Office for Civil Rights and Civil Liberties
U.S. Department of Homeland Security
Washington, DC 20528

November 30, 2011

Ms. Veronica Villalobos
Director
Office of Diversity and Inclusion
U.S. Office of Personnel Management
1900 E Street, NW, Room 5323A
Washington, DC 20415-9800

Dear Ms. Villalobos:

As requested, enclosed is the Department of Homeland Security's (DHS) Federal Equal Opportunity Recruitment Program (FEORP) Plan and Certification for Fiscal Year 2012 and Accomplishment Report for Fiscal Year 2011. Also, in response to the Office of Personnel Management's September 21, 2010 memorandum to Human Resources and Equal Employment Opportunity Directors, the FEORP Report includes accomplishments in support of Executive Order 13171. This report reflects DHS's efforts to recruit, hire, and train a diverse workforce, including women, minorities, and Hispanics. These efforts show that improving representation of women, minorities, and Hispanics at DHS is embraced by the Departmental leadership and is a continuing priority at each individual DHS Component.

Should you have any questions, please feel free to contact Tram-Tiara Ngo, EEO Program Manager, Diversity Management Section, at (202) 254-5855.

Sincerely,

Veronica Venture
Deputy Officer, Office for Civil Rights & Civil Liberties
Director, EEO & Diversity Programs
Office for Civil Rights and Civil Liberties
U.S. Department of Homeland Security

Enclosure

U.S. DEPARTMENT OF HOMELAND SECURITY
ANNUAL FEDERAL EQUAL OPPORTUNITY RECRUITMENT PROGRAM (FEORP)
PLAN CERTIFICATION – FY 2012

Please type or print clearly and return this sheet with your FEORP Plan.

A. Name and Address of Agency

U.S. Department of Homeland Security
Office for Civil Rights and Civil Liberties
245 Murray Lane, SW, Building 410, MS-0191
Washington, DC 20528

B. Name and Title of Designated FEORP Official (include address if different from above) — Telephone and Fax Numbers:

Veronica Venture — (202) 254-8210
Deputy Officer, Civil Rights & Civil Liberties — (202) 254-8240 (Fax)
Director, EEO and Diversity Division

C. Name and Title of Contact Person (include address if different from above) — Telephone and Fax Numbers:

Tram-Tiara Ngo — (202) 254-5855
EEO Program Manager — (202) 254-8240 (Fax)

CERTIFICATION:

I certify that the above named agency: (1) has a current Federal Equal Opportunity Recruitment Program (FEORP) plan and the program is being implemented as required by Public Law 95-454 and subsequent regulations and guidance issued by the Office of Personnel Management; (2) that all field offices or installations having less than 500 employees are covered by a FEORP plan; (3) that all field offices or installations having 500 or more employees are covered either by this plan or by a local plan; and (4) that such plans are available upon request from field offices or installations.

SIGNATURE _____ November 30, 2011
Designated FEORP Official **DATE**

Federal Equal Opportunity Recruitment Program (FEORP) Plan for Fiscal Year 2012

1. Introduction

The mission of the U.S. Department of Homeland Security (DHS) is to ensure that the nation remains a safe, secure, resilient place where the American way of life can thrive. This requires the dedication of more than 190,000 employees in jobs that range from aviation and border security to emergency response, from cyber security analyst to chemical facility inspector. Our duties are wide-ranging, but our goal is clear – keeping America safe. The very nature of the DHS mission requires agility of operations; our strategy for supporting and enabling this workforce has four key goals:

1. Building an effective, mission-focused, diverse, and inspiring cadre of leaders.
2. Recruiting a highly qualified and diverse workforce.
3. Retaining an engaged workforce.
4. Solidifying a unified DHS culture of mission performance, adaptability, accountability, equity, and results.

DHS continues to implement these goals under the new *U.S. Department of Homeland Security Workforce Strategy, Fiscal Years 2011-2016*, signed by the Secretary in December 2010. The plan addresses the broad overall human capital strategy and goals for the Department and definitive measures that establish expectations for success which, when attained, will help move the Department toward its goal of becoming an employer of choice.

2. Workforce Planning

The Department's Human Capital Leadership Council (HCLC) Workforce Planning Council continues to provide oversight for the cross-Department's workforce planning efforts. This Council ensures that workforce planning initiatives are integrated consistently and cost-effectively throughout DHS. The Workforce Planning Council provides information, advice, and recommendations on cross-cutting Departmental workforce planning issues.

As part of the cross-Department Workforce Planning program, DHS will continue initiatives that are anchored on the Quadrennial Homeland Security Review (QHSR) and help plan for the right workforce (both in capacity and capability) to perform our work functions and achieve the missions of the Department.

The DHS Office of the Chief Human Capital Officer (OCHCO):

- Assesses Department-wide recruitment activities.
- Coordinates Department-wide participation in recruitment events.
- Develops Department-wide recruitment strategies and activities for cross-cutting occupations.
- Coordinates diversity management throughout the Department's human capital offices.
- Coordinates with the Office for Civil Rights and Civil Liberties on diversity management.

The Diversity Management Section (DMS), in the Office for Civil Rights and Civil Liberties (CRCL), performs workforce analysis focusing on issues of ethnicity, race, gender, and disability, and writes the DHS-wide plans for addressing these issues.

3. Trigger and Barrier Analysis

An analysis of the Department's permanent workforce and major mission-critical occupations revealed that women, in total, and also in all Ethnicity Race Indicator[1] (ERI) categories, except Hispanic, are consistently under-represented across occupational groups compared to their availability in the Relevant Civilian Labor Force (RCLF[2]). Minority men, however, at least achieve parity, with only the exception of Black males in two major occupations, Border Patrol Agent and Criminal Investigator. This underrepresentation constitutes what the U.S. Equal Employment Opportunity Commission (EEOC) terms a "trigger" – a data anomaly that could indicate the presence of barriers to equal opportunity. The chart that follows lists all of DHS's largest mission-critical occupational series (an occupation is included if it applies to more than 5,000 full-time equivalent (FTE) employees at DHS), and sets out the DHS and RCLF representation of all the American demographic/gender groups that represent over 1% of the labor force. It is noteworthy that Hispanics make up 32% of CBP Officers, 50.7% of Border Patrol Agents, and 29.3% of Immigration Enforcement Agents. CBP Officers and Border Patrol Agents are required to be fluent in Spanish for initial placements along the southern border, Florida, and in Puerto Rico, a requirement that is not present in the standard RCLF comparison. This job requirement greatly increases Hispanic representation in these occupations.

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[1] Race and Hispanic origin (ethnicity) are collected according to the Revisions to the Standards for the Classification of Federal Data on Race and Ethnicity (1997) and OMB Bulletin No. 00-02, Guidance on Aggregation and Allocation of Data on Race for Use in Civil Rights Monitoring and Enforcement (2000). Initially, the minimum combined format for the racial/ethnic categories was: White; Black or African American; Hispanic or Latino; American Indian or Alaska Native; and Asian. In 2007, EEOC published its Final Revisions of the Employer Information Report (EEO-1), which added Native Hawaiian or Other Pacific Islander and Two or More Races/Other as categories.

[2] The RCLF is a subset of Civilian Labor Force (includes all civilians 16 years of age and over, classified as employed or seeking employment, and not serving in the military) data that is directly comparable or relevant to the population being considered; therefore, is a more accurate measure of representation of Ethnicity Race Indicator/Gender (ERI/G) in the Federal workforce at DHS. The RCLF reflects all the people in the U.S. employed in or actively seeking employment in the specific occupations that DHS hires.

OCCUPATION	All Male	All Female	Hispanic Male	Hispanic Female	White Male	White Female	Black Male	Black Female	Asian Male	Asian Female
ALL (Permanent FTE = 183,879)	68.3	31.7	15.6	5.2	41.2	16.6	7.1	7.7	3.2	1.6
1802 Compliance Inspection & Support **Permanent FTE = 54,905**										
% DHS	58.8	41.2*[3]	10.5	7.0	33.2	19.9*	10.7	11.8	3.3	1.6
% RCLF	43.2	56.7	3.0	3.6	34.8	45.0	3.1	5.7	0.8	0.8
1801 Inspection, Investigative Enforcement and Compliance[4] **Permanent FTE = 24,608**										
% DHS	75.1	24.9*	13.4	4.8	50.2	13.6*	6.8	4.2*	3.6	1.9
% RCLF	53	46.9	4.2	3.5	41.3	34.1	4.5	6.9	1.7	1.4
1895 Customs & Border Protection Officer **Permanent FTE = 20,559**										
% DHS	81.8	18.2*	25.6	6.4	43.0	8.0*	5.2	2.2*	6.3	1.2*
% RCLF	53.1	46.8	6.2	4.5	39.0	33.7	4.8	5.7	1.9	1.7
1896 Border Patrol Agent **Permanent FTE = 21,408**										
% DHS	95.1	5.0*	48.0	2.7	43.0*	2.0*	1.7*	0.1*	1.1	0.07*
% RCLF	79.0	21.1	7.1	2.0	62.3	14.7	7.0	3.6	1.0	0.3
1811 Criminal Investigation **Permanent FTE = 11,097**										
% DHS	86.6	13.4*	12.3	2.1	66.2	9.3*	4.8*	1.3*	2.6	0.5
% RCLF	79.0	21.1	7.1	2.0	62.3	14.7	7.0	3.6	1.0	0.3

In FY 2010, DHS identified four "triggers" in its MD-715 Part I, EEO Plan to Eliminate Identified Barriers, as follows:

1. *Underrepresentation* – There are low participation and/or hiring rates for major occupations and total workforce for women and various ethnic groups, compared to the RCLF.
   Barrier Analysis: Representation is driven by past hires, current recruitment, current hires, retirement, and resignations. DHS is developing new analytic tools to separately analyze the impact of each of these trends, in an effort to precisely identify the barrier. A likely barrier is that there is currently no systematic targeted recruitment of underrepresented groups. CRCL is working with OCHCO to incorporate targeted recruitment in the general recruitment plans.

2. *Disparate Rates of Major Personnel Actions (Promotions, Awards, Adverse Actions)* – There are low participation rates for women and non-White groups in the SES feeder groups (GS-13 through GS-15) and SES level, compared to the participation rates for men and Whites.

[3] Cells are red and marked with an asterisk if representation at DHS is less than four-fifths of what would be predicted using the RCLF as a benchmark.
[4] 1801 series includes CBP, USCG, USCIS, ICE, FLETC, and TSA Law Enforcement Occupations.

Barrier Analysis: DHS is recruiting more diverse applicants than in past decades, but it takes time for these individuals to work their way up the promotion ladder to be qualified for the top grades. To speed the process, OCHCO is recruiting SES candidates from other government agencies, as well as reaching outside the government to directly recruit SES candidates from the more diverse private sector.

3. *Underrepresentation of Individuals with Disabilities/Targeted Disabilities (IWDs/IWTDs)* – DHS's permanent workforce increased its number of IWDs from 7,214 (4.10%) in FY 2010 to 7,856 (4.27%) in FY 2011, a net change of 642 (8.90%). However, representation of IWDs is still below the Federal average of 8.04%. DHS's overall rate for IWTDs in mission critical occupations, including Law Enforcement Occupations (LEOs), is 0.38%.
   Barrier Analysis: LEOs have strict physical fitness requirements and thus a lower proportion of IWTDs (0.05%). For this reason, DHS separates the LEO positions from non-LEO positions for detailed analysis of IWTDs. Limiting the analysis to permanent non-LEO positions, DHS hired 45 IWTDs and lost 52 during FY 2011. A careful analysis of the separation rate of IWTDs, calculated one occupation at a time for those occupations with IWTDs, shows that the number of separations is somewhat *below* the expected rate if they separated at exactly the same rate as persons without disabilities in those occupations. This suggests that once onboard, IWTD separation rate is not negatively affected by their disability status. A similar analysis of the promotion rate of IWTDs shows that the number of promotions is very close to the expected number if they were promoted at the exact same rate as those with no disabilities in those occupations that have an IWTD.

4. *High Employee Non-Retirement Separations* – The non-retirement separation rate is high and erodes diversity progress because the resignations come from younger employees, a more diverse group than older employees.
   Barrier Analysis: The Federal Employee Retirement System (FERS) provides "portable" retirement plans, which means that employees can take their retirement benefits with them if they move to the private sector. In the last few years, the resignation rate has surpassed the retirement rate across the Federal government. The required EEOC tables do not call for a differential analysis of the two types of losses. DHS is developing the analytic tools to study resignations more carefully. It is hoped that the new Exit Survey, which was implemented in FY 2011, will provide additional insight into what is driving resignations and, thus what may be done to stem the flow.

DHS Components identified the following major findings in their workforce analysis:

U.S. Customs and Border Protection (CBP):

- Representation of Blacks in CBP's core occupations, except Agricultural Specialist, is below its representation in the RCLF.
- Representation of women in core occupations, except Import Specialist, is below its RCLF.
- Employment rate of individuals with targeted disabilities is below the Federal rate in all levels of CBP's workforce.

In support of its HR Strategic Plan, CBP has developed strategies that address these triggers and discuss specific initiatives, which will help it to continue promoting a culture of diversity within CBP. For example, one of CBP's strategies to address the low hiring rate of individuals with targeted disabilities is to use the OPM Register of Persons with Disabilities – a shared register of individuals with disabilities seeking a career with Federal agencies. In its FY 2012 FEORP Accomplishment Report, CBP will provide progress updates on this and its other initiatives.

U.S. Citizenship and Immigration Services (USCIS):

- Representation of women and some minority groups in grade GS-14 through the SES level is lower than their rate in the overall workforce.
- Participation rate of individuals with reported targeted disabilities is higher than the previous year, but still falls below the Federal goal of 2%.
- Participation of Hispanics in the student and intern employment programs was low – none of the 198 students and interns hired were Hispanic males, and only three were Hispanic females.

USCIS will work towards developing a plan to further address and correct these triggers, and include progress updates in its FY 2012 FEORP Accomplishment Report.

U.S. Coast Guard (USCG):

The following groups' participation rates are below the RCLF: women, Hispanic males and females, White females, Native Hawaiian/Other Pacific Islander males and females, and American Indian/Alaskan Native males and females.

USCG will work towards developing a plan, which will further address and correct these triggers, and incorporate progress updates in its FY 2012 FEORP Accomplishment Report.

Federal Emergency Management Agency (FEMA):

- Representation of Hispanics is below the RCLF and continues a downward trend over the past 4 years.
- Representation of Asians remains below the RCLF.
- Representation of White females remains below the RCLF.

FEMA is currently developing its FY 2012 Diversity Action Plan, which will address strategies to correct these triggers. The agency will include progress updates in its FY 2012 FEORP Accomplishment Report.

Federal Law Enforcement Training Center's (FLETC):

- Representation of women (33.3%) and minorities (11.1%) at the SES levels remained the same from FY 2010 to FY 2011.
- Total representation of women and minorities at the GS grades 13 through 15 increased slightly from 169 (31%) in FY 2010 to 174 (32%) FY 2011.

In FY 2012, FLETC plans to examine conditions that may impede participation of women and minorities in senior level positions (GS 13/14, and GS 15), as follows:

a. Track and review, on a quarterly basis, data on the participation rates for women and minorities in senior level positions.
b. Monitor external vacancy announcements to ensure senior level positions are being advertised using Category Rating, in an effort to get the best and most diverse group of qualified applicants.
c. Review and analyze all internal competitive promotions and external hiring in senior level positions, to include applicant flow data, occupations, and hiring by directorates.
d. Continue assessing recruitment activities to determine if they are producing a return on investment.

FLETC will provide progress updates in its FY 2012 FEORP Accomplishment Report.

U.S. Immigration & Customs Enforcement (ICE):

Hispanic employees represent 21.01% of the agency's workforce − nearly double their 10.7% availability in the RCLF. ICE regional locations are the primary reason Hispanic employees are attracted to ICE, but the Spanish language requirement also contributes to this success. Throughout all of the major job series at ICE, Hispanic employees are well represented: 29.3% of Immigration Enforcement Agents (compared to 7.7% of the RCLF); 8.1% of General Attorneys (compared to 3.2% of the RCLF); 24.5% of Detention and Deportation Officers (compared to 6.6% of the RCLF); and 19.05% of Criminal Investigators, the largest single career occupation at ICE, (compared to 9.1% of the RCLF). However, representation of White males and females, and Black females in the General Attorney, Immigration and Enforcement Agent, and Criminal Investigator positions are below their RCLF.

During FY 2012, ICE will work towards developing a plan to further increase diversity in its mission critical positions that have representation below their RCLF, and will include progress updates in its FY 2012 FEORP Accomplishment Report.

Transportation Security Administration (TSA):

Women and Asians are below the RCLF.

In FY 2012, TSA will develop a plan to ensure there are no barriers to equal opportunity, and will incorporate progress updates in its FY 2012 FEORP Accomplishment Report.

U.S. Secret Service (USSS):

- Hispanic men and women, White women, and Black women were below the RCLF in Special Agents positions.

- Hispanic men and women, White women, Asian men, and American Indian men and women, were below the RCLF in the Uniformed Division Officer Position.

To address these triggers USSS will continue to use the National Recruitment Strategy (NRS) and has implemented an aggressive and comprehensive recruitment strategy designed to increase

the applicant pool of qualified candidates in the Mission Critical Occupations of Special Agent (GS-1811) and Uniformed Division Officers (GS-0083), as well as in the AT&P Occupations. This strategy outlines targeting a diverse population by using strategic recruitment efforts to attend national conferences, diversity career fairs, and advertisement in minority publications. These efforts will ensure that USSS continues to attract and recruit a diverse applicant pool for the agency's law enforcement positions and administrative, professional, and technical occupations.

DHS Headquarters, Office of Inspector General (OIG):

Women in the Criminal Investigator occupational series continued to be below the RCLF.

OIG will work towards developing a plan to further address and correct this trigger, and include progress updates in its FY 2012 FEORP Accomplishment Report.

DHS Headquarters (HQ):

Specifically for the Office of Intelligence and Analysis (I&A), 70% of its employees are male and over two thirds are White, Non-Hispanic. I&A is currently developing its Workforce Strategic Plan with associated action and implementation strategies geared towards increasing its workforce diversity. It will include progress updates in its FY 2012 FEORP Accomplishment Report.

During FY 2012, the Department will follow up with DHS Components and track their progress, which will be included in our FY 2012 FEORP Accomplishment Report.

4. External Recruitment

DHS Components identified the following major/mission critical occupations for external recruitment:

U.S. Customs & Border Protection (CBP) major frontline occupations:

1. Air Interdiction Agent
2. Border Patrol Agent
3. CBP Agriculture Specialist
4. CBP Officer
5. Marine Interdiction Agent
6. Import Specialist
7. Aviation Enforcement Officer

Federal Emergency Management Agency (FEMA) mission critical and major occupations:

1. Emergency Management Program Specialist
2. Contract Specialist
3. Human Resources Specialist
4. Information Technology Specialist
5. Logistics Specialist
6. Telecommunications Specialist
7. Financial Administration and Program Specialist

8. General Business and Industry Specialist
9. Training Specialist (Instruction)

Federal Law Enforcement Training Center (FLETC) mission critical occupations:
1. Law Enforcement Specialist (Instruction)
2. Contract Specialist
3. Information Technology Specialist
4. Human Resources Specialist

U.S. Immigration & Customs Enforcement (ICE) mission critical occupations:
1. General Attorney
2. Immigration Enforcement Agent
3. Criminal Investigator

Transportation Security Administration (TSA) mission critical occupations:
1. Transportation Security Officer
2. Intelligence Professional
3. Federal Security Director
4. General Inspection and Compliance Specialist
5. Criminal Investigator

U.S. Coast Guard (USCG) mission critical occupations:
Marine Inspector

U.S. Citizenship & Immigration Services (USCIS) major occupations and mission critical occupations:
1. Immigration Services Assistant
2. Immigration Services Officer
3. Asylum Officer
4. Management and Program Analyst

U.S. Secret Service (USSS) major occupations:
1. Criminal Investigator
2. Uniformed Division Officer
3. Physical Security Specialist
4. Special Officer

DHS Headquarters, Office of Intelligence and Analysis (I&A) major occupations:
Intelligence Operations Specialist

DHS Headquarters, Office of Inspector General (OIG) major occupations:
1. Criminal Investigator
2. Auditor
3. Information Technology Specialist
4. Program/Management Analyst

The following recruitment programs will be utilized department-wide in an effort to increase the diversity of candidates applying for positions suitable for external recruitment:

- College Intern Program
- Hispanic Association of Colleges and Universities Internship Program (HACU IP)
- I&A National Scholars Intelligence Program (NSIP)
- Minority Serving Institution Internship Program (MSIIP)
- Operation Warfighter Program (OWP)
- Presidential Management Fellows Program (PMF)
- Student Career Employment Program (SCEP)
- Student Temporary Employment Program (STEP)
- Student Volunteer Program
- TSA Career Entry-Level Opportunity (CEO) Program
- TSA Resident Program
- Tuition Assistance Program (TAP)
- USCIS Summer Intern Enrichment Program
- Washington Internship for Native Students (WINS(Program)
- Workforce Recruitment Program (WRP)

5. Internal Recruitment

The following occupations may be filled through internal recruitment:

- Air Interdiction Agent
- Asylum Officer
- Aviation Enforcement Officer
- Border Patrol Agent
- CBP Agriculture Specialist
- CBP Officer
- Contract Specialist
- Criminal Investigator
- Emergency Management Program Specialist
- Federal Security Director
- Financial Administration and Program Specialist
- General Attorney
- General Business and Industry Specialist
- General Inspection and Compliance Specialist
- Human Resources Specialist
- Immigration Enforcement Agent
- Immigration Services Assistant
- Immigration Services Officer
- Import Specialist
- Intelligence Professional
- Intelligence Operations Specialist
- Information Technology Specialist

- Law Enforcement Specialist (Instruction)
- Logistics Specialist
- Management and Program Analyst
- Marine Interdiction Agent
- Marine Inspector
- Security Specialist
- Telecommunications Specialist
- Training Specialist (Instruction)
- Transportation Security Officer
- Uniformed Division Officer

DHS anticipates that posting vacancy announcements on USAJOBS, Components' career web page, and Components' email broadcasting/message boards will be the primary recruitment vehicles for these positions.

6. Job Progression Opportunities

DHS will continue to assess the internal availability of candidates from various groups for higher job progression opportunities in FY 2012. The assessment will include job-related skills, knowledge, and abilities, which may be obtained at lower levels in the same or similar occupational series, or through other experience.

Component specific results include, but are not limited to, the following:

CBP developed a competency model for entry-level, supervisory/managerial, and executive positions, which are used for internal and competitive selections to fill major and/or mission critical occupations. CBP developed a critical experience library for GS-15s and SESs, divided into two categories: core and job specific. During FY 2011, only the core skills/experiences were identified. CBP plans to work toward developing the job specific experiences during FY 2012.

FEMA will continue to conduct a multi-phase workforce planning project, which includes an in-depth examination of its current workforce skills and abilities; a breakdown of its future workforce needs, organized by strategic initiatives; a gap analysis, detailing the discrepancies between current staff and future needs; and a workforce plan, which will provide methods to close the identified gap between current and future state.

FLETC's EEO and Human Capital Operations Division (HCOD) will continue to work collaboratively in assisting key leaders in meeting the diversity and desired EEO program goals. The FLETC Recruitment Council (FRC) along with the HCOD will continue to serve as the stakeholder's instrument for assessing recruitment, diversity, and competencies needed to meet the agency's mission and achieve equal employment objectives.

ICE will continue promoting lateral reassignments and detail opportunities to expand employees' knowledge and experience, which will support continued professional development and career advancement.

TSA will continue to progress in closing the skills gap for its Human Resources (HR) positions. In FY 2011, OHC implemented a TSA Management Directive that identified mandatory training requirements for HR positions, including its field HR Specialists. In FY 2012, OHC will complete a new TSA specific HR training to ensure Specialists have operational training in all applicable core HR functions. The agency will also partner with several organizations to design career path programs in support of succession planning efforts.

USCG's plan for FY 2012 is to focus on the identified mission critical occupations (Marine Inspector and Professional Engineers). Strategies to use for succession planning include:

- Determining what competencies and skills are critical for each occupation.
- Providing recruitment incentives for external candidates to obtain skills necessary to fill critical gaps. (Relocation and recruitment bonuses, permanent change of station (PCS), etc.)
- Continuing to analyze and address the critical gaps revealed by the planning process.
- Continually reevaluating succession plans through regular discussion and review of incumbents and positions.
- Identifying top performers and making sure that they are fully engaged and challenged to continue their employment with the Coast Guard. Continually review and check the process of succession and whether planned individual development has taken place.

USCIS plans on using the following tools:

- USCIS's Field Office and Service Center will continue to evaluate, on an annual basis, its staffing requirements through the Staffing Allocation Model (SAM) process.
- USCIS's Volume Projection Committee (VPC) will continue to meet on a regular basis to evaluate and assess the volume of applications and petitions being filed with the agency. The VPC generates an annual application receipt forecast, which is the basis for any staffing changes from one year to the next.
- USCIS is currently in the process of evaluating FY 2012 staffing requirements, and based upon forecasted receipt increases, it will determine if there will be modest growth in the Major Occupational categories during FY 2012.

USSS will continue to promote assignment rotations and other alternative career development options for current and future managers, to ensure that a steady pipeline of qualified individuals is able to fill supervisory openings in a range of operation and support functions. Component's merit promotion processes for the Special Agent workforce based on validated supervisory and executive competencies will continue to provide a blueprint for the skills and abilities needed to succeed in the initial supervisor/management roles.

Within HQ, I&A will work to further develop its Workforce Planning Initiative and will be developing an action and implementation plan to help address current and future workforce requirements. These plans will include an assessment of training requirements, grade structure and skills series, organizational structure, supervisory ratios, internal realignments, and sustainment capacity and capabilities, PMF/Intern programs.

Within HQ, OIG established and will continue working with its Training and Workforce Development Division to support its efforts in retaining, promoting, and developing current employees, and to create a pipeline for addressing current and future workforce needs.

7. Career Development Opportunities

DHS Components plan to promote participation in their career development programs, academic programs, and learning training programs sponsored by their organization and/or other government agencies. See Attachment 1 for a list of projected career development/training opportunities by grade level for FY 2012. In addition, DHS employees have or will have access to training/career development courses through:

DHScovery – DHS, in partnership with SkillSoft, offers almost 20,000 online learning resources. These online resources can be used as quick references, as practical job aids, to gain in-depth knowledge, or to practice skills. These resources are subject to mapping to support competencies, job roles, or blended learning offerings.

- Online Courses – The courseware collection contains business skills courses that also provide downloadable job aids; IT skills courses that provide instruction and practice opportunities; various desktop application courses, including MS Office 2007; and Environmental Safety and Health courses offering guidance on practices, awareness, and regulations to ensure employees' safety in a variety of situations.
- Online Books – The Books 24x7 collections provide full text searchable and web-device accessible books about Information Technology; business skills, from basic how-to information to leadership and change strategies; desktop software applications, including step-by-step quick reference tools; and four newly added collections:

    1. GovEssentials – designed for government workers, contractors, and consultants.
    2. Well-Being Essentials – focused on work-life balance and home and family needs.
    3. ExecSummaries – eight page summaries of leading business titles.
    4. Leadership Development Channel – a resource that includes videos with the most current ideas, information and know-how on business and leadership topics to address the informal learning needs of an organization.

CBP will continue preparing a phased deployment of the Succession Management and Career Development (SMCD) System**.** The SMCD Deployment Schedule is as follows:

- FY2011 (4th Qtr.), *Phase I* will address SMCD requirements of Managers and Executives (GS-15 and SES).
- FY 2012 (2nd Qtr.), *Phase II* will address SMCD requirements of Managers and Supervisors (GS-14).
- FY 2012 (4th Qtr.), *Phase III* will address SMCD requirements of Supervisors (GS-13).
- FY 2013 (4th Qtr.), *Phase IV* will address SMCD requirements of Journey-level (GS-12 and below).

FEMA's Career Development Office will continue to offer a "one-stop shop" for leadership development and training opportunities for its employees, including but not limited to, the following: FEMA Programs for Students; Career Guidance; FEMA Sponsored Professional Development Programs; and Future FEMA Leaders Program.

FLETC will continue using a variety of career enhancement programs, such as:

- Future Leaders Program (FLP) – a formal competitive leadership training program for employees at the GS-12 and GS-13 grades level.
- New Supervisory Training Program – for GS grades 14 and 15 managers and the "New Branch Chief Leadership Training Program for Law Enforcement Supervisors" GS 14 managers.
- Senior level leadership candidates at grades GS 15 and above will continue to have career development opportunities at leadership training institutions such as the Treasury Executive Institute (TEI) and the Federal Executive Institute (FEI).

ICE plans to continue using various programs which include, but are not limited to, the following:

- The New Leader Program (NLP) – develops future public service leaders at the GS 7-11 levels.
- The Executive Leadership Program (ELP) – offers a nine-month program for persons at the GS 11-13 levels who have modest or no supervisory experience.
- The Executive Potential Program – a year-long competency-based leadership program designed to develop senior-level public service employees into more effective leaders.
- ICE Fellows Program at Johns Hopkins University – a course of study designed for a select group of ICE employees.

TSA plans to continue using its leadership programs:

- Mid-Level Leadership Development Program (MLDP) – provides concentrated and focused training, shadowing, mentoring, and other leadership developmental opportunities.
- Senior Leadership Development Program 1 (SLDP1 2009) – an intensive 12-18 month career development program that includes pre and post assessments, over 100 days of detail assignments, high-level interagency training, team projects, and mentoring.
- Senior Leadership Development 2 (SLDP2 2009) – targets the critical positions of Assistant Federal Security Directors at the K-band level.

USCG will continue with its numerous programs, including the following:

- Aspiring Leader (GS 5-8)
- Collaborative Leadership Seminar (GS 9-12)
- Power Vision (GS 13-15)
- Executive Development Seminar (GS13-15, SES)

USCIS will continue to make various career development programs available to its workforce, including:

- New Leader (GS 5-8, GS 9-12)
- Executive Leadership (GS 9-12; GS 13-15)
- Georgetown-International Migration Studies Certificate Program (GS 9-12, GS 13-15)
- Harvard-Senior Managers in Government (SES)

USSS plans to continue using various programs, which include, but are not limited to:

- New Employee Orientation (GS 1-4, GS 5-8, GS 9-12, GS 13-15)
- Foreign Language Training (GS 9-12)
- Seminar for First-Line Supervisors (GS 13-15)
- Antietam Leadership Experience (GS 13-15)

Within HQ, I&A plans to use the following programs:

- Basic Intelligence Threat and Analysis Course (BITAC)
- Mid-Level Intelligence Threat and Analysis Course (MITAC)

Within HQ, OIG plans to continue various programs, which include:

- Georgetown University Master's Degree Program
- American University Leadership Program

DHS's SES Candidate Development Program and the DHS Fellows Program are promoted/ advertised Department-wide.

Mentoring is another career development tool being used by most DHS Components. Different Components have programs for various grade groups of GS, or pay equivalent, employees.

For example:

Component	Formal Program	Informal Program	Grade Groups of Mentees
CBP	X		GS 1-4, 5-8, 9-12, 13-15
FEMA	X		GS 1-4, 5-8, 9-12, 13-15
FLETC	X		GS 12-13, 13-15
ICE	X		GS 5-8, 9-12, 13-15
TSA		X	GS 1-4, 5-8, 9-12, 13-15
USCG		X	GS 1-4, 5-8, 9-12, 13-15
USCIS	X		GS 5-8, 9-12, 13-15
USSS		X	GS 5-8, 9-12, 13-15
OIG		X	GS 1-4, 5-8, 9-12, 13-15
HQ	X		GS 1-4, 5-8, 9-12, 13-15

In addition, in FY 2012, **CBP** Mentoring Group will begin a pilot with senior leadership training classes, participate in DHS's National Mentor Awareness Month, and launch a recruitment drive for CBP mentors to support the program.

During FY 2012, **FLETC's** EEO Office and HCOD will explore opportunities for expanding the mentoring program beyond the Future Leaders Program.

During FY 2012, **TSA** will consider developing a formal mentoring program under the *TSA Diversity and Inclusion Strategic Plan*, which was signed in FY 2011.

USCG will work towards developing a plan to tie mentoring tools/programs to the Commandant- mandated Individual Development Plan (IDP) Program.

During FY 2012, with approval from senior leadership, **USSS**'s Administrative, Professional, and Technical Working Group (APTWG) will conduct a pilot test of approximately 50 mentors and protégés, with formal program implementation to begin in FY 2013.

OIG's formal mentoring program was in hiatus during FY 2011 and is scheduled to be reinstituted during FY 2012.

8. Community Outreach

DHS Components plan to promote the Department as an employer of choice through participation in numerous recruitment and community outreach activities, career/job fairs, conferences, and workshops. Additionally, Components plan to share employment information with Minority Serving Institutions (MSIs) students and faculty members, including: Historically Black Colleges and Universities (HBCUs); Tribal Colleges and Universities (TCUs); Hispanic Serving Institutions (HSIs); and local communities. See Attachment 2, DHS Projected Community Outreach Activities/Conference.

Component specific outreach plans include, but are not limited to, the following:

CBP will seek to achieve the following goals and measurable objectives:

- Continue educating students regarding CBP's mission and vision, career opportunities, and placement requirements through partnerships with HBCUs, TCUs, HSIs, and various community organizations.
- Continue providing MSI students with CBP employment opportunities through internships across organizational levels.
- Continue exploring opportunities to increase the participation of CBP in MSI activities and programs such as speaker seminars and speaker exchange programs.

FEMA plans to complete various outreach goals, including:

- Update FEMA Diversity Action Plan.
- Continue distributing information regarding FEMA Internships and job openings to various minority organizations and universities.

- Finalize the establishment of a Memorandum of Understanding with the Hispanic Association of Colleges and Universities (HACU) with a focus on internships and diversity hiring.

FLETC's plans include developing more cost efficient methods to reach its desired communities such as:

- Conduct teleconferences with MSIs to promote career opportunities offered at the FLETC.
- Build and strengthen relationships with nearby diverse communities by participating in the job fairs and community events.
- Ensure job announcements are automatically sent electronically to diverse professional/academic organizations throughout the United States.

ICE's plans include the following:

- Use special non-competitive appointing authorities for people with disabilities, veterans, and disabled veterans.
- Increase participation and relationships with MSIs, including initiating signed partnership agreements to provide technical assistance, curriculum development, and an "Instructor-on-Loan" Program, to targeted groups.
- Continue to use the Excess Equipment Initiative to help minority-serving institutions with their information technology needs.

TSA will:

- Continue strategizing with colleges and institutions to provide information on upcoming employment opportunities through TSA's Resident Program.
- Continue developing and expanding partnerships with diverse law enforcement organizations to target recruitment efforts for mission critical positions, to include: Women in Federal Law Enforcement (WIFLE); the National Organization of Black Law Enforcement Executives (NOBLE); the National Asian Peace Officers Association (NAPOA); and the Hispanic American Police Command Officers Association (HAPCOA).

USCG will conduct various outreach activities, to include:

- Attend events at HBCUs and HSIs to recruit entry-level applicants and to establish relationships with the schools, as well as to establish a pipeline into future vacancies for graduates who are highly sought after due to their specialized education and hands-on training provided by the schools.
- Continue to develop strategies to market the Coast Guard to diversity groups and promote USCG career opportunities using advertisement in diversity publications and radio spots.

USCIS outreach initiatives include:

- Continue using Experience Inc. and College Central as on-line network resources to reach students and interns. Continue advertising career opportunities on targeted college bulletin boards and in placement offices, including: TCUs; HBCUs; HSIs; and schools with large populations of Asian American and Pacific Islander students.
- Continue using "Aggie Career Manager" to tap a network of Hispanic Serving Institutions in the Texas A&M University system.

USSS has developed several outreach strategies, which include:

- Developed an e-newsletter to provide to candidates after email addresses are collected following an event.
- Used Twitter to share recruitment/outreach related information with the public.
- Used field recruiters to attend events outside the national capital region when feasible.
- Attended Transition Assistance Program (TAP) and Army Career Alumni Program (ACAP) briefings at local military bases. Conducted "Direct Connect" information sessions and assisted military personnel with how to apply for jobs through Career Connector.
- Provided training on recruitment strategies and use of available employment programs and hiring processes. Recruited applicants for the Student Programs from various colleges/universities (to include HBCUs and HSIs).

HQ will attend job fairs with DHS Components and seek potential partnerships with additional organizations. Also, within HQ, I&A will establish relationships with the National Coalition for Equity in Public Service (NCEPS), which is a joint initiative of leading national organizations that promote the participation and advancement of minority and women managers and employees in the Federal government, and

Within HQ, OIG will attend career fairs at MSIs and various minority serving organizations to share information regarding the OIG. OIG also anticipates using the Pathways Program when it is implemented by the Office of Personnel Management in early 2012.

9. Requirement for Bilingual or Bicultural/Not Requiring English Fluency

CBP makes proficiency in Spanish a requirement for CBP Officers and Agriculture Specialists initially assigned to locations along the Southwest Border, primarily in Southern California, New Mexico, Arizona, Western and Southwestern Texas, as well as Miami. At these duty locations, the CBP Officers may be required to be proficient in reading, writing, and speaking a language other than English at the start of employment. CBP continues to make this proficiency a requirement in FY 2012 for these occupations.

FEMA makes proficiency in Spanish a requirement for Language Specialist positions assigned to their Office of External Affairs.

The Department will continue to conduct an assessment of all positions that may require bilingual or bicultural/not requiring English fluency in FY 2012, and include updated findings

and activities, if applicable, in its FY 2013 FEORP Plan.

10. Special Recruitment Priorities

The Department continues to assess immediate and long-range job openings for each occupational grade-level grouping for which underrepresentation has been determined, and the hiring authorities which may be used to fill such jobs.

DHS Components plan to use various hiring authorities to fill their job openings for which under- representation was determined. They include, but are not limited to:

- Delegated Examining Authority (DEU)
- Merit Promotion (MP)
- Competitive Selections
- PL 106-117, Sec 511 VEOA
- Reg. 316.302(B)(2) (VRA)
- Schedule A 213.3102 (Exec Service)
- Schedule A 213.3102U (ADA)
- HR 4775 Sec 1201 (Reemployed Annuitant)
- Reg. 337.201 (Direct Hire)

11. Training and Job Development Programs for Occupations/Grade Levels Significantly Underrepresented.

DHS plans to continue conducting an assessment of occupations and grade levels where there is significant underrepresentation to identify skills, knowledge, and abilities by occupation; employees' training needs; and applicable career development programs. The Department's FEORP Plan for FY 2013 will include results of the assessment and recommendations.

During FY 2011, the following Components identified occupations where there is significant underrepresentation compared to the RCLF:

USSS

- Criminal Investigators
- Uniformed Division Officers

TSA

- Transportation Security Officer
- Intelligence Professionals
- Federal Security Directors
- General Inspection, Investigation, and Compliance Professionals
- Criminal Investigation

FLETC

- Law Enforcement Specialist (Instruction)
- Human Resources Specialist

- Contract Specialist
- Information Technology Specialist

FEMA

- Human Resources Management
- Emergency/Miscellaneous Program Specialist
- Miscellaneous Clerk & Assistant
- Management & Program Analysis
- Logistics Management
- Telecommunications
- Financial Administration & Program
- General Business & Industry
- Contracting
- Training Instruction
- Information Technology Management

Attachment 1

DHS Projected Training/Career Development Programs by Grade Level

GS 1-4 or equivalent

Course/Program Title	Component
Employee Programs: FEMA Internal Rotation Program; Administrator's Upward Mobility Program; FEMA State and Local Rotation Program	FEMA
Career Guidance: FEMA Career Enhancement Sessions; Individual Development Plan Webpage; FEMA Mentoring Program; FEMA Executive Coaching	FEMA
FEMA Programs for Students: Pathways (PMF, Recent Graduate, SCEP and STEP); Volunteer Program; Federal Work Study Program	FEMA
FLETC Learning Management System	FLETC
Tuition Assistance Program	FLETC
Civilian Employee Orientation Online	USCG
Aspiring Leader	USCIS
New Employee Orientation	USSS
Basic Intelligence Threat and Analysis Course (BITAC)	I&A

GS 5-8 or equivalent

Course/Program Title	Component
Employee Programs: FEMA Internal Rotation Program; Administrator's Upward Mobility Program; FEMA State and Local Rotation Program	FEMA
Career Guidance: FEMA Career Enhancement Sessions; Individual Development Plan Webpage; FEMA Mentoring Program; FEMA Executive Coaching	FEMA
FEMA Programs for Students: Pathways (PMF, Recent Graduate, SCEP and STEP); Volunteer Program; Federal Work Study Program	FEMA
FLETC Learning Management System	FLETC
Tuition Assistance Program	FLETC
ICE Fellows Program	ICE
Civilian Employee Orientation Online	USCG
New Leader Program	USCG
Aspiring Leader	USCG
New Leader	USCIS
Aspiring Leader	USCIS
New Employee Orientation	USSS
Basic Intelligence Threat and Analysis Course (BITAC)	I&A

DHS FEORP Plan for FY 2012

GS 9-12 or equivalent

Course/Program Title	Component
Future FEMA Leaders Program	FEMA
Employee Programs: FEMA Internal Rotation Program; Administrator's Upward Mobility Program; FEMA State and Local Rotation Program	FEMA
FEMA Sponsored Professional Development Programs: Excellence in Government Fellows; Leadership for a Democratic Society; LEGIS Congressional Fellowship; USDA Executive Potential; USDA Executive Leadership; Capitol Hill Fellowship	FEMA
Career Guidance: FEMA Career Enhancement Sessions; Individual Development Plan Webpage; FEMA Mentoring Program; FEMA Executive Coaching	FEMA
FEMA Programs for Students: Pathways (PMF, Recent Graduate, SCEP and STEP); Volunteer Program; Federal Work Study Program	FEMA
Future Leaders (for GS 12-13)	FLETC
FLETC Learning Management System	FLETC
Tuition Assistance Program	FLETC
Aspiring Leader Program	ICE
Center for Leadership and Management	ICE
DHS Fellows Program	ICE
Emerging Leaders	ICE
ICE Fellows Program	ICE
ICE – Johns Hopkins Masters	ICE
Supervisory Development Seminar	USCG
Leadership Potential Seminar	USCG
Collaborative Leadership Seminar	USCG
Civilian Employee Orientation Online	USCG
Georgetown-International Migration Studies Certificate Program	USCIS
Executive Leadership	USCIS
New Leader	USCIS
Foreign Language Training	USSS
New Employee Orientation	USSS
Basic Intelligence Threat and Analysis Course (BITAC)	I&A
Mid-level Intelligence Threat and Analysis Course (MITAC)	I&A

GS 13-15 or equivalent

Course/Program Title	Component
DHS Fellows	CBP
Federal Executive Institute	CBP
Industrial College Of Armed Forces	CBP
Joint Forces Staff College	CBP
National War College	CBP
Future FEMA Leaders Program	FEMA
First Line Supervisors Courses: Conflict Management; Coaching for Results; Motivating Others and Team Development; Interpersonal Communications.	FEMA

DHS FEORP Plan for FY 2012

Employee Programs: FEMA Internal Rotation Program; Administrator's Upward Mobility Program; FEMA State and Local Rotation Program	FEMA
DHS Sponsored Professional Development Programs: DHS Fellows; Executive Leaders; Executive Change Leadership; Masters Degree Program	FEMA
FEMA Sponsored Professional Development Programs: Excellence in Government Fellows; Leadership for a Democratic Society; LEGIS Congressional Fellowship; USDA Executive Potential; USDA Executive Leadership; Capitol Hill Fellowship	FEMA
Career Guidance: FEMA Career Enhancement Sessions; Individual Development Plan Webpage; FEMA Mentoring Program; FEMA Executive Coaching	FEMA
Senior Executive Service/Candidate Development Program	FLETC
FLETC New Branch Chief Leadership Training Program for Law Enforcement Supervisors	FLETC
FLETC New Supervisor Training Program	FLETC
FLETC Learning Management System	FLETC
DHS Fellows	FLETC
Tuition Assistance Program	FLETC
Treasury Executive Institute	FLETC
Leadership for a Democratic Society Program	FLETC
Aspiring Leader Program	ICE
Emerging Leaders	ICE
Executive Leadership Program	ICE
Executive Potential Program	ICE
ICE – Johns Hopkins Masters	ICE
Mid-Level Leadership Development Program	TSA
Senior Leadership Development Program (SLDP1)	TSA
Senior Leadership Development Program (SLDP2)	TSA
Senior Leaders Principles A	USCG
Excellence in Government Fellows	USCG
Executive Leadership for America	USCG
White House Workshop	USCG
Power Vision	USCG
Executive Development Seminar	USCG
Executive Leadership Program	USCG
DHS & CEG Fellows Program	USCG
Leadership Potential Seminar	USCG
Civilian Employee Orientation Online	USCG
Capitol Hill Workshop	USCG
Georgetown-International Migration Studies Certificate Program	USCIS
FEI-Leadership for a Democratic Society	USCIS
Harvard-Senior Executive Fellows	USCIS
DHS Fellows	USCIS
Executive Potential	USCIS
Executive Leadership	USCIS
Johns Hopkins University Executive Development Program	USSS
SES Candidate Development Program	USSS
Media Relations	USSS

Strategic Thinking/Gettysburg Staff Ride	USSS
Antietam Leadership Experience	USSS
Emerging Executives Seminar	USSS
Seminar for Mid-Level Managers	USSS
Community Practice Series	USSS
Seminar for First-Line Supervisors	USSS
Emerging Leaders Seminar	USSS
On-Line Basics of Supervision	USSS
New Employee Orientation	USSS
Mid-level Intelligence Threat and Analysis Course (MITAC)	I&A
DHS Fellows	OIG
American University Leadership Program	OIG
Georgetown University Master's Degree Program	OIG

SES or equivalent

Course/Program Title	**Component**
Harvard University Senior Executive Fellows	CBP
Naval Postgraduate School Masters Degree Program	CBP
NDU Capstone Program	CBP
U.S. Army War College	CBP
U.S. Naval War College	CBP
Future FEMA Leaders Program	FEMA
Employee Programs: FEMA Internal Rotation Program; Administrator's Upward Mobility Program; FEMA State and Local Rotation Program	FEMA
DHS Sponsored Professional Development Programs: DHS Fellows; Executive Leaders; Executive Change Leadership; Masters Degree Program	FEMA
FEMA Sponsored Professional Development Programs: Excellence in Government Fellows; Leadership for a Democratic Society; LEGIS Congressional Fellowship; USDA Executive Potential; USDA Executive Leadership; Capitol Hill Fellowship	FEMA
Career Guidance: FEMA Career Enhancement Sessions; Individual Development Plan Webpage; FEMA Mentoring Program; FEMA Executive Coaching	FEMA
ICE – Johns Hopkins Masters	ICE
New Leader Program	ICE
Senior Executive Fellows Executives	ICE
Senior Leadership Development Program	TSA
Brookings Executive Leadership	USCG
Executive Leadership for America	USCG
Executive Development Seminar	USCG
Civilian Employee Orientation Online	USCG
FEI-Leadership for a Democratic Society	USCIS
Harvard-Senior Executives in National/International Sec	USCIS
Harvard-Senior Managers in Government	USCIS

Attachment 2

DHS Projected Community Outreach Activities/Conferences

Alabama A&M University
Albany State
Allen University
American GI Forum
American Indian College Fund
American Indian Science & Engineering Society (AISES)
Asian Organized Crime and Terrorism 7th International Conference
Bakersfield
Barry University
Benedit College
Bethune Cookman University
Blacks in Government (BIG) National Training Conference
Bowie University
Broward
California State University
Claflin University
Clark Atlanta University
College of Coastal Georgia
Concordia College Selma
Congressional Black Caucus Foundation's Annual Legislative Conference
Congressman John Lewis & Congressman Hank Johnson Job Fair
Congresswomen Brown and Mayor Buddy Dyer Job and Resource Fair
Congresswomen Corrine Brown's Job Fair
Congresswomen Frederica Wilson Job Fair
Coppin State
Dine
Eastern New Mexico University
Edward Waters College
Elizabeth City State University
Fayetteville State University
Fisk University
Florida A&M
Florida International University
Florida Memorial
Ft. Valley State
Gallaudet University
Georgia Department of Labor
George Mason University
Hampton University
Hartnell
Haskell
Hispanic American Police Command Officers Association (HAPCOA)

Hispanic Association of Colleges & Universities (HACU)
Hispanic College Fund
Howard University
International Association of Chiefs of Police (IACP)
John Jay College of Criminal Justice
Johnson C. Smith University
Knoxville College
Lane College
League of United Latin American Citizens (LULAC)
LeMoyne-Owen
Livingstone College
Mayaguez
Miles College
Morehouse College
Morgan
Morris College
National Asian Peace Officers Association (NAPOA)
National Association of Asian American Professionals (NAAAP)
National Association of Colleges and Employers (NACE)
National Association for the Advancement of Colored People (NAACP)
National Coalition for Equity In Public Service (NCEPS)
National Congress of American Indians (NCAI) Annual Conference
National Indian Education Association Annual Convention (NIEA)
National Organization of Black Law Enforcement Executives (NOBLE)
National Urban League (NUL) Conference
National Native American Law Enforcement Association (NNALEA)
National Navy Counselors Association Symposium – 23rd Annual
New Mexico Highland University
New Mexico State University
North Carolina Central University
North Carolina Native American Youth Organization 31st Annual Conference
Nova Northeastern
NW Indian College
Oakwood University
Occidental
Oglala/Lakota
Polytechnic University
Rio Piedras
Saginaw
Salish Kootenai College
Savannah State University
Shaw University
Society of American Indian Government Employees (SAIGE)
South Carolina Statement University
Southwest Indian Polytechnic Institute
Spellman College

St. Augustine's College
St. Edward's University
St. Thomas University
Stillman College
SW Indian Polytech
Talladega College
Tennessee State University
Texas A&M University System
The Tri Base Job Fair
Tougaloo College
Trinity University
Tuskegee University
United Negro College Fund
United States Hispanic Chamber of Commerce
University of California – Los Angeles
University of DC
University of Hawaii
University of Maryland
University of Miami
University of the Pacific
University of Puerto Rico
University of Texas El Paso
University of Washington
Voorhees College
Winston-Salem State University
Women for Hire Organization
Women in the Federal Law Enforcement (WIFLE)
Wounded Warrior Project

DHS FEORP
Accomplishment Report
FY 2011

Federal Equal Opportunity Recruitment Program (FEORP) Accomplishment Report for Fiscal Year 2011

EXECUTIVE SUMMARY

This Fiscal Year (FY) 2011 Federal Equal Opportunity Recruitment Program (FEORP) Accomplishment Report is submitted in accordance with 5 U.S.C. § 7201. This report compares FY 2010 and FY 2011 employment statistics and highlights Department of Homeland Security (DHS) efforts to recruit, hire, and train a diverse workforce, including women, minorities, and individuals with disabilities. In a memorandum dated September 21, 2010, the U.S. Office of Personnel Management (OPM) requested Federal agencies to submit the information necessary for the annual Hispanic Employment Report, required by Executive Order 13171, with their Federal Equal Employment Opportunity Recruitment Plan (FEORP) Report. This report contains the requested data as well.

The major findings are:

- The total permanent workforce covered by the FEORP report grew by 8,010 (5%) to 183,879 in FY 2011, from 175,869 in FY 2010.

- DHS continues to increase minorities representation in its total permanent workforce. Specifically, minority employees in the total permanent workforce increased from 41.7% in FY 2010 to 42.1% in FY 2011.

- DHS total permanent workforce is 14.8% Black, 20.8% Hispanic, 4.8% Asian, 0.4% Native Hawaiian/ Pacific Islander, 1% American Indian/Alaskan Native, .33% Two or More/Other Races, and 57.8% White.

- Overall, DHS employment of women in the permanent workforce is below their representation in the Relevant Civilian Labor Force (RCLF[1]). In FY 2011, women represented 31.7% of the DHS permanent workforce compared to 46.8% of the RCLF.

[1] The RCLF is a subset of Civilian Labor Force (includes all civilians 16 years of age and over, classified as employed or seeking employment, and not serving in the military) data that is directly comparable or relevant to the population being considered; therefore, is a more accurate measure of representation of Ethnicity Race Indicator/Gender (ERI/G) in the Federal workforce at DHS. The RCLF reflects all the people in the U.S. employed in or actively seeking employment in the specific occupations that DHS hires.

- The representation of women and minorities at the Senior Pay[2] levels increased slightly. The proportion of women at the Senior Pay levels increased from 28.5% (193 out of 678) in 2010, to 28.9% (206 out of 714) in 2011. Representation of Hispanics at the Senior Pay levels increased from 5.2% (35 out of 678) to 6.0% (43 out of 714). Representation of other minorities at the Senior Pay levels increased from 12.8% (87 out of 678) in 2010 to 13.9% (99 out of 714) in 2011.[3]

- Total employment in GS grades 13 through 15 and equivalent pay bands increased from 45,879 in 2010 to 50,115 in 2011. During this growth period, the proportion of women in these grade levels decreased from 33.1% to 29.2%, and the minority proportion (including Hispanics) decreased slightly from 31.6% to 31.5%.

An analysis of the Department's permanent workforce and major mission-critical occupations revealed that women, in total, and also in all Ethnicity Race Indicator[4] (ERI) categories, except Hispanic, are consistently under-represented across occupational groups compared to their availability in the RCLF.[5] Minority men, however, at least achieve parity, with only the exception of Black males in two major occupations, Border Patrol Agent and Criminal Investigator. Women's underrepresentation constitutes what the EEOC terms a "trigger" – a data anomaly that could possibly indicate the presence of barriers to equal opportunity. The chart that follows lists all of DHS's largest mission-critical occupational series (an occupation is included if it applies to more than 5,000 full-time equivalent (FTE) employees at DHS), and sets out the DHS and RCLF representation of all the United States demographic/gender groups that represent over 1% of the labor force.

It is noteworthy that Hispanics make up 32% of CBP Officers, 50.7% of Border Patrol Agents, and 29.3% of Immigration Enforcement Agents. CBP Officers and Border Patrol Agents are required to be fluent in Spanish for initial placements along the southern border, Florida, and in Puerto Rico, a requirement that is not present in the standard RCLF comparison. This job requirement greatly increases Hispanic representation in these occupations.

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[2] Senior Pay includes Senior Executive Service (SES) ranks and pay band equivalents for positions at TSA (SW) and at USSS (LE-10 and LE-11).

[3] Beginning in FY 2012, OCHCO will conduct an assessment of internal availability of candidates from underrepresented groups for higher job progressions opportunities. The assessment will include job-related skills, knowledge, and abilities which may be obtained at lower levels in the same or similar occupational series, or through other experience. OCHCO will also produce a plan to develop a tracking system for applicants from under-represented groups for leadership positions and for leadership development courses. (DHS Workforce Strategy Objective 1.3: Achieve a diverse leadership cadre.)

[4] Race and Hispanic origin (ethnicity) are collected according to the Revisions to the Standards for the Classification of Federal Data on Race and Ethnicity (1997) and OMB Bulletin No. 00-02, Guidance on Aggregation and Allocation of Data on Race for Use in Civil Rights Monitoring and Enforcement (2000). Initially, the minimum combined format for the racial/ethnic categories was: White; Black or African American; Hispanic or Latino; American Indian or Alaska Native; and Asian. In 2007, the Equal Employment Opportunity Commission published its Final Revisions of the Employer Information Report (EEO-1), which added Native Hawaiian or Other Pacific Islander and Two or More Races/Other as categories.

[5] It is noteworthy that RCLF, while still the best comparison for representation, is based on the 2000 census; the 2010 census EEO data is not expected until 2012.

OCCUPATION	All Male	All Female	Hispanic Male	Hispanic Female	White Male	White Female	Black Male	Black Female	Asian Male	Asian Female
ALL Permanent FTE = 183,879	68.3	31.7	15.6	5.2	41.2	16.6	7.1	7.7	3.2	1.6
1802 Compliance Inspection & Support Permanent FTE = 54,905 % DHS % RCLF	 58.8 43.2	 41.2*[6] 56.7	 10.5 3.0	 7.0 3.6	 33.2 34.8	 19.9* 45.0	 10.7 3.1	 11.8 5.7	 3.3 0.8	 1.6 0.8
1801 Inspection, Investigative Enforcement & Compliance[7] Permanent FTE = 24,617 % DHS % RCLF	 75.1 53	 24.9* 46.9	 13.4 4.2	 4.8 3.5	 50.2 41.3	 13.6* 34.1	 6.8 4.5	 4.2* 6.9	 3.6 1.7	 1.9 1.4
1895 Customs & Border Protection Officer Permanent FTE = 20,576 % DHS % RCLF	 81.8 53.1	 18.2* 46.8	 25.6 6.2	 6.4 4.5	 43.0 39.0	 8.0* 33.7	 5.2 4.8	 2.2* 5.7	 6.3 1.9	 1.2* 1.7
1896 Border Patrol Agent Permanent FTE = 21,408 % DHS % RCLF	 95.1 79.0	 5.0* 21.1	 48.0 7.1	 2.7 2.0	 43.0* 62.3	 2.0* 14.7	 1.7* 7.0	 0.1* 3.6	 1.1 1.0	 0.07* 0.3
1811 Criminal Investigator Permanent FTE = 11,097 % DHS % RCLF	 86.6 79.0	 13.4* 21.1	 12.3 7.1	 2.1 2.0	 66.2 62.3	 9.3* 14.7	 4.8* 7.0	 1.3* 3.6	 2.6 1.0	 0.5 0.3

DHS COMPONENTS INITIATIVES/ACCOMPLISHMENTS

1. WORKFORCE PLANNING

In December 2010 Secretary Janet Napolitano signed the new *U.S. Department of Homeland Security Workforce Strategy, Fiscal Years 2011-2016*. The plan addresses programs and resources to support employees and advances the Department's capabilities in the areas of recruitment, retention, and employee development. The strategy centers around four key goals: building an effective, mission-focused, diverse, and inspiring cadre of leaders; recruiting a highly qualified and diverse workforce; retaining an engaged workforce; and solidifying a unified DHS culture of mission performance, adaptability, accountability, equity and results.

The Department's Human Capital Leadership Council (HCLC) Workforce Planning Council (WPC) continues to provide oversight for the cross-Department workforce planning efforts. The WPC ensures that workforce planning and human capital initiatives are integrated consistently and cost-effectively throughout DHS. The WPC facilitates the accomplishment of Department-

[6] Cells are red and marked with an asterisk if representation at DHS is less than four-fifths of what would be predicted using the RCLF as a benchmark. The full data tables are in Appendix A, and are used as the basis for DHS targeted recruitment efforts.

[7] 1801 series includes CBP, USCG, USCIS, ICE, FLETC, and TSA Law Enforcement Occupations.

wide workforce planning initiatives and cultivates an information-sharing environment among Component workforce planners. To support the Council's initiatives, DHS also developed and launched a SharePoint Team Site for members to encourage communication among the community, share information on initiatives, and provide access to workforce planning tools and Council-specific information.

From the outset, all Department-wide FY 2011 workforce planning initiatives have anchored on the Quadrennial Homeland Security Review (QHSR) mission areas and goals and planning for the right workforce (both in capacity and capability) to perform our work functions and achieve the missions of the Department. This collaborative, cross-Department workforce planning council, and the initiatives they undertake, helps advance the Department's mission by focusing on and addressing the current and future workforce needs. Specific FY 2011 Department-wide initiatives included:

- Revalidated and revised the list of DHS-specific mission critical occupations (MCOs). This included developing and launching a systematic, repeatable process for the review and revalidation of the occupations that most directly affect the DHS mission and goals as outlined in the QHSR. All DHS Components participated and the revalidated list was signed by the CHCO on August 2, 2011. The selection of the mission critical occupations allows for HR functional areas and leadership to focus workforce planning on those occupations that most directly contribute to mission delivery.

- Developed a Pilot Dashboard to communicate workforce data to Leadership. A data-focused Human Capital Dashboard initiative, currently in the pilot stage, provides DHS leadership with a snapshot of the workforce, highlighting systemic issues and trends, and monitoring potential mission risk. The Dashboard currently presents diversity information by Component, and indicators of MCOs such as attrition and vacancy rates, among other data elements. Component-specific MCO data can be utilized to communicate workforce health/risk and serve as a focus area for recruitment and retention efforts.

- Launched Competency-focused initiatives. DHS advanced Departmental competency information sharing through the development of a DHS Competency Model Library on a SharePoint site for the Workforce Planning Council, with 123 models, that launched on July 21, 2011. IT, Human Capital and Managerial competencies were assessed through the deployment of the IT survey and Federal Human Capital Assessment Tool for Managers (FCAT-M) and for Human Resources (FCAT-HR) in August 2011, with all Components participating.

Component-Specific Workforce Planning Strategies/Activities

U.S. Customs and Border Protection (CBP) developed the following tools and activities to identify strategies, solutions, and tools for managing human resources needs, including a focus on diversity improvement activities. CBP's strategies/activities currently include, but are not limited to:

- Diversity Reports − CBP publishes a quarterly summary of *U.S. Customs and Border Protection Diversity Report*, which includes program office statistics on gender, veteran status, identified disability, and Ethnicity Race Indicator (ERI) and RCLF data. This information is illustrated with pie charts followed by data observations and analysis. CBP also develops detailed diversity reports in the second and fourth quarters of each fiscal year, which include ERI and gender representation by CBP program office for each occupation and grade level. These reports are posted on CBP's Office of Human Resources Management (HRM) SharePoint site and shared with all CBP program offices. CBP also distributes hard copies to CBP Assistant Commissioners.

- Workforce Profiles − This quick reference document provides 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, national origin, and veterans. They are posted on the agency's HRM SharePoint site, and the site link is emailed to each CBP program manager. CBP also distributes hard copies of this document to CBP Assistant Commissioners on a quarterly basis.

- Workforce Plans − These plans identify short and long-term strategies for building and sustaining a diverse and quality workforce. Based on a thorough analysis of data, strategies are identified to address workforce gaps and challenges, including activities required to promote workforce diversity. The strategies may target recruitment, retention, and succession efforts of particular concern or unique to a program office. CBP's Workforce Planning and Analysis (WPA) team updates the workforce plans annually and consults with CBP managers and HR operational staff to discuss analysis of data, strategies to address workforce gaps, challenges, and recommendations to improve the agency's workforce needs. These plans are finalized based on meeting discussions and program office feedback. Subsequently, WPA develops and provides updates to the implementation plans based on strategies presented in the workforce plan. The plan identifies current and/or future human capital strategies to assist program offices with facilitating change within their organizations. In addition, performance measures are incorporated in the plans, in order to monitor and evaluate progress.

- Workforce Analysis − Through the development of its Management Directive 715 (MD-715) report, CBP conducted a barrier analysis and identified three triggers: 1) workforce representation of Blacks in CBP's core occupations, except Agricultural Specialist, is below its representation in the RCLF; 2) workforce representation of women in core occupations, except Import Specialist, is below its RCLF; 3) employment rate of individuals with targeted disabilities is below the Federal rate in all levels of CBP's workforce. In support of its HR Strategic Plan, CBP has developed strategies that address these triggers and discuss specific initiatives, which will help it to continue promoting a culture of diversity within CBP. For example, one of CBP's strategies to address the low hiring rate of individuals with targeted disabilities is to use the OPM Register of Persons with Disabilities – a shared register of individuals with disabilities seeking a career with Federal agencies.

U.S. Citizenship and Immigration Services (USCIS) established workforce planning procedures with program offices to identify strategies for addressing skill gaps, needs, and succession planning. USCIS's workforce planning activities currently include, but are not limited to:

- Strategic Workforce Plan − USCIS's Office of Human Capital and Training (HCT) met with stakeholders to address requirements for developing a strategic workforce plan to address hiring goals and succession planning. USCIS field office and service center staffing requirements were reviewed and evaluated through the Staffing Allocation Model (SAM) process and any staffing adjustments identified are directly related to workload and policy considerations.

- Application Receipt Forecast − USCIS's Volume Projection Committee (VPC) continues to meet to evaluate and assess the volume of applications and petitions being filed with the agency. The VPC generates an annual application receipt forecast, serving as the basis for any staffing changes from one year to the next.

- Workforce Analysis – USCIS identified three triggers in its workforce analysis: 1) representation of women and some minority groups in grade GS-14 through the SES level is lower than their rate in the overall workforce; 2) the participation rate of individuals with reported targeted disabilities is higher than the previous year, but still falls below the Federal goal of 2%; and 3) participation of Hispanics in the student and intern employment programs was low – none of the198 students and interns hired were Hispanic males, and only three were Hispanic females. During FY 2012, the Department will track USCIS's progress towards development of a plan to further address and correct these triggers, and include progress updates in our FY 2012 FEORP Accomplishment Report.

U.S. Coast Guard (USCG) developed tools and activities to identify strategies, solutions, and tools for managing human resources needs, including a focus on diversity improvement activities. USCG's strategies/activities include, but are not limited to:

- Diversity Outreach Efforts – USCG continued with its outreach efforts with PennGood, Associates to reach affinity groups through print, radio, and email to increase awareness of USCG civilian careers. The agency also launched Social Networking capabilities to complement traditional advertising and to drive prospective applicants to its Civilian website. USCG's Civilian Recruiting Team continued to work closely with the Office of Diversity to increase visibility and build awareness within underrepresented segments of its workforce.

- Leadership Commitment − Each Flag Officer and SES has committed to attend at least one national level affinity group conference, which is a tremendous opportunity to provide career guidance to prospective applicants and aim to increase retention.

- Workforce Analysis – Through its MD-715 barrier analysis, USCG identified these triggers – the following groups' participation rates are below the RCLF: women, Hispanic males and females, White females, Native Hawaiian/Other Pacific Islander males and females, and American Indian/Alaskan Native males and females. During FY 2012, the Department will track USCG progress towards development of a plan to further address and correct these triggers, and include progress updates in our FY 2012 FEORP Accomplishment Report.

Federal Emergency Management Agency (FEMA) continued to support the agency's strategic initiatives to: 1) foster a whole community approach to emergency management nationally; 2) build the Nation's capacity to stabilize and recover from a catastrophic event; 3) build unity of effort and common strategic understanding among the emergency management team; and 4) enhance FEMA's ability to learn and innovate as an organization. FEMA's strategies/activities include, but are not limited to:

- Workforce Planning Project – FEMA continued to conduct its multi-phase workforce planning project, which included an in-depth examination of its current workforce skills and abilities; a breakdown of its future workforce needs, organized by strategic initiatives; a gap analysis, detailing the discrepancies between current staff and future needs; and a workforce plan, which will provide methods to close the identified gap between its current workforce and future staffing needs.

- Diversity Management Advisory Council (DMAC) – FEMA worked with its DMAC to implement the strategies and actions identified in the agency's *Diversity Action Plan*. The plan includes a comprehensive checklist with 32 strategies and initiatives, of which many were completed during FY 2011. The DMAC held its annual offsite meeting to summarize the agency's diversity management accomplishments during the past year, and to establish goals and objectives for FY 2012.

- Workforce Analysis – FEMA's barrier analysis revealed the following: 1) FEMA's representation percentages for Hispanics are below the RCLF and continue a downward trend over the past 4 years; 2) Asian representation remains below the RCLF; and 3) White females remain below the RCLF. FEMA is currently developing its FY 2012 Diversity Action Plan, which will address strategies to correct these triggers.

Federal Law Enforcement Training Center's (FLETC) Equal Employment Opportunity (EEO) and Human Capital Operations Division (HCOD) offices continued to work collaboratively to identify strategies, solutions, and tools for managing human resources needs. FLETC's strategies/activities included, but are not limited to:

- Statistical Reviews − FLETC continued to analyze its workforce demographic data on a quarterly basis. In FY 2012 FLETC will conduct a briefing for senior leadership, highlighting the important elements of its workforce analysis and barrier analysis; its

importance to FLETC in its self-assessment process; and the management roles for reaching the desired program goals.

- Workforce Planning − FLETC continued to align its workforce strategies to that of DHS's workforce strategy, to ensure that the agency's workforce planning and human capital initiatives were cost effective and were integrated with consistency throughout its workforce.

- Workforce Analysis – FLETC's major findings from its barrier analysis include: 1) representation of women (33.3%) and minorities (11.1%) at the SES levels remained the same from FY 2010 to FY 2011 and 2) total representation of women and minorities at the GS grades 13 through 15 increased slightly from 169 (31%) in FY 2010 to 174 (32%) FY 2011. In FY 2012, FLETC plans to examine conditions that may impede participation of women and minorities in senior level positions (GS 13/14, and GS 15), as follows:

  a. Track and review, on a quarterly basis, data on the participation rates for women and minorities in senior level positions.
  b. Monitor external vacancy announcements to ensure senior level positions are being advertised using Category Rating, in an effort to get the best and most diverse group of qualified applicants.
  c. Review and analyze all internal competitive promotions and external hiring in senior level positions, to include applicant flow data, occupations, and hiring by directorates.
  d. Continue assessing recruitment activities to determine if they are producing a return on investment.

U.S. Immigration & Customs Enforcement (ICE) continued to analyze workforce trends and projections by monitoring levels of on-board staffing, attrition, and hiring activity across a broad range of mission critical occupations. ICE's strategies/activities include, but are not limited to:

- Succession Planning − ICE continued participating in the ongoing DHS succession planning initiative, which identifies critical senior management/operational/leadership positions across the agency, determines risk factors and existing measures to support succession, and identifies mitigation strategies where needed to address succession planning gaps.

- Workforce Analysis – ICE's barrier analysis showed that Hispanic employees represent 21.01% of the agency's workforce − nearly double their 10.7% availability in the RCLF. ICE regional locations are the primary reason Hispanic employees are attracted to ICE, but the Spanish language requirement also contributes to this success. Throughout all of the major job series at ICE, Hispanic employees are well represented: 29.3% of Immigration Enforcement Agents (compared to 7.7% of the RCLF); 8.1% of General Attorneys (compared to 3.2% of the RCLF); 24.5% of Detention and Deportation Officers (compared to 6.6% of the RCLF); and 19.05% of Criminal Investigators, the largest single career occupation at ICE (compared to 9.1% of the RCLF). However,

representation of White males and females, and Black females in the General Attorney, Immigration and Enforcement Agent, and Criminal Investigator positions are below their RCLF.

Transportation Security Administration (TSA) made extensive progress in closing the skills gap for its Human Resources (HR) positions. In FY 2011, TSA's CHC office implemented a TSA Management Directive that identified mandatory training requirements for HR positions, including its field HR Specialists. In addition, its CHC office will complete a new TSA-specific HR training to ensure HR Specialists have operational training in all applicable core HR functions. TSA's workforce planning activities include, but are not limited to:

- Succession Planning − TSA updated its Succession Plan in FY 2011 and will continue to update it biennially. The plan was reviewed and approved by Component's Executive Resource Council (ERC). Updates to the plan will be ongoing, including refreshing relevant data and metrics during the next two years.

- Diversity and Inclusion Strategic Plan − TSA signed its *Diversity and Inclusion Strategic Plan* in FY 2011 and will fully implement it in FY 2012. This plan will affect all aspects of the employee life-cycle, from recruiting and on-boarding, to training and development, performance reviews, advancement, and succession planning. A key element in the execution of the strategic plan is the requirement for each major TSA operating unit to develop its own annual diversity action plan tailored to the mission and needs of that unit.

- Workforce Analysis – TSA's review of its workforce trends revealed that women and Asians are below the RCLF. In FY 2012, TSA will develop a plan to improve its workforce representation of women and minorities.

U.S. Secret Service (USSS) continued working to identify strategies for addressing skill gaps, needs, and succession planning. The agency's strategies/activities include, but are not limited to

- Workforce Planning – USSS continued to assess short and long term staffing needs of the organization by incorporating staffing models, including those associated with the mission critical occupations of Special Agents (SA) and Uniformed Division (UD) Officers. These models factor in to critical personnel competencies and skills as well as workload indicators to project and ensure staffing of critical investigative and protective priorities. The workforce planning model projects mission-critical attrition rates on a yearly basis, facilitates development of annual hiring goals and effective planning/scheduling to ensure execution of basic training classes to satisfy operational needs.

- Monthly Reports – USSS developed monthly reports documenting new hires and separations, which help the agency carry out a range of talent acquisition, training and reassignment processes throughout the year to address priority staffing needs. Based on the attrition rates, USSS will determine the number of hires.

- Workforce Analysis – USSS's analysis of its workforce and major mission-critical occupations identified the following triggers: 1) Hispanic men and women, White women, and Black women were below the RCLF in Special Agents positions; and 2) Hispanic men and women, White women, Asian men, and American Indian men and women, were below the RCLF in the Uniformed Division Officer Position. To address this issue USSS has implemented an aggressive recruitment strategy designed to increase the applicant pool of qualified candidates in the Mission Critical Occupations of Special Agent (GS-1811) and Uniformed Division Officers (GS-0083), as well as in the AT&P Occupations.

DHS Headquarters, Office of Inspector General (OIG) implemented strategies to eliminate the underrepresentation and underutilization of women and minorities in its workforce and promote the OIG as an employer of choice. OIG's activities include:

- Workforce Planning − During FY 2011, OIG's HR Representatives, including the HR Officer, met with each Assistant Inspector General office to identify underrepresented groups in their respective offices. All OIG offices worked with the HR Division to identify critical hiring needs and assess current and projected skills gaps that provide an annual budgetary framework for job creation and recruitment activities. The OIG will continue exploring ways to address the underrepresentation of women in the GS-1811 occupational series.

- Workforce Analysis – A review of OIG's workforce indicates that women representation in the Criminal Investigator occupational series is below the RCLF. During FY 2012, the Department will follow up with OIG and track its progress towards development of a plan to improve representation in this occupation, and include progress updates in our FY 2012 FEORP Accomplishment Report.

DHS Headquarters (HQ) strategies/activities include:

- Office of Intelligence and Analysis (I&A) Strategic Plan – During FY 2011, I&A issued its Strategic Plan, which established four strategic goals: 1) promote understanding of threats through intelligence analysis; 2) collect information and intelligence pertinent to homeland security; 3) share the information necessary for action; and 4) manage intelligence for the Homeland Security Enterprise. I&A is in the process of developing a workforce strategic plan, with associated action and implementation plans, geared towards building a workforce in support of this strategic plan. Implementation of these plans will begin in FY 2012.

- Workforce Analysis – I&A's workforce study revealed that 70% of its employees are male and over two thirds are white, Non-Hispanic. I&A is currently developing its Workforce Strategic Plan with associated action and implementation strategies, geared towards increasing its workforce diversity.

2. RECRUITMENT, COMMUNITY OUTREACH, AND RECRUITMENT AND RETENTION INCENTIVES

DHS Components continued to participate in numerous recruitment and community outreach activities, career/job fairs, conferences, and workshops throughout the reporting year. During these events, Components shared employment information with students, faculty, and local communities. In addition, Components also conducted outreach activities directly with various communities, schools, and national organizations. Through these efforts, the Components promoted the Department as an employer of choice. See Appendix B, *List of Component Conferences/Job Fairs/Career Activities*, for a breakdown by Component.

Components also utilized educational employment programs as a recruitment tool for entry-level positions. For example, DHS hired 1,316 students/interns under various educational and internship programs, of which 774 (58.8%) were women; 74 (5.6%) were Hispanic; 299 (22.7%) were Black; and 110 (8.4%) were other minorities.[8] We note that the highest number of women (512) was hired under the Student Temporary Employment Program (STEP). Hispanic participation accounted for 45 (5.1%) of all minority participants in the STEP program. CBP had the highest number of STEP hires, 299, of which 158 (52.8%) were women, 29 (9.7%) Hispanics, 46 (15.4%) Blacks, and 10 (3.3%) other minorities.

DHS hired 24 Presidential Management Fellows (PMFs), of which 13 (54.2%) were women, 2 (8.3%) Black, and 3 (12.5%) other minorities.[9] See Appendix C, *Educational Programs – Distribution by Race/Ethnicity and Sex*, for a complete breakdown by Component.

DHS Components continued to add recruitment and retention incentives to their human capital plans in order to enhance the value of their recruitment and staffing portfolios. These incentives are designed to provide a monetary benefit[10] for an individual or group to accept employment or remain employed in the Federal service in a current position(s). Collectively, CBP, USCG, FEMA, HQ (including I&A and OIG), and ICE reported 232 appointments under the Superior Qualifications Appointments program, including 75 (32.3%) women, 3 (1.3%) Hispanics, 38 (16.4%) Blacks, and 16 (6.9%) minorities. See Appendix D, *Recruitment and Retention Programs – Distribution by Race/Ethnicity and Sex*, for a complete breakdown by Component and recruitment/retention program.

[8] Includes Asian, Native Hawaiian/Other Pacific Islander, American Indian/Alaskan Native, and Two or More/Other Races men and women.

[9] There were zero hires for Hispanics under the PMF Program.

[10] 5 C.F.R. pts. 530 and 575 provide agencies with the authority to pay recruitment, relocation, and retention incentives to employees, and provide guidelines for calculating total amounts and determining payment options.

Component-Specific Recruitment Outreach Efforts

CBP's outreach efforts included:

- Attracted over 50,000 applications for CBP Officer positions, 8,085 applications for Import Specialist positions, 85,000 applications for Border Patrol Agent positions, and 3,258 applications for Agriculture Specialist positions.

- Established relations with numerous minority organizations including Minority Serving Institutions (MSIs), e.g., Historically Black Colleges and Universities (HBCUs), Hispanic Serving Institutions (HSIs), Tribal Colleges and Universities (TCUs), women's colleges, community colleges, military organizations, and state employment centers throughout the country (e.g., Alabama, California, Michigan, and New York).

- Continued to conduct an aggressive advertising campaign to attract a diverse pool of qualified applicants to its positions and to market the organization as an employer of choice. The agency expended approximately $538,300 in advertising that targeted MSIs, professional organization publications and other special emphasis organizations to attract diverse applicant pools and to improve diversity. Online banner ads were placed on school web sites and on Monster.com and CareerBuilder.com sites. Additionally, radio spots were conducted within minority markets.

CBP's strategies to develop and maintain partnerships with academic institutions, professional associations, and minority-serving organizations for the purpose of recruiting high-quality candidates included:

- Established an ongoing relationship with the University of Arizona to attract students with agricultural and life science majors to CBP's Agricultural Specialist positions.

- The Office of the Commissioner, Office of Trade Relations utilized the student volunteer program to provide various forms of support to staff. The positions were posted at various local colleges and universities including HBCUs Howard and Bowie State Universities.

- The Office of Information Technology (IT) targeted Gallaudet University to recruit students to assist staff in testing IT equipment to ensure that it is Section 508-compliant.

- Staff conducted information sessions at various MSIs and served as guest speakers at major national conferences.

- Recruiters and special emphasis program staff attended 1,209 events during FY 2011. Of the recruitment activities conducted, 28 events targeted women's colleges and women emphasized events. Additionally 110 events targeted MSIs, 66 events targeted minorities, 10 events targeted disabled persons and 341 events targeted veterans. The various events assisted CBP in attracting applicants to the various entry-level position job

opportunity announcements for the agency's core occupations (e.g., Border Patrol Agent and CBP Officer) in addition to mission support occupations (e.g., Information Technology Specialists).

USCIS's outreach efforts included the following:

- Advertised $8.5 million in grant opportunities in FY 2011 to colleges and universities.
- Established new partnerships with three HSIs: Houston Community College; Lone Star College; and New Mexico State University.
- Registered with "Aggie Career Manager," a database for the network of HSIs in the Texas A&M University system (A&M International, A&M Corpus Christie, A&M Kingsville, and A&M San Antonio) that allows employers to register for career events and post vacancy announcements.

In promoting USCIS and DHS as an employer of choice, USCIS implemented various strategies, including:

- USCIS used Experience Inc. and College Central, which are online networks to reach students and interns. Career opportunities were advertised on hundreds of targeted college bulletin boards and in placement offices, including: TCUs (Haskell, Dine, Saginaw, Oglala/Lakota, NW Indian College, SW Indian Polytech); HBCUs (Howard, Bowie, Morgan, Coppin, North Carolina Central University, University of DC); HSIs (CSU, Bakersfield, Hartnell, Occidental, Broward, Nova Northeastern, NMU); and schools with large populations of Asian American and Pacific Islander students (UCLA, University of Washington, University of the Pacific, and Polytechnic University).
- The Honolulu and San Antonio District offices conducted annual outreach events for service members and their families from the U.S. Navy's Pearl Harbor JAG Corps and at Fort Bliss. Attendees were encouraged to periodically visit USAJobs and build profiles to apply for USCIS job opportunities.
- The Los Angeles Field office conducted monthly outreach fora with residents of East Los Angeles and the City of Commerce. The fora were conducted in partnership with the Mexican-American Opportunity Foundation (MAFO). Attendees were able to engage an outreach team of Immigration Service Officers on a one-on-one basis. USCIS brochures and forms were distributed to those in attendance.
- USCIS staffed a booth at the King County Library Citizenship Fair, in Bellevue, Washington, which has a population that is approximately 40% minority. The event was hosted at three different libraries over three days. The Seattle Field Office articulated the agency's mission and information about where to find career opportunities.
- USCIS partnered with the Department of Veteran Affairs Regional Office in Lincoln, Nebraska and attended its job fair. The agency educated attendees of disability hiring authorities and career opportunities. USCIS participated in a "Career Day" at Humble

High School and articulated the agency's mission, and provided information about career opportunities, student hiring programs, and internship opportunities. Humble High School is located in Humble, Texas, and has a Hispanic population of 41.6%.

USCG's Civilian Recruiting Team, in its continued efforts to attract a diverse workforce, worked closely with the Office of Diversity to increase visibility and build awareness within segments of the population currently underrepresented in its workforce.

During FY 2011, USCG's Civilian Recruiting Team attended approximately 40 outreach/recruiting events (local, regional and nation-wide) to include:

- Gallaudet University Career Fair
- Society of Hispanic Engineers
- National Society of Black Engineers (NSBE) Annual Conference
- Great Minds of STEM
- *PWD* - Careers & Disabled Awards Conference and Career Fairs
- League of the United Latin American Citizens (LULAC)
- Congressional Hispanic Caucus
- Maritime Academies Career Fairs
- Women for Hire
- Society of Indian Government Employees Conference

USCG placed full page color advertisements were placed in major diversity and specialized publications such as:

- National Geographic – Espanol
- Equal Opportunity Publication
- IM Diversity
- Time
- Newsweek

Additionally, USCG sponsored and participated in a number of outreach events targeted at increasing Hispanic employment and awareness, including: Hispanic Engineering and Technology Week (HESTEC) in Edinburg, TX; Hispanic Engineering National Achievement Awards Conference (HENAAC) in Orlando, FL; Hispanic Association of Colleges and Universities Annual Conference (HACU) in San Diego, CA; and Capitol Forum in Washington, DC.

USCG also had various Memoranda of Understanding (MOUs) with Great Minds in STEM and HACU. These MOUs served to strengthen bonds with the Hispanic community. Another unique outreach strategy involved USCG's three Admirals (of Hispanic descent) serving as role models and volunteering to participate in recruitment events that promote job opportunities within the Coast Guard. These Admirals have reached out to universities and professional organizations and engaged in speaking opportunities to further market the agency in these communities. The outreach mission served to increase USCG awareness and support for its diversity initiatives.

FEMA's outreach efforts included:

- In support of the White House Initiative on Educational Excellence for Hispanic Americans, FEMA worked jointly with its Diversity Management Advisory Council (DMAC) and continued its targeted recruitment efforts by partnering with professional organizations and by participating in jobs fairs, including the League of United Latin American Citizens (LULAC) National Convention and Exposition. The DMAC recruitment and outreach subcommittee has established recruitment and outreach partnerships with approximately 75 minority-serving organizations, including several Hispanic colleges and universities. FEMA hosted a Latino Leadership Summit with the theme: "Continuing to Come Together and focused on progress FEMA has made in working with the Latino community." The agency also introduced CERT Train the Trainer programs in Spanish.

- FEMA also held a Black Leadership Summit. The theme was Lessons Learned in Emergency Management. The agency hosted over 100 Black leaders who represented cities throughout the country. The leaders shared their experiences and provided suggestions on how FEMA can better serve the Black community.

- FEMA's Private Sector Division collaborated with the Native American Alliance for Emergency Preparedness (NAAEP), Environmental Health and Safety Specialist, CDHCS Indian Health Program/Indian Health Services – CA Area Office to publish the first Native American Public Private Partnership focused on public health, emergency preparedness and the California State Indian Health Services program.

Some of FEMA's efforts to become an employer of choice included the following:

- FEMA's full-time recruiter participated in the DHS-wide Corporate Recruitment Council (CRC). The CRC develops national and regional recruitment initiatives, and increases the efficiency and effectiveness of cross-functional recruiting activities. The CRC is also developing criteria to determine return-on-investment baselines for recruitment events.

FEMA is attracting talented, committed, and diverse job candidates because of having revised its job announcements to make them more clear, succinct, and meaningful.

FLETC's outreach efforts included the following:

- Continued to pursue partnerships with community organizations and educational institutions that may serve to enhance the representation of Hispanics in entry level, management, and other occupational categories within the agency's workforce. FLETC also maintained and developed partnerships with HSIs through job fairs and by maintaining regular contact with both organizations and the faculty career counselors throughout the year.

- Outreach efforts included MSIs, professional organizations, colleges that service students with disabilities, women's colleges, and military organizations. Additionally, FLETC

shared employment information with students, faculty members, national/professional organizations, local communities, and community colleges, throughout the year.

- Selected one Co-Op student from the College of Coastal Georgia (COCG) and one from the Altamaha Technical Institute (ATI) to participate in their Student Career Experience Program (SCEP). The ATI student who participated in the FLETC SCEP was later selected for a permanent entry level Wage Grade position at FLETC.

- Implemented a "Wounded Warrior Program" that focuses on providing work experience for service members returning from combat and transitioning back into civilian life. The service members are assigned within FLETC divisions on a rotating basis. During FY 2011, this partnership garnered 26 participants from Fort Stewart, GA, and resulted in two of the Wounded Warrior participants being selected for permanent positions with FLETC. Additionally, one other Wounded Warrior/Veteran, who participated in the FLETC's program, was hired by another DHS Component.

- Designed a new marketing display and banner to use at recruitment fairs and community events. The display shows the agency as an employer of choice by highlighting a diverse FLETC workforce made up of women, men, minorities, and individuals with disabilities.

ICE participated in various recruitment activities, conferences, and community outreach events targeting specific groups, including persons with disabilities and disabled veterans, HBCUs, HSIs, and TCUs. Some of its efforts included:

- Strategically identified career fairs and outreach events that targeted groups with historically low workforce participation rates in order to advance its outreach efforts and brand the agency as an Employer of Choice, and to recruit candidates for entry-level employment and internship opportunities available within the agency.

- Continued to serve as a member of the Partnership for Public Service's *Call to Serve* network of Federal agencies, universities, and colleges, which includes HSIs. *Call to Serve* is a collaborative effort between the Partnership for Public Service (PPS) and the U.S. Office of Personnel Management to educate a new generation about the importance of a strong civil service, help re-establish links between federal agencies and campuses, and provide students with information about federal jobs. As a member, ICE worked to effectively facilitate recruitment and retention of younger members of the federal workforce and communicates with campus coordinators in the PPS network to provide guidance on how students can obtain information about and pursue jobs in Federal service, specifically at ICE.

- Continued to enhance and utilize the College Relations Program (CRP) to target Hispanic students. This program is designed to create, promote, and sustain long-term relationships between ICE and the diverse cadre of college students.

- Participated in the Women in Federal Law Enforcement (WIFLE) 11th Annual Leadership Training Conference. WIFLE promotes gender equity through its leadership education center by providing research, training, awards, scholarships, and networking in partnership with law enforcement and other sponsors.

- Participated in the LULAC National Convention. LULAC is the largest and oldest Hispanic organization in the United States. It advances the economic condition, educational attainment, political influence, health, and civil rights of Hispanic Americans through community-based programs. Historically, LULAC has focused heavily on education, civil rights, and employment for Hispanics.

TSA participated in numerous recruitment events and information sessions at campuses throughout the United States and US territories. TSA's aggressive recruitment drives included the following venues: MSIs, Congressional Black Caucus Foundation, National Black MBA Association, National Asian Peace Officers Association (NAPOA), Society of Asian Scientists and Engineers, National Native American Law Enforcement Association, Native American Cultural Conference (Red Earth), Hispanic American Police Command Officers Association (HAPCOA), and other professional groups.

In FY 2011, TSA was recognized as an Employer of Choice by:

- Women's Professional Magazine
- Hispanic Network News
- Black EOE Journal
- Retirement.com

TSA has continued to expand from traditional recruitment advertising to include the following:

- *Targeted Diversity National Flyers* have been created to represent targeted populations when recruiting. The flyers advertise the variety of careers with TSA and represent Blacks, Native-Americans, Asian-Americans, Hispanics, women and overall diversity within the materials.

- *Targeted Online Recruiting* is a primary recruitment strategy used to reach a large group of prospective applicants. Sites include: 1) *Retirementjobs.com & AARP.com* – targeting the older worker population; 2) *Disaboom.com & hireds.com* – targeting the disabled population; and 3) *Arabtimes.com* – targeting the Arabic population.

- *Targeted Publications* continue to assist TSA with reaching specific audiences. Examples of some of the targeted publications TSA currently advertises include: 1) *G.I. Jobs Magazine* – the premier brand in military recruitment since 2001; 2) *Army Times, Navy Times, Marine Times, Air Force Times* – military focused publications design for each service; and 3) *Black EOE/Professional Women/Hispanic Network Magazines* – diversity focused magazines with premium placement at diversity focused events.

USSS continued to participate in numerous recruitment and community outreach activities, career/job fairs, conferences and workshops throughout the reporting year. During these events, USSS shared employment information with students, faculty, and local communities. In addition, USSS conducted outreach activities directly with Hispanic, Black, Asian/Pacific Islander, Native American, women, and disabled veterans communities, schools, and national organizations. Through these multiple venues and efforts, USSS promoted the Department as an Employer of Choice.

- USSS hosted and conducted a tour at the James J. Rowley Training Center (JJRTC) and USSS Headquarters for the Congressional Hispanic Caucus Institute (CHCI) interns, composed of 17 college interns and one (1) program administrator. The tour was attended and assisted by senior leadership within the Secret Service.

- The Recruitment Division (REC) has established partnerships with the following organizations to leverage the mass marketing ability of such organizations: Howard University; Thurgood Marshall College Fund; and the Latina Style Corporation. The REC is currently pursuing partnerships with other diversity organizations. In FY 2011, REC hired a Recruitment Program Specialist as an additional resource for the development and implementation of two additional recruitment venues to the Military Program which consists of the Military Spouse program and Wounded Warrior Program.

Within HQ, OIG developed partnerships with academic institutions, professional associations, and minority-serving organizations, including the following:

- Attended career fairs at HBCUs including Coppin State University and Howard University.

- Continuously encouraged interns previously selected from various MSIs to join the HR recruiters at future career fairs at their alma mater.

In promoting its organization as an Employer of Choice, OIG used its partnerships with MSIs to disseminate employment information, promoted the OIG mission, and received expert advice on ways to tap into a diverse civilian labor force. OIG recruiters also met with career counselors to discuss ways that agency employees can participate in events, such as panel discussions.

HQ conducted outreach and training geared toward the recruitment and advancement of women and individuals with disabilities, including veterans and their spouses.

HQ's efforts serving the retention and career development of women included:

- Sponsored the Third Annual Women's Leadership Forum.

- Hosted a series of Women's Leadership Webinars focusing on educating the workforce on leadership skills.

- Hosted quarterly Lunch and Learn Programs involving topics such as: Employee Benefits, Leadership Skills Needed For The 21st Century, and Keeping Your Résumé Current.

- Conducted outreach at the School of Professional Studies at Trinity University to educate students on career and intern opportunities at DHS.

- Hosted monthly Women's Focus Groups to engage women in a discussion regarding career goals and opportunities, information sharing on training and education, and career advancement opportunities.

HQ continued with its commitment to hiring people with disabilities, including veterans and their spouses, through the following activities:

- Selective Placement Coordinator (SPC) participated in the Second Annual Wounded Warrior Conference. The presentation included providing training on résumé writing and one-on-one coaching for attendees on how they can fine tune their résumés.

- Briefed military service members at the Department of Defense's Transition Assistance Programs, highlighting the benefits of Federal jobs, the variety of locations where positions are available, and HQ's focus on mission critical occupations.

- Participated in mock interviews for wounded warriors at OPM, Veterans Employment Program Office.

- SPC assisted OPM and the U.S. Department of Labor as a member of an advisory group, to make recommendations to leaders on a web-based Community of Practice for Federal Disability Program Managers and Selective Placement Program Coordinators.

- SPC worked with the Civil Rights and Civil Liberties Institute on updating the web-based training course, "The Road to Success," which is available via the DHS enterprise learning system, DHScovery. The course will assist supervisors and managers in developing strategies to attract, hire, develop, and retain qualified individuals with disabilities.

- Conducted three workshops on the laws governing reasonable accommodation (RA), as well as best practices throughout the Federal government.

- SPC provided résumé writing training to over 75 veterans, including veterans with disabilities and their spouses.

HQ provided reasonable accommodation (RA) services, as follows: processed 30 RA requests, including providing services to the Office of the Secretary, applicants for employment, supervisors, and employees seeking guidance on the RA process and types of available accommodations. These efforts resulted in HQ conducting 20 workplace assessments in

collaboration with the Office of Accessible Systems and Technology (OAST). In addition, the SPC processed 84 requests for sign language interpreting services (SLI), which required coordination with program offices and contractors. HQ also assisted National Programs and Protection Directorate (NPPD) in establishing a contract for sign language interpretation services.

Additionally, HQ provided various EEO training and technical assistance to include:

- Conducted 11 EEO training sessions for NPPD managers and supervisors, which over 120 managers and supervisors attended.
- Conducted two training sessions on "Communicating To Avoid EEO Complaints."
- Conducted New Employee Orientation training, which included training 1,064 employees at headquarters and 382 employees hired by NPPD; provided pertinent information regarding their rights to equal employment opportunity.

HQ's outreach and recruitment efforts included:

- Conducted outreach events with the Washington Internship for Native Students (WINS) programs through the American University.
- Attended the Tribal Liaison Conference to promote relations between DHS and Tribal Communities.
- Developed recruiting plans with the University of Puerto Rico to support career opportunities with HQ.
- Supported several professional minority organizations by attending support events and through professional career coaching.
- Attended career fairs and hosted information sessions on the Acquisition Professional Career Program (APCP).
- Continued to use the National Scholars Intelligence Program (NSIP), which offers academically superior undergraduate and graduate students the opportunity to participate in national security-related projects.
- Continued to use the PMF Program to fill Management and Program Analyst and Intelligence Analyst positions.
- Developed a recruitment plan that outlines the strategies agency used to attract a quality workforce with the right mix of skills and abilities.

- Worked jointly with the Office of the Director of National Intelligence to launch the Centers of Academic Excellence (CAE) program, which continues outreach and recruiting efforts at local institutions of higher learning and organizations that provide the best opportunity of a diverse candidate pool.

- Continued to support events sponsored by the League of United Latin American Citizens, the Federal Asian Pacific American Council, Blacks in Government, and the Society of American Indian Government Employees.

HQ's efforts towards promoting the agency and DHS as an Employer of Choice included:

- Used OPM's "Featured Agency" feature on the USAJobs website.

- Advertised on the inside back cover of the "Foreign Affairs" magazine, which is distributed through the United States.

3. HIRING

Under the U.S. Department of Homeland Security Workforce Strategy, Fiscal Years 2011-2016 (Strategy), DHS continued to improve its hiring process. Specifically, the Strategy's Workforce Goal 2 – Recruit a highly qualified and diverse workforce – helps ensure that DHS has people with the right skills in the right jobs. The following objectives support this goal:

- Implement a consistent planning framework to identify workforce skills, including foreign language skills necessary to meet mission goals, reduce risk, and achieve an appropriate balance of Federal employees and contractors.

- Develop a collaborative, targeted recruitment strategy to promote public service and ensure outreach to diverse populations.

- Simplify the entire hiring process to decrease hiring time and increase the quality of candidates.

- Use current flexibilities and incentives, and seek new authorities where needed.

Additionally, the Department has taken specific actions that will improve our efforts to attract, hire, retain, and develop a diverse workforce, including the following:

- Developed a diversity performance standard for all DHS managers and supervisors.

- Continued to conduct diversity forums on workplace issues affecting women, veterans, and persons with disabilities. The Department will use the forums to gain insights from minority organizations and to implement best practices for increasing diversity.

- Ensured that the Office of Diversity, Recruitment, and Veterans Outreach (DRVO) within OCHCO, and the Office for Civil Rights and Civil Liberties (CRCL) continue to collaborate to identify and address barriers to diversity.

- During FY 2011, through DHS's Management Directive 112-06[11], the Department recognized the following employee associations/affinity groups:

  DHS Emerging Leaders
  Homeland Security Employee Association
  DHS Pride
  Center for Domestic Preparedness Employee Association
  Homeland Security Investigations (HSI) Arizona Employee Association
  Dallas Finance Center Recreation Committee
  ICE Office of Financial Management Headquarters Recreation Committee

- Launched a diversity outreach process in recruitment for SES positions, which includes sharing SES vacancy announcements with minority organizations.

In FY 2011, as a result of these initiatives, DHS hired a total of 24,801 individuals for its major occupations. Women accounted for 5,427 (21.9%) of the hires, Blacks 830 (11.0%), Hispanics 9931 (40.0%) and other minorities 1,421 (5.7%). Of particular interest are the hires of the following major occupations:

Major Occupation	Total Hires	Total Women[12]	Blacks	Hispanics	Other Minorities
Border Patrol Agent[13]	13,975	1,848 (13.2%)	799 (5.7%)	7,133 (51.0%)	496 (3.5%)
Transportation Security Officer	7,695	2830 (36.8%)	1,568 (20.4%)	1,920 (25.0%)	686 (8.9%)
CBP Officer	1,009	224 (22.2%)	57 (5.6%)	634 (62.8%)	37 (3.7%)
Law Enforcement Specialist	656	61 (9.3%)	61 (9.3%)	131 (20.0%)	39 (5.9%)

See Appendix E, Applicants and Hires for Major Occupations – Distribution by Race/Ethnicity and Sex, for a complete breakdown by Component of the above chart.

DHS Components reported a total 3,372 internal selections for senior level positions (GS 13/14, GS-15, and SES). Women accounted for 1,021 (30.3%) of those selected, Blacks

[11] In FY 2010, DHS issued Management Directive 112-06, which sets forth the Department's policy for recognizing employee associations and affinity groups.

[12] Includes Black and Hispanic women.

[13] Border Patrol Agents and CBP Officers are required to be fluent in Spanish for initial placements along the southern border, Florida, and in Puerto Rico, a requirement that is not present in the standard RCLF comparison. This job requirement greatly increases Hispanic representation in these occupations.

420 (12.5%), Hispanics 439 (13.0%), and other minorities 193 (5.7%). CBP, ICE, and TSA had notable success in their internal selections:

Component	Total Internal Selections	Total Women	Blacks	Hispanics	Other Minorities
TSA	568	144 (25.4%)	75 (13.2%)	41 (7.2%)	38 (6.7%)
ICE	733	203 (27.7%)	92 (12.6%)	127 (17.3%)	30 (4.1%)
CBP	752	179 (23.8%)	48 (6.4%)	211 (28.1%)	43 (5.7%)

See Appendix F, Internal Selections Senior Level Positions – Distribution by Race/Ethnicity and Sex, for a complete breakdown by Component of the above chart.

DHS Components also reported a total 8,660 selections for internal competitive promotions for major occupations. Women accounted for 3,511 (40.5%) of those promoted, Blacks 1,458 (16.8%), Hispanics 1,298 (15.0%), and other minorities 742 (8.6%). Following are Components' internal promotions:

Component	Total Competitive Promotions	Total Women	Blacks	Hispanics	Other Minorities
OIG	26	10 (38.5%)	6 (23.1%)	5 (19.2%)	1 (3.8%)
FLETC	9	2 (22.2%)	1 (11.1%)	0	0
USSS	77	4 (5.2%)	13 (16.9%)	8 (10.4%)	3 (3.9%)
USCG	120	61 (50.8%)	23 (19.2%)	1 (.83%)	14 (11.7%)
ICE	175	46 (26.3%)	15 (8.6%)	11 (6.3%)	49 (28%)
USCIS	262	170 (64.9%)	40 (15.3%)	29 (11.1%)	29 (11.1%)
HQ	383	219 (57.2%)	105 (27.4%)	16 (4.2%)	39 (10.2%)
CBP	576	107 (18.6%)	28 (4.9%)	179 (31.1%)	34 (5.9%)
FEMA	2,400	911 (38.0%)	228 (9.5%)	362 (15.1%)	279 (11.6%)
TSA	4,604	1,964 (42.7%)	993 (21.6%)	687 (14.9%)	291 (6.3%)

See Appendix G, Selections for Internal Competitive Promotions for Major Occupations – Distribution by Race/Ethnicity and Sex, for a complete breakdown by Component of the above chart.

4. CAREER DEVELOPMENT/TRAINING AND RETENTION PROGRAM

A total of 2,642 DHS employees participated in agency career development programs during the reporting period, of those women accounted for 557 (21.1%) of all participants, Blacks 171 (6.5%), Hispanics 314 (11.9%), and other minorities 68 (2.6%). The highest number of participants (2,152) occupied the GS 9-12, or equivalent pay band, of which 408 (19.0%) were women, 127 (5.9%) were Black, 319 (14.8%) were Hispanic, and 93 (4.3%) were other minorities. See Appendix H, *DHS Participants in Formal Agency Development Programs – Distribution by Race/Ethnicity and Sex*, for a complete breakdown by Component and training program.

In addition, 225 DHS employees participated in government-wide career development programs of which 104 (46.2%) were women, 16 (7.1%) Black, 35 (15.6%) Hispanic, and other minorities accounted for 19 (8.4%). The GS 13-15 or equivalent pay band showed the highest number of participants (100), of those, women accounted for 57 (57.0%), Black 7 (7.0%), Hispanics (7.0%). See Appendix I, *DHS Participants in Formal Government Career Development Programs – Distribution by Race/Ethnicity and Sex*, for a complete breakdown by Component and training program.

There were eight Components[14] participating in informal/formal mentoring programs in FY 2011:

- USCIS
- FEMA
- ICE (During FY 2011, ICE created the ICE Career Connections Mentoring Program – a year-long program matching mentees with mentors from the GS-13 through SES level from ICE operations and mission support occupational disciplines.)
- HQ (Currently does not track race/ethnicity and gender data for its mentoring program.)
- FLETC (Provides mentoring through its two leadership programs: DHS SES Candidate Development and Future Leaders.)
- USCG (Has an informal mentoring program – Mentoring and Professional Development Online Course.)
- CBP (Instituted a mentoring program but its tracking mechanism for Race/Ethnicity and Gender data is currently under development.)
- USSS (Provides mentoring through its Johns Hopkins Leadership Development Program (GS-14-SES) and the DHS SES Candidate Development Program.)

Only four Components track participation (USCIS, FEMA, ICE, and USSS); for these four, during FY 2011, a total of 219 employees participated. Of those, 104 (47.5%) were women, 30 (13.7%) Blacks, 35 (16.0%) Hispanic and 4 (1.8%) other minorities. The highest number of participants was found in the GS 13-15, or equivalent pay band – with a total of 158 participants, of which 73 (46.2%) were women, 18 (11.4%) Blacks, 33 (20.9%) Hispanic, and 1 (.63%) other minorities. See Appendix J, *DHS Mentoring Programs – Distribution by Race/Ethnicity and Sex*, for a complete breakdown by Component.

5. ACCOUNTABILITY

Accountability requires that diversity and inclusion training be provided for senior executives, managers, and supervisors. It also requires involvement of senior executives and managers in all phases of recruitment, outreach, and retention of a high-quality diverse workforce, and that human capital responsibilities are linked to the performance of managers and supervisors

[14] OIG's formal mentoring program was in hiatus during FY 2011 and will be reinstituted in FY 2012. TSA and I&A currently do not have a mentoring program.

DHS Components reported that Diversity and Inclusion training was provided to senior executives, managers, and supervisors throughout their organizations, including field facilities. Examples of diversity and inclusion-related training conducted for agency managers and supervisors include, but were not limited to the following topics:

- Notification and Federal Employee Antidiscrimination and Retaliation (No FEAR) Act/Whistleblower
- Americans with Disabilities Act
- DHS Hiring Reform
- Prohibited Personnel Practices
- Conference on Cultural Diversity and Inclusion
- Diversity Awareness
- Workplace Violence Awareness Training
- Managing a Diverse Workforce, Including Generational Differences
- Equal Employment Opportunity Training
- Diversity Train-The-Trainer
- Human Capital Responsibilities and Diversity Management
- Championing Diversity Seminar Series
- Supervisory Leadership Training

The majority of DHS senior executives, managers, and supervisors were directly involved in the recruitment and/or outreach process.

Furthermore, in FY 2011, DHS ensured senior executives and managers were held accountable for continuing to support DHS's diversity initiatives in their performance evaluations by requiring a commitment to building a high quality, diverse workforce ensuring fairness in employment and leadership practices. In addition, performance appraisals for senior executives and managers were, and continue to be, directly linked to the DHS strategic plan cascaded appropriately throughout the Department. One of the DHS Leadership Core Competencies under which senior executives, managers and supervisors are rated is their performance as a Diversity Advocate – promoting workforce diversity, providing fair and equitable recognition and equal opportunity, and promptly and appropriately addressing allegations of harassment or discrimination. The requirements to receive an "Achieved Expectations" rating include the following: must have satisfactorily led a diverse team whose members showed accountability for the quality of their work, regardless of background or culture; satisfactorily demonstrated the ability to recruit and retain a diverse staff; modeled open communication and teamwork with all members of the staff; demonstrated that they are comfortable with different cultures and know the laws related to disability, race, gender, and religion; effectively addressed allegations of harassment or discrimination by listening objectively and taking the steps necessary to resolve issues that arose. The requirements to receive an "Achieved Excellence" rating include the following: demonstrated outstanding skill in recruiting and retaining a diverse staff whose members worked together effectively as a team; proactively identified situations where allegations of harassment or discrimination may have occurred and effectively addressed the situations so that conflicts did not escalate; recognized exemplary work of others throughout the rating period and provided equal opportunities for all staff.

CONCLUSION

DHS is proud of its accomplishments in the areas of attracting, developing, and retaining an increasingly diverse workforce. Nonetheless, the agency realizes there is still much to be done to ensure there are no barriers to equal opportunity. DHS will continue to develop Department-wide recruitment strategies to increase the number of applications from women and other underrepresented groups, monitor career development and job progression, and promote the Department as an employer of choice.

Appendix A

Table A-1, Total Workforce Distribution
Table A-6, Participation Rates for Major Occupations

DHS FEORP Accomplishment Report for FY 2011

Table A1: TOTAL WORKFORCE – Distribution by Race/Ethnicity and Sex

This table is for All Agencies - - FY 2010 & 2011

		Total Employees			Race/Ethnicity													
					Hispanic or Latino		Non- Hispanic or Latino											
							White		Black or African American		Asian		Native Hawaiian or Other Pacific Islander		American Indian or Alaskan Native		Two or More/Other Races	
		All	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female
TOTAL																		
FY 2010	#	191,072	128,331	62,741	27,762	9,640	79,414	34,045	13,198	14,795	5,729	2,938	507	357	1,338	688	303	221
	%	100	67.16	32.84	14.53	5.05	41.56	17.82	6.91	7.74	3.00	1.54	0.27	0.19	0.70	0.36	0.16	0.12
FY 2011	#	199,895	134,215	65,680	29,219	10,194	82,580	35,150	14,063	15,856	6,031	3,108	569	388	1,346	682	371	270
	%	100	67.14	32.86	14.62	5.10	41.31	17.58	7.04	7.93	3.02	1.55	0.28	0.19	0.67	0.34	0.19	0.14
CLF (2000)	%	100	53.1	46.8	6.2	4.5	39.0	33.7	4.8	5.7	1.9	1.7	0.1	0.1	0.3	0.3	0.8	0.8
Difference	#	8,892	5,928	2,964	1,457	554	3,166	1,105	865	1,061	302	170	62	31	8	***-6***	68	49
Ratio Change	%	0.00	-0.02	0.02	0.09	0.05	-0.25	-0.23	0.13	0.19	0.02	0.02	0.02	0.01	-0.03	-0.02	0.03	0.02
Net Change	%	0.05	0.05	0.05	0.05	0.06	0.04	0.03	0.07	0.07	0.05	0.06	0.12	0.09	0.01	-0.01	0.22	0.22
PERMANENT																		
FY 2010	#	175,869	119,954	55,915	27,297	9,155	72,902	29,721	12,234	13,196	5,554	2,770	361	208	1,239	605	291	204
	%	100	68.21	31.79	15.52	5.21	41.45	16.90	6.96	7.50	3.16	1.58	0.21	0.12	0.70	0.34	0.17	0.12
FY 2011	#	183,879	125,520	58,359	28,683	9,641	75,840	30,510	13,041	14,113	5,861	2,950	452	269	1,250	596	358	250
	%	100	68.26	31.74	15.60	5.24	41.24	16.59	7.09	7.68	3.19	1.60	0.25	0.15	0.68	0.32	0.19	0.14

DHS FEORP Accomplishment Report for FY 2011

Table A1: TOTAL WORKFORCE – Distribution by Race/Ethnicity and Sex

This table is for All Agencies - - FY 2010 & 2011

		Total Employees			Race/Ethnicity													
					Hispanic or Latino		Non- Hispanic or Latino											
							White		Black or African American		Asian		Native Hawaiian or Other Pacific Islander		American Indian or Alaskan Native		Two or More/Other Races	
		All	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female
Difference	#	8,010	5,566	2,444	1,386	486	2,938	789	807	917	307	180	91	61	11	***-9***	67	46
Ratio Change	%	0.00	0.06	-0.06	0.08	0.04	-0.21	-0.31	0.14	0.17	0.03	0.03	0.04	0.03	-0.02	-0.02	0.03	0.02
Net Change	%	0.05	0.05	0.04	0.05	0.05	0.04	0.03	0.07	0.07	0.06	0.06	0.25	0.29	0.01	-0.01	0.23	0.23
TEMPORARY																		
FY 2010	#	15,203	8,377	6,826	465	485	6,512	4,324	964	1,599	175	168	146	149	99	83	12	17
	%	100	55.10	44.90	3.06	3.19	42.83	28.44	6.34	10.52	1.15	1.11	0.96	0.98	0.65	0.55	0.08	0.11
FY 2011	#	16,016	8,695	7,321	536	553	6,740	4,640	1,022	1,743	170	158	117	119	96	86	13	20
	%	100	54.29	45.71	3.35	3.45	42.08	28.97	6.38	10.88	1.06	0.99	0.73	0.74	0.60	0.54	0.08	0.12
Difference	#	813	318	495	71	68	228	316	58	144	***-5***	***-10***	***-29***	***-30***	***-3***	3	1	3
Ratio Change	%	0.00	-0.81	0.81	0.29	0.26	-0.75	0.53	0.04	0.37	-0.09	-0.12	-0.23	-0.24	-0.05	-0.01	0.00	0.01
Net Change	%	0.05	0.04	0.07	0.15	0.14	0.04	0.07	0.06	0.09	-0.03	-0.06	-0.20	-0.20	-0.03	0.04	0.08	0.18

DHS FEORP Accomplishment Report for FY 2011

NON-APPROPRIATED																		
FY 2010	#	1,386	389	997	87	164	246	657	29	94	24	78	0	0	1	2	2	2
	%	100	28.07	71.93	6.28	11.83	17.75	47.40	2.09	6.78	1.73	5.63	0.00	0.00	0.07	0.14	0.14	0.14
FY 2011	#	1,363	393	970	81	144	244	648	35	93	24	75	3	4	5	1	1	5
	%	100	28.83	71.17	5.94	10.56	17.90	47.54	2.57	6.82	1.76	5.50	0.22	0.29	0.37	0.07	0.07	0.37
Difference	#	-23	4	-27	-6	-20	-2	-9	6	-1	0	-3	3	4	4	-1	-1	3
Ratio Change	%	0.00	0.77	-0.77	-0.33	-1.27	0.15	0.14	0.48	0.04	0.03	-0.13	0.22	0.29	0.29	-0.07	-0.07	0.22
Net Change	%	-0.02	0.01	-0.03	-0.07	-0.12	-0.01	-0.01	0.21	-0.01	0.00	-0.04	0.00	0.00	4.00	-0.50	-0.50	1.50

NOTE: Percentages compute across rows and NOT down columns.

DHS FEORP Accomplishment Report for FY 2011

TABLE A6: Participation Rates for Major/Mission Critical Occupations - Distribution by Race/Ethnicity and Sex

This table is for All Agencies -- FY 2011 -- Permanent Employees

Job Title/Series, Agency Rate, Occupational CLF		Total Employees			Race/Ethnicity													
					Hispanic or Latino		Non- Hispanic or Latino											
							White		Black or African American		Asian		Native Hawaiian or Other Pacific Islander		American Indian or Alaskan Native		Two or More/Other Races	
		All	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female
Major/Mission Critical Occupations (500+ employees)																		
1802 - Compliance Inspection & Support	#	54,905	32,298	22,607	5,789	3,828	18,202	10,923	5,888	6,485	1,818	850	183	167	324	285	81	52
	%	100	58.83	41.17	10.54	6.97	33.15	19.89	10.72	11.81	3.31	1.55	0.33	0.30	0.59	0.52	0.15	0.09
Occupational CLF	%	100	43.2	56.7	3.0	3.6	34.8	45.0	3.1	5.7	0.8	0.8	0.2	0.1	0.4	0.5	1.0	1.0
1801 - Genl Inspection, Investigative Enforcement, & Compliance *	#	24,617	18,496	6,121	3,309	1,169	12,357	3,347	1,662	1,030	882	471	40	18	202	58	38	25
	%	100	75.14	24.86	13.44	4.75	50.20	13.60	6.75	4.18	3.58	1.91	0.16	0.07	0.82	0.24	0.15	0.10
Occupational CLF	%	100	53.0	46.9	4.2	3.5	41.3	34.1	4.5	6.9	1.7	1.4	0.1	0.0	0.4	0.4	0.8	0.6
1896 - Border Patrol Agents	#	21,408	20,349	1,059	10,285	575	9,211	434	366	21	225	14	38	2	179	8	45	5
	%	100	95.05	4.95	48.04	2.69	43.03	2.03	1.71	0.10	1.05	0.07	0.18	0.01	0.84	0.04	0.21	0.02
Occupational CLF	%	100	79.0	21.1	7.1	2.0	62.3	14.7	7.0	3.6	1.0	0.3	0.1	0.0	0.5	0.1	1.0	0.4
1895 - Customs & Border Protection Officers	#	20,576	16,833	3,743	5,273	1,310	8,834	1,648	1,070	445	1,296	248	100	23	175	35	85	34
	%	100	81.81	18.19	25.63	6.37	42.93	8.01	5.20	2.16	6.30	1.21	0.49	0.11	0.85	0.17	0.41	0.17
Occupational CLF	%	100	53.1	46.8	6.2	4.5	39.0	33.7	4.8	5.7	1.9	1.7	0.1	0.1	0.3	0.3	0.8	0.8

DHS FEORP Accomplishment Report for FY 2011

1811 - Criminal Investigators	#	11,098	9,610	1,488	1,360	235	7,347	1,037	537	148	293	59	13	2	55	7	4	0
	%	100	86.59	13.41	12.25	2.12	66.20	9.34	4.84	1.33	2.64	0.53	0.12	0.02	0.50	0.06	0.04	0.00
Occupational CLF	%	100	79.0	21.1	7.1	2.0	62.3	14.7	7.0	3.6	1.0	0.3	0.1	0.0	0.5	0.1	1.0	0.4
0301 - Miscellaneous Administration & Programs	#	8,095	3,347	4,748	260	689	2,497	2,619	420	1,180	113	191	7	10	36	39	11	19
	%	100	41.35	58.65	3.21	8.51	30.85	32.35	5.19	14.58	1.40	2.36	0.09	0.12	0.44	0.48	0.14	0.23
Occupational CLF	%	100	43.4	56.6	4.7	5.3	30.2	39.7	4.9	7.9	2.7	2.5	0.1	0.1	0.4	0.7	0.4	0.5
0343 - Management & Program Analysis	#	6,450	2,831	3,619	156	209	1,951	1,940	524	1,238	155	175	7	8	30	28	7	17
	%	100	43.89	56.11	2.42	3.24	30.25	30.08	8.12	19.19	2.40	2.71	0.11	0.12	0.47	0.43	0.11	0.26
Occupational CLF	%	100	61.4	38.6	2.0	1.6	52.5	31.1	2.6	3.3	3.5	2.0	0.0	0.0	0.3	0.3	0.5	0.3
2210 - Information Technology Specialists	#	3,440	2,493	947	137	22	1,744	559	378	230	187	114	3	3	30	11	9	8
	%	100	72.47	27.53	3.98	0.64	50.70	16.25	10.99	6.69	5.44	3.31	0.09	0.09	0.87	0.32	0.26	0.23
Occupational CLF	%	100	66.7	33.2	3.1	1.6	50.4	24.7	4.3	3.5	7.4	2.9	0.1	0.0	0.2	0.1	1.2	0.4
0401 - General Natural Resources Management & Biology	#	2,344	1,511	833	412	217	749	426	121	94	200	87	6	3	14	3	9	3
	%	100	64.46	35.54	17.58	9.26	31.95	18.17	5.16	4.01	8.53	3.71	0.26	0.13	0.60	0.13	0.38	0.13
Occupational CLF	%	100	55.9	44.1	1.9	2.1	47.3	35.0	1.2	1.8	4.3	4.5	0.04	0.1	0.6	0.3	0.4	0.3
0905 - General Attorney	#	1,987	988	999	62	81	825	728	45	97	50	83	0	3	3	5	3	1
	%	100	49.72	50.28	3.12	4.08	41.52	36.64	2.26	4.88	2.52	4.18	0.00	0.15	0.15	0.25	0.15	0.05
Occupational CLF	%	100	71.1	28.5	2.0	1.2	65.2	23.9	2.0	1.9	1.2	1.0	0.0	0.0	0.1	0.1	0.6	0.4
0080 - Security Administration	#	1,955	1,492	463	105	18	1,036	235	308	194	25	10	3	1	12	2	0	3
	%	100	76.32	23.68	5.37	0.92	52.99	12.02	15.75	9.92	1.28	0.51	0.15	0.05	0.61	0.10	0.00	0.15

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Occupational CLF	%	100	43.2	56.5	4.7	5.3	30.2	39.7	4.9	7.8	2.6	2.3	0.1	0.1	0.2	0.4	0.5	0.9
0340 - Program Management	#	1,748	1,145	603	118	52	850	414	118	100	36	25	5	1	12	7	5	4
	%	100	65.50	34.50	6.75	2.97	48.63	23.68	6.75	5.72	2.06	1.43	0.29	0.06	0.69	0.40	0.29	0.23
Occupational CLF	%	100	41.4	5.6	4.7	5.3	30.2	39.7	4.9	7.9	0.7	2.5	0.1	0.1	0.4	0.7	0.4	0.5
0303 - Miscellaneous Clerk & Assistant	#	1,701	478	1,223	81	190	271	622	80	297	39	87	0	3	5	13	2	11
	%	100	28.10	71.90	4.76	11.17	15.93	36.57	4.70	17.46	2.29	5.11	0.00	0.18	0.29	0.76	0.12	0.65
Occupational CLF	%	100	43.4	56.6	4.7	5.3	30.2	39.7	4.9	7.9	2.7	2.5	0.1	0.1	0.4	0.7	0.4	0.5
0132 - Intelligence	#	1,559	952	607	111	112	735	385	61	78	33	26	4	0	7	5	1	1
	%	100	61.06	38.94	7.12	7.18	47.15	24.70	3.91	5.00	2.12	1.67	0.26	0.00	0.45	0.32	0.06	0.06
Occupational CLF	%	100	50.1	49.9	1.9	2.2	42.0	40.4	2.4	3.8	2.0	2.1	0.1	0.0	0.6	0.5	1.1	0.9
0083 - Uniformed Division	#	1,557	1,397	160	98	9	1,042	102	228	46	18	3	2	0	7	0	2	0
	%	100	87.0	13.0	7.4	1.3	67.6	8.4	8.8	2.9	1.1	0.1	0.1	0.0	0.7	0.1	1.3	0.2
Occupational CLF	%	100	87.0	13.0	7.4	1.3	67.6	8.4	8.8	2.9	1.1	0.1	0.1	0.0	0.7	0.1	1.3	0.2
1102 - Contract Specialist	#	1,407	554	853	27	50	397	430	96	304	23	47	1	1	5	11	5	10
	%	100	39.37	60.63	1.92	3.55	28.22	30.56	6.82	21.61	1.63	3.34	0.07	0.07	0.36	0.78	0.36	0.71
Occupational CLF	%	100	46.8	53.1	2.9	3.2	39.8	42.7	2.5	4.7	1.0	1.3	0.0	0.1	0.2	0.3	0.4	0.8
0201 - Human Resources Management	#	1,208	304	904	16	67	187	443	81	346	8	37	0	1	10	8	2	2
	%	100	25.17	74.83	1.32	5.55	15.48	36.67	6.71	28.64	0.66	3.06	0.00	0.08	0.83	0.66	0.17	0.17
Occupational CLF	%	100	33.3	66.7	2.7	5.0	25.5	49.9	3.7	8.6	0.8	1.9	0.1	0.1	0.3	0.7	0.3	0.5

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1889 - Import Specialist	#	1,094	454	640	75	124	294	367	48	111	35	28	0	0	2	6	0	4
	%	100	41.50	58.50	6.86	11.33	26.87	33.55	4.39	10.15	3.20	2.56	0.00	0.00	0.18	0.55	0.00	0.37
Occupational CLF	%	100	53.0	46.9	4.2	3.5	41.3	34.1	4.6	7.0	1.8	1.5	0.1	0.0	0.7	0.5	0.3	0.3
1881 - Customs & Border Protection Interdiction	#	762	747	15	80	2	631	11	15	0	3	1	0	0	13	1	5	0
	%	100	98.03	1.97	10.50	0.26	82.81	1.44	1.97	0.00	0.39	0.13	0.00	0.00	1.71	0.13	0.66	0.00
Occupational CLF	%	100	96.0	3.8	2.8	0.1	89.3	3.6	1.5	0.1	1.0	0.0	0.1	0.0	0.7	0.0	0.6	0.0
0511 - Auditing	#	677	340	337	35	33	226	183	35	73	42	40	0	2	2	2	0	4
	%	100	50.22	49.78	5.17	4.87	33.38	27.03	5.17	10.78	6.20	5.91	0.00	0.30	0.30	0.30	0.00	0.59
Occupational CLF	%	100	43.0	57.0	2.0	3.1	35.1	42.8	2.6	5.4	2.8	4.8	0.0	0.1	0.2	0.4	0.3	0.4
0391 - Telecommunications	#	618	570	48	81	4	407	34	56	9	12	0	0	0	11	0	2	1
	%	100	92.23	7.77	13.11	0.65	65.86	5.50	9.06	1.46	1.94	0.00	0.00	0.00	1.78	0.00	0.32	0.16
Occupational CLF	%	100	85.9	14.2	7.0	1.2	67.7	10.2	6.9	1.9	2.2	0.5	0.1	0.0	0.8	0.2	1.1	0.2
0501 - Financial Administration & Program	#	610	210	400	12	20	146	228	35	116	14	29	0	1	2	5	1	1
	%	100	34.43	65.57	1.97	3.28	23.93	37.38	5.74	19.02	2.30	4.75	0.00	0.16	0.33	0.82	0.16	0.16
Occupational CLF	%	100	43.0	57.0	3.6	5.6	33.0	41.0	3.9	6.8	1.7	2.7	0.1	0.1	0.4	0.4	0.4	0.4
0510 - Accounting	#	534	200	334	7	15	143	174	31	114	17	26	0	0	0	0	2	5
	%	100	37.45	62.55	1.31	2.81	26.78	32.58	5.81	21.35	3.18	4.87	0.00	0.00	0.00	0.00	0.37	0.94
Occupational CLF	%	100	43.0	57.0	2.0	3.1	35.1	42.8	2.6	5.4	2.8	4.8	0.0	0.1	0.2	0.4	0.3	0.4
1894 - Customs Entry & Liquidating	#	520	123	397	15	81	84	166	17	119	6	26	1	1	0	1	0	3
	%	100	23.65	76.35	2.88	15.58	16.15	31.92	3.27	22.88	1.15	5.00	0.19	0.19	0.00	0.19	0.00	0.58
Occupational CLF	%	100	37.9	61.8	3.1	4.5	28.6	41.2	4.2	12.9	1.6	2.0	0.0	0.0	0.2	0.7	0.2	0.5

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Total **	**#**	170,870	117,722	53,148	27,904	9,112	70,166	27,455	12,220	12,875	5,530	2,677	413	250	1,136	540	319	213
	%	100	68.90	31.10	16.33	5.33	41.06	16.07	7.15	7.53	3.24	1.57	0.24	0.15	0.66	0.32	0.19	0.12

Data Source: CIPRO

* 1801 series includes CBP, USCG, USCIS, ICE, FLETC, and TSA Law Enforcement Occupations.

** Includes 62 unknown ERIs (34 men and 28 women).

Appendix B

List of Component Job Fairs/Conferences/Other Outreach Activities

U.S. Customs and Border Protection (CBP)	
Career Fairs	
Consorcio de Arecibo Job Fair, PR	Job Fair Municipio Police San German, PR
Feria de Empleo y Servicios 2011, PR	Plaza Las Americans Feria de Seguiridad y Preccion, PR
Job Fair at Instituto de Banca y Comercio, PR	Workforce Solutions Cinco de Mayo Job Fair, TX
Conferences/Forums/Summits	
Blacks in Government (BIG), MA	National Organization of Black Law Enforcement (NOBLE), KY
Federal Asian Pacific American Council (FAPAC), WA	Society of American Indian Government Employees (SAIGE), CA
Federally Employed Women (FEW), PA	Southern Arizona Hispanic Employment Program Managers Annual Seminar
National Asian Peace Officers Association (NAPOA), CA	Women in Federal Law Enforcement (WIFLE), CA
Other Outreach Activities	
Agnes Scott College, GA	Mills College, CA
Alabama State University	Mississippi University for Women
Alverno University	Morgan State University, MD
Arecibo Airport Outreach, PR	Mt. San Antonio College, CA
Arizona Western College	North Carolina A&T University
Atlanta University Center (Spelman, Morehouse, and Clark Universities)	North Carolina Central University
Borough of Manhattan Community College, NY	Northwest Indian College, WA
Bronx Community College, NY	Passaic County Community College, NJ
California State University-Dominquez Hills	Prairie View A&M University
CBP Explorers Post Dona Ana Community College, NM	Puerto Rico Trabaja/Army Career Assistance Program (ACAP)
Cedar Crest College	Riverside Community College, CA
Central State University, OH	Saint Mary of the Woods College, IN
Charleston Southern University	Salish Kootenai College, MT
Claflin University, SC	South Carolina State University
Clark Atlanta University, GA	Southern University A&M College, LA
Dona Ana Community College	Southwestern Community College, CA, TX
El Paso Community College, TX	Southwestern Indian Polytechnic Institute, NM
Elizabeth City State University, NC	Sul Ross University, Del Rio, TX
Florida Agricultural and Mechanical (A&M) University	Sul Ross University, Eagle Pass, TX
Florida A&M University	Sul Ross University, Uvalde, TX
Fond Du Lac Tribal and Community College, MN	Texas A&M International University
Fort Valley State University, GA	Texas Southern University
Haskell Indian Nations University, KS	Texas Women's University
Houston Community College, TX	Tennessee State University
Howard College, TX	Third Family Fair Iglesia Pabellon de Victoria
Imperial Valley College, CA	Tohono O'odham Community College
Interamerican University Aguadilla, PR	Transportation Security Agency Community Engagement
Interamerican University Arecibo, PR	Tuskegee University
Interamerican University Barranquitas, PR	University of Arizona Latin American Studies Department
Interamerican University Ponce, PR	University of the District of Columbia
Jackson State University, MS	University of Puerto Rico , Aguadilla
Jarvis Christian University, TX	University of Puerto Rico, Arecibo
John Jay College, NY	University of Puerto Rico, Bayamon

LaGuardia Community College, NY	University of Puerto Rico, Carolina
Laredo Community College, TX	University of Puerto Rico, Utuado
Little Big Horn College, MT	University of Texas, El Paso
Long Branch and Hispanic Affairs of Monmouth County	University of Texas, San Antonio
Meredith College	Vaughn College, NY
	Wilberforce University, OH

U.S. Citizenship and Immigration Services (USCIS)

Career Fairs	
Grambling State University, LA	King County Library Citizenship Fair, WA
Humble High School, TX	
Conferences/Forums/Summits	
Other Outreach Activities	
Bakersfield College, CA	North Carolina Central University
Bowie College, MD	Northern Virginia Northeastern College
Broward College, FL	NW Indian College, WA
Coppin College, MD	Occidental College, CA
Dine College, AZ	Oglala/Lakota, SD
Hartnell College, CA	Polytechnic University, CA
Haskell College, KS	Saginaw College, MI
Houston Community College, TX	Southwest Indian Polytech, NM
Howard University, Washington, DC	Texas A&M University System (A&M International, A&M Corpus Christie, A&M Kingsville, A&M San Antonio)
Lone Star College, TX	University of the District of Columbia
Mexican-American Opportunity Foundation (MAFO), CA	University of California Los Angeles
Morgan College, MD	University of the Pacific, CA
New Mexico State University	University of Washington
Northern Michigan University (NMU)	

U.S. Coast Guard (USCG)

Career Fairs	
American Society of Naval Engineers (ASNE) Career Fair	University of Texas, El Paso Career Fair
Gallaudet University Career Fair	University of Texas, El Paso Engineer Career Fair
Maritime Academies Career Fairs	University of Texas, Pan American Career Fair
National Hispanic College Fairs, TX	Women for Hire
Conferences/Forums/Summits	
Adelante State of Hispanic Higher Education (series)	Military Ambassadors Fiesta, TX
Association of Naval Services Offices, TX	National Council of La Raza (NCLR)
Capitol Forum, Washington DC	National IMAGE Inc., FL
Congressional Hispanic Caucus, Washington, DC	National Organization for Mexican American Rights (NOMAR), NV
Great Minds in STEM Planning Conference, FL	National Society of Black Engineers (NSBE) Annual Conference
Heroes and Heritage Leadership Summit, TX	MAES Science Extravaganza, TX

Hispanic Association of Colleges and Universities (HACU) Annual Conference, CA, PR	PWD – Careers & Disabled Awards Conference and Career Fairs
Hispanic Engineering and Technology Week (HESTEC), TX	Society of Hispanic Professional Engineers Annual Conference (SHPE), OH
Hispanic Engineering National Achievement Awards Conference (HENAAC), FL	Society of Indian Government Employees Conference
Hispanic Television and Information Network (HITN)	Society of Mexican America Engineers & Scientists (MAES) Leadership Conference, TN, CA
National IMAGE Inc. Conference, FL	University of Texas El Paso Student Leadership Conference
Latina Style Symposium, Washington, DC	Viva Technology, CA
League of United Latin American Citizens (LULAC) Annual Conference, OH	
Other Outreach Activities	
New Mexico State University	Texas A&M University (ROTC Department)
Society of Hispanic Engineers	University of New Mexico
St. Mary's University San Antonio, TX	University of Texas, San Antonio Downtown Campus
Texas A&M Corpus Christi	University of Texas, San Antonio Main Campus
Texas A&M Kingsville	University of Texas, Pan America

Federal Emergency Management Agency (FEMA)

Career Fairs	
American Best Enterprises, Inc. (Latinos For Hire Career Expos), CA	GA State/Andrew Young School of Policy Career Fair
Clark Atlanta University, GA	Morehouse College , GA
DISability Link, GA	Morgan State University Job Fair, MD
Department of Labor (DOL): Veterans Department/Gwinnett Career Center Career Fair	
DOL: Veterans Department/North Metro Career Center Career Fair	Spelman College, GA
Fisk University	Shippensburg University Job Fair, PA
Gallaudet University Job Fair, Washington, DC	Tuskegee University Annual Career Day, AL
GA College and State University Federal Career Day	University of North Texas Job Fair
Conferences/Forums/Summits	
African American Leadership Summit	National Urban League Conference, MA
BEEP Leadership Conference, FL	
Other Outreach Activities	
American Indian College Fund	Oklahoma State University Black Alumni Association
American University, Washington, DC	Paul Quinn College, TX
Atlantic College Guaynabo	Pueblo Community College, CO
Bowie State University	Sitting Bull College, ND
Cankdeska Cikana Community College	Spelman College, GA
Caribbean University, Carolina, PR	Stone Child College, MT
Centro de Estudios Multidisciplinarios-Bayamon	Texas Women's University
Centro de Estudios Multidisciplinarios-Humacao	Trinity University, Washington, DC
Centro de Estudios Multidisciplinarios – San Juan	Tuskegee University, AL
Chief Dull Knife College	Turtle Mountain Community College, ND
Clark Atlanta University, GA	United Negro College Fund, VA
Fisk University, TN	United Tribes Technical College
Hampton University	Universidad Central del Caribe, Bayamon, PR

Hispanic College Fund	Universidad Central del Caribe, Carolina, PR
Howard University, Washington, DC	Universidad Metropolitana, Cupey, PR
Huston-Tilotson University, TX	Universidad Politechnicca de PR, Hato Rey
Korean National Disaster Management Institute	University of Arkansas Pine Bluff
Langston University, Main Campus, OK	University of Delaware
Langston University, Tulsa Campus, OK	University of Maryland University College
Morehouse College, GA	University of Pennsylvania
National Association of Black Accountants, Inc., MD	University of Sacred Heart-Santurce, PR
National Black MBA Association, Inc., TX	Wiley College, TX
Native American Alliance for Emergency Preparedness (NAAEP)	Wilmington University, NJ
Northwest Indian College, WA	

Federal Law Enforcement Training Center (FLETC)

Career Fairs	
Bethune Cookman University, FL	Congresswomen Frederica Wilson Job Fair
College of Coastal Georgia	Eastern New Mexico University
Congressman John Lewis & Congressman Hank Johnson Job Fair	Edward Waters College Job Fair
Congresswomen Brown and Mayor Buddy Dyer Job and Resource Fair, FL	New Mexico State University
Congresswomen Corrine Brown's Job Fair, FL	The Tri Base Job Fair, FL
Conferences/Forums/Summits	
Hispanic American Police Command Officers Association (HAPCOA)	National Native American Law Enforcement Association (NNALEA)
International Association of Chiefs of Police (IACP)	National Organization of Black Law Enforcement Executives (NOBLE)
International Law Enforcement Educators and Training Association (ILEETA)	Society of American Indian Government Employees (SAIGE) Annual Employee Training Conference
National Asian Peace Officers Association (NAPOA)	Women in Federal Law Enforcement (WIFLE)
National Council of La Raza (NCLR)	
Other Outreach Activities	
Alabama A&M University	Miles College, AL
Alabama State University	Morehouse College, GA
Albany State, NY	Morris College, GA
Allen University, SC	New Mexico Highland University
American GI Forum	New Mexico State University
Barry University, FL	North Carolina Central University
Benedit College, SC	Oakwood University, AL
California State University	Salish Kootenai College, MT
Claflin University, SC	Savannah State University, GA
Clark Atlanta University, GA	Shaw University, NC
Concordia College Selma, AL	South Carolina State University
Coppin State, MD	Southwest Indian Polytechnic Institute, NM
Edward Waters College, FL	Spelman College, GA
Elizabeth City State University, NC	Stillman College, AL
Fayetteville State University, NC	St. Augustine's College, NC
Fisk University, TN	St. Edward's University, TX

Florida A&M	St. Thomas University, MN
Florida International University	Talladega College, AL
Florida Memorial	Tennessee State University
Ft. Valley State, GA	Tuskegee University, AL
Gallaudet University, Washington, DC	University of Maryland
Georgia Department of Labor	University of Maryland, Eastern Shore
George Mason University, VA	University of Texas, El Paso
Hispanic Association of Colleges and Universities (HACU)	United States Hispanic Chamber of Commerce
John Jay College of Criminal Justice, NY	University of Miami, FL
Johnson C. Smith University, NC	Voorhees College, SC
Knoxville College, TN	Winston-Salem State University, NC
Lane College, TN	Wounded Warrior Project
LeMoyne-Owen, TN	
Livingstone College, NC	
DHS Headquarters (HQ)	
Career Fairs	
Conferences/Forums/Summits	
Wounded Warrior Conference, Ft. Belvoir, VA	
Other Outreach Activities	
American University, Washington, DC	University of Puerto Rico
Trinity University	
U.S. Immigration & Customs Enforcement (ICE)	
Career Fairs	
ASA Institute Career Fair	MOAA Corporate Gray Job Fair
Bethesda Naval Hospital Operation Warfighter Fair, MD	Monroe College Career & Internship Fair
City College of New York Fall Career Fair	New York State Senator Addabbo Career Fair
Congressman Bennie G. Thompson Job Fair	Presidential Management Fellows Hiring Fair
DC Summer Youth Career Fair	Salish Kootenai Career Fair
DHS Cyber Security Virtual Job Fair	Saint John's Career Fair
Fond du Lac Tribal College Career Fair	Saint Joseph's College Career Fair
Fort Belvoir Operation Warfighter Fair	University of California San Diego Career Fair
Fort Meade Wounded Warrior Job Fair	University of San Diego Career Fair
Grambling State University Career Fair	Walter Reed Army Medical Center Operation Warfighter Fair
Conferences/Forums/Summits	
Congressional Black Caucus Diversity Job Fair	National Capital Region Wounded Warrior Hiring and Support Conference
Federally Employed Women National Training Program Conference, PA	National Organization of Black Law Enforcement Executives (NOBLE) Annual Conference
Fraternal Order of Police Conference	National Urban League (NUL) Conference and Job Fair
Indiana Black Expo Employment Fair & Annual Exposition	Red Ribbon Week Events
International Association of Chiefs of Police (ACP) Conference	Society of American Indian Government Employees Annual Training Conference
League of United Latin American Citizens (LULAC) Annual Conference, OH	Veterans Employment Symposium
Military and Veterans Employment Expo	Women in the Federal Law Enforcement (WIFLE) Annual

	Leadership Training Conference, CA
National Asian Peace Officers Association (NAPOA) National Training Conference	Wounded Warrior Federal Employment Conference
National Association of Blacks in Criminal Justice (NABCJ) Annual Conference	
Other Outreach Activities	
Army Alumni Career Program Transition Program	NRSW Fleet & Family Support
Brandeis University	Public Service Recognition Week
Congressional Black Caucus	San Diego State University
Eastern Middle School Career Day	Take Your Child to Work Day
Emergency Preparedness Day	Veterans Job Search Workshop
Georgetown University	University of Maryland
James Madison University	University of Virginia

Transportation Security Administration (TSA)

Career Fairs	
Barry University: 2011 Government Career Fair, FL	University of Puerto Rico, Bayamon Job Fair
Latinos for Hire Job Fair, CA, TX, IL	University of Puerto Rico, Mayaguez Job Fair
National Society for Hispanic Professionals (NSHP) Job Fair, TX, Washington, DC	University of Puerto Rico, Rio Piedras Job & Internship Fair
University of Houston Internship Career Fair, TX	
Conferences/Forums/Summits	
3rd Annual Hispanic Federal Career Advancement Summit, MD	National HBCU Conference
Blacks in Government (BIG)	
Hispanic American Police Command Officers Association (HAPCOA) Annual Conference	Native American Cultural Conference (Red Earth)
(9th) Hispanic Association of Colleges and Universities (HACU) International Conference, PR	National Organization of Black Law Enforcement Executives (NOBLE) Annual Conference
(82nd) League of United Latin American Citizens (LULAC) Annual Convention, OH	Vivo Oklahoma Hispanic Chamber Expo 2011, OK
National Asian Peace Officers Association (NAPOA) Annual Training Conference	Women in Federal Law Enforcement (WIFLE) Annual Conference
National Council of LaRaza (NCLR), Annual Conference, Washington, DC	
Other Outreach Activities	
California State University	Salish Kootenai College, MT
Congressional Black Caucus Foundation	Society of Asian Scientists and Engineers
Gallaudet University, Washington, DC	Tougaloo College, MS
National Black MBA Association	University of Puerto Rico, Rio Piedras
National Native American Law Enforcement Association	University of Puerto Rico, Mayaguez
National Society of Hispanic Professionals, TX	

U.S. Secret Service (USSS)

Career Fairs	
African-American, Latino, Asian, Native American (ALANA) Career Fair	Monmouth University Fall Career Day, NJ
Albany Career Expo and Job Fair, GA	Morgan State University's 36th Annual Career Day
American Indian Science & Engineering Society (AISES)	Mott Community College Criminal Justice Career Fair, MI

National Conference Career Fair, NM	
American Intercontinental University Career/Vendor Fair, FL	Mt. Saint Mary's University Internship and Job Fair, MD
Amherst College Not for Profit Career Fair, MA	National Hispanic Corporate Achievers (NHCA) Diversity Career Fair, FL
Anne Arundel Community College Job Fair, MD	Native American Youth Organization's North Carolina State University Career Fair
Appalachian State University JobFest, NC	Naugatuck Valley Community College Career Expo, CT
Arizona State University Collegiate Job & Internship Fair	Naval Reserves Operation Center Job Fair, NY
(10th Annual) Asian Diversity Career Expo, NY	Navy Tri-base Job Fair, FL
Arlington Career Fair, VA	New Orleans Diversity & Bilingual Job Fair, LA
Army Career & Alumni Program Semi-Annual Job Fair, TX	New York State University, Stony Brook Government Career Fair
Asian Professional Exchange (APEX) 10th Annual Career Symposium, CA	Nichols College Career Fair, MA
Assumption College Career Fair, MA	Noli's Career Day 2011, CA
Atlantic Cape Community College Career Fair, NJ	North Carolina A&T State University Career Fair
Aurora University Criminal Justice Career Fair, IL	North Lake College Job Fair, TX
Baltimore Country Community College, Essex Campus Job Fair, MD	Northampton Community College Job Fair, MA
Barry University Government Career Fair, FL	Norfolk State University Career Fair
Base Closure and Realignment Commission (BRAC) Career Fair, VA	Northeastern University Career Fair, MA
Bergen Community College Job Fair, NJ	Northern Virginia Community College "Meet the Employer" Job Fair and Campus Career Fair
Blue Bell Campus Job Expo, PA	Norwich University Spring Career Fair, VT
Bluefield State College Career Fair, WV	Northwest Academy of Law Career Fair, MO
Boston University Career Fair, MA	NSU Job Fair, OK
Bridgewater State University Criminal Justice Career Night and Work N'Serve Expo, MA	Ohio State University Career and Job Fair & Internship Expo
Bunker Hill Community College Fall Job Fair, MA	Oklahoma City University Career Fair
Call to Serve Government Career Fair, MI	Old Dominion University Career Fair and Criminal Justice/Sociology Fair, VA
(35th Annual) Career Expo, RI	Operation Warfighter Internship Career Fair, DC
Career Fair & Internship Expo, OH	OSU Cowboys for a Cause Career Fair, OK
CareerFest 2011, OH	OSU-Tulsa Career Fair, OK
Careers & the disABLED'S Career Expos, DC	Oswego State University Career Fair, NY
CASA Central Employment & Resource Fair, IL	Pace University Career Fair, NY
Catholic University Career Fair, DC	Pacific Asian Consortium Career Fair, CA
CEDA Job Fair, IL	Pacific Rim Disability Career Fair, HI
Central Intercollegiate Athletic Association (CIAA) Career Fair	Palm Beach State College Job/University Transfer Fair, FL
(27th Annual) Challenge Job and Internship Fair, VA	Penn State Altoona Career Fair
Charlottesville Community Career Fair, VA	Penn State University Spring Career Fair
Chesapeake College Annual Career and Job Expo, MD	Pittsburgh Federal Career Day, PA
Chicago State University Spring Career Fair	Radford University Lambda Phi Epsilon Career Fair, VA
Chicago Workforce Career Fair, IL	Randolph Macon College Career Fair, VA
Choctaw Nation Career Expo, OK	Red River Career Expo, OK
Clayton State University Career Expo, GA	Representative Rob Wittman's First District Job Fair, VA

Cleveland State University Career Fair	Richard Stockton College of New Jersey Career Fair
College Career Centers of Boston 8th Government Careers Information Forum, MA	Richton Park Office Job Fair, IL
Colleges of Central Florida Career Consortium	Rochester Institute of Technology (RIT) Career Fair, NY
College of New Jersey Career and Internship Day	Rockland Community College Career Mosaic, NY
College of the Ozarks Career Fair, MO	Rutgers University Career Day, NJ
Columbia Spring Career Fair, IL	Sacramento 14th Annual Hire Event, Sacramento, CA
Congressman Bob Goodlatte's Career Fair, VA	Sacred Heart University Government Career Fair, CT
Congressman Bennie G. Thompson Career Fair, MS	Saginaw Valley State University Wide Employment and Network Fair, MI
Congressman Gus Billrakis's Employment Fair, FL	Salem State University Job Fair, MA
Congresswoman Yvette D. Clark Job Fair, NY	Salisbury University Job/Internship Fair, MD
Coppin State University Job Fair	(20th Annual) S.A.C.U.C.C.A. Job Fair, TX
Criminal Justice Career Day, TX	Sanford-Brown College CJ Career Fair, VA
Criminal Justice Career Fair - Henry Ford Community College, MI	Service Academy Career Conference (SACC) Job Fair, TX
Cumberland Valley Consortium Job Fair, MD	Shepherd University CareerFest, WV
Cuyahoga Community College Career Fair, OH	Shippensburg University Government/Human Services Job and Internship Fair, PA
DC50 Destination Occupation Expo	S.M.A.R.T. Moves 2010 Diversity Military Job Fair, Washington, DC
Delgado Community College Job Fair, LA	St. Paul's College Annual Career Day, VA
Delaware State University Career Fair	St. Peter's College 27th Annual Career Fair, NJ
Department of Homeland Security Student Day, DC	St. Thomas Aquinas College Career Fair, NY
DeVry University Career Fair, FL, VA, NJ	St. Xavier University Job Fair, IL
Dominican University Job & Internship Fair, IL	Simmons College School of Social Work Career Fair, MA
Diversity Job Fair, FL	Smith College Science and Technology Fair & Liberal Arts, MA
ECPI Career Fair and College of Technology Career Fair, VA	Southwest Academy Magnet School for Science and Engineering Career Day
(3rd Annual) Emergency and Public Services Career Fair, MI	Southwest Georgia Career Fest
Emmanuel College Career Fair, MA	Spring Career Fair, MA
Employment Guide Atlanta Career Fair	Spring Job Fair-Hesser College, NH
Endicott College Job Fair, MA	(3rd Annual) Spring Tri-Collegiate Career and Graduate School Fair, NJ
Fairfax Mega Job Fair and Entrepreneurship Expo, VA	State of Illinois Placement Office Job Fair/Panel
Federal Career Day, MA	Stevenson College Career Fair, MD
Federal Fridays Job Fair, NY	Stockton College Career & Internship Fair, NJ
Felician College Career and Internship Fair, NJ	Stonehill College Career Fair, MA
Ferrum College Internship & Career Fair, VA	(35th Annual) SUNY Plattsburgh Career Night, NY
Florida Atlantic University Career & Internship Fair	(6th Annual) Super Career Expo
Ft. Belvoir Army Installation Operation Warfighter Internship Fair, VA	Suffolk University Connections Full Time Job Fair, MA
Fort Bliss-AUSA/ACAP Job Fair, TX	Syracuse University Career Expo & Job Fair, NY
Fort Bragg ACAP Job Fair, NC	Texas Job Fair
Fort Drum Job Fair, NY	The Employment Guide Job Fair, FL
Ft. Meade Army Installation Operation Warfighter Internship Fair, MD	Triton College Criminal Justice Job Fair, IL

Ft. Hood Army and Alumni Program Job Fair, TX	Tufts University Career Fair, MA
George Mason University Career Fair and 9th Annual Washington, DC/Baltimore Public Service Career Fair, VA	Tulane Career Expo
Gallaudet University Career Fair, DC	Unicruit Virtual Career Fair, DC
George Washington University Career Fair, DC	US Chamber of Commerce "Hiring Our Heroes", IL
Georgia College and State University Career Expo	United States Marine Corps (USMC) Job Fair, VA
Georgia State University (GSU) Criminal Justice Student Association Job Fair	United Tribes Technical College Career Fair, ND
Global Recruiting Solutions Career Fair, GA, MI	University of Baltimore Career Fair, MD
Goodfellow AFB Law Enforcement Job Fair, TX	University of Cincinnati Diversity Career Fair and Graduate School, OH
Government and Non-Profit Career Fair, NJ	University of Massachusetts, Amherst Campus Blast Career Fair
Government & Non-Profit Career Expo (Georgetown University), DC	University of Dayton Career Fair, OH
(5th Annual) Government and Public Service Career Fair, NJ	University of Denver Non-Profit and Government Career-Internship Fair
Government Career Mixer - Oakland University, MI	University of the District of Columbia (UDC) Career Fair
Grand Rapids Community College Federal Career Day, MI	University of Georgia Government and Non-Profit Career Fair
Hampton University Career Fair	University of Mary Washington Employer Fair and Career Day, VA
Hanscom Air Force Base Job Fair, MA	University of Maryland, College Park Career Fair
Harper College Career Center's Job Fair, IL	University of Maryland, College Park Student Athlete Job and Internship Fair
(4th Annual) Historically Black Colleges & Universities (HBCU) Career Development Expo	University of Maryland, College Park Criminal Justice Career Fair, MD
Hofstra University Spring Career Fair, NY	University of Maryland, Eastern Shore Career Fair
Housatonic Community College Law Enforcement Job Fair, CT	University of Massachusetts Lowell Business and Liberal Arts Career Fair
Howard Community College Career Fair, MD	University of Miami-Non-profit and Government Career Fair, FL
Howard University Job Fair, MD	University of Mississippi Career Fair, MS
IDES-Metro South Regions 5th Annual Veterans Job Fair, IL	University of New Hampshire Career & Internship Fair
Indiana University of Pennsylvania (IUP) Criminology & Government Career Fair	University of Pennsylvania Career Services' 5th Annual Policy and Government Career Fair
ITT Career Fair, TN	University of Pittsburgh Career Networking Event
ITT Criminal Justice Career Fair, VA	University of Pittsburgh Career Fair
ITT Technical Institute Career Fair, LA	University South Florida, Tampa Career Fair
James Madison University Career Fair, VA	University of Southern Alabama Career Expo
Jarvis Christian College Job Fair, TX	University of Tennessee, Martin Career Fair
Job News Diversity Tampa Job Fair	University of Tulsa Metro Job Fair, OK
The Job Market 20th-Annual Consortium Job Fair, TN	University of West Georgia Career Fair
JobZone Wounded Warrior, TX, VA	University of Wisconsin, Milwaukee Criminal Justice Career Fair, WI
John Carroll University 4th Annual Government Day, OH	Utica College Career Expo, NY
John S. Pope Annual Job Fair, IL	Valdosta State University Fall Career Expo, GA
Johnson & Wales Spring Career Fair, FL and Government Career Fair, MA	Valparaiso University Career and Internship Fair, IN

Joint Base Langley-Eustis and Ft. Monroe Job Fair, VA	Veterans Job Fair, OK, IL, GA, MA, VA, NC
Kankakee Community College Law Enforcement Day, IL	Veterans' Planning & Project Coalition Job Fair, IL
Kean University Career Fair, NJ	VFW Job Fair, IL
(8th Annual) Korean American Association of Northern Virginia Job Fair	Victory Christian School Jobs and Career Fair, OK
La Feria de La Familia Expo, Washington, DC	Virginia Commonwealth University Eta Lambda Sigma Career Fair and Career & Internship Fair
Langston University, OK	Virginia's First Congressional District Job Fair for Individuals with Disabilities
LeMoyne-Owen College Career Expo, TN	Virginia State University's 40th Annual Career Fair
Liberal Arts Recruiting Connection (LARC) Career Fair, MA	Virginia Union University Career Fair
Lorain County Community College Career Fair, OH	Virtual Job Fair w/ Naval Base Coronado, Washington, DC
Loyola University Career Day, IL	Walter Reed Army Medical Center Operation Warfighter Internship Fair, DC
MacDill Air force Base Career Fair, FL	Washington College Career Fair, MD
Maryland Career Consortium Career Fair	Wayne State University 20th Annual NOBLE Criminal Justice and Career Fair, MI
Marymount University Government Job & Internship Fair, VA	Webber International University Career Day, FL
Massachusetts Maritime Academy Career Fair, MA	(7th Annual) Wellness Employment and Resource Fair, IL
Mercer County Community College Criminal Justice Career Day, NJ	Western Carolina University Criminal Justice Career Fair
Merrimack College Spring Career and Internship Fair, MA	Western Connecticut State University Career Fair, CT
Michigan Collegiate Job Fair	Westfield State College Government , CJ & Non-Profit Career Fair, MA
Michigan State University Criminal Justice Career Fair	Westwood College Career Fair, VA
Mid-Hudson Career Consortium Federal Career Fair, NY	Wingate University Career Fair, NC
Midwest Black Law Students Association Spring Diversity Career Expo, IL	Worcester State University Career Fair, MA
Mid Western University Career Fair, TX	Workforce Central Career Center Job Fair, MA
Milicruit/MOAA Military Spouse Virtual Career Fair, Washington, DC	Wor-Wic Community College Career Expo, MD
Military Stars Job Fair, GA	Women in Federal Law Enforcement (WIFLE) Annual Leadership Training Job Fair, CA
Monroe County Community College Career Opportunity & Expo, MI	Women's Career Fair, PA
Montclair State University Athletic Career Night, NJ	Women for Hire Career Fair, Washington, DC, GA, TX, IL, NY
Montclair State University Internship Fair, NJ	York College of Pennsylvania Annual Career Expo
Montgomery County Community College Career Fair, PA	
Montgomery College CRJ Day, MD	
Conferences/Forums/Summits	
Anacostia Annex FFSC, Washington, DC	National Latino Peace Officers Association (NLPOA) 38th Annual Training Institute and Convention, NJ
Anacostia Annex Navy TAP, Washington, DC	Navy Career Counselor Symposium, TX
Air Force Association's CyberFutures Conference and Technology Exposition, MD	NBC Health & Fitness Expo, Washington, DC
(7th International Conference) Asian Organized Crime and	Oklahoma Sheriffs' and Peace Officers' Association 97th

Terrorism, NV	Training Conference
Camp LeJeune Career Expo, NC	Society of American Indian Government Employees (SAIGE) Annual Conference, OK
Corporate Gray/MOAA, VA	(10th Annual) Thurgood Marshall Leadership Institute and Recruitment Conference, NY
Georgia Career Consortium	National Association of Asian American Professionals (NAAAP) leadership Conference, CA
Expo Empleo 2011 – ARECIBO, PR	National Association for Bilingual Education, LA
(3rd Annual) Federal Hispanic Career Advancement Summit, Washington, DC	Navy Operations Support Center Family Day, NY
Florida Institute of Technology 24th Annual Employer Day	Ohio Dominican University Employer Information Fair
Ft. Myer Henderson Hall TAP Employer Panel, VA	Quantico Employer Panel for TAP, VA
(37th Annual) Hispanic American Police Command Officers Association (HAPCOA) National Training Conference, TX	RecruitMilitary, OH, NY
Hispanic Association of Colleges and Universities (HACU) International Conference, PR	St. Joseph's University Criminal Justice and Government Networking Night, PA
(32nd Annual) Indian Youth Unity Conference, NC	Service Academy Career Conference, Washington, DC
(17th Annual) International Association of Chiefs of Police (IACP) Conference and Exposition, FL	United Native Indian Tribal Youth Mid-Year Convention, VA
Lakeland Community College Career Expo, OH	United States Hispanic Leadership Institute (USHLI) National Conference, IL
Military.com and NCOA Career Expo, VA	Veterans Extravaganza 2010, MD
Military Stars, LA, FL	Veterans Reintegration and Employment Readjustment Event, NJ
National Association for Bilingual Education (NABE) Conference, LA	Virginia Wesleyan University, VA
National Congress of American Indians (NCAI) Annual Conference, NM	(11th Annual) Warren County Law and Public Safety Day, NJ
(41st Annual) National Indian Education Association (NIEA) Convention, CA	
Other Outreach Activities	
Aladdin Shrine Center, OH	Miami Dade College, FL
American University, Washington, DC	Montgomery County Community College, PA
American Veterans Welcome Home Celebration, VA	Morgan State University
Arizona State University	Morris Catholic High School, NJ
Atlantic Cape May Community College, NJ	Mount Holyoke College, MA
Baltimore County Community College Criminal Justice Panel, MD	Nassau Community College, NY
Baruch College, NY	Networking with Students of Color, MN
Bay Path College, MA	Northeastern University, MA
Berry College, GA	Northampton Community College, Monroe Campus, PA
Bishop Amat Memorial High School, CA	Nova Southern University, FL
Bowie High School, MD	Old Dominion University, VA
Boy Scouts, NY	Our Lady of the Lake University, TX
Broward College, FL	Palo Alto College, TX
Capital University, OH	Paradise Valley Community College, AZ
Carlos Albizu University, FL	Philadelphia Community College, PA
Chandler Gilbert Community College, AZ	Phoenix College, AZ
(4th Annual) Chinese New Year Festival, VA	Pine Manor College, MA

Christopher Newport University, VA	Polk State College Career Fair, FL
Columbus State Community College, OH	Prince George's Community College, MD
Congressional Hispanic Caucus Institute (CHCI) Interns JJRTC/HQ Tour and Info Session, Washington, DC	Reading Area Community College, PA
Coppin State University	Regis College, MA
Corporate Gray, VA	Rosemead High School
Criminal Justice Road to Success at San Antonio College, CA	San Antonio College, TX
Delaware State University	St. John's University, NY
DeVry University, VA	St. Joseph College, CT
Diamond Bar High School	St. Mary's University, TX
Dominican University, IL, OH	St. Thomas Aquinas College, NY
Dorner Middle School, NY	Scottsdale Community College, AZ
Dupont Park Adventist Academy, Washington, DC	Seward Historical Society, IL
Eleanor Roosevelt High School, MD	Simmons College, MA
Ernest R. Graham Elementary School	Smith College, MA
Evangel Assembly, MD	South Mountain Community College, AZ
Everest University, FL	Southeastern Virginia College
Falls Church Academy Presentation, VA	Strayer University, FL
Federal Government Panel, VA	Suffolk Community College, NY
Fort Drum ACAP, NY	Tidewater Community College, VA
Franklin University, OH	Texas A&M University
Friendship Tec Prep Elementary School	Thomas G. Pullen Arts Focus School, MD
Glendale Community College, AZ	Tohono O'Odham Community College, AZ
Harrisburg Area Community College, PA	Trinity Washington University, Washington, DC
Hill Middle School, IL	Union County College, NJ
Hispanic Heritage Foundation, MD	Universidad Interamericana – Metro, PR
Hofstra University, NY	University at Buffalo, NY
Howard University	University of Central Florida
Indian Queen Elementary School	University of the Incarnate Word, TX
ITT Technical Institute, VA	University of Maryland, College Park
JJRTC Tour for Prospective Applicants from Quantico/TAP Sessions, MD	University of Maryland, Eastern Shore
John Jay College, NY	University of Minnesota
Keiser University, FL	University of North Dakota
(20th) Latino Americano Festival, NC	University of Texas at San Antonio (UTSA)
Maryland National Guard	Ursuline College, OH
Mercer County Community College, NJ	Valencia Community College, FL
Miami Dade College, FL	Virginia State University
Networking Night in Boston, MA	Virginia Technical Institute University
New York University (NYU)	Walnut High School
Ohio State University - Lima, Ohio Campus	Washington College, MD
Ohio State University, Mansfield Campus	The Washington Center - Career Booth Camp, DC
Operation Warfighter Soldier & Family Assistance Center, VA	Wayne State University, MI
Keiser University, Fort Lauderdale & Pembroke Pines, FL	Wellesley College, MA
Lake Worth High School, FL	Wilde Lake High School, MD
Langston University, OK	William A. Diggs Elementary School, MD
Los Altos High School	William and Mary University, VA

Loyola University, MD	Woodward School for Girls, MA
	Yeshiva University, NY
DHS Headquarters, Office of Intelligence and Analysis (I&A)	
Career Fairs	
Conferences/Forums/Summits	
Other Outreach Activities	
Blacks in Government	League of United Latin American Citizens
Federal Asian Pacific American Citizen	Society of American Indian government Employees
DHS Headquarters, Office of Inspector General (OIG)	
Career Fairs	
Howard University Career Fair, Washington, DC	Coppin State University Career Fair, MD
Conferences/Forums/Summits	
Other Outreach Activities	

Appendix C

DHS Educational Programs

DHS FEORP Accomplishment Report for FY 2011

EDUCATIONAL PROGRAMS - Distribution by Race/Ethnicity and Sex

		Total Employees			Race/Ethnicity													
					Hispanic or Latino		Non- Hispanic or Latino											
							White		Black or African American		Asian		Native Hawaiian or Other Pacific Islander		American Indian or Alaskan Native		Two or More/Other Races	
		All	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female
Student Career Employment Program (SCEP)																		
CBP	#	98	40	58	7	6	25	39	3	9	4	4	0	0	1	0		
	%	100	40.8	59.2	7.1	6.1	25.5	39.8	3.1	9.2	4.1	4.1	0.0	0.0	1.0	0.0	0.0	0.0
USCIS	#	5	2	3	0	0	1	1	0	2	1	0	0	0	0	0	0	0
	%	100	40.0	60.0	0.0	0.0	20.0	20.0	0.0	40.0	20.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
USCG	#	15	5	10	0	1	3	4	2	4	0	1	0	0	0	0	0	0
	%	100	33.3	66.7	0.0	6.7	20.0	26.7	13.3	26.7	0.0	6.7	0.0	0.0	0.0	0.0	0.0	0.0
FEMA	#	2	2	0	0	0	1	0	1	0	0	0	0	0	0	0	0	0
	%	100	100.0	0.0	0.0	0.0	50.0	0.0	50.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
FLETC	#	9	2	7	0	0	1	7	0	0	1	0	0	0	0	0	0	0
	%	100	22.2	78	0.0	0.0	11.1	77.8	0.0	0	11.1	0.0	0.0	0.0	0.0	0.0	0.0	0.0
HQ	#	11	5	6	0	0	3	4	1	1	1	1	0	0	0	0	0	0
	%	100	45.5	54.5	0.0	0.0	27.3	36.4	9.1	9.1	9.1	9.1	0.0	0.0	0.0	0.0	0.0	0.0
I&A	#	20	9	11	0	0	5	8	2	3	2	0	0	0	0	0	0	0
	%	100	45.0	55	0.0	0.0	25.0	40	10.0	15.0	10.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
OIG	#	4	2	2	0	0	1	0	1	2	0	0	0	0	0	0	0	0
	%	100	50.00	50.00	0.00	0.00	25.00	0.00	25.00	50.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
ICE	#	30	16	14	3	2	11	10	2	1	0	1	0	0	0	0	0	0
	%	100	53.3	46.7	10.0	6.7	36.7	33.3	6.7	3.3	0.0	3.3	0.0	0.0	0.0	0.0	0.0	0.0
Student Temporary Employment Program (STEP)																		
CBP	#	299	141	158	11	18	106	108	18	28	5	4	0	0	1	0		
	%	100	47.2	52.8	3.7	6.0	35.5	36.1	6.0	9.4	1.7	1.3	0.0	0.0	0.3	0.0	0.0	0.0
USCIS	#	110	44	66	0	1	27	33	15	19	2	10	0	0	0	0	0	3
	%	100	40.0	60.0	0.0	0.9	24.5	30.0	13.6	17.3	1.8	9.1	0.0	0.0	0.0	0.0	0.0	2.7
USCG	#	47	21	26	1	2	13	8	5	13	0	3	0	0	0	0	2	0
	%	100	44.7	55.3	2.1	4.3	27.7	17.0	10.6	27.7	0.0	6.4	0.0	0.0	0.0	0.0	4.3	0.0
FEMA	#	166	64	102	0	2	44	49	18	46	1	1	0	0	0	0	1	4
	%	100	38.6	61.4	0.0	1.2	26.5	29.5	10.8	27.7	0.6	0.6	0.0	0.0	0.0	0.0	0.6	2.4

FLETC	#	58	24	34	3	1	17	24	4	5	0	0	0	0	0	0	0	4
	%	100	41.4	59	5.2	1.7	29.3	41.4	6.9	9	0.0	0.0	0.0	0.0	0.0	0.0	0.0	6.9
HQ	#	36	16	20	1	1	8	13	5	5	1	1	0	0	1	0	0	0
	%	100	44.4	55.6	2.8	2.8	22.2	36.1	13.9	13.9	2.8	2.8	0.0	0.0	2.8	0.0	0.0	0.0
OIG	#	26	14	12	0	1	13	9	0	2	1	0	0	0	0	0	0	0
	%	100	53.85	46.15	0.00	3.85	50.00	34.62	0.00	7.69	3.85	0.00	0.00	0.00	0.00	0.00	0.00	0.00
USSS	#	135	41	94	1	2	31	66	7	13	1	4	0	1	0	0	1	8
	%	100	30.4	69.6	0.7	1.5	23.0	48.9	5.2	9.6	0.7	3.0	0.0	0.7	0.0	0.0	0.7	5.9
OPM Pathways Program (former Federal Career Intern Program)																		
USCIS	#	81	16	65	0	2	7	36	8	25	0	2	0	0	1	0	0	0
	%	100	19.8	80.2	0.0	2.5	8.6	44.4	9.9	30.9	0.0	2.5	0.0	0.0	1.2	0.0	0.0	0.0
FEMA	#	3	2	1	0	0	1	1	1	0	0	0	0	0	0	0	0	0
	%	100	66.7	33.3	0.0	0.0	33.3	33.3	33.3	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
HQ	#	88	40	48	4	1	18	22	6	13	10	10	0	0	2	0	0	2
	%	100	45.5	54.5	4.5	1.1	20.5	25.0	6.8	14.8	11.4	11.4	0.0	0.0	2.3	0.0	0.0	2.3
OIG	#	29	12	17	0	2	10	11	1	4	1	0	0	0	0	0	0	0
	%	100	41.38	58.62	0.00	6.90	34.48	37.93	3.45	13.79	3.45	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Presidential Management Fellows (PMF)																		
CBP	#	10	6	4	0	0	6	2	0	2	0	0	0	0	0	0	0	0
	%	100	60.0	40.0	0.0	0.0	60.0	20.0	0.0	20.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
USCIS	#	2	1	1	0	0	0	1	0	0	1	0	0	0	0	0	0	0
	%	100	50.0	50.0	0.0	0.0	0.0	50.0	0.0	0.0	50.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
USCG	#	2	1	1	0	0	1	1	0	0	0	0	0	0	0	0	0	0
	%	100	50.0	50.0	0.0	0.0	50.0	50.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
FEMA	#	1	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	1
	%	100	0.0	100.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	100.0
HQ	#	3	1	2	0	0	1	2	0	0	0	0	0	0	0	0	0	0
	%	100	33.3	66.7	0.0	0.0	33.3	66.7	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
I&A	#	6	2	4	0	0	2	3	0	0	0	0	0	0	0	0	0	1
	%	100	33.3	67	0.0	0.0	33.3	50	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	16.7
COLLEGE INTERN PROGRAM (CIP)																		
FLETC	#	19	12	7	1	0	7	7	2	0	2	0	0	0	0	0	0	0
	%	100	63.2	36.8	5.3	0.0	36.8	36.8	10.5	0.0	10.5	0.0	0.0	0.0	0.0	0.0	0.0	0.0
STUDENT VOLUNTEER PROGRAM (SVP)																		
OIG	#	1	1	0			1											
	%	100	100.0	0.0	0.0	0.0	100.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0

SUMMARY																		
Total SCEP	#	194	83	111	10	9	51	73	12	22	9	7	0	0	1	0	0	0
	%	100	42.8	57.2	5.2	4.6	26.3	37.6	6.2	11.3	4.6	3.6	0.0	0.0	0.5	0.0	0.0	0.0
Total STEP	#	877	365	512	17	28	259	310	72	131	11	23	0	1	2	0	4	19
	%	100	41.6	58.4	1.9	3.2	29.5	35.3	8.2	14.9	1.3	2.6	0.0	0.1	0.2	0.0	0.5	2.2
Total Pathway Program	#	201	70	131	4	5	36	70	16	42	11	12	0	0	3	0	0	2
	%	100	34.8	65.2	2.0	2.5	17.9	34.8	8.0	20.9	5.5	6.0	0.0	0.0	1.5	0.0	0.0	1.0
Total PMF	#	24	11	13	0	0	10	9	0	2	1	0	0	0	0	0	0	2
	%	100	45.8	54.2	0.0	0.0	41.7	37.5	0.0	8.3	4.2	0.0	0.0	0.0	0.0	0.0	0.0	8.3
Total CIP	#	19	12	7	1	0	7	7	2	0	2	0	0	0	0	0	0	0
	%	100	63.2	36.8	5.3	0.0	36.8	36.8	10.5	0.0	10.5	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Total SVP	#	1	1	0	0	0	1	0	0	0	0	0	0	0	0	0	0	0
	%	100	100.0	0.0	0.0	0.0	100.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
GRAND TOTALS																		
	#	1,316	542	774	32	42	364	469	102	197	34	42	0	1	6	0	4	23
	%	100	41.2	58.8	2.4	3.2	27.7	35.6	7.8	15.0	2.6	3.2	0.0	0.1	0.5	0.0	0.3	1.7

Appendix D

Recruitment & Retention Programs

DHS FEORP Accomplishment Report for Fiscal Year 2011

RECRUITMENT & RETENTION PROGRAMS - Distribution by Race/Ethnicity and Sex

		Total Employees			Race/Ethnicity													
					Hispanic or Latino		Non- Hispanic or Latino											
							White		Black or African American		Asian		Native Hawaiian or Other Pacific Islander		American Indian or Alaskan Native		Two or More/Other Races	
		All	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female
RECRUITMENT INCENTIVE (RI)																		
CBP	#	5	5	0	0	0	5	0	0	0	0	0	0	0	0	0	0	0
	%	100	100.0	0.0	0.0	0.0	100.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
USCG	#	7	5	2	0	0	5	1	0	0	0	0	0	0	0	0	0	1
	%	100	71.4	28.6	0.0	0.0	71.4	14.3	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	14.3
HQ	#	50	29	21	5	1	16	8	4	7	3	5	0	0	1	0	0	0
	%	100	58.0	42.0	10.0	2.0	32.0	16.0	8.0	14.0	6.0	10.0	0.0	0.0	2.0	0.0	0.0	0.0
I&A	#	4	2	2	0	0	2	1	0	0	0	0	0	0	0	0	0	1
	%	100	50.0	50.0	0.0	0.0	50.0	25.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	25.0
OIG	#	7	2	5	1	0	1	3	0	2	0	0	0	0	0	0	0	0
	%	100	28.6	71.4	14.3	0.0	14.3	42.9	0.0	28.6	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
ICE	#	3	2	1	0	0	2	1	0	0	0	0	0	0	0	0	0	0
	%	100	66.7	33.3	0.0	0.0	66.7	33.3	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
TSA	#	5	5	0	1	0	3	0	0	0	1	0	0	0	0	0	0	0
	%	100	100.0	0.0	20.0	0.0	60.0	0.0	0.0	0.0	20.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
USSS	#	163	138	25	5	1	104	19	21	4	1	0	1	0	0	0	6	1
	%	100	84.7	15.3	3.1	0.6	63.8	11.7	12.9	2.5	0.6	0.0	0.6	0.0	0.0	0.0	3.7	0.6
RELOCATION INCENTIVE																		
CBP	#	33	33	0	14	0	18	0	0	0	0	0	0	0	0	0	1	0
	%	100	100.0	0.0	42.4	0.0	54.5	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	3.0	0.0
USCG	#	8	5	3	0	0	5	3	0	0	0	0	0	0	0	0	0	0
	%	100	62.5	37.5	0.0	0.0	62.5	37.5	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
FEMA	#	5	3	2	1	0	2	1	0	1	0	0	0	0	0	0	0	0
	%	100	60.0	40.0	20.0	0.0	40.0	20.0	0.0	20.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
ICE	#	3	3	0	0	0	2	0	0	0	1	0	0	0	0	0	0	0
	%	100	100.0	0.0	0.0	0.0	66.7	0.0	0.0	0.0	33.3	0.0	0.0	0.0	0.0	0.0	0.0	0.0

TSA	#	48	36	12	3	2	25	10	3	0	4	0	0	0	1	0	0	0
	%	100	75.0	25.0	6.3	4.2	52.1	20.8	6.3	0.0	8.3	0.0	0.0	0.0	2.1	0.0	0.0	0.0
USSS	#	2	1	1	0	1	0	0	0	0	0	0	0	0	0	0	1	0
	%	100	50.0	50.0	0.0	50.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	50.0	0.0
RETENTION INCENTIVE																		
CBP	#	2	1	1	0	0	0	0	0	0	0	1	0	0	0	0	1	0
	%	100	50.0	50.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	50.0	0.0	0.0	0.0	0.0	50.0	0.0
USCG	#	4	2	2	0	0	2	1	0	0	0	0	0	0	0	0	0	1
	%	100	50.0	50.0	0.0	0.0	50.0	25.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	25.0
FLETC	#	1	1	0	0	0	1	0	0	0	0	0	0	0	0	0	0	0
	%	100	100.0	0.0	0.0	0.0	100.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
HQ	#	1	1	0	0	0	1	0	0	0	0	0	0	0	0	0	0	0
	%	100	100.0	0.0	0.0	0.0	100.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
ICE	#	14	14	0	10	0	4	0	0	0	0	0	0	0	0	0	0	0
	%	100	100.0	0.0	71.4	0.0	28.6	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
TSA	#	1848	1033	815	116	88	575	379	140	207	71	28	86	75	19	24	26	14
	%	100	55.9	44.1	6.3	4.8	31.1	20.5	7.6	11.2	3.8	1.5	4.7	4.1	1.0	1.3	1.4	0.8
STUDENT LOAN REPAYMENT (SLR)																		
CBP	#	8	2	6	0	0	2	4	0	1	0	1	0	0	0	0	0	0
	%	100	25.0	75.0	0.0	0.0	25.0	50.0	0.0	12.5	0.0	12.5	0.0	0.0	0.0	0.0	0.0	0.0
HQ	#	69	32	37	0	2	24	27	5	7	3	1	0	0	0	0	0	0
	%	100	46.4	53.6	0.0	2.9	34.8	39.1	7.2	10.1	4.3	1.4	0.0	0.0	0.0	0.0	0.0	0.0
I&A	#	7	2	5	0	0	2	4	0	1	0	0	0	0	0	0	0	0
	%	100	28.6	71.4	0.0	0.0	28.6	57.1	0.0	14.3	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
ENHANCED ANNUAL LEAVE ACCRUAL (EALA)																		
CBP	#	8	6	2	0	0	6	2	0	0	0	0	0	0	0	0	0	0
	%	100	75.0	25.0	0.0	0.0	75.0	25.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
USCG	#	15	12	3	0	0	12	3	0	0	0	0	0	0	0	0	0	0
	%	100	80.0	20.0	0.0	0.0	80.0	20.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
FEMA	#	3	2	1	0	0	2	1	0	0	0	0	0	0	0	0	0	0
	%	100	66.7	33.3	0.0	0.0	66.7	33.3	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
ICE	#	8	4	4	0	1	4	2	0	1	0	0	0	0	0	0	0	0
	%	100	50.0	50.0	0.0	12.5	50.0	25.0	0.0	12.5	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
TSA	#	2	2	0	0	0	2	0	0	0	0	0	0	0	0	0	0	0
	%	100	100.0	0.0	0.0	0.0	100.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0

SUPERIOR QUALIFICATIONS APPOINTMENTS (SQA)																		
CBP	#	128	80	48	2	0	68	38	6	6	3	4	0	0	1	0	0	0
	%	100	62.5	37.5	1.6	0.0	53.1	29.7	4.7	4.7	2.3	3.1	0.0	0.0	0.8	0.0	0.0	0.0
USCG	#	27	26	1	0	0	21	0	3	1	1	0	0	0	1	0	0	0
	%	100	96.3	3.7	0.0	0.0	77.8	0.0	11.1	3.7	3.7	0.0	0.0	0.0	3.7	0.0	0.0	0.0
FEMA	#	14	9	5	0	0	7	3	2	2	0	0	0	0	0	0	0	0
	%	100	64.3	35.7	0.0	0.0	50.0	21.4	14.3	14.3	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
I&A	#	27	19	8	0	0	12	5	6	3	1	0	0	0	0	0	0	0
	%	100	70.4	29.6	0.0	0.0	44.4	18.5	22.2	11.1	3.7	0.0	0.0	0.0	0.0	0.0	0.0	0.0
OIG	#	6	4	2	1	0	1	1	0	0	2	0	0	1	0	0	0	0
	%	100	66.7	33.3	16.7	0.0	16.7	16.7	0.0	0.0	33.3	0.0	0.0	16.7	0.0	0.0	0.0	0.0
ICE	#	30	19	11	0	0	15	4	4	5	0	2	0	0	0	0	0	0
	%	100	63.3	36.7	0.0	0.0	50.0	13.3	13.3	16.7	0.0	6.7	0.0	0.0	0.0	0.0	0.0	0.0
SUMMARY																		
Total Recruitment Incentive	#	244	188	56	12	2	138	33	25	13	5	5	1	0	1	0	6	3
	%	100	77.0	23.0	4.9	0.8	56.6	13.5	10.2	5.3	2.0	2.0	0.4	0.0	0.4	0.0	2.5	1.2
Total Relocation Incentive	#	100	82	18	18	3	53	14	3	1	5	0	0	0	1	0	2	0
	%	100	82.0	18.0	18.0	3.0	53.0	14.0	3.0	1.0	5.0	0.0	0.0	0.0	1.0	0.0	2.0	0.0
Total Retention Incentive	#	1,870	1052	818	126	88	583	380	140	207	71	29	86	75	19	24	27	15
	%	100	56.3	43.7	6.7	4.7	31.2	20.3	7.5	11.1	3.8	1.6	4.6	4.0	1.0	1.3	1.4	0.8
Total SRL	#	84	36	48	0	2	28	35	5	9	3	2	0	0	0	0	0	0
	%	100	42.9	57.1	0.0	2.4	33.3	41.7	6.0	10.7	3.6	2.4	0.0	0.0	0.0	0.0	0.0	0.0
Total EALA	#	36	26	10	0	1	26	8	0	1	0	0	0	0	0	0	0	0
	%	100	72.2	27.8	0.0	2.8	72.2	22.2	0.0	2.8	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Total SQA	#	232	157	75	3	0	124	51	21	17	7	6	0	1	2	0	0	0
	%	100	67.7	32.3	1.3	0.0	53.4	22.0	9.1	7.3	3.0	2.6	0.0	0.4	0.9	0.0	0.0	0.0
GRAND TOTALS																		
	#	2,566	1,541	1,025	159	96	952	521	194	248	91	42	87	76	23	24	35	18
	%	100	60.05	39.95	6.20	3.74	37.10	20.30	7.56	9.66	3.55	1.64	3.39	2.96	0.90	0.94	1.36	0.70

Appendix E

Applicants and Hires for Major Occupations

DHS FEORP Accomplishment Report for Fiscal Year 2011

APPLICANTS AND HIRES FOR MAJOR OCCUPATIONS - Distribution by Race/Ethnicity & Sex

		Total Employees			Race/Ethnicity													
					Hispanic or Latino		Non- Hispanic or Latino											
							White		Black or African American		Asian		Native Hawaiian or Other Pacific Islander		American Indian or Alaskan Native		Two or More/Other Races	
		All	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female
0080 - Security Specialist (I&A)																		
Total Received	#	NA																
Voluntarily Identified	#	2	1	1					1	1								
	%	100	0.50	0.50	0.00	0.00	0.00	0.00	0.50	0.50	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Qualified of those Identified	#	NA																
	%																	
Selected of those Identified	#	110	102	8	7		80	7	14	1	1							
	%	100	0.93	0.07	0.06	0.00	0.73	0.06	0.13	0.01	0.01	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Occupational CLF	%	100	87.0	13.0	7.4	1.3	67.6	8.4	8.8	2.9	1.1	0.1	0.1	0.0	0.7	0.1	1.3	0.2
0083 - Uniformed Division (USSS)																		
Total Received	#	9984																
Voluntarily Identified	#	9828	8486	1342	1287	200	4629	516	1984	536	300	34	26	1	40	3	220	52
	%	100	0.86	0.14	0.13	0.02	0.47	0.05	0.20	0.05	0.03	0.00	0.00	0.00	0.00	0.00	0.02	0.01
Qualified of those Identified	#	6825	5958	867	855	114	3423	354	1293	339	187	20	18	0	28	3	154	37
	%	100	0.87	0.13	0.13	0.02	0.50	0.05	0.19	0.05	0.03	0.00	0.00	0.00	0.00	0.00	0.02	0.01
Selected of those Identified	#	110	102	8	7		80	7	14	1	1							
	%	100	0.93	0.07	0.06	0.00	0.73	0.06	0.13	0.01	0.01	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Occupational CLF	%	100	87.0	13.0	7.4	1.3	67.6	8.4	8.8	2.9	1.1	0.1	0.1	0.0	0.7	0.1	1.3	0.2

0132 - Intelligence Professionals (I&A, TSA)																		
Total Received	#	NA																
Voluntarily Identified	#	108	70	38		1	57	32	8	3	3						2	2
	%	100	0.65	0.35	0.00	0.01	0.53	0.30	0.07	0.03	0.03	0.00	0.00	0.00	0.00	0.00	0.02	0.02
Qualified of those Identified	#	NA																
	%																	
Selected of those Identified	#	22	18	4	7	3	6	1	2		1		1				1	
	%	100	0.82	0.18	0.32	0.14	0.27	0.05	0.09	0.00	0.05	0.00	0.05	0.00	0.00	0.00	0.05	0.00
Occupational CLF	%	100	51.4	48.6														
0201 - Human Resources Specialist (USCG, FEMA, FLETC, HQ)																		
Total Received	#	5395																
Voluntarily Identified	#	2470	1062	1408	89	90	522	456	353	750	33	31	3	5	2	9	60	67
	%	100	0.43	0.57	0.04	0.04	0.21	0.18	0.14	0.30	0.01	0.01	0.00	0.00	0.00	0.00	0.02	0.03
Qualified of those Identified	#	809	347	462	19	16	176	176	117	235	14	10		2	2	2	19	21
	%	100	0.43	0.57	0.02	0.02	0.22	0.22	0.14	0.29	0.02	0.01	0.00	0.00	0.00	0.00	0.02	0.03
Selected of those Identified	#	34	7	27			3	8	2	10		3					2	6
	%	100	0.21	0.79	0.00	0.00	0.09	0.24	0.06	0.29	0.00	0.09	0.00	0.00	0.00	0.00	0.06	0.18
Occupational CLF	%	100	33.3	66.7	2.7	5.0	25.5	49.9	3.6	8.5	0.8	1.7	0.0	0.1	0.2	0.4	0.5	1.0
0301 - Administration (USCG, FEMA, HQ)																		
Total Received	#	68940																
Voluntarily Identified	#	22814	12224	10590	329	271	7336	4180	2791	4800	513	333	35	28	101	84	1119	894
	%	100	0.54	0.46	0.01	0.01	0.32	0.18	0.12	0.21	0.02	0.01	0.00	0.00	0.00	0.00	0.05	0.04
Qualified of those Identified	#	11004	5251	5753	121	163	2874	2057	1301	2677	234	183	6	15	40	59	675	599
	%	100	0.48	0.52	0.01	0.01	0.26	0.19	0.12	0.24	0.02	0.02	0.00	0.00	0.00	0.01	0.06	0.05
Selected of those Identified	#	160	74	86	4	3	52	41	15	36	3	6						
	%	100	0.46	0.54	0.03	0.02	0.33	0.26	0.09	0.23	0.02	0.04	0.00	0.00	0.00	0.00	0.00	0.00
Occupational CLF	%	100	43.4	56.6	4.7	5.3	30.2	39.7	4.9	7.8	2.6	2.3	0.1	0.1	0.2	0.4	0.7	0.9

0340 - Federal Security Director (TSA)																		
Total Received	#	NA																
Voluntarily Identified	#	NA																
	%																	
Qualified of those Identified	#	NA																
	%																	
Selected of those Identified	#	1	1	0	1													
	%	100	1.00	0.00	1.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Occupational CLF	%	100	53.1	46.8														
0343 - Program/Management Analyst (USCIS, USCG, FEMA, HQ, OIG)																		
Total Received	#	56520																
Voluntarily Identified	#	20606	11307	9299	213	129	6148	2717	3435	5379	714	457	70	31	71	51	656	535
	%	100	0.55	0.45	0.01	0.01	0.30	0.13	0.17	0.26	0.03	0.02	0.00	0.00	0.00	0.00	0.03	0.03
Qualified of those Identified	#	8521	4902	3619	75	38	2554	1028	1552	2113	286	168	35	6	30	28	370	238
	%	100	0.58	0.42	0.01	0.00	0.30	0.12	0.18	0.25	0.03	0.02	0.00	0.00	0.00	0.00	0.04	0.03
Selected of those Identified	#	162	79	83	6	5	51	39	15	30	7	8		1				
	%	100	0.49	0.51	0.04	0.03	0.31	0.24	0.09	0.19	0.04	0.05	0.00	0.01	0.00	0.00	0.00	0.00
Occupational CLF	%	100	48.4	51.6	1.4	2.0	35.2	30.2	8.0	15.5	2.9	3.5	0.1	0.0	0.3	0.1	0.5	0.3
0401 - Agriculture Specialist (CBP, USCIS)																		
Total Received	#	3258																
Voluntarily Identified	#	NA																
	%																	
Qualified of those Identified	#	NA																
	%																	
Selected of those Identified	#	13	12	1	0	0	12	0	0	1	0	0	0	0	0	0	0	0
	%	100	0.92	0.08	0.00	0.00	0.92	0.00	0.00	0.08	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Occupational CLF	%	100	55.8	44.0	1.9	2.1	47.3	35.0	1.2	1.8	4.1	4.3	0.0	0.0	0.4	0.2	0.9	0.6

0510 - Accountant (USCG, HQ)																		
Total Received	#	6280																
Voluntarily Identified	#	5495	2336	3159	54	94	1245	1145	741	1626	271	281	3	5	5	8	17	
	%	100	0.43	0.57	0.01	0.02	0.23	0.21	0.13	0.30	0.05	0.05	0.00	0.00	0.00	0.00	0.00	0.00
Qualified of those Identified	#	448	212	236	3	4	128	96	55	120	23	12	1	1	1	1	1	2
	%	100	0.47	0.53	0.01	0.01	0.29	0.21	0.12	0.27	0.05	0.03	0.00	0.00	0.00	0.00	0.00	0.00
Selected of those Identified	#	16	4	12	1		1	5	1	4	1	3						
	%	100	0.25	0.75	0.06	0.00	0.06	0.31	0.06	0.25	0.06	0.19	0.00	0.00	0.00	0.00	0.00	0.00
Occupational CLF	%	100	43.0	57.0	2.0	3.1	3.5	42.8	2.6	5.3	2.7	4.7	0.0	0.1	0.1	0.3	0.5	0.8
0511 - Auditor (OIG)																		
Total Received	#	3124																
Voluntarily Identified	#	NA																
	%																	
Qualified of those Identified	#	NA																
	%																	
Selected of those Identified	#	2	1	1			1			1								
	%	100	0.50	0.50	0.00	0.00	0.50	0.00	0.00	0.50	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Occupational CLF	%	100																
0801 - General Engineer (USCG, HQ)																		
Total Received	#	989																
Voluntarily Identified	#	845	735	110	17		497	56	96	27	115	26	8	1	2			
	%	100	0.87	0.13	0.02	0.00	0.59	0.07	0.11	0.03	0.14	0.03	0.01	0.00	0.00	0.00	0.00	0.00
Qualified of those Identified	#	178	154	24	3		97	11	22	8	31	5			1			
	%	100	0.87	0.13	0.02	0.00	0.54	0.06	0.12	0.04	0.17	0.03	0.00	0.00	0.01	0.00	0.00	0.00
Selected of those Identified	#	18	14	4	1		10	2		1	3	1						
	%	100	0.78	0.22	0.06	0.00	0.56	0.11	0.00	0.06	0.17	0.06	0.00	0.00	0.00	0.00	0.00	0.00
Occupational CLF	%	100	89.6	10.4		0.6	71.8	7.1	3.0	0.8	9.9	1.6	0.1	0.0	0.2	0.0	1.3	0.2

0808 - Architecture (USCG, HQ)																		
Total Received	#	689																
Voluntarily Identified	#	577	487	90	22	5	371	63	37	8	54	13	3	1				
	%	100	0.84	0.16	0.04	0.01	0.64	0.11	0.06	0.01	0.09	0.02	0.01	0.00	0.00	0.00	0.00	0.00
Qualified of those Identified	#	92	85	7	4		65	7	5		11							
	%	100	0.92	0.08	0.04	0.00	0.71	0.08	0.05	0.00	0.12	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Selected of those Identified	#	5	4	1			3	1	1									
	%	100	0.80	0.20	0.00	0.00	0.60	0.20	0.20	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Occupational CLF	%	100	79.7	20.3	4.3	1.3	67.3	16.3	2.2	0.5	4.5	1.8	0.0	0.0	0.2	0.0	1.0	0.3
0809 - Construction Rep (USCG)																		
Total Received	#	390																
Voluntarily Identified	#	338	325	13	8		270	6	20	3	25	3	1	1	1			
	%	100	0.96	0.04	0.02	0.00	0.80	0.02	0.06	0.01	0.07	0.01	0.00	0.00	0.00	0.00	0.00	0.00
Qualified of those Identified	#	36	35	1			30	1	1		3		1					
	%	100	0.97	0.03	0.00	0.00	0.83	0.03	0.03	0.00	0.08	0.00	0.03	0.00	0.00	0.00	0.00	0.00
Selected of those Identified	#	2	2	0			2											
	%	100	1.00	0.00	0.00	0.00	1.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Occupational CLF	%	100	79.7	20.3	4.3	1.3	67.3	16.3	2.2	0.5	4.5	1.8	0.0	0.0	0.2	0.0	1.0	0.3
0810 - Civil Engineer (USCG)																		
Total Received	#	308																
Voluntarily Identified	#	272	243	29	8	1	180	22	11	1	41	5	2		1			
	%	100	0.89	0.11	0.03	0.00	0.66	0.08	0.04	0.00	0.15	0.02	0.01	0.00	0.00	0.00	0.00	0.00
Qualified of those Identified	#	38	35	3			26	2	1	1	8							
	%	100	0.92	0.08	0.00	0.00	0.68	0.05	0.03	0.03	0.21	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Selected of those Identified	#	4	4	0			4											
	%	100	1.00	0.00	0.00	0.00	1.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Occupational CLF	%	100	89.9	10.1	3.7	0.6	74.1	7.5	2.9	0.6	7.4	1.1	0.0	0.0	0.3	0.1	1.4	0.2

0819 - Environmental Engineering (USCG)																		
Total Received	#	48																
Voluntarily Identified	#	38	32	6			26	5	4	1	2							
	%	100	0.84	0.16	0.00	0.00	0.68	0.13	0.11	0.03	0.05	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Qualified of those Identified	#	2	1	1			1	1										
	%	100	0.50	0.50	0.00	0.00	0.50	0.50	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Selected of those Identified	#	1	0	1						1								
	%	100	0.00	1.00	0.00	0.00	0.00	0.00	0.00	1.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Occupational CLF	%	100	93.4	6.5	3.1	0.2	79.0	5.1	3.0	0.5	6.8	0.6	0.1	0.0	0.2	0.0	1.1	0.1

0830 - Mechanical Engineering (USCG)																		
Total Received	#	505																
Voluntarily Identified	#	404	363	41	4		265	29	37	6	56	6			1			
	%	100	0.90	0.10	0.01	0.00	0.66	0.07	0.09	0.01	0.14	0.01	0.00	0.00	0.00	0.00	0.00	0.00
Qualified of those Identified	#	41	38	3			26	3	3		9							
	%	100	0.93	0.07	0.00	0.00	0.63	0.07	0.07	0.00	0.22	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Selected of those Identified	#	6	5	1			5	1										
	%	100	0.83	0.17	0.00	0.00	0.83	0.17	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Occupational CLF	%	100	93.4	6.5	3.1	0.2	79.0	5.1	3.0	0.5	6.8	0.6	0.1	0.0	0.2	0.0	1.1	0.1

0850 - Electrical Engineering (USCG)																		
Total Received	#	128																
Voluntarily Identified	#	110	99	11	2		56	4	17	2	24	5						
	%	100	0.90	0.10	0.02	0.00	0.51	0.04	0.15	0.02	0.22	0.05	0.00	0.00	0.00	0.00	0.00	0.00
Qualified of those Identified	#	11	10	1			6	1			4							
	%	100	0.91	0.09	0.00	0.00	0.55	0.09	0.00	0.00	0.36	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Selected of those Identified	#	0																
	%																	
Occupational CLF	%	100	91.3	8.7	3.6	0.4	72.1	5.5	3.5	0.9	10.5	1.6	0.1	0.0	0.2	0.0	1.3	0.2

0855 - Electronics Engineering (USCG)																		
Total Received	#	200																
Voluntarily Identified	#	166	147	19	2	2	105	7	18	8	21	2			1			
	%	100	0.89	0.11	0.01	0.01	0.63	0.04	0.11	0.05	0.13	0.01	0.00	0.00	0.01	0.00	0.00	0.00
Qualified of those Identified	#	61	55	6			46	3	3	3	5				1			
	%	100	0.90	0.10	0.00	0.00	0.75	0.05	0.05	0.05	0.08	0.00	0.00	0.00	0.02	0.00	0.00	0.00
Selected of those Identified	#	1	0	1				1										
	%	100	0.00	1.00	0.00	0.00	0.00	1.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Occupational CLF	%	100	91.3	8.7	3.6	0.4	72.1	5.5	3.5	0.9	10.5	1.6	0.1	0.0	0.2	0.0	1.3	0.2
0871 - Naval Architecture (USCG)																		
Total Received	#	177																
Voluntarily Identified	#	156	140	16			118	9	11	6	10						1	1
	%	100	0.90	0.10	0.00	0.00	0.76	0.06	0.07	0.04	0.06	0.00	0.00	0.00	0.00	0.00	0.01	0.01
Qualified of those Identified	#	15	13	2			13			1								1
	%	100	0.87	0.13	0.00	0.00	0.87	0.00	0.00	0.07	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.07
Selected of those Identified	#	5	5	0			5											
	%	100	1.00	0.00	0.00	0.00	1.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Occupational CLF	%	100	94.9	5.1	2.0	0.2	83.1	4.1	3.7	0.5	4.7	0.3	0.0	0.0	0.3	0.0	1.0	0.0
0930 - Asylum Officer (USCIS)																		
Total Received	#	1533																
Voluntarily Identified	#	311	133	178	11	6	72	87	16	47	19	15			2		13	23
	%	100	0.43	0.57	0.04	0.02	0.23	0.28	0.05	0.15	0.06	0.05	0.00	0.00	0.01	0.00	0.04	0.07
Qualified of those Identified	#	106	44	62	6	1	19	38	6	13	7	5			1		5	5
	%	100	0.42	0.58	0.06	0.01	0.18	0.36	0.06	0.12	0.07	0.05	0.00	0.00	0.01	0.00	0.05	0.05
Selected of those Identified	#	0																
	%																	
Occupational CLF	%	100	62.6	37.4	2.5	2.1	54.3	28.8	3.9	4.9	1.0	0.6	0.1	0.1	0.4	0.4	0.4	0.5

1101 - Contract Compliance Specialist (USCG, FEMA, HQ)																		
Total Received	#	2677																
Voluntarily Identified	#	1627	894	733	5	25	411	133	365	504	54	15			3	12	56	44
	%	100	0.55	0.45	0.00	0.02	0.25	0.08	0.22	0.31	0.03	0.01	0.00	0.00	0.00	0.01	0.03	0.03
Qualified of those Identified	#	1258	681	577	2	22	310	101	284	400	42	11			2	6	41	37
	%	100	0.54	0.46	0.00	0.02	0.25	0.08	0.23	0.32	0.03	0.01	0.00	0.00	0.00	0.00	0.03	0.03
Selected of those Identified	#	5	2	3	0	0	2	0	0	3	0	0	0	0	0	0	0	0
	%	100	0.40	0.60	0.00	0.00	0.40	0.00	0.00	0.60	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Occupational CLF	%	100	43.4	56.6	4.7	5.3	30.2	39.7	4.9	7.8	2.6	2.3	0.1	0.1	0.2	0.4	0.7	0.9
1102 - Contract Specialist (USCG, FEMA, FLETC, HQ)																		
Total Received	#	31924																
Voluntarily Identified	#	20754	10588	10166	247	213	5429	3118	3571	5880	733	436	29	19	53	64	526	436
	%	100	0.51	0.49	0.01	0.01	0.26	0.15	0.17	0.28	0.04	0.02	0.00	0.00	0.00	0.00	0.03	0.02
Qualified of those Identified	#	8385	4240	4145	67	69	1932	1060	1607	2547	316	171	9	5	14	32	295	261
	%	100	0.51	0.49	0.01	0.01	0.23	0.13	0.19	0.30	0.04	0.02	0.00	0.00	0.00	0.00	0.04	0.03
Selected of those Identified	#	66	26	40	1	1	17	19	1	12	5	6			1	1	1	1
	%	100	0.39	0.61	0.02	0.02	0.26	0.29	0.02	0.18	0.08	0.09	0.00	0.00	0.02	0.02	0.02	0.02
Occupational CLF	%	100	43.4	56.6	4.7	5.3	30.2	39.7	4.9	7.8	2.6	2.3	0.1	0.1	0.2	0.4	0.7	0.9
1801 - Enforcement Aviation/Marine Supervisor (CBP)																		
Total Received	#	NA																
Voluntarily Identified	#	NA																
	%																	
Qualified of those Identified	#	NA																
	%																	
Selected of those Identified	#	3	3	0			3											
	%	100	1.00	0.00	0.00	0.00	1.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Occupational CLF	%	100	53.0	46.9	4.2	3.5	41.3	34.1	4.5	6.9	1.7	1.4	0.1	-	0.4	0.4	0.8	0.6

1801 - Immigration Services Officer (USCIS)																		
Total Received	#	NA																
Voluntarily Identified	#	2549	1434	1115	66	50	539	376	277	374	274	130	9	8	9	4	260	173
	%	100	0.56	0.44	0.03	0.02	0.21	0.15	0.11	0.15	0.11	0.05	0.00	0.00	0.00	0.00	0.10	0.07
Qualified of those Identified	#	1165	629	536	26	23	240	206	94	151	164	79	4	5	2	1	99	71
	%	100	0.54	0.46	0.02	0.02	0.21	0.18	0.08	0.13	0.14	0.07	0.00	0.00	0.00	0.00	0.08	0.06
Selected of those Identified	#	16	4	12	1		2	8				3					1	1
	%	100	0.25	0.75	0.06	0.00	0.13	0.50	0.00	0.00	0.00	0.19	0.00	0.00	0.00	0.00	0.06	0.06
Occupational CLF	%	100	53.0	46.9	4.2	3.5	41.3	34.1	4.5	6.9	1.7	1.4	0.1	-	0.4	0.4	0.8	0.6
1801 - Immigration Services Officer (ICE)																		
Total Received	#	20229																
Voluntarily Identified	#	11218	9722	1496	1071	104	3648	446	1288	492	651	46	49	23	53	6	2962	379
	%	100	0.87	0.13	0.10	0.01	0.33	0.04	0.11	0.04	0.06	0.00	0.00	0.00	0.00	0.00	0.26	0.03
Qualified of those Identified	#	4982	4421	561	471	42	1637	185	450	143	329	24	29	17	35	3	1470	147
	%	100	0.89	0.11	0.09	0.01	0.33	0.04	0.09	0.03	0.07	0.00	0.01	0.00	0.01	0.00	0.30	0.03
Selected of those Identified	#	122	97	25	5	3	45	11	10	4	4	0	0	1	3	0	30	6
	%	100	0.80	0.20	0.04	0.02	0.37	0.09	0.08	0.03	0.03	0.00	0.00	0.01	0.02	0.00	0.25	0.05
Occupational CLF	%	100	53.0	46.9	4.2	3.5	41.3	34.1	4.5	6.9	1.7	1.4	0.1	-	0.4	0.4	0.8	0.6
1801 - Law Enforcement Specialist (FLETC, TSA)																		
Total Received	#	2739																
Voluntarily Identified	#	2638	2376	262	205	18	1746	153	290	80	33	1	13	2	45	4	44	4
	%	100	0.90	0.10	0.08	0.01	0.66	0.06	0.11	0.03	0.01	0.00	0.00	0.00	0.02	0.00	0.02	0.00
Qualified of those Identified	#	2192	1988	204	169	13	1471	124	228	61	30		9	2	41	3	40	1
	%	100	0.91	0.09	0.08	0.01	0.67	0.06	0.10	0.03	0.01	0.00	0.00	0.00	0.02	0.00	0.02	0.00
Selected of those Identified	#	656	595	61	116	15	393	32	51	10	16	2	1		1		17	2
	%	100	0.91	0.09	0.18	0.02	0.60	0.05	0.08	0.02	0.02	0.00	0.00	0.00	0.00	0.00	0.03	0.00
Occupational CLF	%	100	52.9	47.1	4.2	3.5	41.3	34.1	4.5	6.9	1.7	1.4	0.1	0.0	0.4	0.4	0.8	0.7

1801 - Transportation Security Officer (TSA)																		
Total Received	#	NA																
Voluntarily Identified	#	NA																
	%																	
Qualified of those Identified	#	NA																
	%																	
Selected of those Identified	#	7695	4865	2830	1278	642	2363	1158	760	808	264	94	52	36	11	17	137	75
	%	100	0.63	0.37	0.17	0.08	0.31	0.15	0.10	0.11	0.03	0.01	0.01	0.00	0.00	0.00	0.02	0.01
Occupational CLF	%	100	53.0	46.9	4.2	3.5	41.3	34.1	4.5	6.9	1.7	1.4	0.1	0.0	0.4	0.4	0.8	0.6
1811 - Criminal Investigator (USSS)																		
Total Received	#	27358																
Voluntarily Identified	#	24940	18450	6490	2696	1103	11571	3091	2727	1839	711	187	72	20	98	22	575	228
	%	100	0.74	0.26	0.11	0.04	0.46	0.12	0.11	0.07	0.03	0.01	0.00	0.00	0.00	0.00	0.02	0.01
Qualified of those Identified	#	17748	13474	4274	1917	701	8631	2103	1931	1188	460	118	47	14	72	15	416	135
	%	100	0.76	0.24	0.11	0.04	0.49	0.12	0.11	0.07	0.03	0.01	0.00	0.00	0.00	0.00	0.02	0.01
Selected of those Identified	#	75	71	4	4		58	3	7	1	2							
	%	100	0.95	0.05	0.05	0.00	0.77	0.04	0.09	0.01	0.03	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Occupational CLF	%	100	79.0	21.1	7.1	2.0	62.3	14.7	9.0	3.6	1.0	0.3	0.1	0.0	0.5	0.1	1.0	0.4
1811 - Special Agent (USCG, OIG, TSA)																		
Total Received	#	649																
Voluntarily Identified	#	538	481	57			408	46	50	9	10	1	6		7			1
	%	100	0.89	0.11	0.00	0.00	0.76	0.09	0.09	0.02	0.02	0.00	0.01	0.00	0.01	0.00	0.00	0.00
Qualified of those Identified	#	71	69	2			58	1	9	1			1		1			
	%	100	0.97	0.03	0.00	0.00	0.82	0.01	0.13	0.01	0.00	0.00	0.01	0.00	0.01	0.00	0.00	0.00
Selected of those Identified	#	19	17	2	9		4	2	1		3							
	%	100	0.89	0.11	0.47	0.00	0.21	0.11	0.05	0.00	0.16	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Occupational CLF	%	100	79.0	21.1	7.1	2.0	62.3	14.7	9.0	3.6	1.0	0.3	0.1	0.0	0.5	0.1	1.0	0.4

1811 - Criminal Investigator (ICE)																		
Total Received	#	33710																
Voluntarily Identified	#	21332	17588	3744	1368	374	8962	1446	2117	784	975	198	86	23	64	15	4016	904
	%	100	0.82	0.18	0.06	0.02	0.42	0.07	0.10	0.04	0.05	0.01	0.00	0.00	0.00	0.00	0.19	0.04
Qualified of those Identified	#	15583	12686	2897	949	289	6426	1106	1571	621	695	162	67	15	46	14	2932	690
	%	100	0.81	0.19	0.06	0.02	0.41	0.07	0.10	0.04	0.04	0.01	0.00	0.00	0.00	0.00	0.19	0.04
Selected of those Identified	#	228	161	67	20	11	118	37	9	11	11	6	0	1	1	0	2	1
	%	100	0.71	0.29	0.09	0.05	0.52	0.16	0.04	0.05	0.05	0.03	0.00	0.00	0.00	0.00	0.01	0.00
Occupational CLF	%	100	79.0	21.1	7.1	2.0	62.3	14.7	9.0	3.6	1.0	0.3	0.1	0.0	0.5	0.1	1.0	0.4
1889 - Import Specialist (CBP)																		
Total Received	#	8085																
Voluntarily Identified	#	NA																
	%																	
Qualified of those Identified	#	NA																
	%																	
Selected of those Identified	#	52	35	17		9	30			7	5			1				
	%	100	0.67	0.33	0.00	0.17	0.58	0.00	0.00	0.13	0.10	0.00	0.00	0.02	0.00	0.00	0.00	0.00
Occupational CLF	%	100	53.0	46.9	4.2	3.5	41.3	34.1	4.5	6.9	1.7	1.4	0.1	0.0	0.4	0.4	0.8	0.6
1895 - CBP Officer (CBP)																		
Total Received	#	29223																
Voluntarily Identified	#	26573	20143	6430	8225	2913	7017	1255	1581	315	80	29			3240	1918		
	%	100	0.76	0.24	0.31	0.11	0.26	0.05	0.06	0.01	0.00	0.00	0.00	0.00	0.12	0.07	0.00	0.00
Qualified of those Identified	#	8922	7021	1901	2803	863	2703	484	625	109	30	8			860	437		
	%	100	0.79	0.21	0.31	0.10	0.30	0.05	0.07	0.01	0.00	0.00	0.00	0.00	0.10	0.05	0.00	0.00
Selected of those Identified	#	1009	785	224	477	157	244	37	34	23	25	7			5			
	%	100	0.78	0.22	0.47	0.16	0.24	0.04	0.03	0.02	0.02	0.01	0.00	0.00	0.00	0.00	0.00	0.00
Occupational CLF	%	100	53.1	46.8	6.2	4.5	39.0	33.7	4.8	5.7	1.9	1.7	0.1	0.1	0.3	0.3	0.8	0.8

1896 - Border Patrol Agent (CBP)																		
Total Received	#	35896																
Voluntarily Identified	#	43463	36679	6784	16044	3801	15041	1519	4037	1224	1279	202			278	38		
	%	100	0.84	0.16	0.37	0.09	0.35	0.03	0.09	0.03	0.03	0.00	0.00	0.00	0.01	0.00	0.00	0.00
Qualified of those Identified	#	7114	6135	979	2719	585	2877	294	307	72	184	21			48	7		
	%	100	0.86	0.14	0.38	0.08	0.40	0.04	0.04	0.01	0.03	0.00	0.00	0.00	0.01	0.00	0.00	0.00
Selected of those Identified	#	13975	12127	1848	5959	1174	5079	468	637	162	383	28			69	16		
	%	100	0.87	0.13	0.43	0.08	0.36	0.03	0.05	0.01	0.03	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Occupational CLF	%	100	79.0	21.1	7.1	2.0	62.3	14.7	7.0	3.6	1.0	0.3	0.1	0.0	0.5	0.1	1.0	0.4
2181 - Aircraft Pilot (CBP)																		
Total Received	#	442																
Voluntarily Identified	#	NA																
	%																	
Qualified of those Identified	#	NA																
	%																	
Selected of those Identified	#	24	24	0	1		22								1			
	%	100	1.00	0.00	0.04	0.00	0.92	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.04	0.00	0.00	0.00
Occupational CLF	%	100	96.0	3.8	2.8	0.1	89.3	3.6	1.5	0.1	0.9	0.0	0.1	0.0	0.3	0.0	1.1	0.0
2210 - IT Specialist (USCG, FEMA, FLETC, HQ, I&A, OIG)																		
Total Received	#	11521																
Voluntarily Identified	#	8151	6219	1932	198	44	3404	782	1798	829	576	201	27	9	17	14	199	53
	%	100	0.76	0.24	0.02	0.01	0.42	0.10	0.22	0.10	0.07	0.02	0.00	0.00	0.00	0.00	0.02	0.01
Qualified of those Identified	#	2973	2312	661	78	20	1289	280	616	267	154	42	10	4	14	7	151	41
	%	100	0.78	0.22	0.03	0.01	0.43	0.09	0.21	0.09	0.05	0.01	0.00	0.00	0.00	0.00	0.05	0.01
Selected of those Identified	#	184	128	56	3		90	44	23	8	9	4			3			
	%	100	0.70	0.30	0.02	0.00	0.49	0.24	0.13	0.04	0.05	0.02	0.00	0.00	0.02	0.00	0.00	0.00
Occupational CLF	%	100	71.7	28.3	5.0	1.6	50.4	24.7	4.3	3.5	7.4	2.9	0.1	0.0	0.2	0.1	1.2	0.4

GRAND TOTAL																	
#	24801	19374	5427	7908	2023	8785	1932	1597	1135	744	171	54	40	95	34	191	92
%	100	0.78	0.22	0.32	0.08	0.35	0.08	0.06	0.05	0.03	0.01	0.00	0.00	0.00	0.00	0.01	0.00

Appendix F

Internal Selections for Senior Level Positions (GS 13/14, GS 15, and SES)

DHS FEORP Accomplishment Report for FY 2011

INTERNAL SELECTIONS FOR SENIOR LEVEL POSITIONS (GS 13/14, GS 15, and SES) - Distribution by Race/Ethnicity and Sex

		Total Employees			Race/Ethnicity													
					Hispanic or Latino		Non- Hispanic or Latino											
							White		Black or African American		Asian		Native Hawaiian or Other Pacific Islander		American Indian or Alaskan Native		Two or More/Other Races	
		All	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female
CBP																		
GS-13																		
Selected	#	482	385	97	127	24	223	53	14	12	14	7	-	-	7	1	-	-
	%	100	79.9	20.1	26.3	5.0	46.3	11.0	2.9	2.5	2.9	1.5	0.0	0.0	1.5	0.2	0.0	0.0
GS-14																		
Selected	#	184	131	53	33	11	87	32	7	6	3	4	-	-	1	-	-	-
	%	100	71.2	28.8	17.9	6.0	47.3	17.4	3.8	3.3	1.6	2.2	0.0	0.0	0.5	0.0	0.0	0.0
GS-15																		
Selected	#	66	39	27	7	4	31	12	1	7	0	4	-	-	-	-	-	-
	%	100	59.1	40.9	10.6	6.1	47.0	18.2	1.5	10.6	0.0	6.1	0.0	0.0	0.0	0.0	0.0	0.0
SES																		
Selected	#	20	18	2	5	0	10	2	1	0	1	0	-	-	1	-	-	-
	%	100	90.0	10.0	25.0	0.0	50.0	10.0	5.0	0.0	5.0	0.0	0.0	0.0	5.0	0.0	0.0	0.0
USCG																		
GS-13																		
Selected	#	50	31	19	1	0	21	12	3	6	1	1	1	-	-	-	4	-
	%	100	62.0	38.0	2.0	0.0	42.0	24.0	6.0	12.0	2.0	2.0	2.0	0.0	0.0	0.0	8.0	0.0
GS-14																		
Selected	#	26	16	10	0	0	13	8	2	1	0	1	-	-	1	-	-	-
	%	100	61.5	38.5	0.0	0.0	50.0	30.8	7.7	3.8	0.0	3.8	0.0	0.0	3.8	0.0	0.0	0.0
GS-15																		
Selected	#	8	7	1	0	0	7	1	0	0	0	0	-	-	-	-	-	-
	%	100	87.5	12.5	0.0	0.0	87.5	12.5	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0

USCIS																		
GS-13																		
Selected	#	121	36	85	6	9	27	50	2	13	1	11	-	-	-	2	-	-
	%	100	29.8	70.2	5.0	7.4	22.3	41.3	1.7	10.7	0.8	9.1	0.0	0.0	0.0	1.7	0.0	0.0
GS-14																		
Selected	#	50	27	23	1	4	22	15	1	4	3	0	-	-	-	-	-	-
	%	100	54.0	46.0	2.0	8.0	44.0	30.0	2.0	8.0	6.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
GS-15																		
Selected	#	36	15	21	1	2	12	16	1	3	1	0	-	-	-	-	-	-
	%	100	41.7	58.3	2.8	5.6	33.3	44.4	2.8	8.3	2.8	0.0	0.0	0.0	0.0	0.0	0.0	0.0
SES																		
Selected	#	8	3	5	0	1	3	4	0	0	0	0	-	-	-	-	-	-
	%	100	37.5	62.5	0.0	12.5	37.5	50.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
FEMA																		
GS-13 *																		
Selected	#	89	0	0														
	%	0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
GS-14 *																		
Selected	#	24	0	0														
	%	0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
GS-15 *																		
Selected	#	28	0	0	0	0												
	%	0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
SES																		
Selected	#	11	6	5	1	0	3	4	2	1	0	0	-	-	-	-	-	-
	%	100	54.5	45.5	9.1	0.0	27.3	36.4	18.2	9.1	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
FLETC																		
GS-13																		
Selected	#	3	3	0	0	0	3	0	0	0	0	0	-	-	-	-	-	-
	%	100	100.0	0.0	0.0	0.0	100.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0

GS-14																		
Selected	#	5	2	3	0	0	2	3	0	0	0	0	-	-	-	-	-	-
	%	100	40.0	60.0	0.0	0.0	40.0	60.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
GS-15																		
Selected	#	5	3	2	0	0	2	1	1	1	0	0	-	-	-	-	-	-
	%	100	60.0	40.0	0.0	0.0	40.0	20.0	20.0	20.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
HQ																		
GS-13																		
Selected	#	90	43	47	1	4	23	14	16	24	3	5	-	-	-	-	-	-
	%	100	47.8	52.2	1.1	4.4	25.6	15.6	17.8	26.7	3.3	5.6	0.0	0.0	0.0	0.0	0.0	0.0
GS-14																		
Selected	#	101	56	45	3	0	33	27	14	12	6	6	-	-	-	-	-	-
	%	100	55.4	44.6	3.0	0.0	32.7	26.7	13.9	11.9	5.9	5.9	0.0	0.0	0.0	0.0	0.0	0.0
GS-15																		
Selected	#	79	50	29	4	0	41	20	2	8	1	1	-	-	1	-	1	-
	%	100	63.3	36.7	5.1	0.0	51.9	25.3	2.5	10.1	1.3	1.3	0.0	0.0	1.3	0.0	1.3	0.0
SES																		
Selected	#	13	4	9	1	0	3	5	0	3	0	1	-	-	-	-	-	-
	%	100	30.8	69.2	7.7	0.0	23.1	38.5	0.0	23.1	0.0	7.7	0.0	0.0	0.0	0.0	0.0	0.0
OIG																		
GS-13																		
Selected	#	9	4	5	1	0	3	3	0	2	0	0	-	-	-	-	-	-
	%	100	44.4	55.6	11.1	0.0	33.3	33.3	0.0	22.2	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
GS-14																		
Selected	#	11	8	3	2	0	5	1	0	2	1	0	-	-	-	-	-	-
	%	100	72.7	27.3	18.2	0.0	45.5	9.1	0.0	18.2	9.1	0.0	0.0	0.0	0.0	0.0	0.0	0.0
GS-15																		
Selected	#	2	1	1	1	0	0	0	0	1	0	0	-	-	-	-	-	-
	%	100	50.0	50.0	50.0	0.0	0.0	0.0	0.0	50.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
SES																		
Selected	#	2	2	0	0	0	2	0	0	0	0	0	-	-	-	-	-	-
	%	100	100.0	0.0	0.0	0.0	100.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0

I&A																		
GS-13																		
Selected	#	90	43	47	1	4	23	14	16	24	3	5	-	-	-	-	-	-
	%	100	47.8	52.2	1.1	4.4	25.6	15.6	17.8	26.7	3.3	5.6	0.0	0.0	0.0	0.0	0.0	0.0
GS-14																		
Selected	#	101	56	45	3	0	33	27	14	12	6	6	-	-	-	-	-	-
	%	100	55.4	44.6	3.0	0.0	32.7	26.7	13.9	11.9	5.9	5.9	0.0	0.0	0.0	0.0	0.0	0.0
GS-15																		
Selected	#	79	50	29	4	0	41	20	2	8	1	1	-	-	1	-	1	-
	%	100	63.3	36.7	5.1	0.0	51.9	25.3	2.5	10.1	1.3	1.3	0.0	0.0	1.3	0.0	1.3	0.0
SES																		
Selected	#	13	4	9	1	0	3	5	0	3	0	1	-	-	-	-	-	-
	%	100	30.8	69.2	7.7	0.0	23.1	38.5	0.0	23.1	0.0	7.7	0.0	0.0	0.0	0.0	0.0	0.0
ICE																		
GS-13																		
Selected	#	304	227	77	59	12	145	48	15	13	8	4	0	0	0	0	0	0
	%	100	74.7	25.3	19.4	3.9	47.7	15.8	4.9	4.3	2.6	1.3	0.0	0.0	0.0	0.0	0.0	0.0
GS-14																		
Selected	#	307	215	92	30	10	155	52	18	28	8	2	0	0	2	0	2	0
	%	100	70.0	30.0	9.8	3.3	50.5	16.9	5.9	9.1	2.6	0.7	0.0	0.0	0.7	0.0	0.7	0.0
GS-15																		
Selected	#	122	88	34	14	2	66	18	7	11	1	1	0	0	0	2	0	0
	%	100	72.1	27.9	11.5	1.6	54.1	14.8	5.7	9.0	0.8	0.8	0.0	0.0	0.0	1.6	0.0	0.0
TSA																		
GS-13 (I Band)																		
Selected	#	372	278	94	22	10	205	60	36	17	11	6	1	-	3	1	-	-
	%	100	74.7	25.3	5.9	2.7	55.1	16.1	9.7	4.6	3.0	1.6	0.3	0.0	0.8	0.3	0.0	0.0
GS-14 (J Band)																		
Selected	#	175	132	43	5	3	107	24	12	9	7	4	-	-	1	2	-	1
	%	100	75.4	24.6	2.9	1.7	61.1	13.7	6.9	5.1	4.0	2.3	0.0	0.0	0.6	1.1	0.0	0.6

SES (SW Band)																		
Selected	#	21	14	7	1	0	12	6	1	0	0	1	-	-	-	-	-	-
	%	100	66.7	33.3	4.8	0.0	57.1	28.6	4.8	0.0	0.0	4.8	0.0	0.0	0.0	0.0	0.0	0.0
USSS																		
GS-13																		
Selected	#	183	144	39	3	0	140	39	0	0	1	0	-	-	-	-	-	-
	%	100	78.7	21.3	1.6	0.0	76.5	21.3	0.0	0.0	0.5	0.0	0.0	0.0	0.0	0.0	0.0	0.0
GS-14																		
Selected	#	49	42	7	0	0	42	7	0	0	0	0	-	-	-	-	-	-
	%	100	85.7	14.3	0.0	0.0	85.7	14.3	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
GS-15																		
Selected	#	24	20	4	1	0	18	4	0	0	1	0	-	-	-	-	-	-
	%	100	83.3	16.7	4.2	0.0	75.0	16.7	0.0	0.0	4.2	0.0	0.0	0.0	0.0	0.0	0.0	0.0
SES																		
Selected	#	9	7	2	0	0	4	2	1	0	1	0	-	-	-	-	1	-
	%	100	77.8	22.2	0.0	0.0	44.4	22.2	11.1	0.0	11.1	0.0	0.0	0.0	0.0	0.0	11.1	0.0
GRAND TOTAL																		
GS-13 *																		
Selected	#	1793	1194	510	221	63	813	293	102	111	42	39	2	0	10	4	4	0
	%	101	66.59	28.44	12.33	3.51	45.34	16.34	5.69	6.19	2.34	2.18	0.11	0.00	0.56	0.22	0.22	0.00
GS-14 *																		
Selected	#	1033	685	324	77	28	499	196	68	74	34	23	0	0	5	2	2	1
	%	101	66.31	31.36	7.45	2.71	48.31	18.97	6.58	7.16	3.29	2.23	0.00	0.00	0.48	0.19	0.19	0.10
GS-15 *																		
Selected	#	449	273	148	32	8	218	92	14	39	5	7	-	-	2	2	2	-
	%	102	60.80	32.96	7.13	1.78	48.55	20.49	3.12	8.69	1.11	1.56	0.00	0.00	0.45	0.45	0.45	0.00
SES																		
Selected	#	97	58	39	9	1	40	28	5	7	2	3	-	-	1	-	1	-
	%	100	59.79	40.21	9.28	1.03	41.24	28.87	5.15	7.22	2.06	3.09	0.00	0.00	1.03	0.00	1.03	0.00

Appendix G

Selections for Internal Competitive Promotions for Major Occupations

DHS FEORP Accomplishment Report for FY 2011

SELECTIONS FOR INTERNAL COMPETITIVE PROMOTIONS FOR MAJOR OCCUPATIONS - Distribution by Race/Ethnicity and Sex

		Total Employees			Race/Ethnicity													
					Hispanic or Latino		Non- Hispanic or Latino											
							White		Black or African American		Asian		Native Hawaiian or Other Pacific Islander		American Indian or Alaskan Native		Two or More/Other Races	
		All	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female
CBP																		
0201 - Human Resources Specialists																		
Selected	#	3	0	3	0	0	0	3	0	0	0	0	0	0	0	0	0	0
	%	100	0.0	100.0	0.0	0.0	0.0	100.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
0301 - Administration																		
Selected	#	19	7	12	1	2	3	8	1	0	2	2	0	0	0	0	0	0
	%	100	36.8	63.2	5.3	10.5	15.8	42.1	5.3	0.0	10.5	10.5	0.0	0.0	0.0	0.0	0.0	0.0
0343- Program-Management Analyst																		
Selected	#	36	11	25	1	2	8	16	1	5	1	2	0	0	0	0	0	0
	%	100	30.6	69.4	2.8	5.6	22.2	44.4	2.8	13.9	2.8	5.6	0.0	0.0	0.0	0.0	0.0	0.0
0401 - Agriculture Specialists																		
Selected	#	5	4	1	0	0	3	0	1	1	0	0	0	0	0	0	0	0
	%	100	80.0	20.0	0.0	0.0	60.0	0.0	20.0	20.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
0510 - Accountant																		
Selected	#	7	3	4	0	0	2	4	1	0	0	0	0	0	0	0	0	0
	%	100	42.9	57.1	0.0	0.0	28.6	57.1	14.3	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
0801- General Engineer																		
Selected	#	2	2	0	0	0	1	0	0	0	0	0	0	0	1	0	0	0
	%	100	100	0.0	0.0	0.0	50.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	50.0	0.0	0.0	0.0
1801 - Enforcement Aviation/Marine Supervisor																		
Selected	#	67	67	0	17	0	44	0	3	0	2	0	0	0	1	0	0	0
	%	100	100	0.0	25.4	0.0	65.7	0.0	4.5	0.0	3.0	0.0	0.0	0.0	1.5	0.0	0.0	0.0
1889 - Import Specialist																		
Selected	#	22	10	12	0	3	7	6	1	3	2	0	0	0	0	0	0	0
	%	100	45.5	54.5	0.0	13.6	31.8	27.3	4.5	13.6	9.1	0.0	0.0	0.0	0.0	0.0	0.0	0.0
1895 - CBP Officer																		
Selected	#	127	98	29	29	9	58	15	4	2	6	3	0	0	1	0	0	0
	%	100	77.2	22.8	22.8	7.1	45.7	11.8	3.1	1.6	4.7	2.4	0.0	0.0	0.8	0.0	0.0	0.0

1896 - Border Patrol Agent																		
Selected	#	277	261	16	106	9	143	5	4	0	3	1	0	0	5	1	0	0
	%	100	94.2	5.8	38.3	3.2	51.6	1.8	1.4	0.0	1.1	0.4	0.0	0.0	1.8	0.4	0.0	0.0
2210- IT Specialist																		
Selected	#	11	6	5			6	3		1		1						
	%	100	54.5	45.5	0.0	0.0	54.5	27.3	0.0	9.1	0.0	9.1	0.0	0.0	0.0	0.0	0.0	0.0
USCIS																		
0343 - Program/Management Analyst																		
Selected	#	50	15	35	1	2	10	19	4	10	0	4	0	0	0	0	0	0
	%	100	30.0	70.0	2.0	4.0	20.0	38.0	8.0	20.0	0.0	8.0	0.0	0.0	0.0	0.0	0.0	0.0
0930 - Asylum Officer																		
Selected	#	9	1	8	0	2	1	4	0	1	0	1	0	0	0	0	0	0
	%	100	11.1	88.9	0.0	22.2	11.1	44.4	0.0	11.1	0.0	11.1	0.0	0.0	0.0	0.0	0.0	0.0
1801 - Immigration Services Officer																		
Selected	#	203	76	127	8	16	54	76	6	19	8	14	0	0	0	1	0	1
	%	100	37.4	62.6	3.9	7.9	26.6	37.4	3.0	9.4	3.9	6.9	0.0	0.0	0.0	0.5	0.0	0.5
USCG																		
0201 - Human Resources Specialist																		
Selected	#	12	3	9	0	0	0	6	1	3	0	0	0	0	0	0	2	0
	%	100	25.0	75.0	0.0	0.0	0.0	50.0	8.3	25.0	0.0	0.0	0.0	0.0	0.0	0.0	16.7	0.0
0301 - Administration																		
Selected	#	12	7	5	0	0	5	5	2	0	0	0	0	0	0	0	0	0
	%	100	58.3	41.7	0.0	0.0	41.7	41.7	16.7	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
0343 - Program/Management Analyst																		
Selected	#	26	10	16	0	0	7	9	1	5	1	2	0	0	1	0	0	0
	%	100	38.5	61.5	0.0	0.0	26.9	34.6	3.8	19.2	3.8	7.7	0.0	0.0	3.8	0.0	0.0	0.0
0510- Accountant																		
Selected	#	8	2	6	0	0	2	4	0	2	0	0	0	0	0	0	0	0
	%	100	25.0	75.0	0.0	0.0	25.0	50.0	0.0	25.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
0801 - General Engineer																		
Selected	#	5	5	0	0	0	4	0	0	0	0	0	0	0	0	0	1	0
	%	100	100	0.0	0.0	0.0	80	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	20.0	0.0
0810- Civil Engineer																		
Selected	#	2	2	0	0	0	2	0	0	0	0	0	0	0	0	0	0	0
	%	100	100	0.0	0.0	0.0	100	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
0830-Mechanical Engineering																		
Selected	#	2	2	0	0	0	2	0	0	0	0	0	0	0	0	0	0	0
	%	100	100	0.0	0.0	0.0	100	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
0850-Electrical Engineering																		
Selected	#	4	3	1	0	0	1	0	2	0	0	0	0	0	0	0	0	1
	%	100	75.0	25.0	0.0	0.0	25.0	0.0	50.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	25.0

0855-Electronics Engineering																		
Selected	#	3	3	0	0	0	3	0	0	0	0	0	0	0	0	0	0	0
	%	100	100	0.0	0.0	0.0	100	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
0871-Naval Architecture																		
Selected	#	3	3	0	0	0	2	0	1	0	0	0	0	0	0	0	0	0
	%	100	100	0.0	0.0	0.0	66.7	0.0	33.3	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
1101-Contract Compliance Specialist																		
Selected	#	1	1	0	0	0	1	0	0	0	0	0	0	0	0	0	0	0
	%	100	100	0.0	0.0	0.0	100	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
1102 - Contract Specialist																		
Selected	#	28	11	17	0	0	9	10	1	5	1	1	0	0	0	1	0	0
	%	100	39.3	60.7	0.0	0.0	32.1	35.7	3.6	17.9	3.6	3.6	0.0	0.0	0.0	3.6	0.0	0.0
1811 - Special Agent																		
Selected	#	3	1	2	0	0	1	2	0	0	0	0	0	0	0	0	0	0
	%	100	33.3	66.7	0.0	0.0	33.3	66.7	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
2210 - IT Specialist																		
Selected	#	11	6	5	1	0	3	4	0	0	1	1	0	0	0	0	1	0
	%	100	54.5	45.5	9.1	0.0	27.3	36.4	0.0	0.0	9.1	9.1	0.0	0.0	0.0	0.0	9.1	0.0
FEMA																		
0201 - Human Resources Specialist																		
Selected	#	101	0	101	0	0	0	0	0	101	0	0	0	0	0	0	0	0
	%	100	0.0	100.0	0.0	0.0	0.0	0.0	0.0	100.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
0301 - Administration																		
Selected	#	1980	1272	708	362	0	809	607	0	101	101	0	0	0	0	0	0	0
	%	100	64.2	35.8	18.3	0.0	40.9	30.7	0.0	5.1	5.1	0.0	0.0	0.0	0.0	0.0	0.0	0.0
1102 - Contract Specialist																		
Selected	#	307	205	102	0	0	52	51	26	0	26	0	0	0	0	0	101	51
	%	100	66.8	33.2	0.0	0.0	16.9	16.6	8.5	0.0	8.5	0.0	0.0	0.0	0.0	0.0	32.9	16.6
2210 - IT Specialist *																		
Selected	#	12	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	%	100	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
FLETC																		
1102 - Contract Specialist																		
Selected	#	1	1	0	0	0	1	0	0	0	0	0	0	0	0	0	0	0
	%	100	100	0.0	0.0	0.0	100	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
1801 - Law Enforcement Specialist																		
Selected	#	7	5	2	0	0	5	2	0	0	0	0	0	0	0	0	0	0
	%	100	71.4	28.6	0.0	0.0	71.4	28.6	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
2210 - IT Specialist																		
Selected	#	1	1	0	0	0	0	0	1	0	0	0	0	0	0	0	0	0
	%	100	100	0.0	0.0	0.0	0.0	0.0	100	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0

HQ																		
0201 - Human Resources Specialist																		
Selected	**#**	34	7	27	0	1	2	10	4	12	0	3	0	0	1	1	0	0
	%	100	20.6	79.4	0.0	2.9	5.9	29.4	11.8	35.3	0.0	8.8	0.0	0.0	2.9	2.9	0.0	0.0
0301 - Administration																		
Selected	**#**	93	34	59	2	0	26	29	3	26	2	3	0	0	0	1	1	0
	%	100	36.6	63.4	2.2	0.0	28.0	31.2	3.2	28.0	2.2	3.2	0.0	0.0	0.0	1.1	1.1	0.0
0343 - Program/Management Analyst																		
Selected	**#**	101	53	48	2	1	37	25	5	16	6	6	1	0	1	0	1	0
	%	100	52.5	47.5	2.0	1.0	36.6	24.8	5.0	15.8	5.9	5.9	1.0	0.0	1.0	0.0	1.0	0.0
0510 - Accountant																		
Selected	**#**	5	1	4	0	1	1	0	0	3	0	0	0	0	0	0	0	0
	%	100	20.0	80.0	0.0	20.0	20.0	0.0	0.0	60.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
0801 - General Engineer																		
Selected	**#**	13	7	6	0	2	6	2	0	1	1	1	0	0	0	0	0	0
	%	100	53.8	46.2	0.0	15.4	46.2	15.4	0.0	7.7	7.7	7.7	0.0	0.0	0.0	0.0	0.0	0.0
1101 - Contract Compliance Specialist																		
Selected	**#**	4	3	1	0	0	1	0	2	1	0	0	0	0	0	0	0	0
	%	100	75.0	25.0	0.0	0.0	25.0	0.0	50.0	25.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
1102 - Contract Specialist																		
Selected	**#**	117	49	68	3	3	35	40	9	19	2	6	0	0	0	0	0	0
	%	100	41.9	58.1	2.6	2.6	29.9	34.2	7.7	16.2	1.7	5.1	0.0	0.0	0.0	0.0	0.0	0.0
2210 - IT Specialist																		
Selected	**#**	16	10	6	0	1	7	2	2	2	0	1	0	0	0	0	1	0
	%	100	62.5	37.5	0.0	6.3	43.8	12.5	12.5	12.5	0.0	6.3	0.0	0.0	0.0	0.0	6.3	0.0
OIG																		
0343 - Program/Management Analyst																		
Selected	**#**	7	4	3	0	0	4	1	0	2	0	0	0	0	0	0	0	0
	%	100	57.1	42.9	0.0	0.0	57.1	14.3	0.0	28.6	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
0511- Auditor																		
Selected	**#**	7	3	4	1	1	1	1	0	2	1	0	0	0	0	0	0	0
	%	100	42.9	57.1	14.3	14.3	14.3	14.3	0.0	28.6	14.3	0.0	0.0	0.0	0.0	0.0	0.0	0.0
1811- Special Agent																		
Selected	**#**	11	9	2	3	0	5	1	1	1	0	0	0	0	0	0	0	0
	%	100	81.8	18.2	27.3	0.0	45.5	9.1	9.1	9.1	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0

2210 - IT Specialist																		
Selected	#	1	0	1	0	0	0	1	0	0	0	0	0	0	0	0	0	0
	%	100	0.0	100	0.0	0.0	0.0	100	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
ICE																		
0905 - General Attorney																		
Selected	#	51	31	20	0	3	26	16	1	0	4	0	0	1	0	0	0	0
	%	100	0.61	0.39	0.00	0.06	0.51	0.31	0.02	0.00	0.08	0.00	0.00	0.02	0.00	0.00	0.00	0.00
1801 - Immigration Enforcement Agent																		
Selected	#	122	97	25	5	3	45	11	10	4	4	0	0	1	3	0	30	6
	%	100	0.80	0.20	0.04	0.02	0.37	0.09	0.08	0.03	0.03	0.00	0.00	0.01	0.02	0.00	0.25	0.05
1811 - Criminal Investigator																		
Selected	#	2	1	1	0	0	1	1	0	0	0	0	0	0	0	0	0	0
	%	100	0.50	0.50	0.00	0.00	0.50	0.50	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
TSA																		
0132 - Intelligence Professionals																		
Selected	#	32	24	8	2	0	18	5	3	2	0	1	0	0	1	0	0	0
	%	100	75.0	25.0	6.3	0.0	56.3	15.6	9.4	6.3	0.0	3.1	0.0	0.0	3.1	0.0	0.0	0.0
0340 - Federal Security Director																		
Selected	#	8	4	4	0	0	2	4	1	0	1	0	0	0	0	0	0	0
	%	100	50.0	50.0	0.0	0.0	25.0	50.0	12.5	0.0	12.5	0.0	0.0	0.0	0.0	0.0	0.0	0.0
1801 - Law Enforcement Specialist																		
Selected	#	549	425	124	58	18	295	74	52	21	15	5	0	1	5	4	0	1
	%	100	77.4	22.6	10.6	3.3	53.7	13.5	9.5	3.8	2.7	0.9	0.0	0.2	0.9	0.7	0.0	0.2
1802 - Transportation Security Officer																		
Selected	#	4011	2183	1828	344	265	1298	934	397	516	107	44	5	13	23	35	9	21
	%	100	54.4	45.6	8.6	6.6	32.4	23.3	9.9	12.9	2.7	1.1	0.1	0.3	0.6	0.9	0.2	0.5
1811 - Special Agent																		
Selected	#	4	4	0	0	0	3	0	1	0	0	0	0	0	0	0	0	0
	%	100	100.0	0.0	0.0	0.0	75.0	0.0	25.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
USSS																		
0083 - Uniformed Division Officer																		
Selected	#	23	22	1	1	0	17	1	3	0	0	0	0	0	1	0	0	0
	%	100	95.7	4.3	4.3	0.0	73.9	4.3	13.0	0.0	0.0	0.0	0.0	0.0	4.3	0.0	0.0	0.0
1811 - Special Agent																		
Selected	#	54	51	3	7	0	34	1	8	2	2	0	0	0	0	0	0	0
	%	100	94.4	5.6	13.0	0.0	63.0	1.9	14.8	3.7	3.7	0.0	0.0	0.0	0.0	0.0	0.0	0.0
GRAND TOTAL																		
Selections *	#	8632	5126	3494	954	344	3113	2018	563	889	299	102	6	16	44	44	147	81
	%	100	59.4	40.5	11.1	4.0	36.1	23.4	6.5	10.3	3.5	1.2	0.1	0.2	0.5	0.5	1.7	0.9

Appendix H

DHS Participants in Formal Agency Career Development Programs

DHS FEORP Accomplishment Report for FY 2011

DHS PARTICIPANTS IN FORMAL AGENCY CAREER DEVELOPMENT PROGRAMS - Distribution by Race/Ethnicity and Sex

		Total Employees			Race/Ethnicity													
					Hispanic or Latino		Non- Hispanic or Latino											
							White		Black or African American		Asian		Native Hawaiian or Other Pacific Islander		American Indian or Alaskan Native		Two or More/Other Races	
		All	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female
GS 1-4 or equivalent																		
USCG																		
ASPIRING LEADER PROGRAM																		
Participants	#	1	0	1						1								
	%	100	0.0	100	0.0	0.0	0.0	0.0	0.0	100	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
GS 5-8 or equivalent																		
CBP																		
OFO STRATEGIC PLAN TRAINING																		
Participants	#	40	32	8	27	5	5	1	0	0	0	2	0	0	0	0	0	0
	%	100	80.0	20.0	67.5	12.5	12.5	2.5	0.0	0.0	0.0	5.0	0.0	0.0	0.0	0.0	0.0	0.0
MAKING A DIFFERENCE, 5-YEAR CAREER POINT TRAINING																		
Participants	#	1	0	1	0	0	0	1	0	0	0	0	0	0	0	0	0	0
	%	100	0.0	100	0.0	0.0	0.0	100	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
SETTING THE EXAMPLE 10-YEAR CAREER POINT																		
Participants	#	3	2	1	1	0	1	1	0	0	0	0	0	0	0	0	0	0
	%	100	66.7	33.3	33.3	0.0	33.3	33.3	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
USCG																		
NEW LEADER PROGRAM																		
Participants	#	1	0	1				1										
	%	100	0.0	100	0.0	0.0	0.0	100	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
ASPIRING LEADER PROGRAM																		
Participants	#	1	1	0			1											
	%	100	100	0.0	0.0	0.0	100	0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0

CIVILIAN ORIENTATION PROGRAM																		
Participants	#	1	0	1				1										
	%	100	0.0	100	0.0	0.0	0.0	100	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
FEMA																		
PERFORMANCE EXCELLENCE SERIES, LEVEL 1, COMMUNICATIONS & CUSTOMER SERVICE																		
Participants	#	18	4	14		1	3	7	1	6								
	%	100	22.2	77.8	0.0	5.6	16.7	38.9	5.6	33.3	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
PERFORMANCE EXCELLENCE SERIES, LEVEL 1, ACHIEVING EFFECTIVE RSULTS/TEAMWORK																		
Participants	#	14	3	11		1	3	5	0	5								
	%	100	21.4	78.6	0.0	7.1	21.4	35.7	0.0	35.7	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
PERFORMANCE EXCELLENCE SERIES, LEVEL 1, REPRESENTING THE AGENCY																		
Participants	#	13	2	11		2	1	4	1	5								
	%	100	15.4	84.6	0.0	15.4	7.7	30.8	7.7	38.5	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
PERFORMANCE EXCELLENCE SERIES, LEVEL I, LEADERSHIP FOR EMERGING LEADERS																		
Participants	#	15	0	15														
	%	100	0.0	100	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
FLETC																		
TUITION ASSISSTANCE PROGRAM																		
Participants	#	4	0	4				3		1								
	%	100	0.0	100	0.0	0.0	0.0	75.0	0.0	25.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
HQ																		
HOMELAND SECURITY ROTATION PROGRAM																		
Participants	#	1	0	1				1										
	%	100	0.0	100	0.0	0.0	0.0	100	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
GS 9-12 or equivalent																		
CBP																		
MAKING A DIFFERENCE, 5-YEAR CAREER POINT TRAINING																		
Participants	#	182	136	46	12	6	113	33	8	5	3	2	0	0	0	0	0	0
	%	100	74.7	25.3	6.6	3.3	62.1	18.1	4.4	2.7	1.6	1.1	0.0	0.0	0.0	0.0	0.0	0.0
OFO STRATEGIC PLAN TRAINING																		
Participants	#	5	5	0	2	0	3	0	0	0	0	0	0	0	0	0	0	0
	%	100	100	0	40.0	0.0	60.0	0	0.0	0.0	0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
SETTING THE EXAMPLE, 10-YEAR CAREER POINT																		
Participants	#	82	61	21	3	1	56	17	1	3	1	0	0	0	0	0	0	0
	%	100	74.4	25.6	3.7	1.2	68.3	20.7	1.2	3.7	1.2	0.0	0.0	0.0	0.0	0.0	0.0	0.0
SUPERVISORY LEADERSHIP TRAINING																		
Participants	#	403	302	101	100	12	175	64	15	18	10	5	0	0	2	2	0	0
	%	100	74.9	25.1	24.8	3.0	43.4	15.9	3.7	4.5	2.5	1.2	0.0	0.0	0.5	0.5	0.0	0.0
SITUATIONAL LEADERSHIP INSTRUCTOR CERTIFICATION																		
Participants	#	133	101	32	45	8	49	17	3	4	3	2	0	0	1	1	0	0
	%	100	75.9	24.1	33.8	6.0	36.8	12.8	2.3	3.0	2.3	1.5	0.0	0.0	0.8	0.8	0.0	0.0

REMOVALS FOR SUPERVISORS																		
Participants	#	1	1	0	0	0	0	0	1	0	0	0	0	0	0	0	0	0
	%	100	100	0.0	0.0	0.0	0.0	0	100	0.0	0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
SITUATIONAL LEADERSHIP TRAINING PROGRAM																		
Participants	#	1	1	0	0	0	0	0	1	0	0	0	0	0	0	0	0	0
	%	100	100	0.0	0.0	0.0	0.0	0	100	0.0	0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
CBP SUPERVISORY COMMUNICATION																		
Participants	#	2	2	0	2	0	0	0	0	0	0	0	0	0	0	0	0	0
	%	100	100	0.0	100	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
COACHING FOUNDATIONS																		
Participants	#	2	1	1			1	1										
	%	100	50.0	50.0	0.0	0.0	50.0	50.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
DIVERSITY AND INCLUSION MANAGEMENT TRAINING																		
Participants	#	32	21	11	5	2	13	8	3	1								
	%	100	65.6	34.4	15.6	6.3	40.6	25.0	9.4	3.1	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
MAKING A DIFFERENCE, 5-YEAR CAREER POINT TRAINING																		
Participants	#	176	131	45	12	6	108	32	8	5	3	2						
	%	100	74.4	25.6	6.8	3.4	61.4	18.2	4.5	2.8	1.7	1.1	0.0	0.0	0.0	0.0	0.0	0.0
OJT PROGRAM FOR NEW SUPERVISORS																		
Participants	#	40	37	3	11		24	3	2									
	%	100	92.5	7.5	27.5	0.0	60.0	7.5	5.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
SETTING THE EXAMPLE, 10 YEAR CAREER POINT																		
Participants	#	82	61	21	3	1	56	17	1	3	1							
	%	100	74.4	25.6	3.7	1.2	68.3	20.7	1.2	3.7	1.2	0.0	0.0	0.0	0.0	0.0	0.0	0.0
USCG																		
CIVILIAN EMPLOYEE ORIENTATION																		
Participants	#	19	11	8	2	0	7	6	1	2	1							
	%	100	57.9	42.1	10.5	0.0	36.8	31.6	5.3	10.5	5.3	0.0	0.0	0.0	0.0	0.0	0.0	0.0
LEADERSHIP POTENTIAL SEMINAR																		
Participants	#	2	1	1			1	1										
	%	100	50.0	50.0	0.0	0.0	50.0	50.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
MANAGEMENT DEVELOPMENT SEMINAR II																		
Participants	#	2	1	1			1					1						
	%	100	50.0	50.0	0.0	0.0	50.0	0.0	0.0	0.0	0.0	50.0	0.0	0.0	0.0	0.0	0.0	0.0
NEW LEADER PROGRAM																		
Participants	#	4	4	0			3										1	
	%	100	100	0.0	0.0	0.0	75.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	25.0	0.0
SENIOR LEADERSHIP PRINCIPLES																		
Participants	#	23	18	5			17	4	0	1							1	
	%	100	78.3	21.7	0.0	0.0	73.9	17.4	0.0	4.3	0.0	0.0	0.0	0.0	0.0	0.0	4.3	0.0

SUPERVISORY LEADERSHIP SEMINAR																		
Participants	#	1	1	0			1	0	0	0							0	
	%	100	100	0.0	0.0	0.0	100	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
FEMA																		
PERFORMANCE EXCELLENCE SERIES, LEVEL II, COMMUNICATIONS & CUSTOMER SERVICE																		
Participants	#	19	8	11		1	6	7	1	3					1			
	%	100	42.1	57.9	0.0	5.3	31.6	36.8	5.3	15.8	0.0	0.0	0.0	0.0	5.3	0.0	0.0	0.0
PERFORMANCE EXCELLENCE SERIES, LEVEL II, REPRESENTING THE AGENCY																		
Participants	#	10	2	8			1	4		2			1	1		1		
	%	100	20.0	80.0	0.0	0.0	10.0	40.0	0.0	20.0	0.0	0.0	10.0	10.0	0.0	10.0	0.0	0.0
PERFORMANCE EXCELLENCE SERIES, LEVEL II, ACHIEVING RESULTS/TEAMWORK																		
Participants	#	17	5	12		1	4	9	1	2								
	%	100	29.4	70.6	0.0	5.9	23.5	52.9	5.9	11.8	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
PERFORMANCE EXCELLENCE SERIES, LEVEL II, LEADERSHIP FOR MANAGERIAL SUCCESS																		
Participants	#	21	9	12			9	9		1				1		1		
	%	100	42.9	57.1	0.0	0.0	42.9	42.9	0.0	4.8	0.0	0.0	0.0	4.8	0.0	4.8	0.0	0.0
MEDIATION SKILLS FOR THE WORKPLACE																		
Participants	#	18	4	14			4	12		2								
	%	100	22.2	77.8	0.0	0.0	22.2	66.7	0.0	11.1	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
FLETC																		
TUITION ASSISTANCE PROGRAM (TAP)																		
Participants	#	9	5	4			4	2		2			1					
	%	100	55.6	44.4	0.0	0.0	44.4	22.2	0.0	22.2	0.0	0.0	11.1	0.0	0.0	0.0	0.0	0.0
FUTURE LEADERS PROGRAM (FLP)																		
Participants	#	1	0	1						1								
	%	100	0.0	100	0.0	0.0	0.0	0.0	0.0	100	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
HQ																		
HOMELAND SECURITY ROTATION PROGRAM																		
Participants	#	28	18	10	2	1	13	5	3	4								
	%	100	64.3	35.7	7.1	3.6	46.4	17.9	10.7	14.3	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
TSA																		
TSA RESIDENT PROGRAM																		
Participants	#	51	24	27	7	7	11	7	5	12						1	1	
	%	100	47.1	52.9	13.7	13.7	21.6	13.7	9.8	23.5	0.0	0.0	0.0	0.0	0.0	2.0	2.0	0.0
MID-LEVEL LEADERSHIP DEVELOPMENT PROGRAM (data on distribution by gender w/in race is not available)																		
Participants *	#	786																
	%	100	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0

GS 13-15 or equivalent																	
USCG																	
CIVILIAN ORIENTATION PROGRAM																	
Participants #	12	7	5			5	3	2	1						1		
%	100	58.3	41.7	0.0	0.0	41.7	25.0	16.7	8.3	0.0	0.0	0.0	0.0	0.0	8.3	0.0	0.0
EXECUTIVE DEVELOPMENT SEMINAR																	
Participants #	2	2	0			2											
%	100	100.0	0.0	0.0	0.0	100.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
EXECUTIVE LEADERSHIP PROGRAM																	
Participants #	2	2	0			1	0	1									
%	100	100	0.0	0.0	0.0	50.0	0.0	50.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
EXECUTIVE POTENTIAL PROGRAM																	
Participants #	3	2	1			1			1							1	
%	100	66.7	33.3	0.0	0.0	33.3	0.0	0.0	33.3	0.0	0.0	0.0	0.0	0.0	0.0	33.3	0.0
MANAGEMENT DEVELOPMENT SEMINAR																	
Participants #	2	2	0			1		1									
%	100	100	0.0	0.0	0.0	50.0	0.0	50.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
SENIOR LEADERSHIP PRINCIPLES																	
Participants #	17	14	3	1		12	2	0	1							1	
%	100	82.4	17.6	5.9	0.0	70.6	11.8	0.0	5.9	0.0	0.0	0.0	0.0	0.0	0.0	5.9	0.0
DHS & CEG FELLOWS PROGRAM																	
Participants #	1	1	0			1											
%	100	100	0.0	0.0	0.0	100	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
FEMA																	
DHS MASTERS																	
Participants * #	6	1	5														
%	100	16.7	83.3	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
DHS FELLOWS																	
Participants * #	1	0	1														
%	100	0.0	100	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
DHS EXECUTIVE LEADERS																	
Participants * #	2	2	0														
%	100	100	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
DHS CDP																	
Participants * #	4	0	0														
%	100	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0

FLETC																		
TUITION ASSISTANCE PROGRAM (TAP)																		
Participants	#	21	15	6		2	15	2		2								
	%	100	71.4	28.6	0.0	9.5	71.4	9.5	0.0	9.5	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
FUTURE LEADERS PROGRAM (FLP)																		
Participants	#	7	6	1	1		5			1								
	%	100	85.7	14.3	14.3	0.0	71.4	0.0	0.0	14.3	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
DHS FELLOWS																		
Participants	#	1	1	0			1											
	%	100	100	0.0	0.0	0.0	100	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
FLETC NEW SUPERVISOR TRAINING PROGRAM																		
Participants	#	12	10	2			7	2	2						1			
	%	100	83.3	16.7	0.0	0.0	58.3	16.7	16.7	0.0	0.0	0.0	0.0	0.0	8.3	0.0	0.0	0.0
HQ																		
HOMELAND SECURITY ROTATION PROGRAM																		
Participants	#	34	16	18	1	0	14	11	0	6	1	1						
	%	100	47.1	52.9	2.9	0.0	41.2	32	0.0	17.6	2.9	2.9	0.0	0.0	0.0	0.0	0.0	0.0
DHS FELLOWS																		
Participants	#	38	24	14	1	0	20	10	2	4	1							
	%	100	63.2	36.8	2.6	0.0	52.6	26.3	5.3	10.5	2.6	0.0	0.0	0.0	0.0	0.0	0.0	0.0
OIG																		
DHS FELLOWS PROGRAM																		
Participants	#	3	1	2				2	1									
	%	100	33.3	66.7	0.0	0.0	0.0	66.7	33.3	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
ICE																		
STRATEGIC STAFF RIDE AT GETTYSBURG																		
Participants	#	74	51	23	8	3	37	15	5	4	1	1	0	0	0	0	0	0
	%	100	68.9	31.1	10.8	4.1	50.0	20.3	6.8	5.4	1.4	1.4	0.0	0.0	0.0	0.0	0.0	0.0
TSA																		
SENIOR LEADERSHIP DEVELOPMENT PROGRAM 1 (data on distribution by gender w/in race is not available)																		
Participants *	#	57	46	11														
	%	100	80.7	19.3	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
SENIOR LEADERSHIP DEVELOPMENT PROGRAM 2 (data on distribution by gender w/in race is not available)																		
Participants *	#	46	39	7														
	%	100	84.8	15.2	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
CANDIDATE DEVELOPMENT PROGRAM 1(data on distribution by gender w/in race is not available)																		
Participants *	#	17	11	6														
	%	100	64.7	35.3	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0

USSS																		
JOHNS HOPKINS DEVELOPMENT PROGRAM																		
Participants	#	24	16	8	2	0	12	6	2	2								
	%	100	67	33	8.3	0.0	50.0	25.0	8.3	8.3	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
DHS SENIOR EXECUTIVE SERVICE CANDIDATE DEVELOPMENT PROGRAM																		
Participants	#	5	4	1		0	3	1	1									
	%	100	80	20	0.0	0.0	60.0	20.0	20.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
SES or equivalent																		
CBP																		
COACHING FOUNDATIONS																		
Participants	#	3	1	2			1					2						
	%	100	33	67	0.0	0.0	33.3	0	0.0	0.0	0	66.7	0.0	0.0	0.0	0.0	0.0	0.0
HARVARD UNIVERSITY SENIOR EXECUTIVE FELLOWS																		
Participants	#	1	1	0	0	0	1	0	0	0	0	0	0	0	0	0	0	0
	%	100	100	0	0.0	0.0	100.0	0	0.0	0.0	0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
OJT PROGRAM FOR NEW SUPERVISORS																		
Participants	#	1	1	0			1											
	%	100	100	0	0.0	0.0	100.0	0	0.0	0.0	0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
SUPERVISORY LEADERSHIP TRAINING (SLT)																		
Participants	#	20	11	9		1	11	5	0	2	0	1						
	%	100	55	45	0.0	5.0	55.0	25	0.0	10.0	0	5.0	0.0	0.0	0.0	0.0	0.0	0.0
FLETC																		
SENIOR EXECUTIVE SERVICE																		
Participants	#	3	2	1			2			1								
	%	100	67	33	0.0	0.0	66.7	0	0.0	33.3	0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
HQ																		
HOMELAND SECURITY ROTATION PROGRAM																		
Participants	#	2	0	2				2										
	%	100	0	100	0.0	0.0	0.0	100	0.0	0.0	0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
ICE																		
STRATEGIC STAFF RIDE AT GETTYSBURG																		
Participants	#	13	8	5	0	1	7	3	1	0	0	1	0	0	0	0	0	0
	%	100	0.62	0.38	0.00	0.08	0.54	0.23	0.08	0.00	0.00	0.08	0.00	0.00	0.00	0.00	0.00	0.00
TSA																		
DHS SES CDP (data on distribution by gender w/in race is not available)																		
Participants	#	8	5	3														
	%	100	63	38	0.0	0.0	0.0	0	0.0	0.0	0	0.0	0.0	0.0	0.0	0.0	0.0	0.0

SUMMARY BY GRADE CATEGORY																		
GS 1-4 or Equivalent	#	1	0	1	0	0	0	0	0	1	0	0	0	0	0	0	0	0
	%	100	0	100	0.0	0.0	0.0	0	0.0	100.0	0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
GS 5-8 or Equivalent	#	47	35	12	28	5	7	5	0	0	0	2	0	0	0	0	0	0
	%	100	74.5	25.5	59.6	10.6	14.9	10.6	0.0	0.0	0.0	4.3	0.0	0.0	0.0	0.0	0.0	0.0
GS 9-12 or Equivalent	#	2152	1004	408	212	48	704	268	56	71	23	13	2	2	4	6	3	0
	%	100	46.7	19.0	9.9	2.2	32.7	12.5	2.6	3.3	1.1	0.6	0.1	0.1	0.2	0.3	0.1	0.0
GS 13-15 or Equivalent	#	391	273	114	14	5	137	54	17	22	3	2	0	0	1	1	2	0
	%	100	69.8	29.2	3.6	1.3	35.0	13.8	4.3	5.6	0.8	0.5	0.0	0.0	0.3	0.3	0.5	0.0
Senior Pay	#	51	29	22	0	2	23	10	1	3	0	4	0	0	0	0	0	0
	%	100	56.9	43.1	0.0	3.9	45.1	19.6	2.0	5.9	0.0	7.8	0.0	0.0	0.0	0.0	0.0	0.0
GRAND TOTALS																		
	#	2642	1341	557	254	60	871	337	74	97	26	21	2	2	5	7	5	0
	%	100	50.8	21.1	9.6	2.3	33.0	12.8	2.8	3.7	1.0	0.8	0.1	0.1	0.2	0.3	0.2	0.0

Appendix I

DHS Participants in Formal Government Career Development Programs

DHS FEORP Accomplishment Report for FY 2011

DHS PARTICIPANTS IN FORMAL GOVERNMENT CAREER DEVELOPMENT PROGRAMS - Distribution by Race/Ethnicity and Sex

		Total Employees			Race/Ethnicity													
					Hispanic or Latino		Non- Hispanic or Latino											
							White		Black or African American		Asian		Native Hawaiian or Other Pacific Islander		American Indian or Alaskan Native		Two or More/Other Races	
		All	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female
GS 5-8 or equivalent																		
CBP																		
FUNDAMENTALS OF BUSINESS FINANCIAL MANAGEMENT																		
Participants	#	1	0	1				1										
	%	100	0.0	100	0.0	0.0	0.0	100	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
PLAIN LANGUAGE FOR FEDERAL EMPLOYEES																		
Participants	#	1	0	1				1										
	%	100	0.0	100	0.0	0.0	0.0	100	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
USCIS																		
ASPIRING LEADER PROGRAM																		
Participants	#	20	10	10	0	1	7	9	1	0	0	0	0	0	2	0	0	0
	%	100	50.0	50.0	0.0	5.0	35.0	45.0	5.0	0.0	0.0	0.0	0.0	0.0	10.0	0.0	0.0	0.0
ICE																		
New Leader Program (NLP)																		
Participants	#	8	6	2	1	2	4	0	0	0	1	0	0	0	0	0	0	0
	%	100	0.75	0.25	0.13	0.25	0.50	0.00	0.00	0.00	0.13	0.00	0.00	0.00	0.00	0.00	0.00	0.00
GS 9-12 or equivalent																		
CBP																		
ALTERNATIVE DISPUTE RESOLUTION																		
Participants	#	1	1	0			1											
	%	100	100	0.0	0.0	0.0	100	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
FUNDAMENTALS OF EARNED VALUE MANAGEMENT																		
Participants	#	1	1	0			1											
	%	100	100	0.0	0.0	0.0	100	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
FUNDAMENTALS OF SYSTEMS ACQUISITION																		
Participants	#	1	1	0			1											
	%	100	100	0.0	0.0	0.0	100	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0

FUNDAMENTALS OF EARNED VALUE MANAGEMENT																		
Participants	#	1	1	0			1											
	%	100	100	0.0	0.0	0.0	100	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
FUNDAMENTALS OF PROGRAM MANAGEMENT																		
Participants	#	1	0	1				1										
	%	100	0	100	0.0	0.0	0.0	100	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
MANAGEMENT LEADERSHIP SKILLS																		
Participants	#	5	5	0	3		1				1							
	%	100	100	0.0	60.0	0.0	20.0	0.0	0.0	0.0	20.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
SCHEDULING																		
Participants	#	1	0	1				1										
	%	100	0.0	100	0.0	0.0	0.0	100	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
CONTRACTING OFFICERS TECHNICAL REPRESENTATIVE																		
Participants	#	1	0	1				1										
	%	100	0.0	100	0.0	0.0	0.0	100	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
CRITICAL EMPLOYEE EMERGENCY PLANNING (CEEP)																		
Participants	#	1	1	0							1							
	%	100	100	0.0	0.0	0.0	0.0	0.0	0.0	0.0	100	0.0	0.0	0.0	0.0	0.0	0.0	0.0
MANAGEMENT LEADERSHIP SKILLS																		
Participants	#	13	11	2	7	1	4	1										
	%	100	84.6	15.4	53.8	7.7	30.8	7.7	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
BASIC INFORMATION SYSTEMS ACQUISITION																		
Participants	#	1	1	0			1											
	%	100	100	0.0	0.0	0.0	100	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
COST ANALYSIS																		
Participants	#	1	1	0			1											
	%	100	100	0.0	0.0	0.0	100	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
FEDERAL LABOR RELATIONS																		
Participants	#	1	0	1				1										
	%	100	0.0	100	0.0	0.0	0.0	100	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
FUNDAMENTALS OF PROGRAM MANAGEMENT																		
Participants	#	1	1	0			1											
	%	100	100	0.0	0.0	0.0	100	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
FUNDAMENTALS OF SYSTEMS ACQUISITION																		
Participants	#	1	1	0			1											
	%	100	100	0.0	0.0	0.0	100	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
FUNDAMENTALS OF SYSTEMS PLANNING, RESEARCH DEVELOPMENT																		
Participants	#	1	1	0			1											
	%	100	100	0.0	0.0	0.0	100	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
INTRODUCTION TO EARNED VALUE MANAGEMENT																		
Participants	#	1	1	0			1											
	%	100	100	0.0	0.0	0.0	100	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0

SHAPING SMART BUSINESS ARRANGEMENTS																		
Participants	#	1	1	0			1											
	%	100	100	0.0	0.0	0.0	100	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
USCIS																		
NEW LEADER PROGRAM																		
Participants	#	20	7	13	1	3	5	5	0	2	1	3	0	0	0	0	0	0
	%	100	35.0	65.0	5.0	15.0	25.0	25.0	0.0	10.0	5.0	15.0	0.0	0.0	0.0	0.0	0.0	0.0
ICE																		
New Leader Program (NLP)																		
Participants	#	8	6	2	1	2	4	0	0	0	1	0	0	0	0	0	0	0
	%	100	0.75	0.25	0.13	0.25	0.50	0.00	0.00	0.00	0.13	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Executive Leadership (ELP)																		
Participants	#	22	14	8	2	1	8	3	4	2	0	1	0	0	0	0	0	1
	%	100	0.64	0.36	0.09	0.05	0.36	0.14	0.18	0.09	0.00	0.05	0.00	0.00	0.00	0.00	0.00	0.05
GS 13-15 or equivalent																		
USCIS																		
EXECUTIVE POTENTIAL PROGRAM																		
Participants	#	6	3	3	0	0	2	3	1	0	0	0	0	0	0	0	0	0
	%	100	50.0	50.0	0.0	0.0	33.3	50.0	16.7	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
HARVARD-SENIOR EXCUTIVE FELLOWS																		
Participants	#	4	2	2	0	0	2	2		0	0	0	0	0	0	0	0	0
	%	100	50.0	50.0	0.0	0.0	50.0	50.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
GEORGETOWN INTERNATIONAL MIGRATION STUDIES CERTIFICATE PROGRAM																		
Participants	#	45	13	32	1	3	9	25	0	3	3	1	0	0	0	0	0	0
	%	100	28.9	71.1	2.2	6.7	20.0	55.6	0.0	6.7	6.7	2.2	0.0	0.0	0.0	0.0	0.0	0.0
USCG																		
BROOKINGS INSTITUTE																		
Participants	#	2	2	0			2											
	%	100	100	0.0	0.0	0.0	100	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
CAPITOL HILL WORKSHOP																		
Participants	#	2	0	2				1		1								
	%	100	0.0	100	0.0	0.0	0.0	50	0.0	50.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
EXCELLENCE IN GOVT FELLOWS																		
Participants	#	1	1	0			1											
	%	100	100	0.0	0.0	0.0	100.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
FEDERAL EXECUTIVE INSTITUTE																		
Participants	#	1	1	0			1											
	%	100	100	0.0	0.0	0.0	100.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
WHITE HOUSE WORKSHOP																		
Participants	#	2	1	1	1			1										
	%	100	50.0	50.0	50.0	0.0	0.0	50.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0

FEMA																		
Executive Potential Program																		
Participants	#	2	1	1			2											
	%	100	50.0	50.0	0.0	0.0	100	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Legislative Fellows																		
Participants	#	1	0	1														
	%	100	0.0	100	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
FEDERAL EXECUTIVE INSTITUTE																		
Participants	#	3	2	1														
	%	100	66.7	33.3	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
INDUSTRIAL COLLEGE OF THE ARMED FORCES																		
Participants	#	1	0	1														
	%	100	0.0	100	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
FLETC																		
FEDERAL EXECUTIVE INSTITUTE-LEADERSHIP FOR A DEMOCRATIC SOCIETY																		
Participants	#	4	2	2			2	2										
	%	100	50	50	0.0	0.0	50.0	50	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
TREASURY EXECUTIVE INSTITUTE																		
Participants	#	1	1	0			1											
	%	100	100	0.0	0.0	0.0	100	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
OIG																		
GEORGETOWN UNIVERSITY - MASTERS IN STRATEGIC MANAGEMENT & POLICY																		
Participants	#	3	1	2			1	1		1								
	%	100	33.3	66.7	0.0	0.0	33.3	33.3	0.0	33.3	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
ICE																		
Harvard Kennedy Senior Executive Fellows																		
Participants	#	4	3	1	0	0	3	0	0	0	0	1	0	0	0	0	0	0
	%	100	0.75	0.25	0.00	0.00	0.75	0.00	0.00	0.00	0.00	0.25	0.00	0.00	0.00	0.00	0.00	0.00
Executive Leadership (ELP)																		
Participants	#	10	5	5	1	1	1	4	1	0	1	0	1	0	0	0	0	0
	%	100	0.50	0.50	0.10	0.10	0.10	0.40	0.10	0.00	0.10	0.00	0.10	0.00	0.00	0.00	0.00	0.00
Leadership for a Democratic Society (FEI)																		
Participants	#	6	4	2	0	0	4	2	0	0	0	0	0	0	0	0	0	0
	%	100	0.67	0.33	0.00	0.00	0.67	0.33	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
DOD Senior Service School																		
Participants	#	1	0	1	0	0	0	1	0	0	0	0	0	0	0	0	0	0
	%	100	0.00	1.00	0.00	0.00	0.00	1.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Center for Homeland Defense and Security Executive Leaders Program																		
Participants	#	1	1	0	0	0	1	0	0	0	0	0	0	0	0	0	0	0
	%	100	1.00	0.00	0.00	0.00	1.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00

SES or equivalent																		
CBP																		
ANNUAL ETHICS TRAINING																		
Participants	#	1	1	0			1											
	%	100	100	0.0	0.0	0.0	100	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
CERTIFIED ACQUISITION PROFESSIONAL LEVEL II																		
Participants	#	1	1	0			1											
	%	100	100	0.0	0.0	0.0	100	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
USCIS																		
FEI-LEADERSHIP FOR A DEMOCRATIC SOCIETY																		
Participants	#	1	1	0			1											
	%	100	100	0.0	0.0	0.0	100	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
HARVARD-SENIOR MANAGERS IN GOVERNMENT																		
Participants	#	3	0	3		3												
	%	100	0.0	100	0.0	100	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
HARVARD-SENIOR EXECUTIVES IN NATIONAL & INTERNATION SECURITY																		
Participants	#	1	0	1				1										
	%	100	0.0	100	0.0	0.0	0.0	100	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
USCG																		
BROOKINGS EXECUTIVE LEADERSHIP																		
Participants	#	2	2	0			2											
	%	100	100	0.0	0.0	0.0	100	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
DHS CEG FELLOWS																		
Participants	#	1	1	0			1											
	%	100	100	0.0	0.0	0.0	100	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
FEDERAL EXECUTIVE INSTITUTE																		
Participants	#	1	1	0			1											
	%	100	100	0.0	0.0	0.0	100	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0

SUMMARY BY GRADE CATEGORY																		
GS 5-8 or Equivalent	#	30	16	14	1	3	11	11	1	0	1	0	0	0	2	0	0	0
	%	100	53.3	46.7	3.3	10.0	36.7	36.7	3.3	0.0	3.3	0.0	0.0	0.0	6.7	0.0	0.0	0.0
GS 9-12 or Equivalent	#	84	55	29	14	7	33	13	4	4	4	4	0	0	0	0	0	1
	%	100	65.5	34.5	16.7	8.3	39.3	15.5	4.8	4.8	4.8	4.8	0.0	0.0	0.0	0.0	0.0	1.2
GS 13-15 or Equivalent	#	100	43	57	3	4	32	42	2	5	4	2	1	0	0	0	0	0
	%	100	43.0	57.0	3.0	4.0	32.0	42.0	2.0	5.0	4.0	2.0	1.0	0.0	0.0	0.0	0.0	0.0
Senior Pay	#	11	7	4	0	3	7	1	0	0	0	0	0	0	0	0	0	0
	%	100	63.6	36.4	0.0	27.3	63.6	9.1	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
GRAND TOTALS																		
	#	225	121	104	18	17	83	67	7	9	9	6	1	0	2	0	0	1
	%	100	53.8	46.2	8.0	7.6	36.9	29.8	3.1	4.0	4.0	2.7	0.4	0.0	0.9	0.0	0.0	0.4

Appendix J

DHS Mentoring Programs

DHS FEORP Accomplishment Report for FY 2011

DHS MENTORING PROGRAMS - Distribution by Race/Ethnicity and Sex

		Total Employees			Race/Ethnicity													
					Hispanic or Latino		Non- Hispanic or Latino											
							White		Black or African American		Asian		Native Hawaiian or Other Pacific Islander		American Indian or Alaskan Native		Two or More/Other Races	
		All	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female
USCIS																		
FORMAL PROGRAM																		
GS 5-8 or Equivalent	#	2	0	2				2										
	%	100	0.0	100.0	0.0	0.0	0.0	100.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
GS 9-12 or Equivalent	#	14	3	11	1		1	9	1	2								
	%	100	21.4	78.6	7.1	0.0	7.1	64.3	7.1	14.3	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
GS 13-15 or Equivalent	#	27	9	18		2	7	11	1	5	1							
	%	100	33.3	66.7	0.0	7.4	25.9	40.7	3.7	18.5	3.7	0.0	0.0	0.0	0.0	0.0	0.0	0.0
INFORMAL PROGRAM																		
GS 5-8 or Equivalent	#	2	2	0			1		1									
	%	100	100.0	0.0	0.0	0.0	50.0	0.0	50.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
GS 9-12 or Equivalent	#	5	0	5				4		1								
	%	100	0.0	100.0	0.0	0.0	0.0	80.0	0.0	20.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
GS 13-15 or Equivalent	#	3	0	3		1		1		1								
	%	100	0.0	100.0	0.0	33.3	0.0	33.3	0.0	18.5	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
FEMA																		
FORMAL PROGRAM																		
GS 5-8 or Equivalent	#	10	6	4														
	%	100	60.0	40.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
GS 9-12 or Equivalent	#	30	11	19														
	%	100	36.7	63.3	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
GS 13-15 or Equivalent	#	46	23	23	23													
	%	100	50.0	50.0	50.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0

ICE																		
FORMAL PROGRAM																		
GS 5-8 or Equivalent	#	6	2	4		1	1	3	1									
	%	100	33.3	66.7	0.0	16.7	16.7	50.0	16.7	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
GS 9-12 or Equivalent	#	22	17	5			10	3	4	2	3							
	%	100	77.3	22.7	0.0	0.0	45.5	13.6	18.2	9.1	13.6	0.0	0.0	0.0	0.0	0.0	0.0	0.0
GS 13-15 or Equivalent	#	77	49	28	3	4	42	18	4	6								
	%	100	63.6	36.4	3.9	5.2	54.5	23.4	5.2	18.5	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
USSS																		
FORMAL PROGRAM																		
GS 13-15 or Equivalent	#	5	4	1	0	0	3	1	1	0	0	0	0	0	0	0		
	%	100	80.0	20.0	0.0	0.0	60.0	20.0	20.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
SUMMARY BY GRADE CATEGORY																		
GS 5-8 or Equivalent	#	20	10	10	0	1	2	5	2	0	0	0	0	0	0	0	0	0
	%	100	50.0	50.0	0.0	5.0	10.0	25.0	10.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
GS 9-12 or Equivalent	#	41	20	21	1	0	11	16	5	5	3	0	0	0	0	0	0	0
	%	100	48.8	51.2	2.4	0.0	26.8	39.0	12.2	12.2	7.3	0.0	0.0	0.0	0.0	0.0	0.0	0.0
GS 13-15 or Equivalent	#	158	85	73	26	7	52	31	6	12	1	0	0	0	0	0	0	0
	%	100	53.8	46.2	16.5	4.4	32.9	19.6	3.8	7.6	0.6	0.0	0.0	0.0	0.0	0.0	0.0	0.0
GRAND TOTALS																		
	#	219	115	104	27	8	65	52	13	17	4	0	0	0	0	0	0	0
	%	100	52.5	47.5	12.3	3.7	29.7	23.7	5.9	7.8	1.8	0.0	0.0	0.0	0.0	0.0	0.0	0.0

DHS
FY 2010 Management Directive 715
Part I – Barrier Analysis

EEOC FORM 715-01 PART I	*U.S. Equal Employment Opportunity Commission* FEDERAL AGENCY ANNUAL EEO PROGRAM STATUS REPORT
Department of Homeland Security	FY 2011 - FY 2015
STATEMENT OF CONDITION THAT WAS A TRIGGER FOR A POTENTIAL BARRIER: **BARRIER ANALYSIS #1:** **Underrepresentation** Provide a brief narrative describing the condition at issue. How was the condition recognized as a potential barrier?	Condition: There are low participation and/or hiring rates for major occupations and/or total workforce for women and/or various ethnic groups, compared to the Relevant Civilian Labor Force (RCLF). There are also low participation and/or hiring rates for major occupations and/or total workforce for IWDs and IWTDs compared to the Federal average and DHS hiring goals. How condition was recognized as a potential barrier: A review of work force data indicates various groups are below the RCLF percentage, and the Federal average and DHS hiring goals, respectively.
BARRIER ANALYSIS: Provide a description of the steps taken and data analyzed to determine cause of the condition.	Data are analyzed by major occupations in total and by individual occupations. Applicant flow data are not currently available, but will eventually be developed. Note: This is a multi-year plan which carries over into future years.
STATEMENT OF IDENTIFIED BARRIER: Provide a succinct statement of the agency policy, procedure or practice that has been determined to be the barrier of the undesired condition.	Representation is driven by past hires, current recruitment, current hires, retirement, and resignations. DHS is developing new analytic tools to separately analyze the impact of each of these trends, in an effort to precisely identify the barrier. The likely barrier is that there is currently no systematic targeted recruitment of underrepresented groups. CRCL is working with OCHCO to incorporate targeted recruitment in the general recruitment plans.
OBJECTIVE: State the alternative or revised agency policy, procedure or practice to be implemented to correct the undesired	For total workforce participation/new hires: Develop and implement an MD-715 data system

condition.	and an applicant data tracking system; develop needed data tools; analyze data carefully; develop remediation plans; and monitor closely. <u>For major occupations</u>: Increase outreach methods using new media.
RESPONSIBLE OFFICIAL:	OCHCO; CRCL; DHS Components
DATE OBJECTIVE INITIATED:	February 1, 2011
TARGET DATE FOR COMPLETION OF OBJECTIVE:	September 30, 2014

EEOC FORM 715-01 PART I	**EEO Plan To Eliminate Identified Barrier**

PLANNED ACTIVITIES TOWARD COMPLETION OF OBJECTIVE:	**TARGET DATE (Must be specific)**
1. CRCL will identify Ethnicity Race Indicator/Gender (ERI/G) groups underrepresented compared to the RCLF for occupations over 100, including major/mission critical occupations. Track and report net change quarterly.	Quarterly, beginning 6/30/11
2. DHS Components and facilities will research where to conduct outreach for these groups in occupations with underrepresentation. a. Identify community colleges, colleges and universities with substantial populations of underrepresented groups (including Historically Black Colleges and Universities, Tribal Colleges and Universities, Hispanic Serving Institutions, and all-female colleges and universities) in appropriate majors for underrepresented occupations. b. Identify relevant job fairs in the service area. c. Identify focused media outlets to supplement national recruitment with local outreach. d. Identify relevant local affinity groups and community groups for Special Emphasis Program Managers (SEPMs) to visit. e. Conduct focus groups meetings with employees from underrepresented groups to determine how to improve recruitment and retention. f. Establish coordination with other Components regarding recruitment. g. Report Component recruitment needs to OCHCO.	a. Annually, beginning 3/31/11 b. Annually, beginning 3/31/11 c. Annually, beginning 6/30/11 d. Annually, beginning 6/30/11 e. Annually, beginning 9/30/11, with six-month progress reviews f. Annually, beginning 6/30/11 g. Annually, beginning 6/30/11

3. OCHCO will implement a multi-year plan (beyond national posting) for targeted recruitment of applicants from the underrepresented groups in these occupations. (DHS Workforce Strategy Objective 2.2: Develop a collaborative, targeted recruitment strategy to promote public service and to ensure outreach to diverse populations.) As appropriate, update goals annually for: • Intern programs • Job fairs • Local advertising • Contacts with affinity and community organizations • Coordination on recruitment efforts	Annually, beginning 9/30/12
4. OCHCO will produce a plan to develop an applicant data tracking system, with at least three benchmarks per year. a. Plan developed b. Test implementation c. Fully operational	a. 6/30/11 b. 9/30/13 c. 9/30/14
5. OCHCO will continue to use and promote DHS's enterprise-wide solutions to DHS-wide recruitment to: • Assess Department-wide recruitment activities • Coordinate Department-wide participation in recruitment events • Develop Department-wide recruitment strategies and activities for cross-cutting occupations	Quarterly, beginning 6/30/11
6. DHS Components will use the following recruitment programs, as applicable, to increase the number of minority and female candidates applying for positions suitable for external recruitment: • (FLETC) College Intern Program[1] • (FLETC) Student Volunteer Program • Hispanic Association of Colleges and Universities Internship Program (HACU IP) • Minority Serving Institution Internship Program (MSIIP) • Presidential Management Fellows (PMF) • (USCIS) Summer Intern Enrichment Program	Annually, beginning 3/31/11

[1] The FLETC College Intern Program and the FLETC Student Volunteer Program are used as potential "feeder" programs for recruitment. However, these programs are not used as a traditional source for "external recruitment." The programs are "potential feeders" to recruitment and placement efforts at FLETC.

• Student Career Employment Program (SCEP) • Student Temporary Employment Program (STEP) • (TSA) Resident Program • Tuition Assistance Program (TAP) • Workforce Recruitment Program for College Students with Disabilities (WRP) • American University's Washington Internship for Native Students (WINS) • Microsoft Foundation - American Association of People with Disabilities (AAPD) Federal IT Internship Program • Bender Consulting Register	
7. DHS Components will use the following recruitment methods to increase the number of minority and female candidates applying for positions suitable for internal recruitment: • Post vacancy announcements on USAJOBS • Use Component's career web pages • Use Component's email broadcasting/message boards • Actively engage underrepresented groups in national and regional conferences	Annually, beginning 3/31/11
8. DHS Components will conduct an assessment to identify any occupations that may require bilingual or bicultural capabilities and include findings and activities.	Annually, beginning 3/31/11
9. DHS Components will conduct an assessment of the following and report any action items: • Immediate and longer range job openings for each occupational grade-level grouping for which underrepresentation has been determined • Hiring authorities which may be used to fill such jobs • The possible impact of its actions on underrepresentation	Annually, beginning 3/31/11

REPORT OF ACCOMPLISHMENTS and MODIFICATIONS TO OBJECTIVE:

FY 2010 ACCOMPLISHMENTS - DHS

During FY 2010, DHS developed initiatives to address the U.S. Government Accountability Office's (GAO) FY 2009 recommendations to:

1) *Develop a strategy to regularly include employee input in identifying potential barriers to EEO:*

- DHS conducted an all-employee Employee Viewpoint survey, which will be repeated annually.
- DHS designated individuals to manage the survey data full-time.
- DHS developed software to review the Viewpoint data and provided training in its use.
- Both OCHCO and CRCL were deeply involved in the analysis.
- CRCL has full access to the survey data and provided an analysis of items relevant to EEO to DHS Components.
- DHS developed the *U.S. Department of Homeland Security Workforce Strategy, Fiscal Years 2011-2016*, which includes a commitment to use survey data extensively.

2) Establish interim milestones for completing planned activities to address identified barriers:

- CRCL worked with OCHCO to develop a DHS-wide format for MD-715 goals and objectives, which includes specific milestones.
- CRCL met with all Component MD-715 program managers to discuss planned activities and appropriate milestones, and continues to review their draft MD-715 reports.

In addition to addressing GAO's specific recommendations, DHS completed the following to improve the overall quality for the MD-715 report:

CRCL:

- Continued to provide guidance and assistance to the Components on the reporting requirements under the MD-715. During FY 2010, DHS continued to enhance its MD-715 data processing by 1) ensuring updated workforce data was available on a quarterly basis; 2) providing Components with quarterly FY 2010 workforce trends analysis.
- Hired an individual with extensive background and significant work experience in workforce analysis to serve as the Director for its Diversity Management Unit.
- Assigned an individual to manage the MD-715 Program on a full-time basis.

OCHCO:

- Initiated the development of a management directive on corporate recruiting, which provides DHS with goals and guidance for hiring individuals with targeted disabilities.
- Obtained additional EEO-related workforce data directly from the NFC to allow for more in-depth workforce analysis.
- Worked jointly with CRCL in workforce data analysis and solutions to identified issues.
- Developed the *U.S. Department of Homeland Security Workforce Strategy, Fiscal Years 2011-2016*, which supports the goals identified in the MD-715 report.
- Established a working group to develop and deploy a Department-wide web-based exit

survey. The survey will be implemented in the second quarter of FY 2011, and will assist DHS in identifying reasons for high employee non-retirement separations.

Note: The above FY 2010 accomplishments apply to all four barrier analyses discussed in this section (Part I).

In addition to DHS's accomplishments (listed above), following are highlights of the Components' accomplishments during FY 2010:

CBP:

- Included diversity goals as a part of its strategic plan and align with the DHS plan.
- Issued a diversity and inclusion policy statement to demonstrate its commitment to building a workforce representative of the civilian labor force.
- Implemented its Diversity and Inclusion Plan.
- Established a senior level Diversity and Inclusion Management Council to engage the highest level of commitment to diversity and inclusion management as a means of conducting business and identifying metrics and outcomes for each CBP program area.
- Reviewed (annually) criteria for hiring, promoting, assigning, rewarding, training or disciplining employees to determine the impact on African-Americans and women.
- Developed and deployed a process and curriculum for leadership readiness preparation for employees seeking careers in the SES.
- Established a unified CBP recruitment structure for all positions to better target and female applicants.
- Increased the use of the student employment programs to attract African-Americans and women for all positions and established partnerships with HBCUs and women colleges and universities to recruit student interns.
- Developed and sponsored training to educate African-Americans and women regarding the Federal employment process.
- Regularly sought and reviewed employee input and develop strategies to address identified workforce and workplace issues and concerns.

FEMA:

- Administrator issued a *Diversity Action Plan*, which includes a comprehensive checklist with 32 strategies and initiatives.
- Identified Diversity Management Advisory Council (DMAC) subcommittee working groups to focus on recruitment and outreach.
- DMAC issued a contract to analyze workforce data. The first report, Underrepresented Workforce Populations, evaluated the demographics, feeder populations, and strategies of FEMA. The second report, Management and Leadership Diversity Characteristics, assessed the diversity characteristics of FEMA's feeder groups (GS-13 through GS-15) and the SES level.
- Established relationships and strengthened partnerships with HBCUs, TCUs, and Hispanic Colleges and Universities.
- Developed web-based diversity awareness training.
- Sponsored Latino Leadership Summit to build relationships and strengthen existing partnerships in the Latino community.

TSA:

- Diversity Advisory Council (DAC) established six working committees including a Statistical Analysis Committee that will assist with analyzing workforce statistics.
- Appointed the second DAC to build upon the inaugural DAC's strategic efforts to review recruitment and retention efforts within TSA.
- DAC briefed TSA's Senior Leadership team on three projects: 1) work on the Diversity Strategic Plan; 2) a recommendation to enhance career information for TSA employees; and 3) a plan to develop Diversity Workshop Training for more TSA employees.
- Procured and began enterprise implementation of commercial-off-the-shelf (COTS) application (eVersity), which enables automated production of MD-715 report. Implementation is co-lead by DHS and requires engagement by all components.

USCG:

- Hosted a Diversity Leadership Summit in April 2010. Attendees participated in educational and multicultural awareness sessions, received hands-on training, networked with national and international leaders in diversity management, and shared best practices and resources.
- Developed a partnership with Texas Southern University for participation in its new Maritime Transportation Management and Security degree program.
- Funded the development and implementation of an Executive Outreach Management System (EOMS) to provide a mechanism, by which the Coast Guard will strategically track, manage, coordinate and report on service-wide diversity outreach initiatives.

MODIFICATIONS
(objectives carried over from FY 2009 MD 715 Part I)

Implement "Diversity Advocacy" plan element into FY 2010 managerial and supervisory performance plans.
Target Date: December 31, 2010
Update: *Completed in FY 2010; will roll out in FY 2011*

Finalize plan, including procedures to monitor progress, to eliminate identified barriers.
Target Date: December 31, 2010
Update: *Completed in FY 2010 – DHS developed Department-wide multi-year plan (FY 2011-2015) with specific objectives and interim milestones*

Develop diversity dashboard to monitor and analyze workforce trend lines and use data to develop new strategies.
Target Date: December 31, 2010
Update: *Initiated in FY 2010; target date revised to September 30, 2011*

Capitalize on partnerships with minority-serving institutions for targeted recruitment of highly-qualified candidates.
Target Date: December 31, 2010
Update: *This objective has been revised and incorporated into DHS's new multi-year plan (FY 2011-2015), which includes the following related planned activities with interim milestones:*

DHS Components and facilities will research where to conduct outreach for these groups in occupations with underrepresentation
Target Date: Annually, beginning June 30, 2011

OCHCO will implement a multi-year plan (beyond national posting) for targeted recruitment of applicants
Target Date: Annually, beginning September 30, 2012

OCHCO will continue to use and promote DHS's enterprise-wide solution to corporate recruitment to assess Department-wide recruitment activities; coordinate Department-wide participation in recruitment events; develop Department-wide recruitment strategies and activities for cross-cutting occupations
Target Date: Quarterly, beginning June 30, 2011

DHS Components will use various recruitment programs (applicable to their agencies) to increase the number of minority and female candidates applying for positions suitable for external recruitment
Target Date: Annually, beginning March 30, 2011

DHS Components will use the following recruitment methods to increase the number of minority and female candidates applying for positions suitable for internal recruitments: post vacancy announcements on USAJOBS; use Component's career web pages; use Components' email broadcasting/message boards
Target Date: Annually, beginning March 31, 2011

STATEMENT OF CONDITION THAT WAS A TRIGGER FOR A POTENTIAL BARRIER:

BARRIER ANALYSIS #2:

Disparate Rates of Major Personnel Actions (Promotions, Awards, Adverse Actions)

Provide a brief narrative describing the condition at issue.

How was the condition recognized as a potential barrier?

Promotions

Condition:

There are low participation rates for women and non-White groups in the SES feeder groups (GS-13 through GS-15) and Senior Executive Service (SES) level, compared to the participation rates for men and Whites.

Low participation rates were also found for IWDs and IWTDs compared to those without disabilities.

How condition was recognized as a potential barrier:

A review of DHS work force data indicates that as the grades get higher, especially in the feeder groups, the number of male employees and Whites increase while the number of female employees and minorities decrease. Additionally, the number of employees without disabilities increases while the number of IWDs and IWTDs decreases.

Awards

Condition:

DHS will analyze awards data to determine if there are discrepancies in the ratios of awards by type among various EEO groups.

Adverse Actions

Condition:

(specific to USSS) The adverse action rates for a particular group(s) are higher than their representation in the total workforce and in

	various occupations. An analysis will be done of all Components. <u>How condition was recognized as a potential barrier</u>: (specific to USSS) A five-year trend analysis on the distribution of adverse actions indicates a distinct trend of African-American men receiving adverse actions at a rate above their workforce representation in the overall workforce and in specific major occupations.
BARRIER ANALYSIS: Provide a description of the steps taken and data analyzed to determine cause of the condition.	Low rate of promotions and awards for women and non-Whites and high rates of adverse actions for African-American men. <u>Note</u>: This is a multi-year plan which carries over into future years.
STATEMENT OF IDENTIFIED BARRIER: Provide a succinct statement of the agency policy, procedure or practice that has been determined to be the barrier of the undesired condition.	DHS is recruiting more diverse applicants than in past decades, but it takes time for these individuals to work their way up the promotion ladder to be qualified for the top grades. To speed the process, OCHCO is reaching outside the government to directly recruit SES from the more diverse public sector.
OBJECTIVE: State the alternative or revised agency policy, procedure or practice to be implemented to correct the undesired condition.	Conduct in-depth analysis to determine if promotions, awards and adverse actions are proportionate to availability.
RESPONSIBLE OFFICIAL:	OCHCO; CRCL; DHS Components
DATE OBJECTIVE INITIATED:	February 1, 2011
TARGET DATE FOR COMPLETION OF OBJECTIVE:	June 30, 2011 and annually thereafter

PLANNED ACTIVITIES TOWARD COMPLETION OF OBJECTIVE:	TARGET DATE (Must be specific)
1. Review Promotions.	
a. CRCL will analyze representation and promotion rates one grade at a time.	a. Every six months, beginning 6/30/11
b. OCHCO will review job requirements to determine if the specialized education, training and/or experience needed to qualify for higher grade positions are appropriate.	b. Annually, beginning 6/30/11
c. OCHCO will develop and implement a training plan for mid-level (GS-11-12) and SES feeder groups (GS-13-15)	c. Annually, beginning 9/30/11
d. OCHCO will develop and implement a tracking system to capture internal selections data for the SES Candidate Development Program (CDP).	d. 6/30/11
e. OCHCO and CRCL will work jointly to review and ensure that the composition of interview and selection panels reflect diversity.	e. Ongoing, beginning 3/31/11
f. CRCL will review EEO complaints statistics to identify any trends where non-selection is identified as the issue.	f. Annually, beginning 6/30/11
2. OCHCO will conduct an assessment of internal availability of candidates from underrepresented groups for higher job progressions opportunities. The assessment will include job-related skills, knowledge, and abilities which may be obtained at lower levels in the same or similar occupational series, or through other experience.	Annually, beginning 3/31/11
3. OCHCO will produce a plan to develop a tracking system for applicants from under-represented groups for leadership positions and for leadership development courses. (DHS Workforce Strategy Objective 1.3: Achieve a diverse leadership cadre.)	
a. Plan developed	a. 9/30/11
b. Test implementation	b. 9/30/12
c. Fully operational	c. 9/30/13
4. Review Awards.	
a. CRCL will review award rates among comparable groups of employees.	a. Every six months, beginning 6/30/11
b. OCHCO will review awards policy and determine how awards recipients are selected and how the monetary amounts are determined.	b. Annually, beginning 6/30/11
c. CRCL will review EEO complaints statistics to determine any trends where awards are identified as the issue.	c. Annually, beginning 6/30/11

5. Review Adverse Actions. a. CRCL will review adverse actions statistics and determine if the types of actions and the rates are similar for comparable groups. b. CRCL will review EEO complaint statistics to determine any trends where disciplinary action is identified as the issue. c. OCHCO will review disciplinary policy to determine how disciplinary actions are determined (are objective criteria used, i.e., do the table of offenses correspond with the appropriate discipline).	a. Every six months, beginning 6/30/11 b. Annually, beginning 6/30/11 c. Annually, beginning 6/30/11

REPORT OF ACCOMPLISHMENTS and MODIFICATIONS TO OBJECTIVE:

FY 2010 ACCOMPLISHMENTS - DHS

During FY 2010, DHS implemented new criteria for interview panels with the goal of increasing diversity on screening (rating/ranking) and interview panels for SES positions. If possible, a minimum of three individuals are now required for both screening and interview panels, and panel members are now required to be diverse in gender and race/ethnicity. One member must be employed outside the hiring Component and at least one must have subject matter expertise.

In addition to DHS's above accomplishment and those listed under Barrier Analysis #1, following are highlights of the Components' accomplishments during FY 2010:

USCIS:

- Completed its Diversity in the Higher Grades Project. Reviewed the number of applicants for various EEO groups and the number of hires of these groups to identify possible barriers to the employment of women and various EEO groups in the higher grades.
- Office of Human Capital and Training (HCT) completed a draft Exit Survey, which is being reviewed by leadership for approval.

MODIFICATIONS
(objectives carried over from FY 2009 MD-715 Part I)

Collect additional data to determine the impact of non-diverse interview panels.
Target Date: September 30, 2010
Update: *This objective has been revised and incorporated into DHS's new multi-year plan (FY 2011-2015), which includes the following related planned activities with interim milestones:*

OCHCO and CRCL will work jointly to review and ensure the composition of interview and selection panels reflect the diversity of applicants
Target Date: Ongoing, beginning March 31, 2011

CRCL will review EEO complaints statistics to determine any trends where non-selection is identified as an issue
Target Date: Annually, beginning June 30, 2011

Executive Diversity Council leads and coordinates enterprise diversity activities including barrier analysis committee to analyze and address SES under-representation.
Target Date: December 31, 2010
Update: *This objective has been revised and incorporated into DHS's new multi-year plan (FY 2011-2015), which includes the following related planned activities with interim milestones:*
CRCL will review/compare representation and promotion rates one grade at a time
Target Date: Every six months, beginning June 30, 2011

OCHCO will review job requirements to determine the specialized education, training and/or experience needed to qualify for higher grade positions
Target Date: Annually, beginning June 30, 2011

OCHCO will develop and implement a training plan for mid-level (GS-11 & GS-12) and SES feeder groups (GS-13 through GS-15)
Target Date: Annually, beginning September 30, 2011

OCHCO will develop and implement a tracking system to capture internal selections data for the SES Candidate Development Program
Target Date: June 30, 2011

OCHCO will conduct an assessment of internal availability of candidates from underrepresented groups for higher job progressions opportunities. The assessment will include job-related skills, knowledge, and abilities which may be obtained at lower levels in the same or similar occupational series, or through other experience
Target Date: Annually, beginning March 31, 2011

DHS Components will conduct an assessment of occupations and grade levels where there is substantial underrepresentation to identify skills, knowledge and abilities by occupation, employees' training needs, and applicable career development programs
Target Date: Annually, beginning March 31, 2011

Provide executives and managers with necessary Diversity training, tools, and resources.
Target Date: December 31, 2010
Update: *DHS Components have provided various diversity training to their workforce. As this is an on-going effort, the target date has been revised to: Annually, beginning September 30, 2011*

Implement rotational assignments, coaching, and mentoring for SES development.
Target Date: December 31, 2010
Update: *This objective has been revised and incorporated into DHS's new multi-year plan (FY 2011-2015), which includes the following related planned activities with interim milestones:*

DHS Components will promote participation in their career development programs, academic programs, and learning training programs sponsored by their agency and/or government agencies
Target Date: Annually, beginning March 31, 2011

DHS will continue to promote/advertise Department-wide the SES Candidate Development and Fellows Programs
Target Date: Annually, beginning March 31, 2011

DHS Components will use their agency's Mentoring Program, if applicable, as another career development tool
Target Date: Annually, beginning March 31, 2011

EEOC FORM 715-01 PART I	*U.S. Equal Employment Opportunity Commission* FEDERAL AGENCY ANNUAL EEO PROGRAM STATUS REPORT
Department of Homeland Security	FY 2011 - FY 2015
STATEMENT OF CONDITION THAT WAS A TRIGGER FOR A POTENTIAL BARRIER: **BARRIER ANALYSIS #3:** **Underrepresentation of Individuals with Disabilities/Targeted Disabilities** Provide a brief narrative describing the condition at issue. How was the condition recognized as a potential barrier?	Condition: DHS has a permanent workforce representation of individuals with disabilities (IWDs) of 4.12%, well below the Federal average of 8.04%, and individuals with targeted disabilities (IWTDs) of 0.37%, well below the Federal average of 0.88%. At this time, we do not know if there are anomalies in promotions.
BARRIER ANALYSIS: Provide a description of the steps taken and data analyzed to determine cause of the condition.	Low rate of hires and high rates of separations of IWDs/IWTDs. Note: This is a multi-year plan which carries over into future years.
STATEMENT OF IDENTIFIED BARRIER: Provide a succinct statement of the agency policy, procedure or practice that has been determined to be the barrier of the undesired condition.	The primary barrier is that DHS is not recruiting and hiring individuals with disabilities at the rate needed to bring representation more in line with Federal averages and goals. New plans have been developed to increase this recruitment, and should be implemented by late FY 2011.
OBJECTIVE: State the alternative or revised agency policy, procedure or practice to be implemented to correct the undesired condition.	Increase the representation of IWDs/IWTDs.
RESPONSIBLE OFFICIAL:	OCHCO; CRCL; DHS Components
DATE OBJECTIVE INITIATED:	February 1, 2011
TARGET DATE FOR COMPLETION OF OBJECTIVE:	September 30, 2011 and annually thereafter

EEOC FORM 715-01 PART I	EEO Plan To Eliminate Identified Barrier

PLANNED ACTIVITIES TOWARD COMPLETION OF OBJECTIVE:	TARGET DATE (Must be specific)
1. Implement plan for recruitment and retention of individuals with disabilities/targeted disabilities (IWDs/IWTDs), in accordance with the President's Executive Order 13548 and OPM's requirement for Model Strategies for Recruitment and Hiring of IWDs.	
a. CRCL and OCHCO will jointly develop DHS's model recruitment and hiring strategies for increasing employment of IWDs/IWTDs. DHS will submit its final plan to OPM. This plan will include the following: • Designate a senior-level agency official to be accountable for enhancing employment opportunities for IWDs/IWTDs. • Establish hiring goals for use of Schedule A. • Develop strategies to retain IWDs/IWTDs including training, use of centralized funds to provide reasonable accommodations, increasing access to appropriate accessible technologies, and ensuring accessibility of physical and virtual work spaces. • Develop strategies to increase successful return-to-work outcomes for employees who sustain work-related injuries and illnesses, as defined under the Federal Employees' Compensation Act (FECA). • Develop mandatory training on hiring IWDs/IWTDs. • Establish performance targets and numerical goals for major areas and occupations • Develop employment counseling program to help match career aspirations of IWDs/IWTDs. • Design system to report regularly to the President, heads of agencies, and public on DHS's progress on implementing its plans and objectives.	a. March 8, 2011
b. CRCL will review and analyze workforce data regarding IWDs/IWTDs. • Identify trends regarding IWDs/IWTDs (hires, awards, promotions, separations, etc.). • Compare onboard and hires to government averages by occupation. • Identify occupations growing without proportionate growth in IWDs/IWTDs. • Review IWDs/IWTDs in DHS career development programs. • Use data tools being developed by CRCL.	b. Every six months, beginning 3/31/11 and reporting by 6/30/11

• Implement quarterly tracking of IWDs/IWTDs hires, onboard and separations. c. CRCL will review applicant flow data when it becomes available to identify trends about IWDs/IWTDs. d. CRCL will identify any triggers from the above sources, and develop plan to address. e. OCHCO and CRCL will benchmark current outreach for applicants with targeted disabilities to identify stronger efforts. f. OCHCO will identify career fairs in the service area(s). g. OCHCO and CRCL will establish goals for the WRP. h. OCHCO and CRCL will monitor the management Performance Appraisal System diversity element. i. OCHCO and CRCL will establish relations with local potential sources (e.g., State Rehabilitation Office, affinity groups, professional organizations and associations, etc.). j. OCHCO will identify and train Special Placement Coordinators. k. OCHCO will coordinate Components' recruitment.	c. Annually, within two months of publication d. Annually, beginning 6/30/11 e. Annually, beginning 9/30/11 f. Annually, beginning 6/30/11 g. Annually, beginning 9/30/12 h. Annually, beginning 9/30/11 i. Annually, beginning 9/30/11 j. Annually, beginning 9/30/11 k. Annually, beginning 9/30/11
2. Establish an effective program for reasonable accommodations. a. Survey Components for current status b. Develop systematic plan c. Implement plan	a. 9/30/11 b. 9/30/12 c. 9/30/13
3. Implement a training plan to be provided to managers regarding IWDs/IWTDs responsibilities, authorities, Computer/Electronic Accommodation Program (CAP) and reasonable accommodations. (DHS Workforce Strategy Objective 2.4: Use current flexibilities and incentives, and seek new authorities where needed.) a. Training for new managers/supervisors within 90 days of entrance on duty (EOD). b. Refresher training to all managers/supervisors biannually. c. Mandatory training for all managers/supervisors including toolkits. d. Provide training to HR Specialists regarding special hiring authorities.	a. Ongoing, beginning 6/30/11 b. Ongoing, beginning 9/30/11 c. Ongoing, beginning 9/30/11

	d. Annually, beginning 9/30/11
4. CRCL will develop data tools for IWDs/IWTDs. a. Hires compared to DHS hiring goals. b. Promotion rate by occupation. c. Separation rate.	 a. 3/31/11 b. 6/30/11 c. 9/30/11
REPORT OF ACCOMPLISHMENTS and MODIFICATIONS TO OBJECTIVE:	

EEOC FORM 715-01 PART I	*U.S. Equal Employment Opportunity Commission* FEDERAL AGENCY ANNUAL EEO PROGRAM STATUS REPORT
Department of Homeland Security	FY 2011 - FY 2015
STATEMENT OF CONDITION THAT WAS A TRIGGER FOR A POTENTIAL BARRIER: **BARRIER ANALYSIS #4:** **High Employee Non-Retirement Separations** Provide a brief narrative describing the condition at issue. How was the condition recognized as a potential barrier?	Condition: The non-retirement separation rate is high and erodes diversity progress because the resignations come from younger employees, a more diverse group than older employees. The high separation rate also erodes efforts to create a workforce reflective of the nation and is inconsistent with the President's Executive Order 13548 and OPM's requirement for Model Strategies for Recruitment and Hiring of IWDs. How condition was recognized as a potential barrier: Review of separation rates.
BARRIER ANALYSIS: Provide a description of the steps taken and data analyzed to determine cause of the condition.	DHS will perform an analysis by EEO groups and review the survey data by EEO groups. Note: This is a multi-year plan which carries over into future years.
STATEMENT OF IDENTIFIED BARRIER: Provide a succinct statement of the agency policy, procedure or practice that has been determined to be the barrier of the undesired condition.	The Federal Employee Retirement System (FERS) provides "portable" retirement plans, which means that employees can take their retirement benefits with them if they move to the private sector. In the last few years, the resignation rate has surpassed the retirement rate across the Federal government. The required EEOC tables do not call for a differential analysis of the two types of losses. DHS is developing the analytic tools to study resignations more carefully. It is hoped that the new Exit Survey, to be implemented in the second quarter of FY 2011, will provide additional insight into what is driving resignations and, thus what may be done to stem the flow.
OBJECTIVE: State the alternative or revised agency policy, procedure or practice to be implemented to correct the undesired condition.	Identify any trends in resignations and reduce the overall rates by improving employee satisfaction.

RESPONSIBLE OFFICIAL:	OCHCO; CRCL; DHS Components
DATE OBJECTIVE INITIATED:	February 1, 2011
TARGET DATE FOR COMPLETION OF OBJECTIVE:	December 31, 2011 and annually thereafter

EEOC FORM 715-01 PART I	**EEO Plan To Eliminate Identified Barrier**

PLANNED ACTIVITIES TOWARD COMPLETION OF OBJECTIVE:	**TARGET DATE (Must be specific)**
1. Develop and Implement Exit Survey. (DHS Workforce Strategy Objectives 3.1 and 3.5: Use employee feedback to influence workplace policies and practices in order to improve employee satisfaction; Enhance employee recognition and work-life balance initiatives to improve employee satisfaction and retention.) a. OCHCO will implement Exit Survey DHS-wide b. OCHCO will conduct preliminary review of results c. OCHCO will conduct first major review of results d. OCHCO will update or augment methods as needed e. OCHCO and CRCL will identify retention interventions f. OCHCO and CRCL will implement these interventions • Track interventions through this plan quarterly • Evaluate as yearly data become available • Make any needed corrections • Conduct in-depth analysis every second year	a. 3/31/11 b. Quarterly, beginning 6/30/11 c. Annually, beginning 12/31/11 d. Annually, beginning 3/31/12 e. Annually, beginning 6/30/12 f. Beginning 12/30/12
2. Use Employee Viewpoint Survey to identify changes needed to improve employee satisfaction. a. CRCL will provide FY 2009 Employee Viewpoint Survey results (and new yearly survey results as they become available) to DHS Components b. OCHCO, CRCL and Components will work jointly to develop plan for needed changes	a. Within two months of results publication b. Within four months of results publication
3. Review Promotion Data. a. CRCL will determine if there are areas or occupations with triggers in promotions b. CRCL will determine if these correlate with higher resignation rates	a. Annually, beginning 6/30/11 b. Annually, beginning

c. If yes, CRCL will work with OCHCO to identify interventions • Track interventions through this plan • Evaluate as yearly data become available • Make any needed corrections	9/30/11 c. Annually, beginning 3/30/12
4. DHS Components will promote participation in their career development programs, academic programs, and learning training programs sponsored by their agency and/or government agencies. In addition, as appropriate, Components will have access to training/career development courses through: • DHScovery • Online Courses • Online Books • (CBP) Leadership Institute • (USCIS) Training Academy • (ICE) Virtual University • (FEMA) Career Development Office • FLETC Learning Management Systems (LMS) • (TSA) Online Learning Center • DHS CRCL Institute • Post Naval Post Graduate Institute	Annually, beginning 3/31/11
5. DHS will continue to promote/advertise Department-wide the SES Candidate Development and Fellows Program.	Annually, beginning 3/31/11
6. DHS Components will use their agency's Mentoring Program, if applicable, as another career development tool.	Annually, beginning 3/31/11
7. DHS Components will conduct an assessment of occupations and grade levels where there is substantial underrepresentation to identify skills, knowledge and abilities by occupation, employees' training needs, and applicable career development programs.	Annually, beginning 3/31/11

REPORT OF ACCOMPLISHMENTS and MODIFICATIONS TO OBJECTIVE:

FY 2010 ACCOMPLISHMENTS - DHS

(see accomplishments under Barrier Analysis #1)

MODIFICATIONS
(objectives carried over from FY 2009 MD-715 Part I)

Diversity Sub-Council leads and coordinates enterprise diversity activities, including the creation of a barrier analysis committee to analyze and address the high rate of separations for African American men and women.
Target Date: December 31, 2010
Update: see below **

Develop enterprise exit survey to gather retention information data and its impact on diversity.
Target Date: December 31, 2010
Update: see below **

** *These objectives have been revised and incorporated into DHS's new multi-year plan (FY 2011-2015), which includes the following related planned activities with interim milestones:*

Develop and Implement Exit Survey
Target Date: March 31, 2011

Use Employee Viewpoint Survey to identify changes needed to improve employee satisfaction
Target Date: Within four months of employee results publication

Review Promotion Data
Target Date: Annually, beginning June 30, 2011

DHS Components will promote participation in their career development programs, academic programs, and learning training programs sponsored by their agency and/or government agencies. In addition, as appropriate, Components will have access to training/career development courses
Target Date: Annually, beginning March 31, 2011

DHS Components will use their agency's Mentoring Program, if applicable, as another career development tool
Target Date: Annually, beginning March 31, 2011

DHS Components will conduct an assessment of occupations and grade levels where there is substantial underrepresentation to identify skills, knowledge and abilities by occupation, employees' training needs, and applicable career development programs
Target Date: Annually, beginning March 31, 2011

Provide executives and managers with necessary Diversity training, tools, and resources.
Target Date: December 31, 2010
Update: *DHS Components have provided various diversity training to their workforce. As this is an on-going effort, the target date has been revised to: Annually, beginning September 30, 2011*

Develop diversity dashboard to monitor and analyze workforce trend lines and use data to develop new strategies.
Target Date: December 31, 2010
Update: *Initiated in FY 2010; revised target date to September 30, 2011*

Revise and update enterprise Reasonable Accommodations Procedures.
Target Date: December 31, 2010
Update: *This objective has been revised and incorporated into DHS's new multi-year plan (FY 2011-2015), which includes the following related planned activities with interim milestones:*

Establish an effective program for reasonable accommodations
Target Date/Interim Milestones:
Survey Components for current status; September 30, 2011
Develop Systematic Plan; September 30, 2012
Implement Plan: September 30, 2013