



**Homeland  
Security**

December 1, 2011

Ms. LaShawn Dobbins  
Program Manager, DVAAP  
Veterans Services  
U.S. Office of Personnel Management

VIA: E-mail to [DVAAP@opm.gov](mailto:DVAAP@opm.gov)

Dear Ms. Dobbins:

Enclosed are the U.S. Department of Homeland Security's FY 2011 Disabled Veterans Affirmative Action Program (DVAAP) Accomplishment Report, FY 2012 DVAAP Plan, FY 2012 DVAAP Plan Certification, and FY 2011 DVAAP Plan.

Please feel free to contact Kimberly Burney, DHS Veterans Employment Program Manager, at (202) 357-8416.

Sincerely,

A handwritten signature in blue ink that reads "Vicki G. Brooks". The signature is written in a cursive style.

Vicki G. Brooks  
Deputy Chief Human Capital Officer

Enclosure

**Annual Disabled Veterans Affirmative Action Program (DVAAP)  
Fiscal Year 2012 Plan Certification**

Please type or print clearly. Once an original signature is obtained, scan and return this sheet electronically to:

LaShawn Dobbins  
Program Manager, DVAAP  
Veterans Services  
U.S. Office of Personnel Management  
[DVAAP@OPM.gov](mailto:DVAAP@OPM.gov)

**IDENTIFYING INFORMATION**

**A. Name and Address of Agency**

U.S. Department of Homeland Security  
Diversity and Inclusion  
245 Murray Lane, SW, Bldg. 410, MS-1000  
Washington, DC 20528

**B. Name, Title, and Email of Designated DVAAP Official (Include address, if different from above)**

Catherine V. Emerson  
Chief Human Capital Officer  
Office of the Chief Human Capital Officer  
Department of Homeland Security

Tel: (202) 357-8151  
Fax: (202) 357-8504

**C. Name, Title, and Email of Contact Person (Include address, if different from above)**

Christine McMurchy  
EEO Specialist  
Diversity and Inclusion  
Department of Homeland Security

Tel: (202) 357-8485  
Fax: (202) 357-8295

**CERTIFICATION:** I certify that the above named agency: (1) has a current DISABLED VETERANS AFFIRMATIVE ACTION PROGRAM (DVAAP) plan and the program is being implemented as required by Subpart C of part 720 of title 5 of the Code of Federal Regulations, and appropriate guidance issued by the U.S. Office of Personnel Management and (2) that aforementioned plan is available upon request.

**SIGNATURE**

  
Deputy CHCO

**DATE**

12-1-11

**DEPARTMENT OF HOMELAND SECURITY  
DISABLED VETERANS AFFIRMATIVE ACTION PROGRAM (DVAAP)  
ANNUAL ACCOMPLISHMENT REPORT  
FY 2011**

The Disabled Veteran Affirmative Action Program (DVAAP) is designed to promote Federal employment and advancement opportunities for qualified disabled veterans. The Department of Homeland Security (DHS) is submitting this report pursuant to 38 U.S.C. § 4214, as amended, and 5 CFR Part 720, Subpart C, which requires Federal agencies to submit an annual report on the implementation of these sections.

### **Executive Summary**

The vision of homeland security is to ensure a homeland that is safe, secure, and resilient against terrorism and other hazards where American interests and way of life can thrive.

President Obama stated during remarks regarding his administration's work to prepare our Nation's veterans for the civilian workforce: "Today, we're saying to our veterans, you fought for us, and now we're fighting for you — for the jobs and opportunities that you need to keep your families strong and to keep America competitive in the 21<sup>st</sup> century." Secretary Napolitano is committed to ensuring the President's vision is reflected in the number of veterans employed and in the percentage of veterans and disabled veterans among new hires at DHS. The Department engaged programs like Operation Warfighter (OWF) and the Wounded Warrior Project (WWP) to target veterans transitioning from military to civilian service.

---

#### **1) Methods Used to Recruit and Employ Disabled Veterans**

DHS has three goals in place with respect to the hiring and employment of veterans in FY 2012:

- 50,000 veterans onboard;
- 24.4 percent of hires are veterans; and
- 7.4 percent of hires are disabled veterans.

During FY 2011, DHS achieved Secretary Napolitano's goal of employing 50,000 veterans by the end of 2012, with 50,020 veterans onboard — more than one year ahead of plan. Veterans represented 25 percent of the total DHS workforce in FY 2010 when the total veteran workforce was 47,717 or 24.9 percent.<sup>1</sup> In addition, 21.2 percent of new hires in FY 2011 were veterans and 5.3 percent were disabled veterans.

To support these goals, the Department established a Veterans Employment Program Office (VEPO) with dedicated full-time staff. The Department also employed full-time and part-time Veterans Program Managers within each of the operational Components to develop and executing Component-specific operational plans that align with the Office of the Chief Human Capital Officer (OCHCO) Veterans Operational Plan; provide consultation to potential DHS job applicants worldwide (by internet, telephone, and e-mail); advise applicants on various types of appointments, qualifications standards, written tests, and application procedures; assist with tracking applications; and answer general application and hiring questions.

---

<sup>1</sup> DHS Veterans Employment, Outreach and Retention Operational Plan for FY 2010-2012

## Outreach and Services to Veterans

The Department established a dedicated e-mail inbox and telephone inquiry line for veteran candidates in FY 2011. Our telephone inquiry line provides veterans the option of directly contacting the DHS Component for which they are most interested in employment. DHS also established an external facing veteran's Web site containing information on special hiring authorities applicable to veterans. This site informs visitors on how they can receive more personalized assistance and provides the e-mail address and telephone number. The site also provides links to the Office of Personnel Management's (OPM) Feds Hire Vets Web site, and more specifically, the "converter tool" to help veterans identify the appropriate civilian occupations based on military occupational specialties. DHS' VEPO and Component Veterans Employment Council (VEC) representatives receive and respond to an average of 1,000 inquiries per month from veteran job seekers.

All DHS Components offer veterans telephone, e-mail or face-to-face counseling on how to prepare for consideration of Federal civilian employment. The VEPO and VEC representatives across DHS offer information on developing a Federal resume, provide information on additional resources, offer assistive documents, and make specific suggestions based on the individual veterans' unique situation.

An internal veteran Web page was designed to further assist veterans in converting from military to civilian service. The Veterans Resource Center (VRC) is a "one-stop shop" for DHS veterans and offers information regarding pay, military leave, employee rights and employer obligations.

The Department also leveraged existing recruitment venues offered by the U.S. Army, the U.S. Navy and the Department of Veterans Affairs that specifically targeted veterans seeking civilian employment, and on-base events sponsored by the Transitional Assistance Program (TAP).

---

### **Examples of Component-specific Recruitment and Outreach Initiatives**

*FEMA developed a web page as an outreach and marketing tool to highlight programs that facilitate the accomplishment of President Obama's Executive Order 13518 – Employment of Veterans in the Federal Government. The page notifies potential veteran applicants of direct hire authority for service members with a 30 percent or more service connected disability, Schedule A information in support of Executive Order 13548 – Increasing Federal Employment of Individuals with Disabilities, and OWF program. The page allows veterans and people with disabilities an opportunity to forward their resume and supporting documentation, via e-mail, directly to the Department for non-competitive consideration.*

*FLETC formed new outreach partnerships in FY 2011 and fostered existing relationships with employment services and other organizations including the Georgia Department of Labor, Vocational Rehabilitation Education Offices, the Department of Veterans Affairs, Disabled Veterans Outreach Program (DVOP), and Disabled Veterans Employment Representatives (DVER).*

*USCIS created new partnerships with the Nebraska Department of Labor (Disabled Veterans Outreach Program), Department of Veterans Affairs (Vocational Rehabilitation and Employment, Lincoln Regional Office), and the Nebraska National Guard, Transition Assistance Advisor. As a result of these partnerships, 10 disabled veterans were selected for Management Program Analyst positions. Seven have entered on duty, two are pending security and background investigations, and one is pending a job offer.*

*Close collaboration between the USCIS Tampa District Office, the local Department of Veterans Affairs, and Vocational Rehabilitation and Employment Offices enabled eight disabled veterans to be hired into Immigration Services Assistant positions.*

*During FY 2011, CBP recruiters briefed over 100,000 returning Reserve and Guard members regarding DHS careers in CBP as part of the demobilization process at Fort Dix, New Jersey. CBP also participated in the National Guard Yellow Ribbon Program for returning state National Guard soldiers nationwide.*

## Recruiting of Disabled Veterans

Components throughout DHS have created brochures, pamphlets, and fliers in support of targeted recruitment programs and for use during outreach awareness briefings, career and job fairs, and for forwarding electronically throughout the U.S. and abroad.

The Department of Labor's Workforce Recruitment Program (WRP) has proven to be an excellent tool to access potential applicants with disabilities.

DHS maintained involvement in the Wounded Warrior Project (WWP) that seeks to provide a gateway to those service members that have suffered injuries and are disabled due to their service. VEC representatives work with OCHCO and the military's warrior transition programs to assist service members in finding careers that combine their skills with the occupational needs of DHS. During FY 2011, 368 veterans were hired through the Wounded Warrior Transition Program.<sup>2</sup>

DHS continued using the OWF program in FY 2011 as a pipeline to bring in disabled veterans on a temporary assignment/internship basis. While there is no guarantee of employment following the completion of the assignment, once service members are released from medical hold status they are considered potential candidates for full-time employment with the Department pending separation from the military. During FY 2011, DHS selected a total of 121 disabled veterans for the program, and selected 12 for full-time employment once they completed their internship.

Operation Warfighter FY 2011				
# Pending	# Placed	# Separated	# Converted to Permanent	# Applicants
<b>CBP</b>				
1 pending placement 3 pending BI	7	2	5	10
<b>FEMA</b>				
0	22	0	0	273
<b>TSA</b>				
0	5	1	0	28
<b>HQ</b>				
1	1	0	0	1
<b>ICE</b>				
3	43	38	6	60
<b>NPPD</b>				
0	2	0	0	2
<b>CIS</b>				

<sup>2</sup> CPRO, FY2011 Permanent Full-Time Employees

Operation Warfighter FY 2011					
# Pending	# Placed	# Separated	# Converted to Permanent	# Applicants	
0	0	0	0	0	
USSS					
0	1	1	0	0	
FLETC					
3	39	28	2	0	
USCG					
0	1	0	0	1	
OIG					
0	0	0	0	0	
Totals	11	121	70	13	375

DHS engaged in many activities to recruit veterans, including attending national military conferences, advertising in military publications and Web sites, and conducting various recruitment and outreach activities at military installations and military-affiliated organizations.

---

***Examples of Component-specific Recruitment and Outreach Initiatives***

*USCIS actively participated in the Coming Home to Work Initiative and Non-Paid Work Experience Program. Both programs allow eligible service members opportunities to gain valuable, unpaid work experience in the Federal government prior to separation from the military. Although neither program guarantees paid employment after separation from active duty, both keep separating service members active while providing exposure to employment opportunities in selected vocations.*

*CBP continued to partner with the Department of Defense in support of the OWF program. CBP's Diversity and Civil Rights (DCR) Program Manager facilitates referrals and placement of applicants with disabilities through OWF. During FY 2011, CBP placed seven individuals in temporary positions and hired five into permanent positions.*

---

## Hiring of Disabled Veterans

DHS leadership understands the importance of hiring disabled veterans. The Department is committed to engaging the unique talents, skills, and work ethic of veterans through employment, contracting opportunities and outreach with the veteran community.

In FY 2011, DHS provided hiring managers and human resources professionals training on special hiring authorities, specifically tailored to increase the hiring and retention of veterans. With this training, personnel will have the skills to meet OPM's goals of 24.4 percent veterans and 7.4 percent disabled veterans in the hiring pool for FY 2012.

---

### *Examples of Component-specific Recruitment and Outreach Initiatives*

*During FY 2011, NPPD participated in eight job fairs with an emphasis on hiring veterans for Cyber Security positions. Additionally, every NPPD job opportunity announcement contained detailed information on hiring authorities for veterans, including disabled veterans. Several of NPPD's sub-offices participate in OWF outreach events and to date, NPPD has successfully hired one veteran through the OWF program.*

*The FLETC Human Capital Operations Division established a veterans employment hot line that allows veterans direct access to the Veterans Program Coordinator. The FLETC Veterans Program Coordinator is a certified Veterans Career Counselor of the National Veterans Training Institute and former Transition Assistance Program/Army Career and Alumni Program Manager. Since March 2011, FLETC has received more than 170 calls for employment assistance.*

*FEMA's Program Manager initiated a proposal to develop an automated database to assist with collecting and processing unsolicited veteran resumes. While FEMA leadership accepted the concept, budgetary funding constraints postponed the tool acquisition. The Program Manager was invited to provide a briefing on the proposal to the Veterans Employment Council (VEC). DHS headquarters has adopted a version of the plan and it is currently under review.*

*In FY 2011, TSA attended 113 military and veterans' events, compared to only 83 events in FY 2010 — a 36 percent increase in participation at veterans and military-targeted career events. Of these events, 28 were targeted at disabled veterans, including the Wounded Warriors career fairs and other events held at Fort Meade, Walter Reed Hospital and Fort Belvoir. In FY 2010, TSA attended only six such events.*

*In FY 2011, TSA human resources staff met with and established a closer working relationship with the U.S. Army Warrior Transition Command (WTC); a component of OWF. Through this partnership, TSA initiated an outreach program for the Warrior Transition Units (WTU) and Community Based Warrior Transition Units (CBWTU). As a result, three OWF members participated in internships at TSA HQ in August 2011. Two OWF members also began internships at airports, one in Santa Ana, CA, and the other in Philadelphia, PA. Further internship selections are pending at airports in Atlanta, GA, Savoonga, AK, and Minneapolis, MN. One OWF member was selected for a permanent Transportation Security Specialist-Explosives (TSS-E) position in San Diego, CA.*

*In May 2011, TSA launched a link on the TSA home page for Individuals with Disabilities (IWD). The page offers a toll-free number, information on the application process, and a help desk e-mail address for IWDs to ask questions or obtain additional information.*

---

---

## 2) Methods Used to Provide or Improve Internal Advancement Opportunities for Disabled Veterans

The Department's VEC, organized and governed by the DHS Veterans Employment Program Office, and was actively engaged in providing guidance and direction to representatives from all DHS Components. This collaborative body meets each month and serves as a forum for all Components to share and communicate issues and concerns, best practices, challenges to veteran recruitment and retention, opportunities for improvement, and recent successes and outcomes.

Many Components provided training to managers, supervisors, and veterans on the development and use of Individual Development Plans (IDPs). IDPs are required for veterans with less than 15 years of education who are hired under the Veterans Readjustment Act (VRA) authority, which supports training agreement programs that allow for advancement to higher levels upon completion of training.<sup>3</sup>

---

### *Examples of Component-specific Recruitment and Outreach Initiatives*

*The NPPD Professional Training and Development Office offered IDP training to employees and supervisors during FY 2011. However, records indicate only eight veterans took advantage of this opportunity. More veterans will be encouraged to use this tool and this number will closely be monitored during FY 2012.*

*FLETC offered opportunities to employees for self-development and improvement of job skills. This was accomplished through job-related training, temporary assignments, and other formal and informal career development programs, including:*

- FLETC New Supervisor Training Program: Mandatory for all supervisors within their first year of supervision. Fourteen supervisors participated in FY 2011; four were disabled veterans.*
- Tuition Assistance Program: Three disabled veterans participated in college academic career development opportunities.*
- Future Leaders Program (FLP): FLP is a competitive, 12-month employee leadership training and development program for highly motivated GS-12 and GS-13 grade employees. FLP is designed to challenge and develop leadership competencies. The FY 2011 class graduated eight employees, four disabled veterans, and two 30 percent or more disabled veterans.*

*USCG monitors, reviews, and evaluates progress in the advancement of disabled veterans via their Human Resource Report on promotions, which incorporates disabled veteran information. The Workforce Management Division and the Human Resources Operations Division review this annual report. In FY 2011, there were 523 promotion — 43 (8.2 percent) were disabled veterans and twenty-four (4.6 percent) were 30 percent disabled veteran. In FY 2010, there were 538 promotions — 42 (7.8 percent) were disabled veterans and twenty-five (4.6 percent) were 30 percent disabled veterans.*

*ICE updated their Virtual University online training to include veterans recruitment and retention information, and developed internal marketing materials on the ICE Veterans Employment Program Web page.*

*FEMA's Veterans Employment Program Manager initiated several initiatives to help bridge the gap among veterans and the civilian workforce: 1) a Veteran Committee Council, which will serve as a forum for internal and external customers to discuss issues affecting veterans and share ideas to recruit, and retain veterans; 2) a veteran mentoring program to help veteran employees with adjustments to civilian service and assist with the impact(s) of organizational and/or cultural changes; 3) an exit interview, currently pending review and approval, to capture vital constructive feedback from veterans leaving the agency.*

---

<sup>3</sup> Title 5 CFR § 307.104 Part b.

*CBP's Office of Training and Development provides centralized training programs and systems that create a direct link between training, operational success, and enhanced career development for all CBP employees. Disabled veterans receive mandatory and career development training consistent with the curriculum framework for their respective occupation. There is also a wide range of elective training courses available.*

*USCIS proactively worked with managers and supervisors to identify training needs and resources to improve internal advancement for disabled veterans. All USCIS employees, including veterans, were encouraged to participate in centralized agency training programs including; the USCIS mentoring program, leadership education and development, and self-study workforce development training Programs. The training opportunities were advertised on USCIS' Human Capital and Training Web site and the USCIS daily broadcast. On a quarterly basis, the USCIS Office of Equal Opportunity and Inclusion monitored, reviewed, and evaluated training opportunities to measure career advancement and reasonable accommodation matters to support disabled veterans.*

*TSA's Office of Human Capital, Learning and Development Division, has several leadership development programs that enable personnel at various levels in their careers to acquire the skills, knowledge and abilities necessary for continuous learning and career development. The Mid-level Leadership Development Program and the Senior Leadership Development Program provide both agency and government-wide training opportunities to participants.*

*In addition to training opportunities, all of the leadership programs have common features such as an active mentoring component. The program office matches mentors and participants based on backgrounds and participant goals. The mentor works with the participant throughout the program and answers questions and offers advice regarding career development, learning opportunities, and the participant's particular needs.*

---

### **3) Description of How Major Operating Components and Field Installations were Monitored, Reviewed and Evaluated**

The DHS VEPO tracked activities and events quarterly, and placed this information on the intranet page developed for use by the VEC.

The NPPD DVAAP responsibility shifted during the fiscal year. However, managers and supervisors were periodically advised on the objectives of the DVAAP and encouraged to consider DVAAP when making hiring decisions. During the fiscal year, all NPPD managers and supervisors were required to attend USERRA training. During various training sessions throughout the fiscal year, managers and supervisors were informed of recent changes to hiring veterans and the various appointment options available for employing disabled veterans including VRA appointments, Veterans Employment Opportunity Act (VEOA) appointments, temporary appointments, Schedule A appointment, and other non-competitive appointments.

The FLETC Equal Employment Opportunity Division monitors DVAAP objectives by collecting workforce statistical data from the FLETC human capital division throughout the fiscal year, in addition to other informational sources.

USCG senior management (Human Resources and Civil Rights officials) monitored, reviewed and evaluated progress in the hiring of disabled veterans by reviewing the monthly recruiting report. Human resources and the Assistant Commandant for Human Resources meet quarterly to discuss recruitment, hiring, and retention issues and to assess program effectiveness. More specifically, the monthly recruiting reports provide veteran-specific data under the following categories: disabled veterans by gender, and 30 percent or more disabled, by gender.

**FEMA** monitored and guided headquarters and regional offices regarding placement of individuals in OWF and WWP. The agency also monitors and tracks veterans' placement in permanent positions and internships by collecting data on a monthly basis, including information on service members who have transitioned from the OWF program to permanent employment in the WWP. The FEMA Veterans Employment Program Manager developed an exit survey sheet and initiated the development of a Veterans Council for internal and external members to share and exchange ideas while working in the federal government. Initiatives are under review and pending final approval of staffing proposal.

Monthly phone calls and quarterly conference calls with regional veteran coordinators/OWF POCs will continue as needed to solicit feedback from the field on veteran initiatives working well and areas that need improvement. FEMA's internal Excel resume database has been updated and revamped to track incoming resumes and house supporting documentation.

**CBP's** Diversity and Civil Rights (DCR) Officers have developed a tracking system designed to monitor the progress of employment of individuals with disabilities. The tracking system requires DCR field office managers to submit a weekly report detailing their progress in assisting individuals with disabilities. DCR Officers also track participation in disability job fairs and the conversion of voluntary workers to permanent employment status. Through this tracking system, DCR accurately monitors the activities used to promote employment of disabled veterans within CBP.

**USCIS** ensures top decision makers are continuously apprised of the agency's status. The Office of Equal Opportunity and Inclusion (OEOI) provided senior leadership new hire reports on the hiring of veterans, disabled veterans, and disabled employees. OEOI also maintained activity reports for all recruitment and outreach events, and resumes of disabled veterans. Further, OEOI conducted quarterly and annual reviews of statistical data on disabled veterans including: hiring and separations, career development, and advancement as a part of the agency's equal employment opportunity and diversity efforts.

---

**4) An explanation of progress in implementing the affirmative action plan during the fiscal year. Where progress has not been shown, cite the reasons for the lack of progress, along with specific plans for overcoming cited obstacles to progress.**

The OCHCO Diversity and Inclusion (D&I) division chairs multiple collaborative groups that are comprised of representatives from each DHS Component. These groups include the Veterans Outreach Forum, the Veterans Outreach Cadre, the Veterans Employment Council, and the Corporate Recruiting Council.

Through these collaborative groups, corporate program managers have furthered the following:

- Tracking and reporting data on recruiting and marketing activity;
- Sharing of information across Components;
- Reduction of travel costs by using local resources; and
- Focused branding and marketing from a corporate perspective.

Where progress has not been made, DHS has identified the relevant issues and put in place a plan to attain better outcomes in the upcoming year.

The Management Directorate (MGMT) will develop a DHS Veteran Program Charter to codify the DHS veteran program. Currently, MGMT oversees all DHS veteran activities on behalf of the DHS Secretary. The Veteran Program Charter will establish formal roles for MGMT, OCHCO, the Office of Small and Disadvantage Business Utilization (OSDBU), the Private Sector Office (PSO), the Military Advisor, and other internal DHS stakeholders.

DHS did not attain the OPM-tracked veteran hiring goal in FY 2011. While the Department had great success in hiring veterans, the proportion of veterans among all new hires did not meet the DHS goal based on OPM guidelines. This shortfall also caused DHS to realize a decrease in the percentage of disabled veterans that make-up the workforce. The Under Secretary for Management will promote policies and procedures in FY 2012 that strengthen OCHCO's ability to oversee veteran hiring programs within DHS Components, specifically disabled veteran program and initiatives. The following activities are included in the updated departmental guidance:

- Establishing and tracking new component targets for veteran hires;
- Requiring Components to increase the use of special veteran hiring authorities and training for hiring managers and selecting officials on the use of those authorities; and
- Implementing new requirements to accept, process, and track unsolicited resumes from individuals eligible for a non-competitive special hiring authority.

---

## **5) Agency's Fiscal Year 2012 Plan**

In conjunction with the FY2011 DVAAP Accomplishment Report, DHS is submitting the Fiscal Year 2012 Plan in accordance with OPM guidelines.

**Appendix A**  
**Department of Homeland Security**  
**Disabled Veterans Affirmative Action Program**  
**Recruitment and Outreach Events**

<b>Title</b>	<b>City</b>	<b>State</b>	<b>Participating Components</b>
Hiring Heroes Career Fair	Kansas City	MO	CIS
OWF Internship Career Fair	Fort Meade	MD	CIS, ICE
OWF Internship Career Fair	Walter Reed	MD	CIS, ICE
OWF Internship Career Fair	Fort Belvoir	VA	CIS, ICE, FEMA
Wounded Warrior Conference	Fort Belvoir	VA	USCG, ICE
Wounded Warrior Fair	Fort Meade	MD	USCG
Veteran Affairs Career Fair	Norfolk	VA	USCG
DHS Veterans Hiring Conference	Virginia Beach	VA	ICE
Hiring Heroes Career Fair	Walter Reed	MD	CIS, FLETC, FEMA
Hiring Heroes Career Fair	Quantico	VA	FLETC, FEMA
Hiring Heroes Career Fair	Camp Pendleton	CA	FLETC
TAP Brief	Fort Meade	MD	ICE, FLETC, FEMA
TAP Brief	Walter Reed	MD	ICE
TAP Brief	Fort Stewart	GA	FLETC
Henderson Hall Career Fair	Fort Myer	VA	ICE
Ft. Hood Job Fair	Fort Hood	TX	ICE
Army Wounded Warrior Outreach	Orlando	FL	ICE
Warrior Transition Battalion Town Hall & Employment Days	Fort Stewart	GA	FLETC
Wounded Warrior Center for Excellence, OWF	Fort Gordon	GA	FLETC
Veterans Outreach Job Fair	Jacksonville	FL	FLETC
Tri-Base Job Fair	Jacksonville	FL	FLETC
Veterans Outreach Picnic	FLETC	GA	FLETC
Congressional Black Caucus Job Fair	Atlanta	GA	FEMA
Congressional Black Caucus Job Fair	Washington	DC	ICE, TSA, HQ, USCG, USSS
Careers & the Disabled	Washington	DC	USCG
Base Realignment & Closure (BRAC) Career Fair	Arlington	VA	USCG
Recruit Military Career Fair	Baltimore	MD	USCG
World Congress on Disabilities	Atlantic City	NJ	USCG

**Appendix B**  
**Department of Homeland Security**  
**Disabled Veterans Affirmative Action Program**  
**Communication Channels**

Aerotech News & Review	Gov Executive
Armed Forces Dispatch	Harbor Watch
Barstow Log	High Desert Warrior
Beacon	HR Guru/Monster (4 ads)
Bulletin	Huachuca Scout
Bullseye	Jax Air News (2 ads)
CareerBuilder.com (6 ads)	Laughlin Herald (formerly Patriot) (2 ads)
Desert Eagle	Lighthouse
Desert Lightning News (2 ads)	Long Beach Dispatch
Desert Warrior (2 ads)	Mayport Mirror
Discovery	Medical Patriot
Dispatch	Military Times
EmployVets.com	Military.com (6 ads)
Federal Times/Gov Exec/CareerBuilder & Work for America (6 ads)	MOAA.org (Military Officers Association of America).org (5 ads)
Flagship	Monmouth Message
Ft. Bliss Monitor (2 ads)	Monster.com (2 ads)
Ft. Bliss Monitor & Missile Ranger	Naval Air Station (NAS) News & Senior Life
Ft. Bragg Life	Navy/Marine Corps Dispatch (2 ads)
Ft. Hood Herald	News Leader
Globe	Northwest Airlifter, McChord AFB
Golden Eagle	Northwest Navigator - Kitsap Edition
Northwest Navigator - Whidbey and Everett Edition	Talespinner / Kelly Observer (2 ads)
Paraglide / Ft. Bragg Life	Thunderbolt (2 ads)
Pointer View	Vet Jobs (2 ads)
Ranger, Ft. Lewis/ARMY	Voice
Recruit Military (2 ads)	Wingspan
RecruitMilitary.com (4 ads)	Wingspread



# Homeland Security

## Disabled Veterans Affirmative Action Program (DVAAP) Plan for Fiscal Year 2012

### 1) Statement of Agency’s policy regarding the employment and advancement of disabled veterans, especially those who are rated at 30% or more disabled.

The Department of Homeland Security’s (DHS) 2005 Management Directive, which addresses DHS’s commitment to providing employment opportunities and benefits to veterans seeking federal jobs and employees returning from active military duty, is in revision. The updated guidance will emphasize the employment of veterans who are rated at 30 percent or more disabled. However, providing preference to veterans in Federal employment is a long-standing national public policy. DHS strongly supports the principles of veterans’ preference and is committed to upholding veterans’ preference laws.

DHS issued a Workforce Strategy in December 2010 that promotes the employment and advancement of disabled veterans. In addition, the Secretary directed that the Office of the Chief Human Capital Officer (OCHCO) develop a coordinated recruitment strategy; the draft is in final clearance.

Below are examples of Components that have a unique policy in place:

- TSA is committed to the hiring of veterans and continues to provide the broadest application of veterans’ preference as defined in P.L. 107-71 and to those eligible under the provisions of Section 2108 of Title 5 U.S.C.
- The USCG has issued senior-level guidance regarding the employment and advancement of disabled veterans. This guidance includes the Civilian Hiring Guide for Supervisors and Managers, issued June 11, 2010; the United States Coast Guard Diversity Strategic Plan; and the Diversity Policy Statement, issued by the Commandant in 2010.

### 2) Name and title of the official assigned overall responsibility for development and implementation of action plan.

**Responsible Officials:** Nimesh Patel, Executive Director for D&I, OCHCO  
**Target Date:** Annually

### 3) Assessment of the current status of disabled veterans’ employment in the agency.

	DHS Workforce	Disabled Veterans Onboard	Disabled Veteran %	Disabled Veteran Attrition %
Qtr 4 (as of 9/24/11)	199,895	3,808	1.9%	2.0%
Qtr 3 (as of 6/18/11)	197,127	3,612	1.8%	2.2%
Qtr 2 (as of 3/26/11)	194,606	3,378	1.7%	2.2%
Qtr 1 (as of 12/18/10)	192,624	3,360	1.7%	3.2%

*Data refreshed for all quarters as of 9/24/11*

---

**4) A description of recruiting methods that will be used to seek out disabled veteran applicants, including those who are 30 percent or more disabled.**

DHS uses a variety of internal and external recruiting methods to seek out disabled veteran applicants. The Department will continue to hire qualified veterans using both competitive and non-competitive appointing authorities, i.e., 30 percent or more Disabled Veterans, Veterans Recruitment Appointment (VRA), and Veterans Employment Act (VEOA). The Department will establish new working relationships with veterans organizations, such as homeless women veterans. By partnering with the Student Veterans of America on college campuses and universities, DHS will create a pipeline for the Veteran Student Intern Program and target DHS entry-level mission critical occupations.

DHS will build upon established relationships with organizations such as the Veterans Employment Services of the Department of Veterans Affairs, Department of Labor, and other similar organizations that foster the employment of disabled veterans. We will also continue to utilize the Office of Personnel Management's (OPM) automated applicant database to identify qualified candidates when we are actively recruiting for vacancies. DHS also plans to:

- Advertise on Web sites that target transitioning military members, such as transition assistance online, Defense Careers, Vet Jobs, Military.Com, Corporate Gray and Vets Hire Vets First;
- Participate in career fairs such as those sponsored by Corporate Gray and the Department of Defense (Hiring Heroes);
- Leverage the Wounded Warrior Project and other special programs, such as the Coming Home to Work Initiative and non-paid work experience program;
- Strengthen partnerships with military transition centers and associations;
- Continue to participate in recruitment and outreach events; and
- Communicate to Veterans via social media outlets, such as Facebook and Twitter

**Responsible Officials:** Kimberly Burney (Veterans Employment Program Manager) and Ginny Pollack (National Recruiting Advisor), OCHCO

**Target Date:** Quarterly and Annually

---

**5) Description of Component's plan to establish clear paths for acquiring the competencies, skills, knowledge, and experience that disabled veterans need for their continual learning and career development.**

DHS must ensure that we not only take care of veterans in the hiring process but also once onboard. The Veterans Resource Center is a single, one-stop portal for DHS veteran employees to obtain all veteran-related information, such as human resources, benefits and employment rights. DHS will continually improve, update, and post on the Veterans Resource Center.

DHS will work with hiring managers to identify those positions that can be performed by someone with a disability (with or without the use of special assistance or tools), to enable the applicant to reach the full performance potential of the position and will conduct mandatory

Reasonable Accommodations training for managers and supervisors. DHS will also use innovative online recruitment networks and electronic databases. DHS will:

- Implementation of updated Management Directive on veteran hiring and retention;
- Promote and integrate disability and veterans training sessions with program offices during briefings and conferences;
- Ensure compliance of mandatory Uniformed Services Employment and Reemployment Rights Act (USERRA) training;
- Expand Department of Veterans Affairs On-the-Job Training Certification to at least two ICE program offices; and
- Establish partnerships with nonprofit organizations that support and offer career development training to disabled veterans.

**Responsible Officials:** HR and EEO Officers

**Target Date:** Quarterly and Annually

---

**6) Description of how the Department informs operating Components of the plan.**

The DHS DVAAP Program Manager will ensure all Components are aware of their responsibilities to employ and advance disabled veterans as well as post a copy of the completed DVAAP Plan for FY 2012. DHS Components are required to develop operational plan activities that further achievement of the DVAAP Plan goals.

DHS will also provide workforce profiles that will serve as a quick reference and provide quarterly workforce data and analysis to assist the agency with its recruitment, hiring, and succession management activities. The workforce profiles focus on diversity data to include gender, race and national origin, and the number of veterans. DHS will continually update that information and share it with all program offices to identify trends in both the hiring and attrition of veterans.

**Responsible Officials:** Catherine V. Emerson, Chief Human Capital Officer

**Target Date:** October 2012

---

**7) Description of how the Component will monitor, review, and evaluate its planned efforts.**

The OCHCO Diversity and Inclusion (D&I) division is responsible for the development and implementation of the DVAAP. Other key stakeholders include the Office for Civil Right and Civil Liberties, Human Capital Leadership Council, senior executives, hiring managers, and supervisors. All members of management will continue to support the policy, principles, and objectives of the DVAAP Plan in recruitment, merit-based hiring, career advancement, and training of disabled veterans.

OCHCO will review the integrated Component recruitment strategies and assessment reports quarterly to monitor efforts and, if needed, rectify any concerns regarding the results of the agency's efforts to recruit, hire, and retain disabled veterans. DHS also will review, quarterly, the

number of veterans and disabled veterans' attrition in the agency to look for trends and potential issues inherent to our veterans. Periodic briefings will also be held to update the D&I Executive Director, Chief Human Capital Officer, the Human Capital Leadership Council and the Under Secretary for Management.

OCHCO will also implement quarterly conference calls with the Corporate Recruiting Council, VEC, and Special Emphasis Program Managers to identify recruitment, hiring, and training opportunities for veterans with disabilities as it pertains to goals outlined in the DVAAP.

**Responsible Officials:** Tanya Cantrell (Disability Program Manager, OCRCL), Kimberly Burney (Veterans Employment Program Manager, OCHCO)

**Target Date:** Quarterly and Annually

---

**8) Description of how the Department/Component will oversee the implementation at operation component and field installation levels during the period of the time covered by the plan.**

The DHS DVAAP Program Manager will collaborate with each Component's VEC Member to:

- Monitor the progress made in each Component's DVAAP Plan;
- Streamline tracking of veterans' hiring, retention, separation, and onboarding avenues;
- Track formal and informal training provided to veterans; and
- Track outreach and recruitment activities targeted for veterans on a quarterly basis.

The DVAAP Program Manager will also provide a progress report on their past DVAAP Report and Plan, and provide guidance throughout the year on their future DVAAP questions and concerns.

Lastly, the DVAAP Program Manager will conduct a comprehensive analysis, quarterly, to determine why veterans, including veterans with disabilities, are separating from the Department.

**Responsible Officials:** Veterans Employment Council Representatives, HR and EEO Officers

**Target Date:** Quarterly and Annually

**U.S. DEPARTMENT OF HOMELAND SECURITY  
DISABLED VETERANS AFFIRMATIVE ACTION PLAN (DVAAP)  
FISCAL YEAR 2011**

**1. Statement of Agency's policy regarding the employment and advancement of disabled veterans, especially those who are rated at 30% or more disabled.**

The U.S. Department of Homeland Security (DHS) is committed to being the employer of choice for disabled veterans, especially those who are 30 percent or more disabled, and to provide them with development and advancement opportunities.

**2. Name and title of the official assigned overall responsibility for development and implementation of action plan.**

**Margo Schlanger, Officer for Civil Rights and Civil Liberties**

**Jeff Neal, Chief Human Capital Officer**

**3. Assessment of the current status of disabled veterans' employment in the agency.**

As of October 9, 2010, DHS permanent workforce consisted of 176,179, with 7,998 veterans with disabilities, including 4,103 veterans 30% or more disabled.

**4. A description of recruiting methods which will be used to seek out disabled veteran applicants, including those who are 30 percent or more disabled.**

DHS will apply the following recruiting methods, focusing special attention on recruiting veterans 30% or more disabled:

1. Devote significant resources to disabled veterans outreach and recruitment. These resources will be coordinated and strategically allocated to better achieve DHS veteran engagement and hiring goals.
2. Develop an internal portal with all DHS veteran related materials and training materials for DHS employees engaged in veteran-related programs.
3. Develop interagency Memoranda of Agreement (MOAs) between DHS, DOD, and VA formalizing veteran outreach relationships.
4. Expand established relationships with Veterans Service Organizations (VSO); Military Service Organizations (MSOs); Departments of Labor, Defense, and Veterans Affairs that support the employment of disabled veterans and provide pools of talented disabled veterans.

5. Conduct semiannual meetings of VSO/MSO leadership, DHS, and other federal stakeholders through the Veterans Advisory Forum.
6. Post DHS vacancy announcements targeting disabled veterans organizations and associations.
7. Through the Delegated Examining Units, establish and maintain applicant flow files of disabled veterans to fill future employment opportunities.
8. Use direct hire appointing flexibilities to employ disabled veterans. This includes special temporary hiring authority for the employment of 30 percent or more disabled veterans, and Schedule A hiring authority.
9. Provide paying and non-paying internship opportunities for disabled veterans.
10. Establish partnerships with organizations and associations that target disabled veterans. Explore proactive avenues for outreach and recruitment of disabled veterans.
11. Participate in both on-line and print media campaigns to target the recruitment of veterans.
12. Participate in recruitment efforts through military “Wounded Warriors’ program.
13. Create online posting and advertising campaigns to include: job postings, banner advertisements, targeted email blasts, and newsletters sponsorship.
14. Lead the nation in providing assistance to and recruit wounded service members nationwide from U.S. Department of Defense’s (DOD) Operation Warfighter (OWF), a temporary transition program to place seriously injured service members with Federal agencies.
15. Participate in job fairs and conferences that target disabled veterans and Operation Warfighters. This includes sponsorships, recruitment booths, and exhibits, as well as providing support through workshops or program speakers.
16. Use newspapers, periodicals, internet, and other innovative means to publicize DHS’s commitment to hiring disabled veterans.
17. Include information on public DHS websites informing prospective applicants of DHS employment opportunities and the application process.
18. Link DHS disabled veteran recruitment websites to on-line resources for targeted disabled veterans recruitment.

19. DHS will expand the number of employees near each of the military hospitals and medical centers to recruit, mentor, and be available to discuss careers with DHS for the wounded service member, including their spouses.
20. In addition to providing Transition Assistance Program (TAP) for transitioning disabled veterans with training on how to obtain a federal career, including writing resumes and KSAs, DHS will continue to support TAP at military facilities, including Walter Reed Army Medical Center.
21. Train managers and supervisors to increase their awareness of disabled veterans, notably those with Post Traumatic Stress Disorder (PTSD/Traumatic Brain Injuries (TBI), flexible hiring authorities pertaining to disabled veterans, available resources, and reasonable accommodations.
22. Issue policy statements supporting the recruitment and hiring of disabled veterans, including those in temporary assignments (e.g., the DOD's Operation Warfighter Program).

**Responsible Officials:** EEO and Human Capital Offices

**Target Date:** Quarterly

**5. Description of Component's plan to establish clear paths for acquiring the competencies, skills, knowledge, and experience that disabled veterans need for their continual learning and career development.**

1. Develop training programs and developmental detail assignments for disabled veterans employed under the 30% Disabled Veterans appointing authority to improve their internal advancement.
2. Review promotion data for disabled veterans to ensure career development free of barriers.
3. Increase efforts to recruit disabled veterans into current leadership and other career-enhancing courses and programs. Also, include external government-wide career development programs.
4. Develop Individual Development Plans (IDP) for disabled veterans.
5. Coordinate with State Vocational Rehabilitation Services, American Heroes at Work, and other resources for training assistance where needed.
6. Expand upon DHS partnership with the U.S. Department of Veterans Affairs Vocational Rehabilitation and Employment Program (VRE) to develop on-the-job training programs and career development programs.

**Responsible Officials:** EEO and Human Capital Offices  
**Target Date:** Quarterly

**6. Description of how the Component informs operating components and field installations of the plan.**

1. All managers and supervisors will receive:

- Copies of the Plan to ensure they are aware of the objectives of the program.
- Quarterly training updates on the tools and resources they can use hire disabled veterans (tool kits will also be posted on-line, available to all employees).
- Technical guidance on implementing the DVAAP throughout the year at Headquarters and Regional levels. Methodologies include directives, policy statements, operations memoranda, manuals, and orientation/training sessions. This guidance will be provided during mandated EEO training, Human Capital training, on-line training programs, and other appropriate opportunities.

2. Components will place the Plan and accomplishment report on their websites along with information about reasonable accommodations and use of the DOD Computer/Electronic Accommodation Program (CAP).

**Responsible Officials:** Human Capital Offices  
**Target Date:** Quarterly

**7. Description of how the Component will monitor, review and evaluate its planned efforts.**

1. Conduct quarterly and annual reviews of statistical data on disabled veterans, including hiring and separations, career development, and promotion of disabled veterans.
2. The report, including narrative analysis and recommendations will be submitted to the Office for Civil Rights and Civil Liberties for review and appropriate action.

**Responsible Officials:** Human Capital and EEO Offices.  
**Target Date:** Quarterly and annually.

**8. Description of how the Agency will oversee the implementation at operating component and field installation levels during the period of time covered by the plan.**

1. The DHS Disability Employment Program Manager (DHS DEPM) will collaborate with the CHCO's DRVO to track outreach and recruitment.
2. Quarterly, the DHS DEPM will disseminate a call letter to Component DVAAP program Managers requesting updates on their progress in achieving DVAAP plan goals.

**Responsible Officials:** Human Capital and EEO Offices.

**Target Date:** Quarterly and annually.