,438	186	2,495	158	2,628	176	2,732	189	2,823	233
		<i>Female Percentage</i>	23%	26%	23%	22%	23%	21%	23%	21%	24%	24%	24%	26%
	Grade 14	Male	2,434	349	2,533	217	2,584	190	2,692	241	2,727	252	2,836	247
		Female	1,051	100	1,128	90	1,177	83	1,219	102	1,273	79	1,352	123
		<i>Female Percentage</i>	30%	22%	31%	29%	31%	30%	31%	30%	32%	24%	32%	33%
	Grade 15	Male	603	46	646	58	662	43	677	61	699	70	679	59
		Female	303	23	321	15	323	21	342	25	354	27	369	36
		<i>Female Percentage</i>	33%	33%	33%	21%	33%	33%	34%	29%	34%	28%	35%	38%
Executive Resources	Male	87	N/A	95	N/A	92	N/A	103	N/A	102	N/A	96	N/A	
	Female	25	N/A	27	N/A	31	N/A	32	N/A	32	N/A	33	N/A	
	<i>Female Percentage</i>	22%	N/A	22%	N/A	25%	N/A	24%	N/A	24%	N/A	26%	N/A	
Note: This table includes only <b>competitive promotions</b> . It does not include accretion or other promotions because there were too few for analysis. It excludes career ladder promotions because those generally follow a set schedule and would skew the results. It also excludes Executive Resource promotions because these are appointments made outside of the GS promotion processes.														

At the GS-12 grade level, female CBP employees receive most of these promotion actions—approximately 60 percent of the total each year, while representing approximately 15 percent of the population. At the GS-13 to GS-15 grades, that ratio approaches parity.

## G. Complaint System

CBP tracks EEO complaints and reports data annually to the public.

### 1. EEO Complaint Process

If a CBP employee, former employee, or applicant for employment believes that he or she has been subjected to employment discrimination because of race, color, religion, national origin, sex, reprisal for filing or participating in a complaint, age (40 or older), physical or mental disability, genetic information, status as a parent, or sexual orientation, he or she should contact CBP's EEO office. Contact must be made within 45 calendar days from the date of the alleged discriminatory event to initiate an informal EEO complaint. An informal EEO complaint can be initiated by sending an e-mail to [cbpeeocomplaintfiling@cbp.dhs.gov](mailto:cbpeeocomplaintfiling@cbp.dhs.gov), with a brief statement on why the individual believes that he or she has been subjected to unlawful discrimination. An informal EEO complaint also can be initiated by calling 1-877-MY-EEO-HELP (1-877-693-3643) or by contacting the servicing EEO officer.

- **Counseling.** A person who wishes to pursue a claim of employment discrimination against CBP must do so by using one of the previously mentioned methods within 45 days of the date of the alleged discriminatory act or within 45 days of the effective date of the personnel or employment action. This contact initiates the informal counseling process provided for by Equal Employment Opportunity Commission regulations.

The EEO official then is required to conduct a limited inquiry into the claim to identify the bases and issues being raised by the person and to seek a resolution regarding the claim. The EEO official must complete the limited inquiry within 30 calendar days from the date of the initial contact (90 days if the complainant elects to participate in alternative dispute resolution). If the matter is not resolved, the person making the claim of discrimination will be given a notice of right to file a discrimination complaint.

- **Mediation.** Mediation is a process in which a trained, neutral third party assists in resolving a dispute, or at least in narrowing and clarifying issues, in a manner that is acceptable to both sides. Mediation is different from traditional litigation in that it is informal, the rules of evidence do not apply, testimony is not taken, and the mediator does not decide the dispute. Regarding complaints against CBP, mediation may be requested at either the informal stage or the formal stage. When mediation is elected during informal counseling, the counseling period is extended to 90 days.

## 2. Tracking EEO Complaints

EEO complaints are tracked in CBP’s EEO complaint management system, IComplaints. This system tracks the following:

- Contacts – A CBP employee, applicant, or former employee contacts EEO for information about the process, etc., but does not wish to enter the EEO process.
- Informal Counseling – A CBP employee, applicant, or former employee requests to enter the informal EEO counseling process.
- Formal Complaints – An individual concludes the informal EEO counseling process and files a formal EEO complaint.
- Complainant information (such as name, address, and location):
  - Issue;
  - Basis;
  - Name of involved management official(s);
  - Witness names; and
  - Documentation provided by the complainant.

## 3. Equal Employment Opportunity Complaints Data

Based on CBP’s Annual Federal Equal Employment Opportunity Statistical Report of Discrimination Complaints Reports (462 Report), the following tables show details of EEO complaints from FY 2015 through FY 2019. A complainant may allege multiple issues within an EEO complaint; thus, the total number of EEO complaints for each fiscal year is not provided in the same table to avoid confusion and calculation errors. The 462 Report includes only data for formal EEO complaints filed, not data for the informal EEO counseling stage. Table 7 provides the number of EEO complaints by fiscal year.

<b>FY 2015</b>	<b>FY 2016</b>	<b>FY 2017</b>	<b>FY 2018</b>	<b>FY 2019</b>	<b>FY 2020</b>	<b>Average</b>
235	309	266	419	356	371	326

On average, complainants alleged sex as a discriminatory basis in 30.2 percent of all EEO complaints each fiscal year.

Table 8 provides a breakdown of the most frequently cited issues alleging sex as a discriminatory basis.

<b>Issue</b>	<b>FY 2015</b>	<b>FY 2016</b>	<b>FY 2017</b>	<b>FY 2018</b>	<b>FY 2019</b>	<b>FY 2020</b>	<b>Average</b>
Harassment	43	59	60	66	76	75	63
Nonsexual	31	54	47	55	56	63	51
Sexual	12	5	13	11	20	12	12
Assignment of Duties	11	16	20	33	23	34	23
Promotion/ Nonselection	11	18	19	18	14	22	17
Discipline*	6	9	13	16	18	17	13
Demotion	0	0	0	1	1	1	1
Reprimand	4	4	8	4	5	5	5
Removal	0	0	0	1	2	2	1
Suspension	2	3	3	4	3	7	4
Warning	0	2	2	6	7	2	3
Time and Attendance	2	8	7	8	21	11	10

\* Total includes more categories of Discipline than are shown.

Table 9 is a further drill-down of the data provided in Table 8 and provides the number and percent of complainants who cited sex (female) as a discriminatory basis.

<b>Issue</b>	<b>FY 2015</b>	<b>FY 2016</b>	<b>FY 2017</b>	<b>FY 2018</b>	<b>FY 2019</b>	<b>FY 2020</b>	<b>Average</b>
Harassment	37 86.0%	44 74.6%	51 85.0%	53 80.3%	58 76.3%	58 77.3%	50 79.4%
Nonsexual	25 80.6%	40 74.1%	38 80.9%	42 76.4%	42 75.0%	46 73.0%	39 76.1%
Sexual	12 100%	4 80.0%	13 100%	11 100%	16 80.0%	12 100%	11 93.1%
Assignment of Duties	10 90.9%	14 87.5%	12 60.0%	19 57.6%	19 82.6%	24 70.6%	16 71.5%
Promotion/ Nonselection	8 72.7%	14 77.8%	12 63.2%	10 55.6%	8 57.1%	14 63.6%	11 64.7%
Discipline*	2 33.3%	8 88.9%	8 61.5%	7 43.8%	13 72.2%	7 41.2%	8 57.0%
Demotion	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 100.0%	1 100%	0 66.7%
Reprimand	2 50%	4 100%	6 75.0%	3 75%	3 60.0%	3 60.0%	4 70.0%
Removal	0 0%	0 0.0%	0 0.0%	0 0%	0 0.0%	1 50.0%	0 33.3%
Suspension	0 0%	2 66.7%	1 33.3%	1 25%	2 66.7%	1 14.3%	1 31.8%
Warning	0 0%	2 100%	1 50.0%	3 50%	5 71.4%	1 50.0%	2 63.2%

<b>Table 9</b>							
<b>Most Frequently Alleged Issues Citing Sex (Female)</b>							
<b>Issue</b>	<b>FY 2015</b>	<b>FY 2016</b>	<b>FY 2017</b>	<b>FY 2018</b>	<b>FY 2019</b>	<b>FY 2020</b>	<b>Average</b>
Time and Attendance	0 0%	4 50%	3 42.9%	6 75.0%	16 76.2%	8 72.7%	6 64.9%

\* Total includes more categories of Discipline than are shown.

## H. CBP Culture – Sexual Harassment Complaint Data

During FY 2020, the EEO office focused on a workplace harassment and sexual harassment training initiative. As a result of this initiative, there was a total of 229 training sessions conducted on Harassment Awareness training in which 1,897 supervisors, 2,114 nonsupervisors, and all 40 major program office locations received training on harassment.

The following tables provide sexual harassment complaint data compiled from IComplaints, CBP’s EEO complaint management system. Note: IComplaints data do not necessarily match 462 Report data because IComplaints data are based on the fiscal year in which informal EEO counseling was requested, whereas 462 Report data are based on the date when a complaint is filed, which may occur during the following fiscal year, depending on when informal EEO counseling is requested.

Table 10 provides data by fiscal year on informal and formal EEO complaints citing sexual harassment.

<b>Table 10</b>							
<b>EEO Complaints Citing Sexual Harassment</b>							
<b>Issue</b>	<b>FY 2015</b>	<b>FY 2016</b>	<b>FY 2017</b>	<b>FY 2018</b>	<b>FY 2019</b>	<b>FY 2020</b>	<b>Average</b>
Informal EEO Complaints	18	13	23	22	28	18	21
Formal EEO Complaints	13	8	13	17	19	12	12

Table 11 is a further drill-down of the data provided in Table 10 and provides the number and percent of complainants who cited sex (female) as a discriminatory basis.

<b>Table 11</b>							
<b>EEO Complaints Citing Sexual Harassment by Sex (Female)</b>							
<b>Issue</b>	<b>FY 2015</b>	<b>FY 2016</b>	<b>FY 2017</b>	<b>FY 2018</b>	<b>FY 2019</b>	<b>FY 2020</b>	<b>Average</b>
Informal EEO Complaints	14 77.8%	10 76.9%	21 91.3%	19 86.4%	21 75.0%	12 100.0%	16 80.2%
Formal EEO Complaints	11 84.6%	6 75.0%	13 100.0%	17 100.0%	14 73.7%	12 100.0%	12 86.9%

From FYs 2015 through 2020, women accounted for approximately 21.3 percent of CBP’s workforce, while accounting for 81.1 percent of informal EEO complaints alleging sexual harassment and 89.0 percent of formal EEO complaints alleging sexual harassment. During this time, sexual harassment complaints accounted for 3.2 percent of all informal EEO complaints filed and 3.5 percent of all formal EEO complaints filed.

Table 12 displays the number of complaints made to the Joint Intake Center (JIC) by female employees against other employees (male or female) citing sexual harassment. These do not include the referrals to the JIC from EEO specialists.

<b>Table 12</b>						
<b>Complaints to the JIC Citing Sexual Harassment by Female Employees</b>						
<b>FY 2015</b>	<b>FY 2016</b>	<b>FY 2017</b>	<b>FY 2018</b>	<b>FY 2019</b>	<b>FY 2020</b>	<b>Average</b>
5	12	9	32	18	26	17

## IV. Conclusion

CBP continues to execute and enhance recruitment and hiring goals to expand workforce diversity. Specifically, CBP will:

- Build a recruitment and hiring strategy and investment plan;
- Develop brand identities;
- Use data analytics to target recruitment, marketing, and advertising;
- Continue to equip and train the recruiters;
- Develop applicant care protocols and scale implementation; and
- Establish mechanisms to track return on recruiting investment.

CBP is focused on retaining its female law enforcement workforce by continuing to invest in work-life programs and by continuing to provide training and advancement opportunities.

## Appendix. Abbreviations List

<b>Abbreviation</b>	<b>Definition</b>
462 Report	Annual Federal Equal Employment Opportunity Statistical Report of Discrimination Complaints Reports
AMO	Air and Marine Operations
CBP	U.S. Customs and Border Protection
CBPO	U.S. Customs and Border Protection Officer
DHS	Department of Homeland Security
D&I	Diversity and Inclusion
DOD	Department of Defense
EEO	Equal Employment Opportunity
FY	Fiscal Year
GS	General Schedule
JIC	Joint Intake Center
NFRC	National Frontline Recruitment Command
NRD	National Recruitment Division
OFO	Office of Field Operations
SES	Senior Executive Service
TAP	Transition Assistance Program
TFW	Task Force for Women
USBP	U.S. Border Patrol
WAS	Workforce Acquisition Strategies