



# U.S. Department of Homeland Security MANAGEMENT DIRECTIVE 715

*Equal Employment Opportunity Program Status Report*

Fiscal Year 2011



**Homeland  
Security**

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**EEOC FORM  
715-01  
PARTS A-D**

*U.S. Equal Employment Opportunity Commission*  
**FEDERAL AGENCY ANNUAL EEO PROGRAM STATUS REPORT**  
**DEPARTMENT OF HOMELAND SECURITY**  
**October 1, 2010, to September 30, 2011**

<b>PART A</b> Department or Agency Identifying Information	<b>1. Agency</b>		<b>1. Department of Homeland Security</b>	
	1.a. 2 <sup>nd</sup> level reporting component			
	1.b. 3 <sup>rd</sup> level reporting component			
	1.c. 4 <sup>th</sup> level reporting component			
	<b>2. Address</b>		<b>2. 245 Murray Lane, SW, Bldg. 410 MS 0191</b>	
	<b>3. City, State, Zip Code</b>		<b>3. Washington, District of Columbia 20528</b>	
	<b>4. CPDF Code</b>	<b>5. FIPS code(s)</b>	<b>4. HS</b>	<b>5. 7000</b>
<b>PART B</b> Total Employment	<b>1. Enter total number of permanent full-time and part-time employees</b>			<b>1. 183,879</b>
	<b>2. Enter total number of temporary employees</b>			<b>2. 16,016</b>
	<b>3. Enter total number employees paid from non-appropriated funds</b>			<b>3. 1,363</b>
	<b>4. TOTAL EMPLOYMENT [add lines B 1 through 3]</b>			<b>4. 201,258</b>
<b>PART C</b> Agency Official(s) Responsible For Oversight of EEO Program(s)	1. Head of Agency Official Title		1. Janet Napolitano Secretary	
	2. Agency Head Designee		2. Tamara Kessler Acting Officer for Civil Rights and Civil Liberties (CRCL)	
	3. Principal EEO Director/Official Official Title/series/grade		3. Veronica Venture Deputy Officer for CRCL and Director for EEO and Diversity Programs GS-0260-SES	
	4. Title VII Affirmative EEO Program Official		4. Mike Dole	
	5. Section 501 Affirmative Action Program Official		5. Tanya Cantrell	
	6. Complaint Processing Program Manager		6. Chrystal Young	
	7. Other Responsible EEO Staff		7.	

<b>PART D</b> List of Subordinate Components Covered in This Report	<b>Subordinate Component and Location (City/State)</b>	<b>CPDF and FIPS codes</b>	
	U.S. Customs and Border Protection ( <i>Washington, DC</i> )	HSBD	7014
U.S. Citizenship and Immigration Services ( <i>Washington, DC</i> )	HSAB	7003	
U.S. Coast Guard ( <i>Washington, DC</i> )	HSAC	7008	
Federal Emergency Management Agency ( <i>Washington, DC</i> )	HSCB	7022	
Federal Law Enforcement Training Center ( <i>Glynco, GA</i> )	HSBE	7015	
U.S. Immigration and Customs Enforcement ( <i>Washington, DC</i> )	HSBB	7012	
U.S. Secret Service ( <i>Washington, DC</i> )	HSAD	7009	
Transportation Security Administration ( <i>Arlington, VA</i> )	HSBC	7013	
Headquarters - Office of the Secretary ( <i>Washington, DC</i> )	HSA A	7002	
Headquarters - Office of the Inspector General ( <i>Washington, DC</i> )	HSA E	7004	
Headquarters - Management Directorate ( <i>Washington, DC</i> )	HSEA	7051	
Headquarters - Science & Technology Directorate ( <i>Washington, DC</i> )	HSFA	7041	
Headquarters - National Protection & Programs Directorate ( <i>Washington, DC</i> )	HSII		
Headquarters - Office of Policy ( <i>Washington, DC</i> )			
Headquarters - Office of the General Counsel ( <i>Washington, DC</i> )	HSOG		
Headquarters - Office of Legislative Affairs ( <i>Washington, DC</i> )			
Headquarters - Office of Public Affairs ( <i>Washington, DC</i> )			

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**October 1, 2010, to September 30, 2011**

**EEOC FORMS and Documents Included With This Report**

*Executive Summary [FORM 715-01 PART E], that includes:		*Optional Annual Self-Assessment Checklist Against Essential Elements [FORM 715-01PART G]	
Brief paragraph describing the agency's mission and mission-related functions	✓	*EEO Plan To Attain the Essential Elements of a Model EEO Program [FORM 715-01PART H] for each programmatic essential element requiring improvement	✓
Summary of results of agency's annual self-assessment against MD-715 "Essential Elements"	✓	*EEO Plan To Eliminate Identified Barrier [FORM 715-01 PART I] for each identified barrier	✓
Summary of Analysis of Workforce Profiles including net change analysis and comparison to RCLF	✓	*Special Program Plan for the Recruitment, Hiring, and Advancement of Individuals With Targeted Disabilities for agencies with 1,000 or more employees [FORM 715-01 PART J]	✓
Summary of EEO Plan objectives planned to eliminate identified barriers or correct program deficiencies	✓	*Copy of Workforce Data Tables as necessary to support Executive Summary and/or EEO Plans	✓
Summary of EEO Plan action items implemented or accomplished	✓	*Copy of data from 462 Report as necessary to support action items related to Complaint Processing Program deficiencies, ADR effectiveness, or other compliance issues.	✓
*Statement of Establishment of Continuing Equal Employment Opportunity Programs [FORM 715-01 PART F]	✓	*Copy of Facility Accessibility Survey results as necessary to support EEO Action Plan for building renovation projects	
*Copies of relevant EEO Policy Statement(s) and/or excerpts from revisions made to EEO Policy Statements	✓	*Organizational Chart	✓

## ***EXECUTIVE SUMMARY***

### **Introduction**

This Equal Employment Opportunity (EEO) Program Status Report for Fiscal Year (FY) 2011 outlines the U.S. Department of Homeland Security's (DHS) EEO program activities, as required by the Equal Employment Opportunity Commission (EEOC) Management Directive 715 (MD-715). This report highlights DHS's accomplishments in establishing and maintaining a model EEO Program by promoting equal opportunity for all of our employees and applicants, and identifying areas for improvement. It also provides the FY 2012 plan to address any deficiencies. In addition to this Departmental MD-715 report, each DHS Component submits its own report to the EEOC. DHS Headquarters EEO does not submit a separate MD-715 report because this DHS-wide report includes Headquarters EEO's activities.

### **The U.S. Department of Homeland Security**

DHS's mission is to make the nation a place safe, secure, and resilient against terrorism and other hazards where the American way of life can thrive. DHS's mission has five major areas of responsibility: 1) Preventing Terrorism and Enhancing Security; 2) Securing and Managing Our Borders; 3) Enforcing and Administering Our Immigration Laws; 4) Safeguarding and Securing Cyberspace; and 5) Ensuring Resilience to Disasters. In addition, DHS specifically focuses on maturing the homeland security enterprise. Over its eight years, DHS has coordinated the transition of multiple agencies and programs into a single, integrated agency focused on protecting the American people and their homeland.

### **The Office for Civil Rights and Civil Liberties**

The Office for Civil Rights and Civil Liberties (CRCL) supports the Department's mission to secure the nation while preserving individual liberty, fairness, and equality under the law. CRCL is responsible for overseeing the integration of civil rights and civil liberties into all of the Department's activities. CRCL accomplishes this by advising Department leadership and state and local partners of ways to promote respect for civil rights and civil liberties in policy creation and implementation; informing individuals and communities whose civil rights and civil liberties may be affected by DHS policies and activities; promoting appropriate attention within the Department to concerns and experiences of these individuals or communities; investigating and resolving civil rights and civil liberties complaints filed by the public regarding Department policies or activities, or actions taken by Department personnel; and leading the Department's equal employment opportunity programs and promoting workforce diversity and merit system principles. CRCL's EEO and Diversity Division include the following organizational units: DHS-HQ EEO Office; Diversity Management Section; and EEO Complaints Adjudication Section. Another part of CRCL, not discussed in this report, is the Programs and Compliance Division.

### **Essential Element A: Demonstrated Commitment from Agency Leadership**

- On September 30, 2011, Secretary Napolitano issued a new Anti-Discrimination Policy Statement.
- DHS Components reported that Diversity and Inclusion training was provided to senior executives, managers, and supervisors throughout their organizations, including field facilities.
- DHS issued its Disability Recruitment and Retention Plan to implement Executive Order (EO) 13548 Increasing Federal Employment of Individuals with Disabilities and Individuals with Targeted Disabilities (Federal Regulation 45,039 of July 30, 2010).
- DHS implemented a Supervisor's Toolbox which offers a compendium of materials and information designed for managers, team leaders, and current and future supervisors to facilitate their ability to successfully navigate the world of leadership.
- On January 27, 2011, the Department approved a Leader Development Framework for DHS that provides a strategic roadmap for development opportunities across the Department over the next three to five years. Career development programs like this one are designed to increase promotional opportunities and may result in higher retention rates throughout the Department.
- The DHS HQ Mentoring Program was rolled out on September 22, 2011. This nine-month structured program matches DHS HQ mentees at all grade levels, with mentors from the GS-12 through Senior Executive Service level, across all occupational functions.
- The Office of the Chief Human Capital Officer (OCHCO), Enterprise Learning and Development, sponsored the Homeland Security Rotation Program, to allow employees to cultivate leadership qualities, while fulfilling critical mission assignments. This program may contribute to an increase in employee engagement and job satisfaction and can be part of an employee's developmental program or Individual Development Plan.
- DHS continued sponsoring its Fellows Program designed to strengthen the leadership skills of GS-14 and -15 Federal employees.
- DHS also widely promoted its Senior Executive Service Candidate Development Program to obtain a diverse applicant pool.

### **Essential Element B: Integration of EEO into the Agency's Strategic Mission**

- During FY 2011, DHS continued to integrate EEO and diversity into its strategic goals. For example, CRCL participated in recurring high-level strategic activities, including the following: Secretary's Bi-Weekly Component Heads' meeting; DHS Management Council meetings (chaired by the Under Secretary for Management and composed of all DHS Component management heads); Human Capital Leadership meetings (chaired by the OCHCO) and composed of all DHS Component Human Resources Directors; and the Workforce Planning Council, which shapes the workforce planning and workforce measurement programs for the Department.
- On December 21, 2010, the DHS Secretary issued the *U.S. Department of Homeland Security Workforce Strategy, Fiscal Years 2011-2016*. It sets specific goals, objectives, and

performance measures to ensure DHS attracts, develops, and retains a talented and diverse workforce to secure America.

- CRCL updated “Employment of People with Disabilities: A Roadmap to Success”, an online training course that explores recruitment, interviewing, reasonable accommodation, hiring, retention, disabled veterans and emergency preparedness. Powerful video testimonials from seven DHS employees with disabilities, job aids, and an extensive collection of internet resources for each topic can be found along the “road map”. The course is available on the DHS learning management systems and through our website at: [http://www.dhs.gov/xlibrary/assets/training/xus/crcl/employmentdisabilities/Employment\\_Disabilities/index.htm](http://www.dhs.gov/xlibrary/assets/training/xus/crcl/employmentdisabilities/Employment_Disabilities/index.htm).

### **Essential Element C: Management and Program Accountability**

- CRCL continued to collaborate with the OCHCO on many initiatives and programs, including the strategic goals identified in the Human Capital Operational Plan.
- CRCL met with all Component MD-715 program managers and the Human Capital Leadership Council to discuss planned activities, conducted five technical assistance and training sessions, and provided Components FY 2011 workforce trends analysis.
- OCHCO DHS-wide Corporate Recruitment Council developed national and regional recruitment initiatives to increase the effectiveness of cross-functional recruiting activities.
- OCHCO developed a corporate recruiting plan, which provides DHS with goals and guidance for hiring Individuals with Targeted Disabilities (IWTDs).
- OCHCO implemented and deployed a Department-wide web-based exit survey to see if there were issues that could be addressed to improve retention. (See *Results from Exit Survey* on page 12.)
- DHS employees participated in the 2011 Federal Employee Viewpoint Survey. (See *The Best Places to Work in the Federal Government* on page 12.)
- OCHCO led a DHS-wide Hiring Reform Team that improved hiring processes across the Department to make it easier for applicants to apply for federal jobs while increasing candidate quality, involve hiring managers and supervisors in the hiring process, improve the speed and quality of the hiring process, and improve manager and applicant satisfaction.

### **Essential Element D: Proactive Prevention**

- In compliance with its on-going obligation to prevent discrimination on the bases of race, color, sex, age, religion, national origin, disability, reprisal, and to eliminate barriers that impede free and open competition in the workplace, DHS continued to conduct an annual self-assessment to monitor progress, identify areas where barriers may operate to exclude racial, national origin, gender groups or qualified individuals with disabilities and develop strategic plans to eliminate identified barriers.
- DHS provided disability awareness, hiring, and reasonable accommodation training to managers and supervisors.
- During FY 2011, DHS increased participation in the Department of Defense’s (DOD)

Computer Electronic Accommodation Program (CAP). Specifically, DHS employees requested 347 products and services from CAP, saving DHS a total of \$152,891 – an increase of \$2,228 from FY 2010. DHS’s CAP accommodations accounted for 10.3% of the 3,382 products and services DOD provided to its Federal partners in FY 2011.

- The Office of Accessible Systems & Technology (OAST) conducted two “Listening Sessions” - Deaf/Hard of Hearing & Low Vision/Blind DHS employees. These sessions provided employees the opportunity to identify and share areas for improvement with regard to accommodations for the two disability groups.

### **Essential Element E: Efficiency**

- DHS timely submitted the annual Federal EEO Statistical Report of Discrimination Complaints (EEOC Form 462) to EEOC (see more details in Element F, below) and the annual Notification and Federal Employee Antidiscrimination and Retaliation Act of 2002 (No FEAR Act) Report to Congress and others.
- DHS continued working with numerous processes and technology solutions to electronically transmit fully accessible final actions to all DHS Component EEO and counsel offices and to complainants and their representatives.
- DHS continued its efforts towards addressing data integrity issues on eVersity, a workforce analysis application that ensures MD-715 compliance.
- OAST made all EEO processing forms accessible to individuals with disabilities in compliance with the requirements of Section 508 of the Rehabilitation Act.

### **Essential Element F: Responsiveness and Legal Compliance**

The DHS FY 2011 Form 462 Report showed the following trends:

- Increase (248 or 13.42%) in requests for counseling from 1,848 in FY 2010 to 2,096 in FY 2011.
- Increase (98 or 8.27%) in the number of formal EEO complaints filed from 1,185 in FY 2010 to 1,283 in FY 2011.
- Increase (30 or 14.08%) in average processing time for investigations from 213 days in FY 2010 to 243 in FY 2011
- Decrease (4 or 23.53%) in the number of Findings of Discrimination from 17 in FY 2010 to 13 in FY 2011.
- Increase in the cost of EEO investigations from approximately \$3.7 million in FY 2010 to \$3.8 million in FY 2011. The average investigation cost \$4,127.
- Decrease in monetary benefits paid out for Findings and Settlements from \$4.0 million in FY 2010 to \$3.6 million in FY 2011.
- Decrease in Attorney’s fees payments from \$1,026,000 in FY 2010 to \$913,954.94 in FY 2011.

## Workforce Profile

With 199,895 civilian employees, DHS is the third largest Executive Branch agency. The total workforce increased by 8,823 during FY 2011, and of these gains 8,010 were permanent employees.

In conducting the analysis for this report, CRCL reviewed other DHS diversity reports, for which it is also responsible. These include, but are not limited to: the Federal Equal Opportunity Recruitment Program (FEORP) report<sup>1</sup>; the White House Initiative on Historically Black Colleges and Universities (HBCU) report; the White House Initiative on Tribal Colleges and Universities (TCU) report; and OCHCO's Disabled Veterans Affirmative Action Program (DVAAP) report.

DHS workforce trends for FY 2011 include:

- DHS grew during FY 2011, and in growing, increased its numbers and proportional representation in every Ethnicity Race Indicator<sup>2</sup> (ERI) group except for American Indians/Alaskan Natives (AI/AN) women, where both the number and proportion of employees went down.
- DHS saw improvements in the diversity of the GS-15 and SES (especially for African-American women). Specifically, in the GS-15 grade the participation rate of all minority groups, except for African-American men, increased during FY 2011. As to the improvements in the SES ranks, African-American men and women and Hispanic men show the highest increases in participation.
- African-American men and women decreased in lower GS grades and increased in higher grades, suggesting overall career advancement.

DHS's Senior Executive Service (SES) ranks – which include the pay band equivalents for positions in pay plan SW at the Transportation Security Administration (TSA) and pay plan and grade LE-10 and LE-11 at the United States Secret Service (USSS) – increased in FY 2011 from 678 to 714, and demonstrated slightly increased diversity. The full SES figures are reported in Appendix J, Tables A-4.1 and B-4.1.

<sup>1</sup> In FY 2011, DHS incorporated FY 2011 accomplishments from the Report to the President on Hispanic Employment in the Federal government into its FY 2011 FEORP report as required by the Office of Personnel Management.

<sup>2</sup> 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.

Compared to the GS-15 feeder pool, the ERI groups that have not proportionally advanced to SES are Asian men and women, African-American women, Hispanic women, and AI/AN men. While White women are underrepresented in the total DHS workforce, there is a slight increase in representation in the SES and equivalent (22.55% SES versus 22.04% in the GS-15 recruitment pool) ranks. DHS continues to make a considerable effort to recruit from outside the government's GS-15 pool to reach a broader labor pool of senior managers.

An analysis of the Department's permanent workforce shows rates below availability in the Relevant Civilian Labor Force<sup>3</sup> (RCLF) in the following single major non-law enforcement occupations:

- 1801- General Inspection, Investigative Enforcement, & Compliance: African-American and AI/AN women
- 0132-Intelligence: Asian women and AI/AN men and women
- 2210-Information Technology: Asian men and Hispanic women

The analysis also shows that White women are underrepresented; there is, however, currently insufficient information to indicate what barriers to equal opportunity may have caused this underrepresentation. (See Appendix J, Table A-1, Total Workforce and Table A-6, Participation Rates for Major Occupations).

### **Hires and Separations**

DHS grew in FY 2011, with 17,558 permanent hires and 9,881 separations<sup>4</sup>. The temporary hires increased the total to 21,202 hires, compared to 15,414 total hires in FY 2010. TSA and Customs and Border Protection (CBP) accounted for the majority of the separations. TSA had 35.78% of the DHS permanent workforce but 51.08% of the separations. CBP had 33.3% of the permanent workforce and 20.80% of the separations, which means that their separations, while large, were below the average rate. (See Appendix J, Table A-8, New Hires and Table A-14, Separations).

### **Employment of Individuals with Disabilities/Targeted Disabilities (IWDs/IWTDs<sup>5</sup>)**

DHS workforce analysis of IWDs/IWTDs for FY 2011 shows that:

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<sup>3</sup> The RCLF is a subset of CLF (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. Note that the RCLF is no longer an appropriate comparator if DHS adds additional requirements, such as fluency in Spanish.

<sup>4</sup> Includes Law Enforcement Occupations (LEOs).

<sup>5</sup> EEOC asks that agencies separately identify employees with targeted disabilities. Targeted disabilities are those the Federal government, as a matter of policy, has identified for special recruitment emphasis. Targeted disabilities are deafness, blindness, missing extremities, partial paralysis, complete paralysis, convulsive disorders, mental retardation, mental illness, and dwarfism.

- DHS’s growing 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 or 8.90%. However, representation of IWDs is still below the Federal average of 8.04%.<sup>6</sup>
- DHS’s overall rate for IWTDs in mission critical occupations, including Law Enforcement Occupations (LEOs), is 0.38%. 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.
- Counting both permanent and temporary positions, the total number of IWTDs grew in number but not in percent, from 661 (0.38%) in FY 2010 to 698 (0.38%) in FY 2011, a net change of 37. Limiting the analysis to permanent non-LEO positions, the number of IWTD grew by 36, a slight increase in percent from 0.49% to 0.50%.
- Again limiting the analysis to permanent non-LEO positions, DHS hired 45 IWTD and lost 52 during FY 2011. A careful analysis of the separation rate in occupations that have an IWTD shows that a slightly smaller number left than if they had separated at exactly the same rate as employees with no disability. In short, being in targeted disability status is not a predictor of higher separation rates.
- 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.
- Components with the highest percentage of IWTDs in the permanent workforce are the United States Citizenship and Immigration Service (USCIS) (1.01%), United States Coast Guard (USCG) (0.81%), and the Federal Law Enforcement Training Center (FLETC) (0.84%). The USSS participation rate of IWTDs in non-LEO occupations is 1.1%, suggesting an active IWTD program.

DHS had gains in the number of IWDs/IWTDs in higher grades, including the SES ranks.

	<b>IWD</b>		<b>IWTD</b>	
	<b>2010</b>	<b>2011</b>	<b>2010</b>	<b>2011</b>
<b>GS-13</b>	704	939	44	62
<b>GS-14</b>	459	614	35	39
<b>GS-15</b>	234	356	12	19
<b>SES</b>	28	31	0	1
<b>Total</b>	1,425	1,940	91	121

Separations of disabled veterans declined from 708 to 648 or 5.96% while veterans reporting 30% or more compensable disabilities declined from 381 to 360 or 5.51% compared to 671 or 5.96% for non-veterans. Disabled veterans separated at a somewhat lower rate than non-disabled veterans or non-veterans. See further accomplishments on page 57.

<sup>6</sup> This is the government-wide employment of IWDs, FY 2009, and the most current data available.

### **Section 508 of the Rehabilitation Act**

The Officer for CRCL and the DHS Chief Information Officer continued to work together to implement Section 508 of the Rehabilitation Act of 1973, as amended<sup>7</sup> throughout the Department. This year, OAST achieved notable successes, including the following:

- Updated the Accessibility Compliance Management System (ACMS) to provide improved tracking and reporting capabilities for Component Coordinators and OAST personnel.
- Deployed server-based Compliance Sheriff by HiSoftware allowing OAST to more effectively scale up the quarterly Web Accessibility and Remediation Program activities while reducing manual operation time and improving site owner access to, and use of, the testing tools.
- The DHS Infrastructure Change Control Board (ICCB) updated the change control database to provide Section 508 compliance information for OAST reviews in a more streamlined fashion, including all answers to Section 508 compliance change control questions. This update enabled OAST to better track ICCB activities over time using the ACMS.
- OAST developed the "Accessibility Panel" in the Trusted Agent Federal Information Security Management Act data collection system to document the Section 508 compliance of IT systems department-wide.
- OAST developed and released an online learning course to provide system owners, Information Systems Security Officers, and Section 508 Coordinators information about the panel and how to provide the information requested. Results will be used to track overall Section 508 compliance of IT systems moving forward.
- OAST partnered with Enterprise System Development Office (ESDO) to increase Section 508 compliance of ESDO projects, impacting specific Component projects and service Data Center offerings (technology stacks) that can be used DHS-wide. Thus far, OAST has increased awareness of need for accessibility, supported and integrated Section 508 into daily processes and templates, and increased use of OAST services.
- OAST staff continued major participation with the Access Board's 508 Refresh activities.
- OAST expanded and improved the OAST Testing Evaluation Program.
- OAST launched Component Dashboard to assist in tracking Section 508 activities across Components.

### **Complaints Processing**

This year, EEO offices across DHS focused on reduction of their investigation backlogs, with marked success. As a result, however, EEO investigations of newer cases decreased in

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<sup>7</sup> Section 508 of the Rehabilitation Act of 1973 (29 U.S.C. 794d), as amended by the Workforce Investment Act of 1998 (P.L. 105-220), August 7, 1998.

timeliness and number during FY 2011. DHS completed 861 EEO investigations in FY 2009, 939 in FY 2010 and 888 in FY 2011. In FY 2011, DHS also slightly decreased in the number of timely EEO investigations from the prior year; however, the percentage was unchanged -- 531 (60%) timely in FY 2011 down from 566 (60%) timely in FY 2010. The number of average processing days for EEO investigations rose during FY 2011 to 243 days, from 213 days in FY 2010.

With respect to adjudication, in FY 2011, DHS achieved a long-standing Departmental goal of eliminating the backlog of cases awaiting merit Final Agency Decision (FAD) by closing the remaining 247 cases in this category. Within the DHS EEO complaints adjudication program, the backlog of cases awaiting FAD had been a problem since the Department's origin. In January 2009, the backlog of such cases within the CRCL EEO Division numbered about 500, many of which were older than DHS itself. A plan was initiated in FY 2010 to eliminate that backlog by the end of FY 2011; a plan later revised to set a new target backlog elimination date of June 30, 2011. Thanks to the efforts and strategic focus by DHS, the EEO FAD adjudication backlog is gone for the first time in DHS's history. Moreover, this accomplishment was reached several weeks ahead of the already aggressive June 30, 2011 target date. DHS issued an additional 210 merit FADs during FY 2011 for a total of 457 FADs issued during the year. Notably, 119 (26%) of all FADs were timely issued (within 60 days under the governing regulation), the highest number and highest percentage of timely FADs issued in the Department's history.

The Department concurrently included a timely adjudication focus in addition to the backlog elimination strategy during FY 2011, keeping recently-received requests for FAD moving efficiently through the adjudications process. As a result, the average number of days for issuing merit FADs significantly decreased, from 807 days in FY 2010, to 237 days in FY 2011. Streamlined and electronic processes between Component EEO Offices and DHS also resulted in more efficiency. Components uploaded EEO investigative records onto the DHS enterprise EEO complaint tracking database, and submitted requests for FAD electronically to DHS. Thus, records were immediately accessible to the adjudications team, diminishing the time involved in mailing and manually assigning cases to be reviewed.

### **The Best Places to Work in the Federal Government**

The Partnership for Public Service publishes the results of OPM's Federal Employee Viewpoint Survey of workplace satisfaction in a report called "The Best Places to Work in the Federal Government". DHS administered the OPM survey in 2005, 2007, 2009, 2010, and 2011. Scores are shown as the average percent of favorable responses. In 2011, DHS in total scored near the most negative at 31<sup>st</sup> out of 33 large agencies. In the 14 categories of items, DHS scores have been steadily improving through 2009 or 2010, but all declined in 2011.

The most favorable DHS ratings were for the match of employee skills with the mission, and to a lesser degree for teamwork, effective supervisors, pay, and work/life balance. The lowest score

was for family friendly culture and for benefits (30<sup>th</sup> out of 30 agencies), while empowerment and performance based awards and advancement were somewhat more positive but still 29<sup>th</sup> out of 30 agencies.

There was essentially no difference in average scores by gender or age, but more than a 10 point spread by ERI, with Hispanics scoring highest and AI/AN the lowest right below Whites. By Component, USCG scored highest at 70.9, with CIS, CBP, FLETC, Office of the Inspector General (OIG), and USSS in the 60s. U.S. Immigration and Customs Enforcement (ICE) scored in the low 50s, Federal Emergency Management Administration (FEMA) and TSA in the higher 40s, and Science and Technology (S&T) the lowest at 41.

### **Results from Exit Survey**

To determine why employees leave, DHS developed an online exit survey during FY 2010, in which separating employees are encouraged to take as part of their separation process. The Survey has four sections: Component location; top three reasons for leaving; where departing employees are going; and demographic information. By the end of the third quarter of FY 2011 the Survey had been implemented across DHS, although each Component developed their own procedures. During the fourth quarter of FY 2011 a total of 740 responses were received out of 2,370 separations, for an average response rate of 31.2%, ranging from 0% from OIG to 100% from USSS.

The results show that the top three reasons for leaving were “Supervisor/Management, Advancement opportunities, and Personal or family related”, from 13% to 14% each. Twelve other reasons were identified, from 1% to 8% each. In questions following up on these three main reasons, employees said that under “Supervisor/Management” they were primarily dissatisfied with their second level manager, for reasons including a lack of management skills, poor communication, not treating me with respect”, and eleven other issues of 8% or less each. Under “Advancement opportunities”, the primary issue was “Few opportunities for advancement,” followed by “The promotion process was unfair, and Career development was not supported”. Under “Personal or family related”, the primary issue was “Impact of job on personal/family life” followed by “Family concerns and Leaving to care for family/children”.

TSA and CBP are so much bigger than the other Components (accounting for about 70% of the fourth quarter responses) that these two largely drive the DHS results. Analysis was further conducted by Component to see if there were Component-specific issues. In broad strokes, the Components generally followed the DHS trends. Detailed differences will not be reported here until more responses have been accumulated. The general conclusion so far is that no specific response was overwhelmingly selected for any important item, suggesting that the issues are complex and will require a larger sample for insightful analysis.

### **Data Source**

The workforce numbers used in this report were generated by the DHS's Consolidated Personnel Reporting On-line (CPRO) System and were based on an extraction from the National Finance Center's (NFC) data for pay period 19, which ended September 24, 2011. DHS employees voluntarily submitted all race, national origin, gender, and disability data relied upon in this report (68 employees did not disclose their ERI for the FY 2011 data. These tend to be new employees whose ERI data has not caught up with their paperwork and are soon corrected, but a residual of those without ERI identification continues as additional new employees are brought on). While DHS complies in this report with the processes and methods established by current Federal law and policy for collecting and reporting race and ethnicity, the data set forth in this report—in the absence of additional context and reliability indicators—are of limited probative value in drawing reliable and consistent conclusions regarding workforce trends at DHS.

### **Conclusion**

DHS is proud of its accomplishments in the areas of attracting, developing, and retaining an increasingly diverse workforce. Nonetheless, there is still much to be done in the areas of hiring, development, and retention. This report identified several challenges: establishing an effective career development program; developing a pipeline of talented and diverse candidates for GS-14/15 and SES positions; establishing a retention strategy; correcting substantial underrepresentation of White women in the DHS workforce; and increasing the participation of individuals with disabilities and targeted disabilities. The plan in Part I addresses these issues.

**CERTIFICATION of ESTABLISHMENT of CONTINUING  
EQUAL EMPLOYMENT OPPORTUNITY PROGRAMS**

I, Veronica Venture, Deputy Officer for Civil Rights and Civil Liberties/Director, for EEO and Diversity Programs, GS-0260-SES, am the principal EEO Director/Official for the U.S. Department of Homeland Security.

The agency has conducted an annual self-assessment of Section 717 and Section 501 programs against the essential elements as prescribed by EEO MD-715. If an essential element was not fully compliant with the standards of EEO MD-715, a further evaluation was conducted and, as appropriate, EEO Plans for Attaining the Essential Elements of a Model EEO Program, are included with this Federal Agency Annual EEO Program Status Report.

The agency has also analyzed its workforce profiles and conducted barrier analyses aimed at detecting whether any management or personnel policy, procedure or practice is operating to disadvantage any group based on race, national origin, gender, or disability. EEO Plans to Eliminate Identified Barriers, as appropriate, are included with this Federal Agency Annual EEO Program Status Report.

I certify that proper documentation of this assessment is in place and is being maintained for EEOC review upon request.



February 23, 2012

Signature of Principal EEO Director/Official  
Veronica Venture  
Deputy Officer, Office for Civil Rights and Civil Liberties  
Director, EEO and Diversity Programs  
U.S. Department of Homeland Security  
Certifies that this Federal Agency Annual EEO Program  
Status Report is in compliance with EEO MD-715

Date



February 23, 2012

Signature of Agency Head or Agency Head Designee  
Tamara Kessler  
Acting Officer for Civil Rights and Civil Liberties  
U.S. Department of Homeland Security

Date

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**EEO Plan to Attain the Essential Elements of a Model EEO Program**

**STATEMENT OF MODEL PROGRAM ESSENTIAL ELEMENT DEFICIENCY #1:**

**Embrace best practices in EEO leadership**

**Essential Element A – Demonstrated Commitment from Agency Leadership**

**PROGRAM DEFICIENCY ANALYSIS:**

While substantial efforts are made to inform employees about the advantages of a diverse workforce and systems that allow equal opportunity, this effort is not yet systematic enough.

**OBJECTIVE:**

Clarify and revise communications and actions from the senior leadership to ensure the commitment to equal employment opportunity is spread throughout the Department.

**RESPONSIBLE OFFICIALS:**

OCHCO; CRCL; DHS Components

**DATE OBJECTIVE INITIATED:**

March 30, 2008

**TARGET DATE FOR COMPLETION OF OBJECTIVE:**

*September 30, 2015 – revised to correspond with Part I Multi-Year Plan (FY 2011 – 2015)*

**PLANNED ACTIVITIES TOWARD COMPLETION OF OBJECTIVE:**

**TARGET DATE  
(Must be specific)**

1. OCHCO and CRCL will work jointly with DHS Components to develop a communication, marketing, and education strategy for senior leadership that consistently articulates the link between EEO and DHS's mission.

September 30, 2011  
*Revised to September 30, 2012*

2. Develop and provide executives and managers with necessary training, tools, and resources to leverage diversity.

Annually, beginning  
September 30, 2011  
**Completed**

3. Secretary issues EEO Policy Statement to all DHS employees.

Annually by September 30<sup>th</sup>  
**Completed**

**REPORT OF ACCOMPLISHMENTS and MODIFICATIONS TO OBJECTIVE:**

**FY 2011 ACCOMPLISHMENTS**

Activity #1

The completion date was revised to allow for additional time and resources needed to complete the activity.

The following activities have an annual target date and while both were completed in FY 2011, DHS will carry them over into future years.

Activity #2

- DHS implemented a Supervisor's Toolbox which offers a compendium of materials and information designed for managers, team leaders, and current and future supervisors to facilitate their ability to successfully navigate the world of leadership. This toolbox serves as a referral point for training, developmental opportunities, leadership principles, and the fundamental rules, regulations, and policies needed to know in order to enhance their competence and confidence as a supervisor.
- On January 27, 2011, the Department approved a Leader Development Framework for DHS that provides a strategic roadmap for developing a consistent, seamless continuum of leader development opportunities across the Department over the next 3-5 years. The intent of the framework is to build experienced, proactive leaders, who are able to drive strong mission performance in dynamic environments across the Homeland Security enterprise.
- As part of the President's Hiring Reform Initiative in 2011, OCHCO created a centralized training curriculum for hiring managers across the Department that focused on effective, efficient, and timely ways to recruit and hire well-qualified individuals. Components were required to train all hiring managers and focus on engaging them in the hiring process to ensure the hiring of a diverse, high quality workforce.
- The DHS HQ Mentoring program was rolled out on September 22, 2011. This is a nine-month structured program that matches DHS HQ mentees at all grade levels, with mentors from the GS-12 through Senior Executive Service level, across all occupational functions. DHS expects to select one hundred formal mentoring pairs to participate in the FY 2012 program. Employees not selected as mentees will be offered situational mentoring opportunities. Situational mentoring accommodates mentees who desire a short-term mentor, a specific immediate program, or competency requirement, allowing them to benefit from the wisdom of a more experienced colleague.
- The Office of the Chief Human Capital Officer (OCHCO), Enterprise Learning and Development, sponsored the DHS Homeland Security Rotation Program (HSRP), to allow employees to cultivate leadership qualities, while fulfilling critical mission assignments.
- DHS continued sponsoring its Fellows Program designed to strengthen the leadership skills of GS-14 and 15 Federal employees through a proven combination of innovative coursework, best practices benchmarking, challenging action-learning projects, executive coaching and assessments, and Department-wide networking – all tailored to DHS's unique operating environment.
- DHS also sponsored and widely marketed the Senior Executive Service Candidate Development Program (SES CDP) which prepares high-performing individuals for positions in the Department of Homeland Security's SES through an intensive, 12-to-18-month leadership development program.
- DHS Components reported that diversity and inclusion training was provided to senior executives, managers, and supervisors throughout their organizations, including field facilities.

**EEO Plan to Attain the Essential Elements of a Model EEO Program**

Examples of diversity and inclusion 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
- Reasonable Accommodations
- 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
- CRCL updated “Employing People with Disabilities: A Road Map to Success” an online training program for managers and supervisors covering all aspects of the disability employment process. The program features profound testimonials from seven DHS employees with disabilities (captioned), and an extensive resources tab, effectively providing a toolkit to managers and supervisors.
- CRCL sponsored a Forum “Ask the Expert: Sharon Rennert, Senior Attorney, EEOC” for Human Capital and EEO Specialists, Managers, and Policy Advisors, Disability Program Managers, Reasonable Accommodation Program Managers, and Selective Placement Program Managers, along with Complaints Manager and Attorneys.

Activity #3

- Secretary Napolitano issued an updated Anti-Discrimination Policy statement, reinforcing the Department’s commitment to a work environment free from unlawful discrimination, and emphasizing DHS’s obligation to prevent and promptly correct harassment in the workplace.

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**EEO Plan to Attain the Essential Elements of a Model EEO Program**

**STATEMENT OF MODEL PROGRAM ESSENTIAL ELEMENT DEFICIENCY #2:**

**Essential Element B – Integration of EEO into the Agency’s Strategic Mission**

**Make EEO an integral part of agency’s strategic mission**

**PROGRAM DEFICIENCY ANALYSIS:**

The barrier analysis found insufficient evidence of clear linkages between the DHS mission and EEO. There was no visible infrastructure that involved or included senior leadership in a process which oversaw the commitment to equal opportunity and the ability of the organizations to meet EEO goals.

**OBJECTIVE:**

Fully integrate EEO into all DHS strategic mission activities to ensure DHS has the ability to attract, develop, and retain the most qualified workforce available to support mission achievement.

**RESPONSIBLE OFFICIALS:**

OCHCO; CRCL; DHS Components

**DATE OBJECTIVE INITIATED:**

March 30, 2008

**TARGET DATE FOR COMPLETION OF OBJECTIVE:**

September 30, 2011  
*Revised to September 30, 2014 – revised to reflect final target date to complete objective.*

**PLANNED ACTIVITIES TOWARD COMPLETION OF OBJECTIVE:**

**TARGET DATE  
(Must be specific)**

1. OCHCO and CRCL will work with Components to develop plans to align the EEO function to execute and communicate as a team that will constitute excellence in governance.

September 30, 2011  
*Revised to September 30, 2012*

2. Develop Human Capital Dashboard to monitor and analyze workforce trend lines and use data to develop new strategies (in partnership with OCHCO)

September 30, 2011  
*Revised to September 30, 2012*

3. OCHCO will produce a plan to develop an applicant data tracking system, with at least three benchmarks per year.

*Withdrawn*

- a. Plan developed
- b. Test implementation

- a. June 30, 2011
- b. September 30, 2013

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c. Fully operational

c. September 30, 2014

*Withdrawn – OPM provides applicant data to Executive Agencies.*

**REPORT OF ACCOMPLISHMENTS and MODIFICATIONS TO OBJECTIVE:**

**FY 2011 ACCOMPLISHMENTS**

Activities #1

Additional resources are needed to finalize this activity; therefore the target date was revised from FY 2011 to FY 2012.

Activity #2

DHS OCHCO initiated the development of a broader Human Capital Dashboard, with significant diversity data, specifically including a set of enterprise wide workforce data such as ERI, gender, age, disability, education levels, geographic centers, to identify and monitor trends to guide the development/deployment of recruitment, retention, employee development, and succession planning. Full deployment of the dashboard is expected in FY 2012. CRCL worked closely with OCHCO in developing the Dashboard, which has been issued twice in FY 2011.

It should be noted that OCHCO has made notable strides towards completion of a Human Capital Dashboard; however, they were not able to finalize it in FY 2011.

Activity #3

Activity withdrawn since OPM already collects applicant data and feeds it to Executive Agencies; therefore, there is no need to develop a DHS tracking system.

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**EEO Plan to Attain the Essential Elements of a Model EEO Program**

<p><b>STATEMENT OF MODEL PROGRAM ESSENTIAL ELEMENT DEFICIENCY #3:</b></p> <p><b>Essential Element C – Management and Program Accountability</b></p>	<p><b>Ensure management and program accountability</b></p>
<p><b>PROGRAM DEFICIENCY ANALYSIS:</b></p>	<p>Many standard HR policies were outdated or had never been issued; there was no cost benefit analysis of recruitment efforts; there was no systematic implementation of reasonable accommodations; and HR and EEO offices were often not coordinating closely.</p>
<p><b>OBJECTIVE:</b></p>	<p>Create accountability for all managers, supervisors, and EEO officials and personnel officers for the effective implementation and management of the DHS EEO Program.</p>
<p><b>RESPONSIBLE OFFICIALS:</b></p>	<p>OCHCO; CRCL; DHS Components</p>
<p><b>DATE OBJECTIVE INITIATED:</b></p>	<p>March 30, 2008</p>
<p><b>TARGET DATE FOR COMPLETION OF OBJECTIVE:</b></p>	<p>September 30, 2011 <i>Revised to September 30, 2012</i></p>
<p><b>PLANNED ACTIVITIES TOWARD COMPLETION OF OBJECTIVE:</b></p>	<p><b>TARGET DATE (Must be specific)</b></p>
<p>1. Create DHS-wide guidance to ensure that Components develop a comprehensive recruitment strategy that is linked to the Human Capital strategy and is fully supported by data regarding labor pools and return on investment for recruitment efforts. This should include:</p> <ul style="list-style-type: none"> <li>• Component leadership should strive to create a culture that moves away from a mindset of “<i>not enough qualified candidates</i>” to a philosophy of “<i>find the qualified talent pools and recruit by being the employer of choice</i>”.</li> <li>• Recruitment strategies and materials should include the following qualifications: knowledge of cultures; communication of cultural dynamics; and linguistic competencies needed to read and analyze multicultural and multilingual information.</li> </ul>	<p><i>Withdrawn</i></p> <p>December 31, 2010</p>
<p>2. Develop DHS-wide guidance to ensure that job announcements provide information about the kinds of assessments that will be used to evaluate candidates. Use inserts to address any coaching sessions that</p>	<p>September 30, 2011 <i>Revised to September 30, 2012</i></p>

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are provided for candidates prior to an assessment process. Ensure that all assessment tools used for any purpose have been reviewed for cultural barriers. This does not mean that the assessment tools should not be used, but that they should be sufficiently robust in content and measurement to not penalize groups for cultural reasons.

3. Revise and update Reasonable Accommodation (RA) Procedures.

September 30, 2011  
*Revised to March 30, 2012*

4. Follow up with the Components on the status of their reasonable accommodation procedures.

September 30, 2011  
**Completed**

5. CRCL will monitor compliance in conjunction with its EEO Program Evaluation schedule.

September 30, 2011

**REPORT OF ACCOMPLISHMENTS and MODIFICATIONS TO OBJECTIVE:**

**FY 2011 ACCOMPLISHMENTS**

Activity #1

Activity withdrawn because there is no practical way to measure accomplishments and it is refocused on activity #2 below.

Activity # 2

- OCHCO DHS-wide Corporate Recruitment Council (CRC) developed national and regional recruitment initiatives to increase the efficiency and effectiveness of cross-functional recruiting activities. The CRC also developed criteria to determine return-on-investment baselines for recruitment events.
- OCHCO developed a *Coordinated Recruiting and Outreach Strategy for Fiscal Years 2012-2017* which underscores the importance of recruiting a highly qualified and diverse workforce while improving the performance and efficiency of DHS operations. It is designed to guide outreach and recruitment efforts across DHS enabling the systematic development of operational strategies with action plans that meet DHS overall objectives. The strategy also serves as the foundation to link agency recruitment and outreach needs, workforce planning, statutory requirements and related Executive Orders directly to outreach and recruiting processes from Headquarters to field locations with an unparalleled accountability framework to measure results.
- OCHCO developed Department-wide standardized Job Opportunity Announcement (JOAs) templates for Component use to increase consistency in applicant messaging across the Department, decrease the time it takes to create JOAs, and increase applicant satisfaction by developing easy-to-understand application processes.

It should be noted that OCHCO has made notable strides towards completion of these activities; however, they are on target to be finalized in FY 2012.

Activity #3

- CRCL drafted new DHS HQ Reasonable Accommodation Procedures and new policy on Reasonable Accommodation, Reassignment between Components. Final issuance of both documents is expected in March 2012.

Activity #4

- FEMA is updating its procedures to include recent changes in the ADA and medical telework.
- CBP issued a Guide to Processing Reasonable Accommodation Requests Based on a Disability that became effective on September 23, 2010. This guide implemented DHS's Security policy regarding reasonable accommodation for individuals with a disability and provides guidance to CBP employees, managers, and supervisors regarding the processing of reasonable accommodation requests. This policy is also made available on the CBP intranet and external internet website.
- USCG updated its Civil Rights Manual to include a section on reasonable accommodation procedures (delineating the laws, the requirements, and the resources available). USCG drafted Standard Operating Procedures to properly address reasonable accommodation requests by all Civil Rights Service Providers (CRSPs) in the field and revamped its reasonable accommodations reporting and tracking process to require monthly reporting submissions.
- CBP, USCIS, USCG, FEMA, FLETC, and USSS posted their reasonable accommodations procedures on their public websites. TSA stated that it provides reasonable accommodations along with application information, though the actual procedures are not posted. ICE plans to post its reasonable accommodations procedures to their public site during the 2nd quarter of FY 2012.

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**EEO Plan to Attain the Essential Elements of a Model EEO Program**

<p><b>STATEMENT OF MODEL PROGRAM ESSENTIAL ELEMENT DEFICIENCY #4:</b></p> <p><b>Essential Element E – Efficiency</b></p>	<p><b>Ensure sufficiency of data/document collection or analysis</b></p>	
<p><b>PROGRAM DEFICIENCY ANALYSIS:</b></p>	<p>Lack of adequate complaint tracking and complaint management in the current data systems.</p> <p>Lack of trend analyses of workforce conducted by race, national origin, sex, and disability.</p>	
<p><b>OBJECTIVE:</b></p>	<p>Expand and clarify the data collection process in order to allow DHS to perform accurate and comprehensive analyses in the future.</p>	
<p><b>RESPONSIBLE OFFICIALS:</b></p>	<p>Deputy Officer for EEO Programs; Chief Human Capital Officer</p>	
<p><b>DATE OBJECTIVE INITIATED:</b></p>	<p>March 30, 2008</p>	
<p><b>TARGET DATE FOR COMPLETION OF OBJECTIVE:</b></p>	<p>September 30, 2011 <i>Revised to September 30, 2012</i></p>	
<p><b>PLANNED ACTIVITIES TOWARD COMPLETION OF OBJECTIVE:</b></p>	<p align="center"><b>TARGET DATE (Must be specific)</b></p>	
<p>1. Develop Department-wide automated system to capture participation in career development programs (Table A/B12 - Participation in Career Development).</p>	<p>September 30, 2011 <i>Initiated in FY 2011 and revised to September 30, 2012</i></p>	
<p><b>REPORT OF <u>ACCOMPLISHMENTS</u> and <u>MODIFICATIONS</u> TO OBJECTIVE:</b></p>		
<p align="center"><b>FY 2011 ACCOMPLISHMENTS</b></p> <p><i>Progress towards completion of this activity was halted by the need of additional resources.</i></p>		

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**EEO Plan to Attain the Essential Elements of a Model EEO Program**

**STATEMENT OF MODEL PROGRAM ESSENTIAL ELEMENT DEFICIENCY #5:**

**Essential Element E – Efficiency**

**Agency completes investigations within the applicable prescribed time frame**

**PROGRAM DEFICIENCY ANALYSIS:**

Time frame to conduct investigations exceeds established guidelines.

**OBJECTIVE:**

Complete investigations within the applicable prescribed time frame. Expand and clarify the data collection process in order to allow DHS to perform accurate and comprehensive analyses in the future.

**RESPONSIBLE OFFICIALS:**

Deputy Officer for EEO Programs;  
Component EEO/CR Directors

**DATE OBJECTIVE INITIATED:**

January 31, 2005

**TARGET DATE FOR COMPLETION OF OBJECTIVE:**

September 30, 2010  
*Revised to September 30, 2014 – revised to reflect final target date to reach objective.*

**PLANNED ACTIVITIES TOWARD COMPLETION OF OBJECTIVE:**

**TARGET DATE  
(Must be specific)**

1. Provide guidance to DHS Components to improve the quality of investigations.

September 30, 2012

2. Coordinate with DHS Components to develop new complaint investigation policy and procedures.

September 30, 2012

3. Coordinate with DHS Components to develop streamlined review processes to expedite issuance of Report of Investigations (ROIs).

September 30, 2013

4. Coordinate with DHS Components to develop supplemental internal controls regarding timeliness of investigations.

September 30, 2013

5. Coordinate with DHS Components to assess and revise policy/procedure as appropriate.

December 30, 2014

**REPORT OF ACCOMPLISHMENTS and MODIFICATIONS TO OBJECTIVE:**

**FY 2011 ACCOMPLISHMENTS**

*There were no accomplishments for these activities as they are scheduled to begin in FY 2012.*

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**EEO Plan to Eliminate Identified Barriers  
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 non-law enforcement 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 workforce 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.

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FY 2011 – FY 2015**

**OBJECTIVE:**

State the alternative or revised agency policy, procedure or practice to be implemented to correct the undesired condition.

For total workforce participation/new hires:

Develop and implement an MD-715 data system and an applicant data tracking system; develop needed data tools; analyze data carefully; develop remediation plans; and monitor closely.

For major occupations:

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

**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.**

Quarterly, beginning 6/30/11  
**Completed in FY 2011 and continues.**

Track and report net change quarterly.

**2. DHS Components and facilities will research where to conduct outreach for these groups in occupations with underrepresentation.**

**Completed in FY 2011 and continues.**

- a. Identify community colleges, colleges and universities with substantial populations of underrepresented groups (including Historically Black Colleges and Universities (HBCUs), American Indian and Alaska Native Education (AIANE), Hispanic Serving Institutions (HSIs), 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.

- a. Annually, beginning 3/31/11
- b. Annually, beginning 3/31/11
- c. Annually, beginning 6/30/11
- d. Annually, beginning 6/30/11

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FY 2011 – FY 2015**

<p>e. Conduct focus groups meetings with employees from underrepresented groups to determine how to improve recruitment and retention.</p> <p>f. Establish coordination with other Components regarding recruitment.</p> <p>g. Report Component recruitment needs to OCHCO.</p>	<p>e. Annually, beginning 9/30/11, with six-month progress reviews</p> <p>f. Annually, beginning 6/30/11</p> <p>g. Annually, beginning 6/30/11</p>
<p><b>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.)</b></p> <p>As appropriate, update goals annually for:</p> <ul style="list-style-type: none"> <li>• Intern programs</li> <li>• Job fairs</li> <li>• Local advertising</li> <li>• Contacts with affinity and community organizations</li> <li>• Coordination on recruitment efforts</li> </ul>	<p>Annually, beginning 9/30/11 <i>Revised to beginning 4/1/2012</i></p>
<p><b>4. OCHCO will produce a plan to develop an applicant data tracking system, with at least three benchmarks per year.</b></p> <p>a. Plan developed</p> <p>b. Test implementation</p> <p>c. Fully operational</p> <p><i>Withdrawn – OPM provides applicant data to Executive Agencies.</i></p>	<p><i>Withdrawn</i></p> <p>a. 6/30/11</p> <p>b. 9/30/13</p> <p>c. 9/30/14</p>
<p><b>5. OCHCO will continue to use and promote DHS’s enterprise-wide solutions to DHS-wide recruitment to:</b></p> <ul style="list-style-type: none"> <li>• Assess Department-wide recruitment activities</li> <li>• Coordinate Department-wide participation in recruitment events</li> <li>• Develop Department-wide recruitment strategies and activities for cross-cutting occupations</li> </ul>	<p>Quarterly, beginning 6/30/11</p> <p><b>Completed in FY 2011 last two quarters and continues.</b></p>

**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:**

- 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
- OPM Pathway for Students and Recent Graduates Program<sup>8</sup>
- (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)
- American Association of People with Disabilities (AAPD) Federal IT Internship Program
- Bender Consulting Register

Annually, beginning 3/31/11

**Completed in FY 2011 and continues.**

**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
- Outreach to relevant diverse professional and other affinity groups

Annually, beginning 3/31/11

**Completed in FY 2011 and continues.**

<sup>8</sup> The Pathway Internship Program is for current students. It would replace the existing Student Career Experience Program (SCEP) and Student Temporary Employment Program (STEP). The proposed Internship Program is targeted towards students enrolled in a wide variety of different types of educational institutions, with paid opportunities to work in agencies and explore Federal careers while still in school.

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**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  
**Completed in FY 2011 and continues.**

**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  
**Completed in FY 2011 and continues.**

**REPORT OF ACCOMPLISHMENTS and MODIFICATIONS TO OBJECTIVE:**

**FY 2011 ACCOMPLISHMENTS - DHS**

Activity #1

An analysis of Department’s permanent workforce and major mission-critical occupations shows that in the single occupation of 1801- General Inspection, Investigative Enforcement, & Compliance African-American and American Indian/Alaskan Native (AI/AN) women are represented at rates below their availability in the RCLF in one of DHS’s mission-critical occupations. Asian women and AI/AN men and women are underrepresented in the 0132-Intelligence occupation. Asian men and Hispanic women are represented at rates below their availability in the RCLF in the 2210-Information Technology occupation. White women are underrepresented; there is, however, currently insufficient information to indicate what barriers to equal opportunity may have caused this underrepresentation.

Activities #3

OCHCO developed a *Coordinated Recruiting and Outreach Strategy for Fiscal Years 2012-2017* which underscores the importance of recruiting a highly qualified and diverse workforce while improving the performance and efficiency of DHS operations. It is designed to guide outreach and recruitment efforts across DHS enabling the systematic development of operational strategies with action plans that meet DHS overall objectives. The strategy also serves as the foundation to link agency recruitment and outreach needs, workforce planning, statutory requirements and related Executive Orders directly to outreach and recruiting processes from Headquarters to field locations with an unparalleled accountability framework to measure results.

Activity #4

Activity withdrawn since OPM already collects applicant data and feeds it to Executive Agencies;

therefore, there is no need to develop a DHS tracking system.

Activities #2, 5, 6, & 7

OCHCO DHS-wide Corporate Recruitment Council (CRC) developed national and regional recruitment initiatives to increase the efficiency and effectiveness of cross-functional recruiting activities. The CRC also developed criteria to determine return-on-investment baselines for recruitment events. The Coordinated Recruiting and Outreach Strategy is pending the Secretary's review and signature.

Component-Specific accomplishments included:

**CBP:**

- Placed online banner ads on school web sites and on Monster.com and CareerBuilder.com sites. Additionally, radio spots were conducted within minority markets.
- 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 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:**

- 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 that allows employers to register for career events and post vacancy announcements.
- USCIS used Experience Inc. and College Central, which are online networks to reach students and interns.

**USCG:**

- Placed full page color advertisements in major diversity and specialized publications.
- 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.
- Three USCG Admirals (of Hispanic descent) served as role models and volunteered to participate in recruitment events that promote job opportunities within the Coast Guard.

**FEMA:**

- Worked jointly with its Diversity Management Advisory Council (DMAC) recruitment and outreach subcommittee in establishing partnerships with over 60 minority-serving organizations, including Hispanic and Historically Black colleges and universities.
- Signed a formal memorandum of agreement with the Hispanic Association of Colleges and Universities (HACU) to focus on collaborations, information sharing, growing diverse future leaders, as well as focusing on the "visiting professor" pilot program.

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- Completed the first draft of its strategic plan to support the White House Asian American and Pacific Islander Initiative (WHA-API).
- Revised its job announcements to make them more clear, succinct, and meaningful.

FLETC:

- Maintained and developed partnerships with HSIs through job fairs and by maintaining regular contact with both organizations and faculty career counselors throughout the year.
- Outreach efforts included MSIs, professional organizations, colleges that service students with disabilities, women's colleges, and military organizations.
- Designed a new marketing display and banner to use at recruitment fairs and community events.

ICE:

- 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.
- 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 and increase the number of Hispanic women in the agency's mission critical law enforcement occupations.

TSA:

- Distributed *Targeted Diversity National Flyers* to represent targeted populations when recruiting.
- Developed a *Targeted Online Recruiting* strategy which is 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.

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) 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.

DHS-HQs:

- Developed recruiting plans with the University of Puerto Rico to support career opportunities with DHS HQs Components.
- HQ-OIG developed partnerships with academic institutions, professional associations, and minority-serving organizations.
- HQ-I&A 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, and the Presidential Management Fellows (PMF) Program to fill Management and Program Analyst and Intelligence Analyst positions.

- HQ-I&A developed a recruitment plan that outlines the strategies agency used to attract a quality workforce with the right mix of skills and abilities.
- HQ-I&A used OPM's "Featured Agency" feature on the USAJOBS website and advertised vacancies on the "Foreign Affairs" magazine, which is distributed through the United States.

#### Activity # 8

- 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 Specialists positions assigned to their Office of External Affairs.

#### Activity #9

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 (Rehabilitation Act, 1973 as revised)
- HR 4775 Sec 1201 (Reemployed Annuitant)
- Reg. 337.201 (Direct Hire)

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**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 workforce 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.

**BARRIER ANALYSIS:**

Provide a description of the steps taken and data analyzed to determine cause of the condition.

Lower representation of minorities in higher grades, although, one grade at a time, the promotions rates are generally proportionate to the availability in the feeder grade. DHS will look into other factors.

Note: This is a multi-year plan which carries over into future years.

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**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.
- 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.
- c. OCHCO will develop and implement a training plan for mid-level (GS-11-12) and SES feeder groups (GS-13-15)
- d. OCHCO will develop and implement a tracking system to capture internal selections data for the SES Candidate Development Program (CDP).
- e. OCHCO and CRCL will work jointly to review and ensure that the composition of interview and selection panels reflect diversity.
- f. CRCL will review EEO complaints statistics to identify any trends where non-selection is identified as the issue.

- a. Every six months, beginning 6/30/11  
**Completed in FY 2011 and continues.**
- b. Annually, beginning 6/30/2011  
*Revised to beginning 6/30/12*
- c. Annually, beginning 9/30/11
- d. Annually, beginning 06/30/2011  
*Revised to beginning 6/30/12*
- e. Ongoing, beginning 3/31/11  
**Completed in FY 2011 and continues.**
- f. Annually, beginning 6/30/11  
**Completed in FY 2011 and continues.**

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<p><b>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.</b></p>	<p>Annually, beginning 3/31/11 <i>Revised to beginning 3/31/12</i></p>
<p><b>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.)</b></p> <p>a. Plan developed b. Test implementation c. Fully operational</p>	<p>a. 6/30/11 <i>Revised to 6/30/12</i> b. 9/30/12 c. 9/30/13</p>
<p><b>4. Review Awards.</b></p> <p>a. CRCL will review award rates among comparable groups of employees. b. OCHCO will review awards policy and determine how awards recipients are selected and how the monetary amounts are determined. c. CRCL will review EEO complaints statistics to determine any trends where awards are identified as the issue.</p>	<p>a. Every six months, beginning 6/30/11 <b>Completed in FY 2011 and continues.</b> b. Annually, beginning 6/30/11 <i>Revised to beginning 6/30/12</i> c. Annually, beginning 6/30/11 <b>Completed in FY 2011 and continues.</b></p>
<p><b>5. Review Adverse Actions.</b></p> <p>a. CRCL will review adverse actions statistics and determine if the types of actions and 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).</p>	<p>a. Every six months, beginning 6/30/11 <b>Completed in FY 2011 and continues.</b> b. Annually, beginning 6/30/11 <b>Completed in FY 2011 and continues.</b> c. Annually, beginning 6/30/11 <i>Revised to beginning 6/30/12</i></p>

**REPORT OF ACCOMPLISHMENTS and MODIFICATIONS TO OBJECTIVE:**

**FY 2011 ACCOMPLISHMENTS**

Activity #1b, 1d, 2, 4b, and 5c - Progress towards completion of this activity was halted by the need of additional resources.

Activities #1a, 1e, and 1f

Analysis of the representation and promotion rates, one grade at a time, did not show notable variations by ERI/G or disability status.

Review of EEO complaints statistics did not reveal any trends where non-selection was identified as the issue.

Diverse interview and selection panels used for SES biennials. Need to determine process and mechanism for accountability for other positions.

Activity #2

Component specific results from the assessment of internal availability of candidates from underrepresented groups for higher job progression opportunities are as follows:

- 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.
- USCG issued a “Prevention Civilian Career Guide” to provide employees with an understanding of the current state of the occupations and potential opportunities for advancement within its mission critical occupations. In FY 2012, USCG will continue to create career ladder systems, such as the Civilian Apprentice Marine Inspectors (CAMI), which provides training for skill development in marine safety and vessel inspection.
- 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 its FY 2012 staffing requirements, and based upon forecasted receipt increases, it will determine if modest growth in the Major Occupational

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categories during FY 2012 will be needed.

- 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 will continue conducting an assessment of critical skills needed for its mission critical occupations. During FY 2011, FLETC identified a range of competencies, including:
  - Attention to Detail, Client Engagement
  - Interpersonal Skills, Oral and Written Communication
  - Problem Solving
  - Project Management
  - Critical Thinking
  - Law Enforcement Instruction
  - Research and Development
- 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 conducting an assessment of critical skills needed for its mission critical occupations. During FY 2011, TSA identified a range of competencies for their mid-level and senior leadership positions, including:
  - Creativity and Innovation
  - Resilience
  - Strategic Thinking
  - Conflict Management
  - Leveraging Diversity
  - Accountability
  - Problem Solving
  - Financial, Human Capital, and Technology Management
  - Influencing/Negotiating
- 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 are able to fill supervisory openings in a range of operation and support functions. USSS'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.
- 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.)

Activity #3

Baseline developed for leadership development programs, leadership position tracking still in development.

Activity #4a and 4c

A review of the number of \$500+ awards by ERI/G shows that all comparable groups received awards at rates proportionate or close to their representation in the workforce.

EEO complaints statistics did not show any trends where awards were identified as the issue.

Activity #5

A review of adverse actions (involuntary separations) determined that rates are similar for comparable groups.

A review of EEO complaints did not reveal any trends where disciplinary action was identified as the issue.

**MODIFICATIONS**

**Barrier Analysis #2**

**Adverse Actions** – The condition no longer exists and the barrier was closed out in FY 2010 by the USSS, but it was inadvertently not removed from the Departmental report for that year.

Barrier analysis statement updated: Revised statement – “Lower representation of minorities in higher grades, although in reviewing one grade at a time, the promotions rates are generally proportionate to the availability in the workforce. DHS will look into other factors.”

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**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 4.27%, well below the Federal average of 8.04%, and individuals with targeted disabilities (IWTDs) of 0.38%, 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 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

**PLANNED ACTIVITIES TOWARD COMPLETION OF OBJECTIVE:**

**TARGET DATE  
(Must be specific)**

- 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.**

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- 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.
- b. 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.
- c. 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).
- d. Develop mandatory training on hiring IWDs/IWTDs.
- e. Establish performance targets and numerical goals for major areas and occupations.
- f. Develop employment counseling program to help match career aspirations of IWDs/IWTDs.
- g. Design system to report regularly to the President, heads of agencies, and public on DHS’s progress on implementing its plans and objectives.
- h. 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.
  - Implement quarterly tracking of IWDs/IWTDs hires, onboard and separations.
- i. CRCL will review applicant flow data when it becomes available to identify trends about IWDs/IWTDs.
- j. CRCL will identify any triggers from the above sources,

a. March 8, 2011  
**Completed**

*b through g: Revised to June 30, 2012.*

h. Every six months, beginning 3/31/11 and reporting by 6/30/11

**Completed in FY 2011 and continues.**

i. Annually, beginning 09/30/2011

j. Annually, beginning 6/30/11

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<p>and develop plan to address.</p> <p>k. OCHCO and CRCL will benchmark current outreach for applicants with targeted disabilities to identify stronger efforts.</p> <p>l. OCHCO will identify career fairs in the service area(s).</p> <p>m. OCHCO and CRCL will establish goals for the WRP.</p> <p>n. OCHCO and CRCL will monitor the management Performance Appraisal System diversity element.</p> <p>o. OCHCO and CRCL will establish relations with local potential sources (e.g., State Rehabilitation Office, affinity groups, professional organizations and associations, etc.).</p> <p>p. OCHCO will identify and train Selective Placement Coordinators.</p> <p>q. OCHCO will coordinate Components' recruitment.</p>	<p><i>Revised to beginning 4/1/12</i></p> <p>k. Annually, beginning 9/30/11</p> <p>l. Annually, beginning 6/30/11 <i>Revised to beginning 4/1/12</i></p> <p>m. Annually, beginning 9/30/12</p> <p>n. Annually, beginning 9/30/11</p> <p>o. Annually, beginning 9/30/11</p> <p>p. Annually, beginning 9/30/11 <i>Revised to beginning 4/1/12</i></p> <p>q. Annually, beginning 9/30/11</p>
<p><b>2. Establish an effective program for reasonable accommodations.</b></p> <p>a. Survey Components for current status</p> <p>b. Develop systematic plan</p> <p>c. Implement plan</p>	<p>a. 9/30/11 – <b>Completed</b></p> <p>b. 9/30/12</p> <p>c. 9/30/13</p>
<p><b>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.)</b></p> <p>a. Training for new managers/supervisors within 90 days of entrance on duty (EOD).</p> <p>b. Refresher training to all managers/supervisors biannually.</p> <p>c. Mandatory training for all managers/supervisors including toolkits.</p> <p>d. Provide training to HR Specialists regarding special hiring authorities.</p>	<p>a. Ongoing, beginning 6/30/11 <b>Completed in FY 2011 and continues.</b></p> <p>b. Ongoing, beginning 9/30/11</p> <p>c. Ongoing, beginning 9/30/11</p> <p>d. Annually, beginning 9/30/11</p>
<p><b>4. CRCL will develop data tools for IWDs/IWTDs.</b></p> <p>a. Hires compared to DHS hiring goals.</p> <p>b. Promotion rate by occupation.</p>	<p><b>Completed</b></p> <p>a. 3/31/11</p> <p>b. 6/30/11</p>

c. Separation rate.

c. 9/30/11

REPORT OF ACCOMPLISHMENTS and MODIFICATIONS TO OBJECTIVE:

**FY 2011 ACCOMPLISHMENTS**

Activity #1a

In March 2011, DHS designated a senior-level official to be accountable for enhancing employment opportunities for IWDs/IWTDs and on April 11, 2011, the DHS recruitment and hiring plan for increasing employment of IWDs/IWTDs was submitted to OPM for review.

Activities #1b through g, j, and l – Progress towards completion of these activities was made in FY 2011, but were not completed as scheduled.

Activity #1h and j

Analysis of the hires, promotions, and separations data regarding IWDs/IWTDs shows the following:

- IWDS gained ground in FY 2011. IWDs/IWTDs were hired at rates closer to their participation rate of in the workforce and proportionate to individuals without disabilities.
- Based on available data, DHS's review of promotions and separations data for IWDs/IWTDs did not show any notable triggers.
- The draft DHS Coordinated Recruitment and Outreach Strategy imposes the requirement to establish relations with local potential sources on Area of Responsibility (AOR) Leads within their respective geographic area(s).
- Selective Placement Coordinators have been identified; training will be in FY 2012.

Activity #1o

- CRCL established relationships with the following groups/organizations:
  - Paralyzed Veterans of American Rehabilitation Counselors
  - Maryland Department of Rehabilitation
  - Ability One/NISH
  - Consortia of Administrators for Native American Rehabilitation
  - US Access Board
- CRCL also disseminates Proyecto Vision's (an organization of Latinos with disabilities) e-newsletters and link to their website to DHS disability program managers, selective placement coordinators and others.

Activity #1p

All Components identified their Selective Placement Coordinators (SPC) in FY 2011. OCHCO will conduct training for SPCs in FY 2012.

Activity #2a

Of the 1,685 requests for reasonable accommodation, DHS components granted 1,003, declined 129, and 108 were categorized as “other” (closed, remanded, pending and those withdrawn).

- USCIS and FEMA have central funds for providing reasonable accommodations to employees and applicants.
- FEMA provided 218 requests, with five withdrawn and five pending. FEMA’s new central funding supports requests for reasonable accommodations by new employees within the first year of employment.
- FEMA Disability Program Manager received 218 requests for reasonable accommodation, including two for applicants.
- USCIS spent \$466,211 for 437 approved accommodations, which was a slight increase from FY 2010’s \$463,788 figure for 418 accommodations. This amount included \$128,606 spent on automatic door openers for 5 offices; USCIS received 455 requests from 447 employees and 8 for applicants with 14 pending. USCIS approved 437 and denied 18 requests. USCIS has two full time employees managing a proactive reasonable accommodation program, and an employee working 40% time as a COTR to manage the program’s contracts.
- CBP received 76 requests, approved 29, denied 11, 38 withdrew, and 9 are pending.
- Of the 820 requests for reasonable accommodation, TSA granted 85 from applicants and 91 from employees, and denied 16 applicants and 77 employees. The remaining 265 requests included requests closed, remanded from HQ to various sites, pending and those withdrawn.
- The USCG received 35 requests for reasonable accommodation, granted 28, and denied 7. USCG made notable improvements in their program:
  - The Civil Rights Manual was updated to include a section on reasonable accommodation procedures (delineating the laws, the requirements, and the resources available).
  - The EEO training course was updated to include a track on reasonable accommodation (mandatory training for USCG’s managers and non-managers).
  - Standard Operating Procedures were drafted to properly address reasonable accommodation requests by all Civil Rights Service Providers (CRSPs) in the field.
  - The reasonable accommodations reporting and tracking process was revamped (e.g. it now requires monthly reporting submissions).
- USSS granted 19 reasonable accommodations, which included 5 video phones for deaf employees.
- ICE received 97 requests for reasonable accommodations; approved 70, denied 7, and 20 are pending.

- ICE spent \$240,696 on 70 approved accommodations, which was a significant increase from FY 2010's amount of \$44,743.

### Activity #3

DHS Components continued to provide training to new managers/supervisors within 90 days of entrance on duty.

### Activity #4

CRCL developed data tools for IWDs/IWTDs, which are currently on Excel format, but soon will be automated on DHS's Consolidated Personnel Reporting On-line (CPRO) System.

Component specific accomplishments are as follows:

#### CBP:

- Hired two Workforce Recruitment Program (WRP) students as Schedule A hires.
- Trained 1,451 managers and supervisors on disability employment program.
- Placed 7 Operation Warfighter (OWF).
- Participated in Disability Mentoring Day with 17 mentors and 28 mentees.
- Issued a three year plan "Affirmative Action Plan for Individuals with Targeted Disabilities and Veterans with a 30% or More Disability Rating".

#### FEMA:

- Trained 338 supervisors and managers nationwide on recent updates on the ADA, Genetic Information Non-discrimination Act (GINA), and their responsibilities in processing and providing timely reasonable accommodations.
- FEMA facilitated 218 requests for reasonable accommodations.
- Established central funding to provide reasonable accommodations to new employees.
- Placed 22 OWFs.
- Produced Persons with Disabilities Action Plan to implement EO 13548.

#### FLETC:

- Placed two WRP interns into summer positions.
- Placed 26 OWFs into internships, an impressive accomplishment over the one placed in FY 2010. FLETC also converted 2 to permanent positions.
- Trained 128 managers and supervisors on hiring, accommodating, and working with individuals with disability. The training sessions were provided via classroom and/or online instruction.
- Managers and supervisors received mandatory Americans with Disabilities Amendments Act (ADAA) Training. The training was posted on FLETC's internal website.
- Provided a one-hour module on reasonable accommodation procedures (with an exercise lab) to supervisors, including scenarios to analyze dealing with reasonable accommodation procedures.

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The training also included information of interest to managers on the ADA.

- Offered all FLETC managers Disability Awareness training.
- Provided reminders about the CAP resources and Section 508 provisions, and POCs were shared with supervisors and managers on FLETC's internal website.
- Participated in Disability Mentoring Day, with 4 mentors and 4 mentees.

**HQ:**

- Trained 867 managers and supervisors.
- Hired three interns, including one from AAPD.
- Granted 57 requests for reasonable accommodations, 30 of which were addressed by OAST.
- Increased in all higher grades and at SES level for both IWDs and IWTDs.

**ICE:**

- Placed 43 OWFs in a variety of temporary positions, creating a pipeline for three candidates to be hired into permanent positions within ICE.
- IWTDs were 1.03% of all employees promoted.
- Hired 125 disabled veterans in FY 2011.
- Provided training to 109 managers and supervisors.
- Developed and began training managers and supervisors on its new Disability 101 course. Major subject areas in this training are the Americans with Disabilities Act Amendment Act, ICE's RA procedures, and disability employment initiatives.
- Drafted new RA procedures and its Disability Program Strategic Plan.

**USSS:**

- Provided Assisted Technology Workshop at 1<sup>st</sup> annual USSS Unity Day Program.
- Provided training to Managers and employees on CAP.
- IWDs on board participation rate of 1.2%.
- Increased the number of IWDs GS 13s from 23 to 30 and IWDTs from 2 to 4.
- Increased the number of IWTDs at the GS 14 from 0 to one.

**TSA:**

- Placed 5 OWFs.
- Hired 236 IWDs and 15 IWTDs.
- Increased the number of individuals with disabilities at the GS 15 from 0 to 3 and in the SES from 3 to 6.

**USCG:**

- Placed 5 of the department's 13 WRP students, hiring one into a permanent position.
- Has the highest participation rate of IWD at 10.84% and third at 0.83% for IWTD in the permanent workforce.

**USCIS:**

- USCIS coordinated reasonable accommodation training by EEOC staff to 1,659 managers and supervisors (95% of the supervisory workforce) through 47 live training sessions (40 in-person and 7 webinars).
- Using central funds and CAP funds, USCIS spent \$466,211 for reasonable accommodations of

which \$52,934 was from CAP.

- Hired 145 IWDs and 7 IWTDs in the total workforce.
- USCIS completed the installation of fifteen (15) videophones for deaf employees and, most recently, additional videophones have been installed in seven (7) offices to encourage the use of video remote interpreting (VRI) during meetings and training. Live training was conducted with fourteen (14) employees and their supervisors to ensure everyone understands the capabilities and limitations of the videophones, and to provide reminders to supervisors on communication etiquette with those who are deaf.

### **MODIFICATIONS**

#### **Barrier Analysis #3**

Condition: The condition no longer includes high rates of separations of IWDs/IWTDs. [Statement modified to read: “Low rates of hires of IWDs/IWTDs”.](#)

Barrier analysis statement updated: Revised statement – [“Low rates of hires of IWDs/IWTDs”.](#)

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**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.

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 benefits, 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

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**TARGET DATE FOR COMPLETION OF OBJECTIVE:**

December 31, 2011 and annually thereafter

**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 – **Completed**
- b. Quarterly, beginning 6/30/11  
**Completed in FY 2011 and continues.**
- 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 2011 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

*Revised to June 1, 2012*

- 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
- c. If yes, CRCL will work with OCHCO to identify interventions
  - Track interventions through this plan

- a. Annually, beginning 6/30/11  
**Completed in FY 2011 and continues.**
- b. Annually, beginning 9/30/11  
**Completed in FY 2011 and continues.**
- c. Annually, beginning 3/30/12

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<ul style="list-style-type: none"> <li>• Evaluate as yearly data become available</li> <li>• Make any needed corrections</li> </ul>	
<p><b>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:</b></p> <ul style="list-style-type: none"> <li>• DHScovery</li> <li>• Online Courses</li> <li>• Online Books</li> <li>• (CBP) Leadership Institute</li> <li>• (USCIS) Training Academy</li> <li>• (ICE) Virtual University</li> <li>• (FEMA) Career Development Office</li> <li>• FLETC Learning Management Systems (LMS)</li> <li>• (TSA) Online Learning Center</li> <li>• DHS CRCL Institute</li> <li>• Naval Post Graduate School</li> </ul>	<p>Annually, beginning 3/31/11  <b>Completed in FY 2011 and continues.</b></p>
<p><b>5. DHS will continue to promote/advertise Department-wide the SES Candidate Development and Fellows Program.</b></p>	<p>Annually, beginning 3/31/11  <b>Completed in FY 2011 and continues.</b></p>
<p><b>6. DHS Components will use their agency’s Mentoring Program, if applicable, as another career development tool.</b></p>	<p>Annually, beginning 3/31/11  <b>Completed in FY 2011 and continues.</b></p>
<p><b>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.</b></p>	<p>Annually, beginning 3/31/11  <b>Completed in FY 2011 and continues.</b></p>

**REPORT OF ACCOMPLISHMENTS and MODIFICATIONS TO OBJECTIVE:**

**FY 2011 ACCOMPLISHMENTS – DHS**

Activity #1

DHS implemented and deployed a Department-wide web-based exit survey. The survey will assist DHS in identifying reasons for high employee non-retirement separations. Preliminary review of the results showed a sample too small for firm findings. Most frequent issues were geographic location and promotions. Better data expected by the end of November 2011. OCHCO plans to increase the completion of exit interviews through a standardized exiting procedure throughout DHS.

Activity #2

The 2011 Federal Employee Viewpoint Survey was published on September 30, 2011. Preliminary review shows a statistically notable decrease on 20 out of 84 responses regarding employees' perception of how effective the agency manages its workforce. The specific areas showing a statistically notable decrease are as follows:

- Sufficient resources
- Training needs
- Ability to recruit people with the right skills
- Employee personal empowerment
- Employee recognition
- Rewards for creative and innovation
- Pay raises tied to performance
- Supervisor/team lead listen to employee
- Satisfaction with the decision making process, recognition for doing a good job, policies and practices, promotion opportunity and pay
- Satisfaction with Work/Life programs with employee assistance program, child care, and elder care

Activity #3

Review of the promotion and separation data show very slight variation and no triggers were identified in these areas. DHS will continue to conduct yearly analysis.

Activity #4, 5, 6, & 7

DHS established the Office of Academic Engagement (OAE) to leverage relationships with the academic community and the Homeland Security Academic Advisory Council (HSAAC), which will

provide advice and recommendations to the Secretary and senior leadership on matters relating to student and recent graduate recruitment; international students; academic research; campus and community resiliency, security and preparedness; and faculty exchanges.

DHS Components continue to promote participation in their career development programs, academic programs, and learning training programs sponsored by their organization and/or other government agencies. In addition, DHS employees have or will have access to training/career development courses through:

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

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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)
  - Executive Development Seminar (GS13-15, SES)
  - Power Vision (GS 13-15)
- 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)
  - Harvard-Senior Managers in Government (SES)
  - Georgetown-International Migration Studies Certificate Program (GS 9-12, GS 13-15)
- USSS plans to continue using various programs, which include, but are not limited to, the following:
  - New Employee Orientation (GS 1-4, GS 5-8, GS 9-12, GS 13-15)
  - On-line Basics of Supervision (All USSS employees)
  - Mid Level Managers (GS 14-15 and Uniformed Division Lieutenants)
  - Emerging Leaders Seminar (Team Leaders, Project Program Managers, Squad Backups)
  - Emerging Executives Seminar (GS 14-15)
  - Seminar for First-Line Supervisors (GS 13-15)
  - Foreign Language Training (GS 9-12)
- DHS HQ-I&A plans to use the following programs:
  - Basic Intelligence Threat and Analysis Course (BITAC)
  - Mid-Level Intelligence Threat and Analysis Course (MITAC)
- DHS HQ-OIG plans to continue various programs, which include:
  - Georgetown University Master's Degree Program
  - American University Leadership Program

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**Special Program for the Recruitment,  
Hiring and Advancement of Individuals with Targeted Disabilities**

<b>Department or Agency Information</b>	1. Agency	1. U.S. Department of Homeland Security
	1.a. 2 <sup>nd</sup> Level Component	
	1.b. 3 <sup>rd</sup> Level or lower	

<b>SECTION 1 - Employment Trend and Special Recruitment for Individuals With Targeted Disabilities</b>	Enter Actual Number at the ...	... beginning of FY 2010		... end of FY 2011		Net Change	
		Number	%	Number	%	Number	Rate of Change (%)
	Total Workforce	175,869	100	183,879	100	8,010	4.55%
	Reportable Disability	7,214	4.10	7,856	4.27	642	8.90%
	Targeted Disability*	661	0.38	698	0.38	37	5.60%
* If the rate of change for persons with targeted disabilities is not equal to or greater than the rate of change for the total workforce, a barrier analysis should be conducted (see below).							

<b>SECTION 2 - Applications and Selections for Individuals with Targeted Disabilities</b>	1. <b>Total Number of Applications Received from Persons with Targeted Disabilities</b> during the reporting period.	Data unavailable
	2. <b>Total Number of Selections of Individuals with Targeted Disabilities</b> during the reporting period.	68

**SECTION 3 - Participation Rates In Agency Employment Programs**

Other Employment/Personnel Programs	TOTAL	Reportable Disability		Targeted Disability		Not Identified		No Disability	
		#	%	#	%	#	%	#	%
3. Competitive Promotions	29,035	727	2.5	69	0.24	376	1.29	27,932	96.20
4. Non-Competitive Promotions	CPRO workforce data system currently does not allow us to identify non-competitive promotions.								
5. Employee Career Development Programs	Career development training is currently not tracked on the CPRO workforce data system.								
5.a. Grades 5 - 12									
5.b. Grades 13 - 14									
5.c. Grade 15/SES									
6. Employee Recognition and Awards									
6.a. Time-Off Awards (total awards issued)	21,613	998	4.62	101	0.47	474	2.19	20,141	93.19
6.b. Cash Awards (total awards issued)	84,383	3,426	4.06	332	0.39	1,270	1.51	79,687	94.43
6.c. Quality-Step Increase	Quality step increases are currently not tracked on the CPRO workforce data system.								
EEOC FORM <b>715-01</b> Part J	Special Program Plan for the Recruitment, Hiring, and Advancement of Individuals With Targeted Disabilities								

Identification and Elimination of Agencies with 1,000 or more permanent employees MUST conduct a barrier analysis to

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Hiring and Advancement of Individuals with Targeted Disabilities**

Barriers	address any barriers to increasing employment opportunities for employees and applicants with targeted disabilities <b>using FORM 715-01 PART I</b> . Agencies should review their recruitment, hiring, career development, promotion, and retention of individuals with targeted disabilities in order to determine whether there are any barriers.
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**SECTION 4 – Numerical Hiring Goal**

Types of Numerical Goals	Goal Used?	Goal (# or %)
% of PWTD in Total Workforce	<b>Yes</b>	<b>2%</b>
# of PWTD in New Hires	<b>No</b>	
% of PWTD in New Hires	<b>No</b>	

<p><b>SECTIONS 5 and 6</b></p> <p><b>Goals for Targeted Disabilities</b></p>	<p>Agencies with 1,000 or more permanent employees are to use the space provided below to describe the strategies and activities that will be undertaken during the coming fiscal year to maintain a special recruitment program for individuals with targeted disabilities and to establish specific goals for the employment and advancement of such individuals. For these purposes, targeted disabilities may be considered as a group. Agency goals should be set and accomplished in such a manner as will affect measurable progress from the preceding fiscal year. Agencies are encouraged to set a goal for the hiring of individuals with targeted disabilities that is at least as high as the anticipated losses from this group during the next reporting period, with the objective of avoiding a decrease in the total participation rate of employees with disabilities.</p> <p>Goals, objectives and strategies described below should focus on internal as well as external sources of candidates and include discussions of activities undertaken to identify individuals with targeted disabilities who can be (1) hired; (2) placed in such a way as to improve possibilities for career development; and (3) advanced to a position at a higher level or with greater potential than the position currently occupied.</p>
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**SECTION 5 - Objectives**

- Establish an effective program for reasonable accommodations.
- Provide managers with mandatory training on recruiting, hiring, developing promoting and accommodating IWDs/IWTDs, authorities, Computer/Electronic Accommodation Program (CAP) and reasonable accommodations.
- Increase the representation of IWDs/IWTDs at all levels of DHS.
- Using in-depth analysis, determine if promotions, awards, and adverse actions are proportionate to availability.

**SECTION 6 - Strategies**

1. Recruitment/Hiring:

- 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.

2. Training:

- Provide mandatory training to managers on hiring IWDs and IWTDs.
- Continue to provide training opportunities to Human Resources and EEO Specialists, DHS

**Special Program for the Recruitment,  
Hiring and Advancement of Individuals with Targeted Disabilities**

Staffing, Disability Program Managers, Reasonable Accommodations Program Managers, Selective Placement Coordinators, and Hiring Managers on all aspects of the disability arena: including recruiting, interviewing, using hiring authorities, career development, accessing CAP, and providing reasonable accommodations.

- Publicize the newly revised “Employment of Individuals with Disabilities: A Road Map to Success.”

3. Career Development/Promotion:

- Annually, beginning March 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.

**SECTION 7 - Accomplishments**

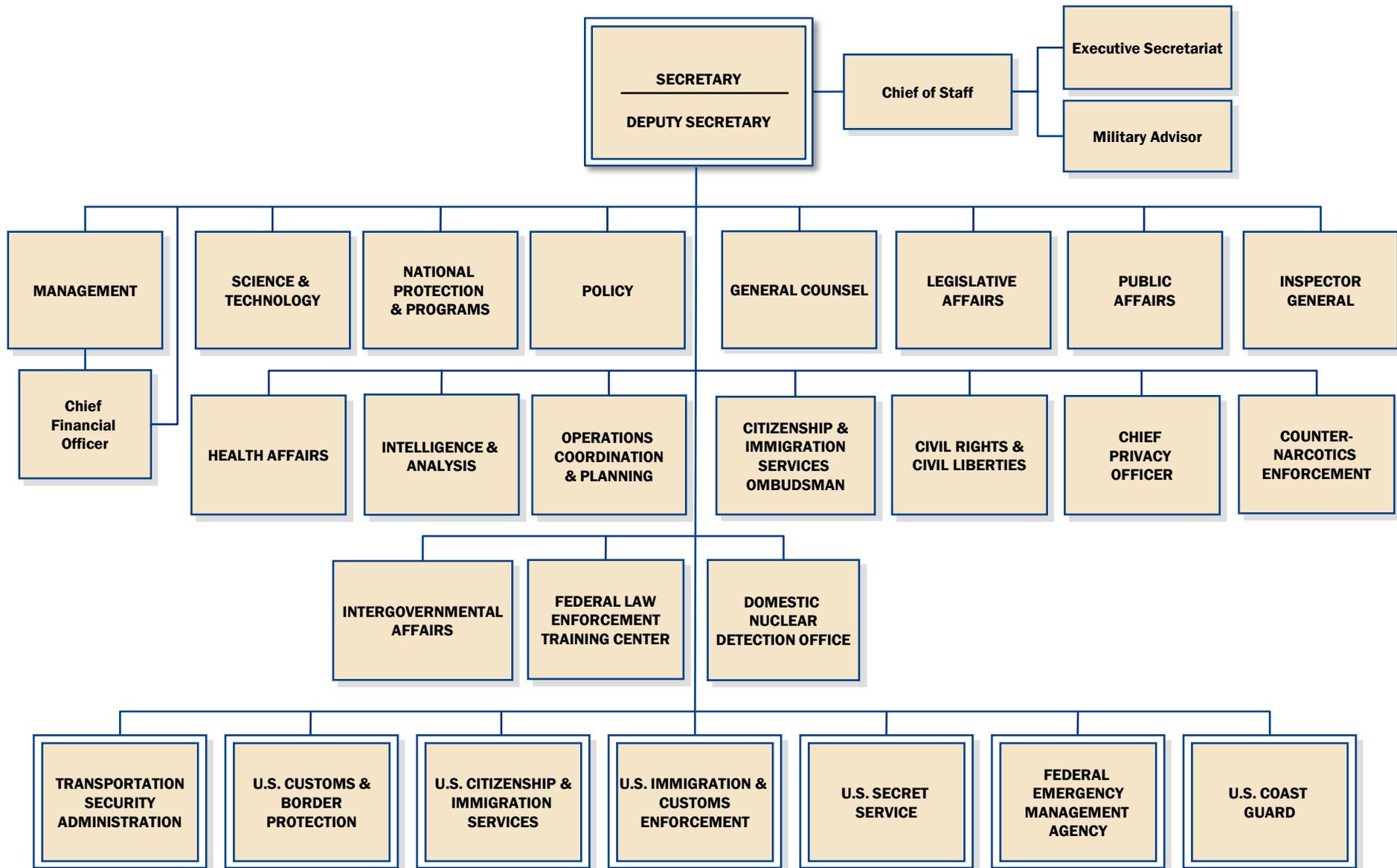
- In March 2011, DHS designated a senior-level official to be accountable for enhancing employment opportunities for IWDs/IWTDs and on April 11, 2011, the DHS recruitment and hiring plan for increasing employment of IWDs/IWTDs was submitted to OPM for review.
- CRCL updated “Employment of People with Disabilities: A Roadmap to Success”, an online training course that explores recruitment, interviewing, reasonable accommodation, hiring, retention, disabled veterans and emergency preparedness. Powerful video testimonials from seven DHS employees with disabilities, job aids, and an extensive collection of internet resources for each topic can be found along the “road map”. The course is available on the DHS learning management systems and through our website at: [http://www.dhs.gov/xlibrary/assets/training/xus/crcl/employmentdisabilities/Employment\\_Disabilities/index.htm](http://www.dhs.gov/xlibrary/assets/training/xus/crcl/employmentdisabilities/Employment_Disabilities/index.htm).
- DHS Components trained a total of 5,213 managers and supervisors on recruiting, hiring, retaining and on reasonable accommodations. All components provided training on reasonable accommodations to their managers and supervisors.
- DHS hired 1,314 interns, of which 41 reported having disabilities. Ten of these interns were from the Workforce Recruitment Program (WRP) for College Students with Disabilities, placing DHS third highest of 21 participating Federal agencies<sup>9</sup>. Additionally, DHS hired three WRP students as permanent employees. Of the 13 total WRP students hired, five were from Historically Black Colleges and Universities (HBCUs) and one from a Hispanic Serving Institution (HSI).
- DHS also placed one intern from the American Association of People with Disabilities (AAPD) Federal I.T. Internship Program within OAST.

<sup>9</sup> The WRP ranking data is as of 11/18/2011. The final data will be reported the WRP Annual Report, FY 2011, released in 2012.

*U.S. Equal Employment Opportunity Commission*  
**FEDERAL AGENCY ANNUAL EEO PROGRAM STATUS REPORT**  
**DEPARTMENT OF HOMELAND SECURITY**  
**October 1, 2010, to September 30, 2011**

**Special Program for the Recruitment,  
Hiring and Advancement of Individuals with Targeted Disabilities**

- DHS's Senior Executive Service (SES) ranks gained three members with disabilities, one with a targeted disability.
- The Department significantly increased the numbers of wounded service members participating in Operation Warfighter (OWF) details nationwide from 64 to 121, with 9 OWF converted to permanent positions. Since program inception in FY 2005, DHS has placed 250 OWFs, and converted 36 into permanent positions.
- DHS Components continued to provide training to new managers/supervisors regarding IWDs/IWTDs responsibilities, authorities, CAP, and reasonable accommodations. See page 45, Activity #4, for a list of component specific accomplishments.





Homeland  
Security

September 20, 2011

MEMORANDUM FOR: All DHS Employees  
FROM: Secretary Napolitano   
SUBJECT: Department of Homeland Security Anti-Discrimination  
Policy Statement and No FEAR Act Notice

As Secretary of Homeland Security, I am honored to lead an exceptionally talented, dedicated, and diverse workforce. I expect all DHS personnel to join me in creating a work environment free from unlawful discrimination, promoting awareness of employee rights and responsibilities, and providing a fair and neutral process for adjudicating complaints without fear of retaliation. Today, DHS is issuing an updated Anti-Discrimination Policy Statement, which sets out the Department's policy and provides important information for all DHS personnel regarding their rights and responsibilities, as well as available information and resources.

## **I. DHS Anti-Discrimination Policy Statement**

I am firmly committed to identifying and implementing meaningful initiatives to advance the equal rights of all employees. The [DHS Anti-Discrimination Policy Statement](#) reinforces our commitment to a work environment free from unlawful discrimination and emphasizes your obligations as employees to prevent and promptly correct harassment in the workplace, as set forth in DHS's Anti-Harassment Policy (Directive Number 256-01). The Statement provides information on avenues through which an employee may seek redress if he or she believes they have been subjected to discrimination or retaliation.

## **II. No FEAR Act Notice**

All DHS employees should be aware of the Notification and Federal Employee Antidiscrimination and Retaliation Act of 2002 (No FEAR Act), enacted by Congress on May 15, 2002. The No FEAR Act requires DHS to provide a notice to federal employees, former federal employees, and applicants for federal employment to inform them of their rights and protections available under federal antidiscrimination, whistleblower protection, and retaliation laws. That notice is available at <http://edocket.access.gpo.gov/2009/E9-376.htm> and at [http://www.dhs.gov/xutil/editorial\\_0478.shtm](http://www.dhs.gov/xutil/editorial_0478.shtm).

The Office for Civil Rights and Civil Liberties (CRCL), in coordination with the DHS Chief Human Capital Officer, provides an online training course for all DHS employees regarding their rights and remedies under the federal antidiscrimination, whistleblower, and retaliation laws

listed in the No FEAR Act. Current employees who have not already taken the training are required to complete this training as soon as possible, and new employees are required to complete this training within 90 days of entering on duty. Please contact CRCL or the appropriate Component-servicing EEO office for more information (for contact information for each Component EEO office, see [http://www.dhs.gov/xabout/structure/editorial\\_0856.shtm](http://www.dhs.gov/xabout/structure/editorial_0856.shtm)).

Questions concerning this memorandum may be directed to CRCL at [crcl.eeo@dhs.gov](mailto:crcl.eeo@dhs.gov), or at (202) 254-8200.

Thank you for working together to uphold the highest levels of professionalism and performance at DHS, and for your critical work in securing our homeland.

## **ANTI-HARASSMENT POLICY**

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### **I. Purpose**

This Directive is intended to prohibit and prevent harassment in the workplace at the Department of Homeland Security (DHS), to prohibit and prevent harassment by DHS employees, and to promptly correct any harassment that occurs.

### **II. Scope**

- A. This Directive applies throughout DHS. It applies to the Transportation Security Administration to the extent consistent with the Public Law 107-71, "Aviation and Transportation Security Act" (November 19, 2001).
- B. This Directive is separate and apart from any collective bargaining agreement or statutory complaint process covering harassment.
- C. Complaints alleging harassment on any statutory or non-statutory basis raised by military members of the United States Coast Guard are administratively processed pursuant to policies set forth by the Commandant, United States Coast Guard.
- D. DHS Management Directive 3090, "Equal Employment Opportunity and Sexual Harassment," is hereby canceled.

### **III. Authorities**

- A. Title 5, United States Code (U.S.C.), Section 2302, "Prohibited personnel practices."
- B. Equal Employment Opportunity Commission Management Directive 715, "Federal responsibilities under Section 717 of Title VII and Section 501 of the Rehabilitation Act" (October 1, 2003).
- C. Equal Employment Opportunity Commission, "Enforcement Guidance: Vicarious Employer Liability for Unlawful Harassment by Supervisors," No. 915.002 (June 18, 1999).

## IV. Responsibilities

- A. The **Officer for Civil Rights and Civil Liberties** implements the policies in this Directive.
- B. The **DHS Chief Human Capital Officer** coordinates with the Officer for Civil Rights and Civil Liberties regarding personnel matters affected by this policy.
- C. The **DHS Component heads** ensure compliance with this Directive and the DHS anti-harassment policy throughout their Component, and by all employees of their Component.
- D. **All employees** abide by the DHS anti-harassment policy, create a work environment that is free from harassment and promptly report any incidents of harassment. All employees are expected to promptly report any suspected retaliation for making a complaint or helping another employee make a complaint, participating in an inquiry into potential violations of this anti-harassment policy, or opposing unlawful discrimination or harassment.

## V. Policy

- A. It is the policy of DHS to maintain a work environment free from harassment on the basis of an individual's race, color, religion, sex, sexual orientation, national origin, age, disability, marital status, parental status, political affiliation or any other basis protected by law.
- B. Prohibited harassment includes, but is not limited to, unwelcome conduct, whether verbal, nonverbal, or physical, that has the purpose or effect of unreasonably interfering with an individual's work performance or creating an intimidating, offensive, or hostile environment as a result of the individual's race, color, religion, sex, sexual orientation, national origin, age, disability, marital status, parental status, political affiliation or any other basis protected by law. Among the types of unwelcome conduct prohibited by this policy are epithets, slurs, stereotyping, intimidating acts, and the circulation or posting of written or graphic materials that show hostility toward individuals because of their protected status. Acts of physical violence, and actual, implied, or veiled threats of violence, are forms of prohibited harassment. Any form or manner of threatening or provoking remarks or threatening gestures in the workplace is prohibited. DHS prohibits harassment even if does not rise to the level of actionable harassment under the law. Although a single utterance or act may not rise to a level that may be actionable under the law, it still has no place at DHS. This policy prohibits harassment by or of any employee, supervisor, manager, contractor, vendor, applicant, or other individual with whom DHS employees come into contact by virtue of their work for DHS. DHS's full anti-harassment

policy is attached as [Attachment 1](#) and is available to all employees in hardcopy form at their servicing Component Equal Employment Opportunity (EEO) or Civil Rights Office, as well as electronically on their servicing Component website.

C. Sexual harassment is a form of prohibited harassment. Harassing conduct is often, but not always, sexual in nature. DHS's policy forbids harassment based on gender regardless of whether the offensive conduct is sexual in nature or whether the individual engaged in harassment and the individual being harassed are of the same sex. Unwelcome sexual advances, requests for sexual favors, and other verbal, nonverbal or physical conduct based on sex (whether or not it is sexual in nature) constitute sexual harassment when:

1. Submission to such conduct is either an explicit or implicit term or condition of employment;
2. Submission to or rejection of the conduct is used as a basis for making employment decisions; or
3. The conduct has the purpose or effect of unreasonably interfering with an individual's work performance or creates an intimidating, offensive, or hostile environment.

D. Any person who believes that he or she has been subjected to, or has been a witness to, harassment in violation of this policy reports the matter promptly pursuant to procedures established by the Component.

E. Reports of harassment are kept confidential to the fullest extent possible. DHS does not tolerate retaliation against an employee for reporting harassment or assisting another individual to report harassment, participating in an inquiry into a report of harassment, or opposing discrimination or harassment. Any person who believes he or she has been subject to retaliation should use the same reporting procedures as for complaints of harassment. Reports of harassment are addressed through an appropriate prompt, thorough, and impartial investigation. DHS takes prompt corrective action when it determines that harassment has occurred. Any employee found to have engaged in harassment may be subject to disciplinary action, up to and including removal.

F. The Operational Components, the Federal Law Enforcement Training Center (FLETC), and the Office of Inspector General (OIG) develop procedures for filing, addressing, and investigating reports of harassment for their respective employees. The anti-harassment policy and these procedures are posted in a conspicuous location on the Component's intranet, or for employees who do not have access to the intranet, in a physical location accessible by those employees (posting in a conspicuous physical location does not apply outside DHS spaces).

G. The Office for Civil Rights and Civil Liberties develops procedures for filing, addressing, and investigating reports of harassment for the Office of the Secretary and the Support Components (except FLETC and OIG). The anti-harassment policy and these procedures are posted in a conspicuous place on the DHS intranet, or for employees who do not have access to the intranet, in a physical location accessible by those employees (posting in a conspicuous physical location does not apply outside DHS spaces).

H. Appropriate measures are taken to publicize policies and the reporting procedures. Employees receive the DHS anti-harassment policy and applicable reporting procedures at least once per year. New employees receive the policy and procedures when beginning employment. All employees sign an acknowledgment that they have been provided the policy and procedures—new employees upon joining DHS and existing employees within 90 days of the effective date of this Directive.

I. Training is provided to employees, supervisors, and managers so they understand their rights and responsibilities regarding the policy and procedures.

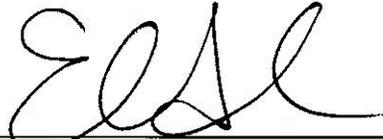
J. This Directive and the DHS anti-harassment policy do not affect an employee's right to file an EEO complaint of harassment or discrimination. An employee's use of the reporting procedure referenced in this Directive does not result in an individual complaint of discrimination or harassment and does not take the place of such a complaint.

1. Employees may use the reporting procedure referenced in this Directive in addition to filing a complaint of harassment or discrimination based on race, color, religion, sex, national origin, disability, age, sexual orientation, parental status, protected genetic information or retaliation by contacting the servicing Component EEO Office or Civil Rights Office within 45 days of the alleged harassment. However, employees choosing to file such a complaint with their own EEO Office or Civil Rights Office must also report any possible harassment in accordance with their Component's reporting procedures.

2. Complaints may also be made directly to the Office of Special Counsel ([www.osc.gov](http://www.osc.gov)), alleging discrimination based upon marital status, political affiliation, or sexual orientation. The Office of Special Counsel investigates and prosecutes allegations of prohibited personnel actions.

## VI. Questions

Address any questions or concerns regarding this Directive to the Deputy Officer for EEO Programs, in the Office for Civil Rights and Civil Liberties.



Elaine C. Duke

Under Secretary for Management

3/1/09  
Date

## **ANTI-HARASSMENT POLICY**

It is the policy of the Department of Homeland Security (DHS) to maintain a work environment free from harassment.

Prohibited harassment includes, but is not limited to, unwelcome conduct, whether verbal, nonverbal, or physical conduct that has the purpose or effect of unreasonably interfering with an individual's work performance or creating an intimidating, offensive, or hostile environment on the basis of an individual's race, color, religion, sex, sexual orientation, national origin, age, disability, marital status, parental status, political affiliation, or any other basis protected by law. Among the types of unwelcome conduct prohibited by this policy are epithets, slurs, stereotyping, intimidating acts, and the circulation or posting of written or graphic materials that show hostility toward individuals because of their protected status. Acts of physical violence, and actual, implied, or veiled threats of violence, are forms of prohibited harassment. Any form or manner of threatening or provoking remarks or threatening gestures in the workplace is prohibited. DHS prohibits harassment even if it does not rise to the level of actionable harassment under the law. Although a single utterance or act may not rise to a level that may be actionable under the law, it still has no place at DHS.

This policy prohibits harassment by or of any employee, supervisor, manager, contractor, vendor, applicant, or other individual with whom DHS employees come into contact by virtue of their work for DHS.

### **Sexual Harassment**

Sexual harassment is a form of prohibited harassment. Harassing conduct is often, but not always, sexual in nature. DHS's policy forbids harassment based on gender regardless of whether the offensive conduct is sexual in nature or whether the individual engaged in harassment and the individual being harassed are of the same gender. Unwelcome sexual advances, requests for sexual favors, and other verbal, nonverbal or physical conduct of based on gender (whether or not it is of a sexual nature) constitute sexual harassment when:

- a. Submission to such conduct is either an explicit or implicit term or condition of employment;
- b. Submission to or rejection of the conduct is used as a basis for making employment decisions; or
- c. The conduct has the purpose or effect of unreasonably interfering with an individual's work performance or creates an intimidating, offensive, or hostile environment.

Examples of gender-based harassment forbidden by this policy include: (1) offensive sexually-oriented verbal kidding, teasing or jokes; (2) repeated unwanted sexual flirtations, advances, or propositions, (3) continued or repeated verbal abuse of a sexual nature; (4) graphic or degrading comments about an individual's appearance or sexual activity; (5) offensive visual conduct, including leering, making sexual gestures, the display of offensive sexually suggestive objects or pictures, cartoons or posters; (6) unwelcome pressure for sexual activity; (7) offensively suggestive or obscene letters, notes, or invitations; or (8) offensive physical contact such as patting, grabbing, pinching, or brushing against another's body.

### **Employee Responsibilities**

Everyone at DHS is responsible to help keep our workplace free from prohibited discrimination or harassment.

Everyone is expected to avoid any behavior or conduct that could reasonably be interpreted as prohibited harassment; no employees, regardless of title or position, are exempt from the requirements of this policy. Employees are encouraged to inform any person who engages in harassing conduct in the workplace that the conduct is unwelcome. Supervisors and managers are required to report any harassment they observe in accordance with the reporting procedure below.

### **Reporting Procedures**

Any person who believes that he or she has been subjected to or witnessed harassment in violation of this policy should report the matter promptly to his/her first or second-line supervisor, to another management official in his or her chain of command, to \_\_\_\_\_ **[Component fills in contact information]**, or to the Equal Employment Opportunity (EEO) or Civil Rights Office servicing the applicable Component. If you are not promptly contacted by an investigator regarding your report, please notify \_\_\_\_\_ **[Components fill in contact information for a supervisor or contact of last resort]**.

### **Policy Against Retaliation**

DHS does not tolerate retaliation against any individuals for reporting harassment or assisting another individual in reporting harassment, for providing information related to such a report, for filing an EEO complaint, or for opposing conduct that they believe is unlawfully discriminatory or harassing. Any person who believes he or she has been subject to retaliation reports the conduct using the same reporting procedures as for complaints of harassment.

## **DHS Response**

All reports describing conduct that is inconsistent with this policy are investigated promptly. If deemed necessary, DHS takes interim measures while the investigation is pending and appropriate action once the report has been thoroughly investigated. DHS may discipline an employee for inappropriate conduct discovered in investigating reports made under this policy, regardless of whether the conduct amounts to a violation of law or even of this policy.

The confidentiality of reports or information relating to harassment is protected to the extent possible. Reports are addressed through an appropriate prompt, thorough, and impartial investigation. DHS takes prompt corrective action when it determines that harassment has occurred. Any employee found to have engaged in harassment is subject to disciplinary action, up to and including removal.

## **EEO Complaints**

DHS Directive 256-01 does not affect an employee's right to file an EEO complaint of harassment or discrimination. An employee's use of the reporting procedures called for in the Directive does not result in an individual complaint of discrimination or harassment. Employees may make complaints of harassment or discrimination based upon race, color, religion, sex, national origin, disability, age, sexual orientation, parental status, protected genetic information, or retaliation by contacting

\_\_\_\_\_ **[Components fill in information about the servicing Office of Equal Employment Opportunity (OEEO)]** within 45 days of the harassment or discrimination, regardless of whether an employee utilizes the procedures established under this policy. Complaints on some grounds can also be made directly to the Office of Special Counsel, including those based upon marital status, political affiliation, or sexual orientation. For complete information on filing such complaints, contact the Office of Special Counsel or visit [www.osc.gov](http://www.osc.gov). Employees choosing to file such complaints with the servicing EEO or Civil Rights Office, or the Office of Special Counsel must still report harassment in accordance with their Component's harassment reporting procedures, which are available at \_\_\_\_\_ **[Components specify]**.



**Homeland  
Security**

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,

A handwritten signature in blue ink that reads "Veronica Venture".

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)

Veronica Venture  
Deputy Officer, Civil Rights & Civil Liberties  
Director, EEO and Diversity Division

Telephone and Fax Numbers:

(202) 254-8210  
(202) 254-8240 (Fax)

C. Name and Title of Contact Person  
(include address if different from above)

Tram-Tiara Ngo  
EEO Program Manager

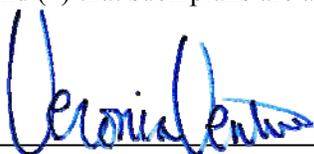
Telephone and Fax Numbers:

(202) 254-5855  
(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** \_\_\_\_\_



**Designated FEORP Official**

\_\_\_\_\_  
November 30, 2011

**DATE**



# Homeland Security

## 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.

# DHS FEORP Plan for FY 2012

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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<sup>1</sup> (ERI) categories, except Hispanic, are consistently under-represented across occupational groups compared to their availability in the Relevant Civilian Labor Force (RCLF<sup>2</sup>). 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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<sup>1</sup> 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.

<sup>2</sup> 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.

## DHS FEORP Plan for FY 2012

OCCUPATION	All Male	All Female	Hispanic Male	Hispanic Female	White Male	White Female	Black Male	Black Female	Asian Male	Asian Female
<b>ALL (Permanent FTE = 183,879)</b>	68.3	31.7	15.6	5.2	41.2	16.6	7.1	7.7	3.2	1.6
1802 Compliance Inspection & Support <b>Permanent FTE = 54,905</b>										
% DHS	58.8	41.2* <sup>3</sup>	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 <sup>4</sup> <b>Permanent FTE = 24,608</b>										
% 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 <b>Permanent FTE = 20,559</b>										
% 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 <b>Permanent FTE = 21,408</b>										
% 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 <b>Permanent FTE = 11,097</b>										
% 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.

<sup>3</sup> 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.

<sup>4</sup> 1801 series includes CBP, USCG, USCIS, ICE, FLETC, and TSA Law Enforcement Occupations.

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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.

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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:

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- 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

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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

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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

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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

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- 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.

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**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.

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

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**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)

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**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:

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

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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 reinstated 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.

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- 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.

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**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

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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

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- 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

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## Attachment 1

### DHS Projected Training/Career Development Programs by Grade Level

#### GS 1-4 or equivalent

<b>Course/Program Title</b>	<b>Component</b>
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

<b>Course/Program Title</b>	<b>Component</b>
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

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## GS 9-12 or equivalent

<b>Course/Program Title</b>	<b>Component</b>
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

<b>Course/Program Title</b>	<b>Component</b>
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

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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

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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

<b>Course/Program Title</b>	<b>Component</b>
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

# DHS FEORP Plan for FY 2012

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## 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 7<sup>th</sup> International Conference  
Bakersfield  
Barry University  
Benedict 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)

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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 – 23<sup>rd</sup> Annual  
New Mexico Highland University  
New Mexico State University  
North Carolina Central University  
North Carolina Native American Youth Organization 31<sup>st</sup> 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 State University  
Southwest Indian Polytechnic Institute  
Spellman College

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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



# Homeland Security

## 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<sup>1</sup>). In FY 2011, women represented 31.7% of the DHS permanent workforce compared to 46.8% of the RCLF.

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<sup>1</sup> 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.

# DHS FEORP Accomplishment Report for FY 2011

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- The representation of women and minorities at the Senior Pay<sup>2</sup> 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.<sup>3</sup>
- 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<sup>4</sup> (ERI) categories, except Hispanic, are consistently under-represented across occupational groups compared to their availability in the RCLF.<sup>5</sup> 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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<sup>2</sup> 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).

<sup>3</sup> 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 underrepresented groups for leadership positions and for leadership development courses. (DHS Workforce Strategy Objective 1.3: Achieve a diverse leadership cadre.)

<sup>4</sup> 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.

<sup>5</sup> 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.

# DHS FEORP Accomplishment Report for FY 2011

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* <sup>6</sup>	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 & Compliance <sup>7</sup> Permanent FTE = 24,617										
% 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 = 20,576										
% 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 Investigator 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

## 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-

<sup>6</sup> 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.

<sup>7</sup> 1801 series includes CBP, USCG, USCIS, ICE, FLETC, and TSA Law Enforcement Occupations.

# DHS FEORP Accomplishment Report for FY 2011

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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:

# DHS FEORP Accomplishment Report for FY 2011

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- 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.

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**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 the 198 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.

# DHS FEORP Accomplishment Report for FY 2011

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- 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

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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,

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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.

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- 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.

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## 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.<sup>8</sup> 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.<sup>9</sup> 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<sup>10</sup> 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.

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

<sup>9</sup> There were zero hires for Hispanics under the PMF Program.

<sup>10</sup> 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.

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## 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

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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

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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.

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**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

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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.

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- Participated in the Women in Federal Law Enforcement (WIFLE) 11<sup>th</sup> 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 & hires.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.

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**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.

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- Hosted quarterly Lunch and Learn Programs involving topics such as: Employee Benefits, Leadership Skills Needed For The 21<sup>st</sup> 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

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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.

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- 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.

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- 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<sup>11</sup>, 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:

<b>Major Occupation</b>	<b>Total Hires</b>	<b>Total Women<sup>12</sup></b>	<b>Blacks</b>	<b>Hispanics</b>	<b>Other Minorities</b>
Border Patrol Agent <sup>13</sup>	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

<sup>11</sup> In FY 2010, DHS issued Management Directive 112-06, which sets forth the Department’s policy for recognizing employee associations and affinity groups.

<sup>12</sup> Includes Black and Hispanic women.

<sup>13</sup> 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.

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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.

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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<sup>14</sup> 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

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<sup>14</sup> OIG's formal mentoring program was in hiatus during FY 2011 and will be reinstated in FY 2012. TSA and I&A currently do not have a mentoring program.

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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.

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## **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
<b>TOTAL</b>																		
<b>FY 2010</b>	<b>#</b>	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
	<b>%</b>	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
<b>FY 2011</b>	<b>#</b>	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
	<b>%</b>	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
<b>CLF (2000)</b>	<b>%</b>	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
<b>Difference Ratio Change</b>	<b>#</b>	8,892	5,928	2,964	1,457	554	3,166	1,105	865	1,061	302	170	62	31	8	-6	68	49
	<b>%</b>	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
<b>Net Change</b>	<b>%</b>	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
<b>PERMANENT</b>																		
<b>FY 2010</b>	<b>#</b>	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
	<b>%</b>	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
<b>FY 2011</b>	<b>#</b>	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
	<b>%</b>	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

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**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	Male	Female
<b>Difference</b>	<b>#</b>	8,010	5,566	2,444	1,386	486	2,938	789	807	917	307	180	91	61	11	-9	67	46
<b>Ratio Change</b>	<b>%</b>	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
<b>Net Change</b>	<b>%</b>	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
<b>TEMPORARY</b>																		
<b>FY 2010</b>	<b>#</b>	15,203	8,377	6,826	465	485	6,512	4,324	964	1,599	175	168	146	149	99	83	12	17
	<b>%</b>	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
<b>FY 2011</b>	<b>#</b>	16,016	8,695	7,321	536	553	6,740	4,640	1,022	1,743	170	158	117	119	96	86	13	20
	<b>%</b>	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
<b>Difference</b>	<b>#</b>	813	318	495	71	68	228	316	58	144	-5	-10	-29	-30	-3	3	1	3
<b>Ratio Change</b>	<b>%</b>	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
<b>Net Change</b>	<b>%</b>	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

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NON-APPROPRIATED																		
<b>FY 2010</b>	<b>#</b>	1,386	389	997	87	164	246	657	29	94	24	78	0	0	1	2	2	2
	<b>%</b>	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
<b>FY 2011</b>	<b>#</b>	1,363	393	970	81	144	244	648	35	93	24	75	3	4	5	1	1	5
	<b>%</b>	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
<b>Difference</b>	<b>#</b>	-23	4	-27	-6	-20	-2	-9	6	-1	0	-3	3	4	4	-1	-1	3
	<b>Ratio Change</b>	<b>%</b>	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
<b>Net Change</b>	<b>%</b>	-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

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NOTE: Percentages compute across rows and NOT down columns.

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**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	
<b>Major/Mission Critical Occupations (500+ employees)</b>																		
<b>1802 - Compliance Inspection &amp; Support</b>	#	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
<b>Occupational CLF</b>	%	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
<b>1801 - Genl Inspection, Investigative Enforcement, &amp; Compliance *</b>	#	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
<b>Occupational CLF</b>	%	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
<b>1896 - Border Patrol Agents</b>	#	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
<b>Occupational CLF</b>	%	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
<b>1895 - Customs &amp; Border Protection Officers</b>	#	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
<b>Occupational CLF</b>	%	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

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<b>1811 - Criminal Investigators</b>	#	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
<b>Occupational CLF</b>	%	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
<b>0301 - Miscellaneous Administration &amp; Programs</b>	#	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
<b>Occupational CLF</b>	%	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
<b>0343 - Management &amp; Program Analysis</b>	#	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
<b>Occupational CLF</b>	%	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
<b>2210 - Information Technology Specialists</b>	#	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
<b>Occupational CLF</b>	%	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
<b>0401 - General Natural Resources Management &amp; Biology</b>	#	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
<b>Occupational CLF</b>	%	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
<b>0905 - General Attorney</b>	#	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
<b>Occupational CLF</b>	%	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
<b>0080 - Security Administration</b>	#	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

# DHS FEORP Accomplishment Report for FY 2011

<b>Occupational CLF</b>	<b>%</b>	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
<b>0340 - Program Management</b>	<b>#</b>	1,748	1,145	603	118	52	850	414	118	100	36	25	5	1	12	7	5	4
	<b>%</b>	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
<b>Occupational CLF</b>	<b>%</b>	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
<b>0303 - Miscellaneous Clerk &amp; Assistant</b>	<b>#</b>	1,701	478	1,223	81	190	271	622	80	297	39	87	0	3	5	13	2	11
	<b>%</b>	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
<b>Occupational CLF</b>	<b>%</b>	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
<b>0132 - Intelligence</b>	<b>#</b>	1,559	952	607	111	112	735	385	61	78	33	26	4	0	7	5	1	1
	<b>%</b>	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
<b>Occupational CLF</b>	<b>%</b>	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
<b>0083 - Uniformed Division</b>	<b>#</b>	1,557	1,397	160	98	9	1,042	102	228	46	18	3	2	0	7	0	2	0
	<b>%</b>	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
<b>Occupational CLF</b>	<b>%</b>	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
<b>1102 - Contract Specialist</b>	<b>#</b>	1,407	554	853	27	50	397	430	96	304	23	47	1	1	5	11	5	10
	<b>%</b>	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
<b>Occupational CLF</b>	<b>%</b>	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
<b>0201 - Human Resources Management</b>	<b>#</b>	1,208	304	904	16	67	187	443	81	346	8	37	0	1	10	8	2	2
	<b>%</b>	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
<b>Occupational CLF</b>	<b>%</b>	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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<b>1889 - Import Specialist</b>	#	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
<b>Occupational CLF</b>	%	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
<b>1881 - Customs &amp; Border Protection Interdiction</b>	#	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
<b>Occupational CLF</b>	%	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
<b>0511 - Auditing</b>	#	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
<b>Occupational CLF</b>	%	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
<b>0391 - Telecommunications</b>	#	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
<b>Occupational CLF</b>	%	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
<b>0501 - Financial Administration &amp; Program</b>	#	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
<b>Occupational CLF</b>	%	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
<b>0510 - Accounting</b>	#	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
<b>Occupational CLF</b>	%	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
<b>1894 - Customs Entry &amp; Liquidating</b>	#	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
<b>Occupational CLF</b>	%	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

# DHS FEORP Accomplishment Report for FY 2011

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<b>Total **</b>	<b>#</b>	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
	<b>%</b>	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

Consortio de Arecibo Job Fair, PR	Job Fair Municipio Police San German, PR
Feria de Empleo y Servicios 2011, PR	Plaza Las Americas Feria de Seguridad 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

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### 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	
<b>Other Outreach Activities</b>	
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
<b>Federal Emergency Management Agency (FEMA)</b>	
<b>Career Fairs</b>	
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
<b>Conferences/Forums/Summits</b>	
African American Leadership Summit	National Urban League Conference, MA
BEEP Leadership Conference, FL	
<b>Other Outreach Activities</b>	
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-Tillotson University, TX	Universidad Politecnica 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
Benedict 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	
<b>DHS Headquarters (HQ)</b>	
<b>Career Fairs</b>	
<b>Conferences/Forums/Summits</b>	
Wounded Warrior Conference, Ft. Belvoir, VA	
<b>Other Outreach Activities</b>	
American University, Washington, DC	University of Puerto Rico
Trinity University	
<b>U.S. Immigration &amp; Customs Enforcement (ICE)</b>	
<b>Career Fairs</b>	
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
<b>Conferences/Forums/Summits</b>	
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**

3 <sup>rd</sup> 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)
(9 <sup>th</sup> ) Hispanic Association of Colleges and Universities (HACU) International Conference, PR	National Organization of Black Law Enforcement Executives (NOBLE) Annual Conference
(82 <sup>nd</sup> ) 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 (10th Annual) Asian Diversity Career Expo, NY	Naval Reserves Operation Center Job Fair, NY
Arlington Career Fair, VA	Navy Tri-base Job Fair, FL
Army Career & Alumni Program Semi-Annual Job Fair, TX	New Orleans Diversity & Bilingual Job Fair, LA
Asian Professional Exchange (APEX) 10th Annual Career Symposium, CA	New York State University, Stony Brook Government Career Fair
Assumption College Career Fair, MA	Nichols College Career Fair, MA
Atlantic Cape Community College Career Fair, NJ	Noli's Career Day 2011, CA
Aurora University Criminal Justice Career Fair, IL	North Carolina A&T State University Career Fair
Baltimore County Community College, Essex Campus Job Fair, MD	North Lake College Job Fair, TX
Barry University Government Career Fair, FL	Northampton Community College Job Fair, MA
Base Closure and Realignment Commission (BRAC) Career Fair, VA	Norfolk State University Career Fair
Bergen Community College Job Fair, NJ	Northeastern University Career Fair, MA
Blue Bell Campus Job Expo, PA	Northern Virginia Community College "Meet the Employer" Job Fair and Campus Career Fair
Bluefield State College Career Fair, WV	Norwich University Spring Career Fair, VT
Boston University Career Fair, MA	Northwest Academy of Law Career Fair, MO
Bridgewater State University Criminal Justice Career Night and Work N'Serve Expo, MA	NSU Job Fair, OK
Bunker Hill Community College Fall Job Fair, MA	Ohio State University Career and Job Fair & Internship Expo
Call to Serve Government Career Fair, MI	Oklahoma City University Career Fair
(35th Annual) Career Expo, RI	Old Dominion University Career Fair and Criminal Justice/Sociology Fair, VA
Career Fair & Internship Expo, OH	Operation Warfighter Internship Career Fair, DC
CareerFest 2011, OH	OSU Cowboys for a Cause Career Fair, OK
Careers & the disABLED'S Career Expos, DC	OSU-Tulsa Career Fair, OK
CASA Central Employment & Resource Fair, IL	Oswego State University Career Fair, NY
Catholic University Career Fair, DC	Pace University Career Fair, NY
CEDA Job Fair, IL	Pacific Asian Consortium Career Fair, CA
Central Intercollegiate Athletic Association (CIAA) Career Fair	Pacific Rim Disability Career Fair, HI
(27th Annual) Challenge Job and Internship Fair, VA	Palm Beach State College Job/University Transfer Fair, FL
Charlottesville Community Career Fair, VA	Penn State Altoona Career Fair
Chesapeake College Annual Career and Job Expo, MD	Penn State University Spring Career Fair
Chicago State University Spring Career Fair	Pittsburgh Federal Career Day, PA
Chicago Workforce Career Fair, IL	Radford University Lambda Phi Epsilon Career Fair, VA
Choctaw Nation Career Expo, OK	Randolph Macon College Career Fair, VA
Clayton State University Career Expo, GA	Red River Career Expo, OK
	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	(6 <sup>th</sup> 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 9 <sup>th</sup> 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
(5 <sup>th</sup> 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
(4 <sup>th</sup> 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 5 <sup>th</sup> 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' 5 <sup>th</sup> 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 20 <sup>th</sup> -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 4 <sup>th</sup> 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	
<b>Conferences/Forums/Summits</b>	
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
(7 <sup>th</sup> 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	(10 <sup>th</sup> 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
(3 <sup>rd</sup> 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
(37 <sup>th</sup> 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
(32 <sup>nd</sup> Annual) Indian Youth Unity Conference, NC	Service Academy Career Conference, Washington, DC
(17 <sup>th</sup> 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	(11 <sup>th</sup> Annual) Warren County Law and Public Safety Day, NJ
(41 <sup>st</sup> Annual) National Indian Education Association (NIEA) Convention, CA	
<b>Other Outreach Activities</b>	
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
(4 <sup>th</sup> 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
(20 <sup>th</sup> ) 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
<b>DHS Headquarters, Office of Intelligence and Analysis (I&amp;A)</b>	
<b>Career Fairs</b>	
<b>Conferences/Forums/Summits</b>	
<b>Other Outreach Activities</b>	
Blacks in Government	League of United Latin American Citizens
Federal Asian Pacific American Citizen	Society of American Indian government Employees
<b>DHS Headquarters, Office of Inspector General (OIG)</b>	
<b>Career Fairs</b>	
Howard University Career Fair, Washington, DC	Coppin State University Career Fair, MD
<b>Conferences/Forums/Summits</b>	
<b>Other Outreach Activities</b>	

# 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		
						Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male
All	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female		
<b>Student Career Employment Program (SCEP)</b>																		
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
<b>Student Temporary Employment Program (STEP)</b>																		
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



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





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	
<b>0080 - Security Specialist (I&amp;A)</b>																		
<b>Total Received</b>	#	NA																
<b>Voluntarily Identified</b>	#	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
<b>Qualified of those Identified</b>	#	NA																
	%																	
<b>Selected of those Identified</b>	#	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
<b>Occupational CLF</b>	%	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
<b>0083 - Uniformed Division (USSS)</b>																		
<b>Total Received</b>	#	9984																
<b>Voluntarily Identified</b>	#	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
<b>Qualified of those Identified</b>	#	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
<b>Selected of those Identified</b>	#	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
<b>Occupational CLF</b>	%	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)**

<b>Total Received</b>	#	NA																
<b>Voluntarily Identified</b>	#	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
<b>Qualified of those Identified</b>	#	NA																
	%																	
<b>Selected of those Identified</b>	#	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
<b>Occupational CLF</b>	%	100	51.4	48.6														

**0201 - Human Resources Specialist (USCG, FEMA, FLETG, HQ)**

<b>Total Received</b>	#	5395																
<b>Voluntarily Identified</b>	#	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
<b>Qualified of those Identified</b>	#	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
<b>Selected of those Identified</b>	#	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
<b>Occupational CLF</b>	%	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)**

<b>Total Received</b>	#	68940																
<b>Voluntarily Identified</b>	#	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
<b>Qualified of those Identified</b>	#	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
<b>Selected of those Identified</b>	#	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
<b>Occupational CLF</b>	%	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)**

<b>Total Received</b>	#	NA																
<b>Voluntarily Identified</b>	#	NA																
	%																	
<b>Qualified of those Identified</b>	#	NA																
	%																	
<b>Selected of those Identified</b>	#	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
<b>Occupational CLF</b>	%	100	53.1	46.8														

**0343 - Program/Management Analyst (USCIS, USCG, FEMA, HQ, OIG)**

<b>Total Received</b>	#	56520																
<b>Voluntarily Identified</b>	#	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
<b>Qualified of those Identified</b>	#	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
<b>Selected of those Identified</b>	#	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
<b>Occupational CLF</b>	%	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)**

<b>Total Received</b>	#	3258																
<b>Voluntarily Identified</b>	#	NA																
	%																	
<b>Qualified of those Identified</b>	#	NA																
	%																	
<b>Selected of those Identified</b>	#	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
<b>Occupational CLF</b>	%	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)**

<b>Total Received</b>	#	6280																
<b>Voluntarily Identified</b>	#	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
<b>Qualified of those Identified</b>	#	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
<b>Selected of those Identified</b>	#	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
<b>Occupational CLF</b>	%	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)**

<b>Total Received</b>	#	3124																
<b>Voluntarily Identified</b>	#	NA																
	%																	
<b>Qualified of those Identified</b>	#	NA																
	%																	
<b>Selected of those Identified</b>	#	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
<b>Occupational CLF</b>	%	100																

**0801 - General Engineer (USCG, HQ)**

<b>Total Received</b>	#	989																
<b>Voluntarily Identified</b>	#	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
<b>Qualified of those Identified</b>	#	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
<b>Selected of those Identified</b>	#	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
<b>Occupational CLF</b>	%	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)**

<b>Total Received</b>	#	689																
<b>Voluntarily Identified</b>	#	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
<b>Qualified of those Identified</b>	#	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
<b>Selected of those Identified</b>	#	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
<b>Occupational CLF</b>	%	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)**

<b>Total Received</b>	#	390																
<b>Voluntarily Identified</b>	#	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
<b>Qualified of those Identified</b>	#	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
<b>Selected of those Identified</b>	#	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
<b>Occupational CLF</b>	%	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)**

<b>Total Received</b>	#	308																
<b>Voluntarily Identified</b>	#	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
<b>Qualified of those Identified</b>	#	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
<b>Selected of those Identified</b>	#	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
<b>Occupational CLF</b>	%	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)**

<b>Total Received</b>	#	48																
<b>Voluntarily Identified</b>	#	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
<b>Qualified of those Identified</b>	#	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
<b>Selected of those Identified</b>	#	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
<b>Occupational CLF</b>	%	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)**

<b>Total Received</b>	#	505																
<b>Voluntarily Identified</b>	#	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
<b>Qualified of those Identified</b>	#	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
<b>Selected of those Identified</b>	#	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
<b>Occupational CLF</b>	%	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)**

<b>Total Received</b>	#	128																
<b>Voluntarily Identified</b>	#	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
<b>Qualified of those Identified</b>	#	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
<b>Selected of those Identified</b>	#	0																
	%																	
<b>Occupational CLF</b>	%	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)**

<b>Total Received</b>	#	200																
<b>Voluntarily Identified</b>	#	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
<b>Qualified of those Identified</b>	#	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
<b>Selected of those Identified</b>	#	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
<b>Occupational CLF</b>	%	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)**

<b>Total Received</b>	#	177																
<b>Voluntarily Identified</b>	#	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
<b>Qualified of those Identified</b>	#	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
<b>Selected of those Identified</b>	#	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
<b>Occupational CLF</b>	%	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)**

<b>Total Received</b>	#	1533																
<b>Voluntarily Identified</b>	#	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
<b>Qualified of those Identified</b>	#	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
<b>Selected of those Identified</b>	#	0																
	%																	
<b>Occupational CLF</b>	%	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)**

<b>Total Received</b>	#	2677																
<b>Voluntarily Identified</b>	#	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
<b>Qualified of those Identified</b>	#	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
<b>Selected of those Identified</b>	#	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
<b>Occupational CLF</b>	%	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)**

<b>Total Received</b>	#	31924																
<b>Voluntarily Identified</b>	#	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
<b>Qualified of those Identified</b>	#	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
<b>Selected of those Identified</b>	#	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
<b>Occupational CLF</b>	%	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)**

<b>Total Received</b>	#	NA																
<b>Voluntarily Identified</b>	#	NA																
	%																	
<b>Qualified of those Identified</b>	#	NA																
	%																	
<b>Selected of those Identified</b>	#	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
<b>Occupational CLF</b>	%	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)**

<b>Total Received</b>	#	NA																
<b>Voluntarily Identified</b>	#	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
<b>Qualified of those Identified</b>	#	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
<b>Selected of those Identified</b>	#	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
<b>Occupational CLF</b>	%	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)**

<b>Total Received</b>	#	20229																
<b>Voluntarily Identified</b>	#	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
<b>Qualified of those Identified</b>	#	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
<b>Selected of those Identified</b>	#	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
<b>Occupational CLF</b>	%	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)**

<b>Total Received</b>	#	2739																
<b>Voluntarily Identified</b>	#	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
<b>Qualified of those Identified</b>	#	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
<b>Selected of those Identified</b>	#	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
<b>Occupational CLF</b>	%	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)**

<b>Total Received</b>	#	NA																
<b>Voluntarily Identified</b>	#	NA																
	%																	
<b>Qualified of those Identified</b>	#	NA																
	%																	
<b>Selected of those Identified</b>	#	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
<b>Occupational CLF</b>	%	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)**

<b>Total Received</b>	#	27358																
<b>Voluntarily Identified</b>	#	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
<b>Qualified of those Identified</b>	#	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
<b>Selected of those Identified</b>	#	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
<b>Occupational CLF</b>	%	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)**

<b>Total Received</b>	#	649																
<b>Voluntarily Identified</b>	#	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
<b>Qualified of those Identified</b>	#	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
<b>Selected of those Identified</b>	#	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
<b>Occupational CLF</b>	%	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)**

<b>Total Received</b>	#	33710																
<b>Voluntarily Identified</b>	#	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
<b>Qualified of those Identified</b>	#	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
<b>Selected of those Identified</b>	#	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
<b>Occupational CLF</b>	%	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)**

<b>Total Received</b>	#	8085																
<b>Voluntarily Identified</b>	#	NA																
	%																	
<b>Qualified of those Identified</b>	#	NA																
	%																	
<b>Selected of those Identified</b>	#	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
<b>Occupational CLF</b>	%	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)**

<b>Total Received</b>	#	29223																
<b>Voluntarily Identified</b>	#	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
<b>Qualified of those Identified</b>	#	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
<b>Selected of those Identified</b>	#	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
<b>Occupational CLF</b>	%	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)**

<b>Total Received</b>	#	35896																	
<b>Voluntarily Identified</b>	#	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	0.00
<b>Qualified of those Identified</b>	#	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	0.00
<b>Selected of those Identified</b>	#	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	0.00
<b>Occupational CLF</b>	%	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)**

<b>Total Received</b>	#	442																	
<b>Voluntarily Identified</b>	#	NA																	
	%																		
<b>Qualified of those Identified</b>	#	NA																	
	%																		
<b>Selected of those Identified</b>	#	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	0.00
<b>Occupational CLF</b>	%	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)**

<b>Total Received</b>	#	11521																	
<b>Voluntarily Identified</b>	#	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	
<b>Qualified of those Identified</b>	#	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	
<b>Selected of those Identified</b>	#	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	0.00
<b>Occupational CLF</b>	%	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)







I&A																	
<b>GS-13</b>																	
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
<b>GS-14</b>																	
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
<b>GS-15</b>																	
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
<b>SES</b>																	
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
ICE																	
<b>GS-13</b>																	
Selected	#	304	227	77	59	12	145	48	15	13	8	4	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
<b>GS-14</b>																	
Selected	#	307	215	92	30	10	155	52	18	28	8	2	0	0	2	0	2
	%	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
<b>GS-15</b>																	
Selected	#	122	88	34	14	2	66	18	7	11	1	1	0	0	0	2	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
TSA																	
<b>GS-13 (I Band)</b>																	
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
<b>GS-14 (J Band)</b>																	
Selected	#	175	132	43	5	3	107	24	12	9	7	4	-	-	1	2	-
	%	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

<b>SES (SW Band)</b>																		
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
<b>USSS</b>																		
<b>GS-13</b>																		
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
<b>GS-14</b>																		
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
<b>GS-15</b>																		
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
<b>SES</b>																		
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
<b>GRAND TOTAL</b>																		
<b>GS-13 *</b>																		
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
<b>GS-14 *</b>																		
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
<b>GS-15 *</b>																		
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
<b>SES</b>																		
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	
<b>CBP</b>																	
<b>0201 - Human Resources Specialists</b>																	
Selected	#	3	0	3	0	0	0	3	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
<b>0301 - Administration</b>																	
Selected	#	19	7	12	1	2	3	8	1	0	2	2	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
<b>0343- Program-Management Analyst</b>																	
Selected	#	36	11	25	1	2	8	16	1	5	1	2	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
<b>0401 - Agriculture Specialists</b>																	
Selected	#	5	4	1	0	0	3	0	1	1	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
<b>0510 - Accountant</b>																	
Selected	#	7	3	4	0	0	2	4	1	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
<b>0801- General Engineer</b>																	
Selected	#	2	2	0	0	0	1	0	0	0	0	0	0	0	1	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
<b>1801 - Enforcement Aviation/Marine Supervisor</b>																	
Selected	#	67	67	0	17	0	44	0	3	0	2	0	0	0	1	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
<b>1889 - Import Specialist</b>																	
Selected	#	22	10	12	0	3	7	6	1	3	2	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
<b>1895 - CBP Officer</b>																	
Selected	#	127	98	29	29	9	58	15	4	2	6	3	0	0	1	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







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



<b>CIVILIAN ORIENTATION PROGRAM</b>																	
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
<b>FEMA</b>																	
<b>PERFORMANCE EXCELLENCE SERIES, LEVEL 1, COMMUNICATIONS &amp; CUSTOMER SERVICE</b>																	
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
<b>PERFORMANCE EXCELLENCE SERIES, LEVEL 1, ACHIEVING EFFECTIVE RESULTS/TEAMWORK</b>																	
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
<b>PERFORMANCE EXCELLENCE SERIES, LEVEL 1, REPRESENTING THE AGENCY</b>																	
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
<b>PERFORMANCE EXCELLENCE SERIES, LEVEL I, LEADERSHIP FOR EMERGING LEADERS</b>																	
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
<b>FLETC</b>																	
<b>TUITION ASSISTANCE PROGRAM</b>																	
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
<b>HQ</b>																	
<b>HOMELAND SECURITY ROTATION PROGRAM</b>																	
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
<b>GS 9-12 or equivalent</b>																	
<b>CBP</b>																	
<b>MAKING A DIFFERENCE, 5-YEAR CAREER POINT TRAINING</b>																	
Participants	#	182	136	46	12	6	113	33	8	5	3	2	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
<b>OFO STRATEGIC PLAN TRAINING</b>																	
Participants	#	5	5	0	2	0	3	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
<b>SETTING THE EXAMPLE, 10-YEAR CAREER POINT</b>																	
Participants	#	82	61	21	3	1	56	17	1	3	1	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
<b>SUPERVISORY LEADERSHIP TRAINING</b>																	
Participants	#	403	302	101	100	12	175	64	15	18	10	5	0	0	2	2	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
<b>SITUATIONAL LEADERSHIP INSTRUCTOR CERTIFICATION</b>																	
Participants	#	133	101	32	45	8	49	17	3	4	3	2	0	0	1	1	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









**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

**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

**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

**HARVARD UNIVERSITY SENIOR EXECUTIVE FELLOWS**

Participants	#	1	1	0	0	0	1	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

**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

**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

**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

**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

**ICE****STRATEGIC STAFF RIDE AT GETTYSBURG**

Participants	#	13	8	5	0	1	7	3	1	0	0	1	0	0	0	0	0
	%	100	62	38	0.00	0.08	54	23	8	0.00	0.00	8	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

**SUMMARY BY GRADE CATEGORY**

<b>GS 1-4 or Equivalent</b>	<b>#</b>	1	0	1	0	0	0	0	0	1	0	0	0	0	0	0	0	0
	<b>%</b>	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
<b>GS 5-8 or Equivalent</b>	<b>#</b>	47	35	12	28	5	7	5	0	0	0	2	0	0	0	0	0	0
	<b>%</b>	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
<b>GS 9-12 or Equivalent</b>	<b>#</b>	2152	1004	408	212	48	704	268	56	71	23	13	2	2	4	6	3	0
	<b>%</b>	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
<b>GS 13-15 or Equivalent</b>	<b>#</b>	391	273	114	14	5	137	54	17	22	3	2	0	0	1	1	2	0
	<b>%</b>	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
<b>Senior Pay</b>	<b>#</b>	51	29	22	0	2	23	10	1	3	0	4	0	0	0	0	0	0
	<b>%</b>	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
<b>GRAND TOTALS</b>																		
	<b>#</b>	2642	1341	557	254	60	871	337	74	97	26	21	2	2	5	7	5	0
	<b>%</b>	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











**SUMMARY BY GRADE CATEGORY**

<b>GS 5-8 or Equivalent</b>	<b>#</b>	30	16	14	1	3	11	11	1	0	1	0	0	0	2	0	0	0
	<b>%</b>	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
<b>GS 9-12 or Equivalent</b>	<b>#</b>	84	55	29	14	7	33	13	4	4	4	4	0	0	0	0	0	1
	<b>%</b>	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
<b>GS 13-15 or Equivalent Senior Pay</b>	<b>#</b>	100	43	57	3	4	32	42	2	5	4	2	1	0	0	0	0	0
	<b>%</b>	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
	<b>#</b>	11	7	4	0	3	7	1	0	0	0	0	0	0	0	0	0	0
	<b>%</b>	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
<b>GRAND TOTALS</b>																		
	<b>#</b>	225	121	104	18	17	83	67	7	9	9	6	1	0	2	0	0	1
	<b>%</b>	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  
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	
<p><b>STATEMENT OF CONDITION THAT WAS A TRIGGER FOR A POTENTIAL BARRIER:</b></p> <p><b><u>BARRIER ANALYSIS #1:</u></b></p> <p><b>Underrepresentation</b></p> <p>Provide a brief narrative describing the condition at issue.</p> <p>How was the condition recognized as a potential barrier?</p>	<p><u>Condition:</u></p> <p>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).</p> <p>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.</p> <p><u>How condition was recognized as a potential barrier:</u></p> <p>A review of work force data indicates various groups are below the RCLF percentage, and the Federal average and DHS hiring goals, respectively.</p>	
<p><b>BARRIER ANALYSIS:</b></p> <p>Provide a description of the steps taken and data analyzed to determine cause of the condition.</p>	<p>Data are analyzed by major occupations in total and by individual occupations. Applicant flow data are not currently available, but will eventually be developed.</p> <p><u>Note:</u> This is a multi-year plan which carries over into future years.</p>	
<p><b>STATEMENT OF IDENTIFIED BARRIER:</b></p> <p>Provide a succinct statement of the agency policy, procedure or practice that has been determined to be the barrier of the undesired condition.</p>	<p>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.</p>	
<p><b>OBJECTIVE:</b></p> <p>State the alternative or revised agency policy, procedure or practice to be implemented to correct the undesired</p>	<p><u>For total workforce participation/new hires:</u></p> <p>Develop and implement an MD-715 data system</p>	

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.
<b>RESPONSIBLE OFFICIAL:</b>		OCHCO; CRCL; DHS Components
<b>DATE OBJECTIVE INITIATED:</b>		February 1, 2011
<b>TARGET DATE FOR COMPLETION OF OBJECTIVE:</b>		September 30, 2014
<b>EEOC FORM 715-01 PART I</b>	<b>EEO Plan To Eliminate Identified Barrier</b>	
<b>PLANNED ACTIVITIES TOWARD COMPLETION OF OBJECTIVE:</b>		<b>TARGET DATE (Must be specific)</b>
<b>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.</b>  Track and report net change quarterly.		Quarterly, beginning 6/30/11
<b>2. DHS Components and facilities will research where to conduct outreach for these groups in occupations with underrepresentation.</b> <ol style="list-style-type: none"> <li>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.</li> <li>b. Identify relevant job fairs in the service area.</li> <li>c. Identify focused media outlets to supplement national recruitment with local outreach.</li> <li>d. Identify relevant local affinity groups and community groups for Special Emphasis Program Managers (SEPMs) to visit.</li> <li>e. Conduct focus groups meetings with employees from underrepresented groups to determine how to improve recruitment and retention.</li> <li>f. Establish coordination with other Components regarding recruitment.</li> <li>g. Report Component recruitment needs to OCHCO.</li> </ol>		<ol style="list-style-type: none"> <li>a. Annually, beginning 3/31/11</li> <li>b. Annually, beginning 3/31/11</li> <li>c. Annually, beginning 6/30/11</li> <li>d. Annually, beginning 6/30/11</li> <li>e. Annually, beginning 9/30/11, with six-month progress reviews</li> <li>f. Annually, beginning 6/30/11</li> <li>g. Annually, beginning 6/30/11</li> </ol>

<p><b>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.)</b></p> <p>As appropriate, update goals annually for:</p> <ul style="list-style-type: none"> <li>• Intern programs</li> <li>• Job fairs</li> <li>• Local advertising</li> <li>• Contacts with affinity and community organizations</li> <li>• Coordination on recruitment efforts</li> </ul>	<p>Annually, beginning 9/30/12</p>
<p><b>4. OCHCO will produce a plan to develop an applicant data tracking system, with at least three benchmarks per year.</b></p> <ul style="list-style-type: none"> <li>a. Plan developed</li> <li>b. Test implementation</li> <li>c. Fully operational</li> </ul>	<ul style="list-style-type: none"> <li>a. 6/30/11</li> <li>b. 9/30/13</li> <li>c. 9/30/14</li> </ul>
<p><b>5. OCHCO will continue to use and promote DHS’s enterprise-wide solutions to DHS-wide recruitment to:</b></p> <ul style="list-style-type: none"> <li>• Assess Department-wide recruitment activities</li> <li>• Coordinate Department-wide participation in recruitment events</li> <li>• Develop Department-wide recruitment strategies and activities for cross-cutting occupations</li> </ul>	<p>Quarterly, beginning 6/30/11</p>
<p><b>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:</b></p> <ul style="list-style-type: none"> <li>• (FLETC) College Intern Program<sup>1</sup></li> <li>• (FLETC) Student Volunteer Program</li> <li>• Hispanic Association of Colleges and Universities Internship Program (HACU IP)</li> <li>• Minority Serving Institution Internship Program (MSIIP)</li> <li>• Presidential Management Fellows (PMF)</li> <li>• (USCIS) Summer Intern Enrichment Program</li> </ul>	<p>Annually, beginning 3/31/11</p>

<sup>1</sup> 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.

<ul style="list-style-type: none"> <li>• Student Career Employment Program (SCEP)</li> <li>• Student Temporary Employment Program (STEP)</li> <li>• (TSA) Resident Program</li> <li>• Tuition Assistance Program (TAP)</li> <li>• Workforce Recruitment Program for College Students with Disabilities (WRP)</li> <li>• American University’s Washington Internship for Native Students (WINS)</li> <li>• Microsoft Foundation - American Association of People with Disabilities (AAPD) Federal IT Internship Program</li> <li>• Bender Consulting Register</li> </ul>	
<p><b>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:</b></p> <ul style="list-style-type: none"> <li>• Post vacancy announcements on USAJOBS</li> <li>• Use Component’s career web pages</li> <li>• Use Component’s email broadcasting/message boards</li> <li>• Actively engage underrepresented groups in national and regional conferences</li> </ul>	<p>Annually, beginning 3/31/11</p>
<p><b>8. DHS Components will conduct an assessment to identify any occupations that may require bilingual or bicultural capabilities and include findings and activities.</b></p>	<p>Annually, beginning 3/31/11</p>
<p><b>9. DHS Components will conduct an assessment of the following and report any action items:</b></p> <ul style="list-style-type: none"> <li>• Immediate and longer range job openings for each occupational grade-level grouping for which underrepresentation has been determined</li> <li>• Hiring authorities which may be used to fill such jobs</li> <li>• The possible impact of its actions on underrepresentation</li> </ul>	<p>Annually, beginning 3/31/11</p>

**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

<p>EEOC FORM 715-01 PART I</p>	<p align="center"><i>U.S. Equal Employment Opportunity Commission</i> FEDERAL AGENCY ANNUAL EEO PROGRAM STATUS REPORT</p>	
<p>Department of Homeland Security</p>	<p align="right">FY 2011 - FY 2015</p>	
<p>STATEMENT OF CONDITION THAT WAS A TRIGGER FOR A POTENTIAL BARRIER:</p> <p><b><u>BARRIER ANALYSIS #2:</u></b></p> <p><b>Disparate Rates of Major Personnel Actions (Promotions, Awards, Adverse Actions)</b></p> <p>Provide a brief narrative describing the condition at issue.</p> <p>How was the condition recognized as a potential barrier?</p>	<p><b>Promotions</b></p> <p><u>Condition:</u></p> <p>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.</p> <p>Low participation rates were also found for IWDs and IWTDs compared to those without disabilities.</p> <p><u>How condition was recognized as a potential barrier:</u></p> <p>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.</p> <p><b>Awards</b></p> <p><u>Condition:</u></p> <p>DHS will analyze awards data to determine if there are discrepancies in the ratios of awards by type among various EEO groups.</p> <p><b>Adverse Actions</b></p> <p><u>Condition:</u></p> <p>(specific to USSS) The adverse action rates for a particular group(s) are higher than their representation in the total workforce and in</p>	

	<p>various occupations. An analysis will be done of all Components.</p> <p><u>How condition was recognized as a potential barrier:</u></p> <p>(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.</p>
<p><b>BARRIER ANALYSIS:</b></p> <p>Provide a description of the steps taken and data analyzed to determine cause of the condition.</p>	<p>Low rate of promotions and awards for women and non-Whites and high rates of adverse actions for African-American men.</p> <p><u>Note:</u> This is a multi-year plan which carries over into future years.</p>
<p><b>STATEMENT OF IDENTIFIED BARRIER:</b></p> <p>Provide a succinct statement of the agency policy, procedure or practice that has been determined to be the barrier of the undesired condition.</p>	<p>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.</p>
<p><b>OBJECTIVE:</b></p> <p>State the alternative or revised agency policy, procedure or practice to be implemented to correct the undesired condition.</p>	<p>Conduct in-depth analysis to determine if promotions, awards and adverse actions are proportionate to availability.</p>
<p><b>RESPONSIBLE OFFICIAL:</b></p>	<p>OCHCO; CRCL; DHS Components</p>
<p><b>DATE OBJECTIVE INITIATED:</b></p>	<p>February 1, 2011</p>
<p><b>TARGET DATE FOR COMPLETION OF OBJECTIVE:</b></p>	<p>June 30, 2011 and annually thereafter</p>

<p align="center"><b>PLANNED ACTIVITIES TOWARD COMPLETION OF OBJECTIVE:</b></p>	<p align="center"><b>TARGET DATE (Must be specific)</b></p>
<p><b>1. Review Promotions.</b></p> <ul style="list-style-type: none"> <li>a. CRCL will analyze representation and promotion rates one grade at a time.</li> <li>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.</li> <li>c. OCHCO will develop and implement a training plan for mid-level (GS-11-12) and SES feeder groups (GS-13-15)</li> <li>d. OCHCO will develop and implement a tracking system to capture internal selections data for the SES Candidate Development Program (CDP).</li> <li>e. OCHCO and CRCL will work jointly to review and ensure that the composition of interview and selection panels reflect diversity.</li> <li>f. CRCL will review EEO complaints statistics to identify any trends where non-selection is identified as the issue.</li> </ul>	<ul style="list-style-type: none"> <li>a. Every six months, beginning 6/30/11</li> <li>b. Annually, beginning 6/30/11</li> <li>c. Annually, beginning 9/30/11</li> <li>d. 6/30/11</li> <li>e. Ongoing, beginning 3/31/11</li> <li>f. Annually, beginning 6/30/11</li> </ul>
<p><b>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.</b></p>	<p>Annually, beginning 3/31/11</p>
<p><b>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.)</b></p> <ul style="list-style-type: none"> <li>a. Plan developed</li> <li>b. Test implementation</li> <li>c. Fully operational</li> </ul>	<ul style="list-style-type: none"> <li>a. 9/30/11</li> <li>b. 9/30/12</li> <li>c. 9/30/13</li> </ul>
<p><b>4. Review Awards.</b></p> <ul style="list-style-type: none"> <li>a. CRCL will review award rates among comparable groups of employees.</li> <li>b. OCHCO will review awards policy and determine how awards recipients are selected and how the monetary amounts are determined.</li> <li>c. CRCL will review EEO complaints statistics to determine any trends where awards are identified as the issue.</li> </ul>	<ul style="list-style-type: none"> <li>a. Every six months, beginning 6/30/11</li> <li>b. Annually, beginning 6/30/11</li> <li>c. Annually, beginning 6/30/11</li> </ul>

<p><b>5. Review Adverse Actions.</b></p> <p>a. CRCL will review adverse actions statistics and determine if the types of actions and the rates are similar for comparable groups.</p> <p>b. CRCL will review EEO complaint statistics to determine any trends where disciplinary action is identified as the issue.</p> <p>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).</p>	<p>a. Every six months, beginning 6/30/11</p> <p>b. Annually, beginning 6/30/11</p> <p>c. Annually, beginning 6/30/11</p>
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**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	
<p><b>STATEMENT OF CONDITION THAT WAS A TRIGGER FOR A POTENTIAL BARRIER:</b></p> <p><b><u>BARRIER ANALYSIS #3:</u></b></p> <p><b>Underrepresentation of Individuals with Disabilities/Targeted Disabilities</b></p> <p>Provide a brief narrative describing the condition at issue.</p> <p>How was the condition recognized as a potential barrier?</p>	<p><u>Condition:</u></p> <p>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.</p>	
<p><b>BARRIER ANALYSIS:</b></p> <p>Provide a description of the steps taken and data analyzed to determine cause of the condition.</p>	<p>Low rate of hires and high rates of separations of IWDs/IWTDs.</p> <p><u>Note:</u> This is a multi-year plan which carries over into future years.</p>	
<p><b>STATEMENT OF IDENTIFIED BARRIER:</b></p> <p>Provide a succinct statement of the agency policy, procedure or practice that has been determined to be the barrier of the undesired condition.</p>	<p>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.</p>	
<p><b>OBJECTIVE:</b></p> <p>State the alternative or revised agency policy, procedure or practice to be implemented to correct the undesired condition.</p>	<p>Increase the representation of IWDs/IWTDs.</p>	
<p><b>RESPONSIBLE OFFICIAL:</b></p>	<p>OCHCO; CRCL; DHS Components</p>	
<p><b>DATE OBJECTIVE INITIATED:</b></p>	<p>February 1, 2011</p>	
<p><b>TARGET DATE FOR COMPLETION OF OBJECTIVE:</b></p>	<p>September 30, 2011 and annually thereafter</p>	

EEOC FORM 715-01 PART I	EEO Plan To Eliminate Identified Barrier	
PLANNED ACTIVITIES TOWARD COMPLETION OF OBJECTIVE:	TARGET DATE (Must be specific)	
<p><b>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.</b></p> <p>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:</p> <ul style="list-style-type: none"> <li>• Designate a senior-level agency official to be accountable for enhancing employment opportunities for IWDs/IWTDs.</li> <li>• Establish hiring goals for use of Schedule A.</li> <li>• 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.</li> <li>• 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).</li> <li>• Develop mandatory training on hiring IWDs/IWTDs.</li> <li>• Establish performance targets and numerical goals for major areas and occupations</li> <li>• Develop employment counseling program to help match career aspirations of IWDs/IWTDs.</li> <li>• Design system to report regularly to the President, heads of agencies, and public on DHS’s progress on implementing its plans and objectives.</li> </ul> <p>b. CRCL will review and analyze workforce data regarding IWDs/IWTDs.</p> <ul style="list-style-type: none"> <li>• Identify trends regarding IWDs/IWTDs (hires, awards, promotions, separations, etc.).</li> <li>• Compare onboard and hires to government averages by occupation.</li> <li>• Identify occupations growing without proportionate growth in IWDs/IWTDs.</li> <li>• Review IWDs/IWTDs in DHS career development programs.</li> <li>• Use data tools being developed by CRCL.</li> </ul>	<p>a. March 8, 2011</p> <p>b. Every six months, beginning 3/31/11 and reporting by 6/30/11</p>	

<ul style="list-style-type: none"> <li>• Implement quarterly tracking of IWDs/IWTDs hires, onboard and separations.</li> <li>c. CRCL will review applicant flow data when it becomes available to identify trends about IWDs/IWTDs.</li> <li>d. CRCL will identify any triggers from the above sources, and develop plan to address.</li> <li>e. OCHCO and CRCL will benchmark current outreach for applicants with targeted disabilities to identify stronger efforts.</li> <li>f. OCHCO will identify career fairs in the service area(s).</li> <li>g. OCHCO and CRCL will establish goals for the WRP.</li> <li>h. OCHCO and CRCL will monitor the management Performance Appraisal System diversity element.</li> <li>i. OCHCO and CRCL will establish relations with local potential sources (e.g., State Rehabilitation Office, affinity groups, professional organizations and associations, etc.).</li> <li>j. OCHCO will identify and train Special Placement Coordinators.</li> <li>k. OCHCO will coordinate Components' recruitment.</li> </ul>	<ul style="list-style-type: none"> <li>c. Annually, within two months of publication</li> <li>d. Annually, beginning 6/30/11</li> <li>e. Annually, beginning 9/30/11</li> <li>f. Annually, beginning 6/30/11</li> <li>g. Annually, beginning 9/30/12</li> <li>h. Annually, beginning 9/30/11</li> <li>i. Annually, beginning 9/30/11</li> <li>j. Annually, beginning 9/30/11</li> <li>k. Annually, beginning 9/30/11</li> </ul>
<p><b>2. Establish an effective program for reasonable accommodations.</b></p> <ul style="list-style-type: none"> <li>a. Survey Components for current status</li> <li>b. Develop systematic plan</li> <li>c. Implement plan</li> </ul>	<ul style="list-style-type: none"> <li>a. 9/30/11</li> <li>b. 9/30/12</li> <li>c. 9/30/13</li> </ul>
<p><b>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.)</b></p> <ul style="list-style-type: none"> <li>a. Training for new managers/supervisors within 90 days of entrance on duty (EOD).</li> <li>b. Refresher training to all managers/supervisors biannually.</li> <li>c. Mandatory training for all managers/supervisors including toolkits.</li> <li>d. Provide training to HR Specialists regarding special hiring authorities.</li> </ul>	<ul style="list-style-type: none"> <li>a. Ongoing, beginning 6/30/11</li> <li>b. Ongoing, beginning 9/30/11</li> <li>c. Ongoing, beginning 9/30/11</li> </ul>

	d. Annually, beginning 9/30/11
<b>4. CRCL will develop data tools for IWDs/IWTDs.</b> 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	<i>U.S. Equal Employment Opportunity Commission</i> FEDERAL AGENCY ANNUAL EEO PROGRAM STATUS REPORT	
Department of Homeland Security	FY 2011 - FY 2015	
<p><b>STATEMENT OF CONDITION THAT WAS A TRIGGER FOR A POTENTIAL BARRIER:</b></p> <p><b><u>BARRIER ANALYSIS #4:</u></b></p> <p><b>High Employee Non-Retirement Separations</b></p> <p>Provide a brief narrative describing the condition at issue.</p> <p>How was the condition recognized as a potential barrier?</p>	<p><u>Condition:</u></p> <p>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.</p> <p>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.</p> <p><u>How condition was recognized as a potential barrier:</u></p> <p>Review of separation rates.</p>	
<p><b>BARRIER ANALYSIS:</b></p> <p>Provide a description of the steps taken and data analyzed to determine cause of the condition.</p>	<p>DHS will perform an analysis by EEO groups and review the survey data by EEO groups.</p> <p><u>Note:</u> This is a multi-year plan which carries over into future years.</p>	
<p><b>STATEMENT OF IDENTIFIED BARRIER:</b></p> <p>Provide a succinct statement of the agency policy, procedure or practice that has been determined to be the barrier of the undesired condition.</p>	<p>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.</p>	
<p><b>OBJECTIVE:</b></p> <p>State the alternative or revised agency policy, procedure or practice to be implemented to correct the undesired condition.</p>	<p>Identify any trends in resignations and reduce the overall rates by improving employee satisfaction.</p>	

<b>RESPONSIBLE OFFICIAL:</b>		OCHCO; CRCL; DHS Components
<b>DATE OBJECTIVE INITIATED:</b>		February 1, 2011
<b>TARGET DATE FOR COMPLETION OF OBJECTIVE:</b>		December 31, 2011 and annually thereafter
<b>EEOC FORM 715-01 PART I</b>	<b>EEO Plan To Eliminate Identified Barrier</b>	
<b>PLANNED ACTIVITIES TOWARD COMPLETION OF OBJECTIVE:</b>		<b>TARGET DATE (Must be specific)</b>
<p><b>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.)</b></p> <p>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</p> <ul style="list-style-type: none"> <li>• Track interventions through this plan quarterly</li> <li>• Evaluate as yearly data become available</li> <li>• Make any needed corrections</li> <li>• Conduct in-depth analysis every second year</li> </ul>		<p>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</p>
<p><b>2. Use Employee Viewpoint Survey to identify changes needed to improve employee satisfaction.</b></p> <p>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</p>		<p>a. Within two months of results publication  b. Within four months of results publication</p>
<p><b>3. Review Promotion Data.</b></p> <p>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</p>		<p>a. Annually, beginning 6/30/11  b. Annually, beginning</p>

<p>c. If yes, CRCL will work with OCHCO to identify interventions</p> <ul style="list-style-type: none"> <li>• Track interventions through this plan</li> <li>• Evaluate as yearly data become available</li> <li>• Make any needed corrections</li> </ul>	<p>9/30/11</p> <p>c. Annually, beginning 3/30/12</p>
<p><b>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:</b></p> <ul style="list-style-type: none"> <li>• DHScovery</li> <li>• Online Courses</li> <li>• Online Books</li> <li>• (CBP) Leadership Institute</li> <li>• (USCIS) Training Academy</li> <li>• (ICE) Virtual University</li> <li>• (FEMA) Career Development Office</li> <li>• FLETC Learning Management Systems (LMS)</li> <li>• (TSA) Online Learning Center</li> <li>• DHS CRCL Institute</li> <li>• Post Naval Post Graduate Institute</li> </ul>	<p>Annually, beginning 3/31/11</p>
<p><b>5. DHS will continue to promote/advertise Department-wide the SES Candidate Development and Fellows Program.</b></p>	<p>Annually, beginning 3/31/11</p>
<p><b>6. DHS Components will use their agency’s Mentoring Program, if applicable, as another career development tool.</b></p>	<p>Annually, beginning 3/31/11</p>
<p><b>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.</b></p>	<p>Annually, beginning 3/31/11</p>

**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

<b>TREND ANALYSIS -</b>					
<b>TABLE I: GOVT-WIDE AGENCY TIMELINESS</b>					
	2007	2008	2009	2010	2011
<b>A. All Counselings (minus remands)</b>					
Total #					
# Timely					
% Timely					
<b>B. All Investigations</b>					
Total #					
# Timely					
% Timely					
Average Processing Days – Investigations					
<b>C. Merit Decisions(No AJ)</b>					
Total #					
# Timely					
% Timely					
Average Processing Days – Merit FADs (No AJ) from Date Complaint Filed/Remanded					
<b>D. Dismissals (No AJ)</b>					
Total #					
Average Processing Days – Dismissal FADs (No AJ)					

<b>TABLE II: GOVT-WIDE AGENCY COMPLAINTS/COMPLAINANTS – TRENDS AND % COMPLAINANTS OF WORKFORCE</b>					
Year	# of Complaints Filed	% Chg Complaints from Prior Year	# Complainants	Total Workforce	% Complainants of Total Workforce
2011					
2010					
2009					
2008					
2007					

AGENCY OR DEPARTMENT: \_\_\_\_\_ REPORTING PERIOD: FY \_\_\_\_\_

**PART I - PRE-COMPLAINT ACTIVITIES**

EEO COUNSELOR		COUNSELINGS	INDIVIDUALS
A. INTENTIONALLY LEFT BLANK			
ADR INTAKE OFFICER		COUNSELINGS	INDIVIDUALS
B. INTENTIONALLY LEFT BLANK			
TOTAL COMPLETED/ENDED COUNSELINGS		COUNSELINGS	INDIVIDUALS
C. TOTAL COMPLETED/ENDED COUNSELINGS			
1. COUNSELED WITHIN 30 DAYS			
2. COUNSELED WITHIN 31 TO 90 DAYS			
a. COUNSELED WITHIN WRITTEN EXTENSION PERIOD NO LONGER THAN 60 DAYS			
b. COUNSELED WITHIN 90 DAYS WHERE INDIVIDUAL PARTICIPATED IN ADR			
c. COUNSELED WITHIN 31-90 DAYS THAT WERE UNTIMELY			
3. COUNSELED BEYOND 90 DAYS			
4. COUNSELED DUE TO REMANDS			
D. PRE-COMPLAINT ACTIVITIES		COUNSELINGS	INDIVIDUALS
1. ON HAND AT THE BEGINNING OF THE REPORTING PERIOD			
2. INITIATED DURING THE REPORTING PERIOD			
3. COMPLETED/ENDED COUNSELINGS			
a. SETTLEMENTS (MONETARY AND NON-MONETARY)			
b. WITHDRAWALS/NO COMPLAINT FILED			
c. COUNSELINGS COMPLETED/ENDED IN REPORTING PERIOD THAT RESULTED IN COMPLAINT FILINGS IN REPORTING PERIOD			
d. DECISION TO FILE COMPLAINT PENDING AT THE END OF THE REPORTING PERIOD			
4. COUNSELINGS PENDING AT THE END OF THE REPORTING PERIOD			

E. NON-ADR SETTLEMENTS WITH MONETARY BENEFITS			
	COUNSELINGS	INDIVIDUALS	AMOUNT
TOTAL			\$
1. COMPENSATORY DAMAGES			\$
2. BACKPAY/FRONTPAY			\$
3. LUMP SUM PAYMENT			\$
4. ATTORNEY FEES AND COSTS			\$
5.			\$
6.			\$
7.			\$

F. NON-ADR SETTLEMENTS WITH NON-MONETARY BENEFITS			
	COUNSELINGS	INDIVIDUALS	
TOTAL			
1. HIRES			
a. RETROACTIVE			
b. NON-RETROACTIVE			
2. PROMOTIONS			
a. RETROACTIVE			
b. NON-RETROACTIVE			
3. EXPUNGEMENTS			
4. REASSIGNMENTS			
5. REMOVALS RESCINDED			
a. REINSTATEMENT			
b. VOLUNTARY RESIGNATION			
6. ACCOMMODATIONS			
7. TRAINING			
8. APOLOGY			
9. DISCIPLINARY ACTIONS			
a. RESCINDED			
b. MODIFIED			
10. PERFORMANCE EVALUATION MODIFIED			
11. LEAVE RESTORED			
12.			
13.			

G. ADR SETTLEMENTS WITH MONETARY BENEFITS			
	COUNSELINGS	INDIVIDUALS	AMOUNT
TOTAL			\$
1. COMPENSATORY DAMAGES			\$
2. BACKPAY/FRONTPAY			\$
3. LUMP SUM PAYMENT			\$
4. ATTORNEY FEES AND COSTS			\$
5.			\$
6.			\$
7.			\$

H. ADR SETTLEMENTS WITH NON-MONETARY BENEFITS			
	COUNSELINGS	INDIVIDUALS	
TOTAL			
1. HIRES			
a. RETROACTIVE			
b. NON-RETROACTIVE			
2. PROMOTIONS			
a. RETROACTIVE			
b. NON-RETROACTIVE			
3. EXPUNGEMENTS			
4. REASSIGNMENTS			
5. REMOVALS RESCINDED			
a. REINSTATEMENT			
b. VOLUNTARY RESIGNATION			
6. ACCOMMODATIONS			
7. TRAINING			
8. APOLOGY			
9. DISCIPLINARY ACTIONS			
a. RESCINDED			
b. MODIFIED			
10. PERFORMANCE EVALUATION MODIFIED			
11. LEAVE RESTORED			
12.			
13.			

I. NON-ADR SETTLEMENTS			
	COUNSELINGS	INDIVIDUALS	
TOTAL			

# ANNUAL FEDERAL EQUAL EMPLOYMENT OPPORTUNITY STATISTICAL REPORT OF DISCRIMINATION COMPLAINTS

(REPORTING PERIOD BEGINS OCTOBER 1ST AND ENDS SEPTEMBER 30TH)

**AGENCY OR DEPARTMENT:** \_\_\_\_\_ **REPORTING PERIOD: FY** \_\_\_\_\_

**PART II - FORMAL COMPLAINT ACTIVITIES**

A. COMPLAINTS ON HAND AT THE BEGINNING OF THE REPORTING PERIOD

B. COMPLAINTS FILED

C. REMANDS (sum of lines C1+C2+C3)

C.1. REMANDS (NOT INCLUDED IN A OR B)

C.2. REMANDS (INCLUDED IN A OR B)

C.3. NUMBER OF ADDITIONAL REMANDS IN THIS REPORTING PERIOD THAT ARE NOT CAPTURED IN C.1 OR C.2 ABOVE

C.4. ADDITIONAL CLOSURES IN THIS REPORTING PERIOD NOT REFLECTED IN F. OR H. THAT RESULTED FROM REMANDS

D. TOTAL COMPLAINTS (sum of lines A+B+C1)

E. COMPLAINTS IN LINE D THAT WERE NOT CONSOLIDATED

F. COMPLAINTS IN LINE E CLOSED DURING REPORT PERIOD

G. COMPLAINTS IN LINE D THAT WERE CONSOLIDATED

H. COMPLAINTS IN LINE G CLOSED DURING REPORT PERIOD

I. COMPLAINTS ON HAND AT THE END OF THE REPORTING PERIOD (Line D - (F+H)) + [(C2 + C3) - C4]

J. INDIVIDUALS FILING COMPLAINTS (Complainants)

K. NUMBER OF JOINT PROCESSING UNITS FROM CONSOLIDATION OF COMPLAINTS

**PART III - AGENCY RESOURCES, TRAINING, REPORTING LINE**

**A. AGENCY & CONTRACT RESOURCES**

	AGENCY		CONTRACT	
	NUMBER	PERCENT	NUMBER	PERCENT
<b>1. WORK FORCE</b>				
a. TOTAL WORK FORCE				
b. PERMANENT EMPLOYEES				
<b>2. COUNSELOR</b>				
a. FULL-TIME				
b. PART-TIME				
c. COLLATERAL DUTY				
<b>3. INVESTIGATOR</b>				
a. FULL-TIME				
b. PART-TIME				
c. COLLATERAL DUTY				
<b>4. COUNSELOR/INVESTIGATOR</b>				
a. FULL-TIME				
b. PART-TIME				
c. COLLATERAL DUTY				

**B. AGENCY & CONTRACT STAFF TRAINING**

	COUNSELORS		INVESTIGATORS		COUNS/INVESTIG	
	AGENCY	CONTRACT	AGENCY	CONTRACT	AGENCY	CONTRACT
<b>1. NEW STAFF - TOTAL</b>						
a. STAFF RECEIVING REQUIRED 32 OR MORE HOURS						
b. STAFF RECEIVING 8 OR MORE HOURS, USUALLY GIVEN TO EXPERIENCED STAFF						
c. STAFF RECEIVING NO TRAINING AT ALL						
<b>2. EXPERIENCED STAFF - TOTAL</b>						
a. STAFF RECEIVING REQUIRED 8 OR MORE HOURS						
b. STAFF RECEIVING 32 OR MORE HOURS, GENERALLY GIVEN TO NEW STAFF						
c. STAFF RECEIVING NO TRAINING AT ALL						

**C. REPORTING LINE**

1 EEO DIRECTOR'S NAME: \_\_\_\_\_

1a. DOES THE EEO DIRECTOR REPORT TO THE AGENCY HEAD? YES NO

2. IF NO, WHO DOES THE EEO DIRECTOR REPORT TO?  
PERSON: \_\_\_\_\_  
TITLE: \_\_\_\_\_

3. WHO IS RESPONSIBLE FOR THE DAY-TO-DAY OPERATION OF THE EEO PROGRAM IN YOUR DEPARTMENT/AGENCY/ORGANIZATION?  
PERSON: \_\_\_\_\_  
TITLE: \_\_\_\_\_

4. WHO DOES THAT PERSON REPORT TO?  
PERSON: \_\_\_\_\_  
TITLE: \_\_\_\_\_

# ANNUAL FEDERAL EQUAL EMPLOYMENT OPPORTUNITY STATISTICAL REPORT OF DISCRIMINATION COMPLAINTS

(REPORTING PERIOD BEGINS OCTOBER 1ST AND ENDS SEPTEMBER 30TH)

**AGENCY OR DEPARTMENT:**

**REPORTING PERIOD: FY**

## PART IV - BASES AND ISSUES ALLEGED IN COMPLAINTS FILED (Part 1)

ISSUES OF ALLEGED DISCRIMINATION	BASES OF ALLEGED DISCRIMINATION											
	RACE						COLOR	RELIGION	REPRISAL	TOTAL ALL BASES BY ISSUE	TOTAL ALL COMPLAINTS BY ISSUE	TOTAL ALL COMPLAINANTS BY ISSUE
	AMER. INDIAN/ ALASKA NATIVE	ASIAN	NATIVE HAWAIIAN /OTHER PACIFIC ISLANDER	BLACK/ AFRICAN AMERICAN	WHITE	TWO OR MORE RACES						
A. APPOINTMENT/HIRE												
B. ASSIGNMENT OF DUTIES												
C. AWARDS												
D. CONVERSION TO FULL TIME												
E. DISCIPLINARY ACTION												
1. DEMOTION												
2. REPRIMAND												
3. SUSPENSION												
4. REMOVAL												
5.												
6.												
7.												
F. DUTY HOURS												
G. EVALUATION/APPRaisal												
H. EXAMINATION/TEST												
I. HARASSMENT												
1. NON-SEXUAL												
2. SEXUAL												
J. MEDICAL EXAMINATION												
K. PAY INCLUDING OVERTIME												
L. PROMOTION/NON-SELECTION												
M. REASSIGNMENT												
1. DENIED												
2. DIRECTED												
TOTAL ALL ISSUES BY BASES												
TOTAL ALL COMPLAINTS FILED BY BASES												
TOTAL ALL COMPLAINANTS BY BASES												

# ANNUAL FEDERAL EQUAL EMPLOYMENT OPPORTUNITY STATISTICAL REPORT OF DISCRIMINATION COMPLAINTS

(REPORTING PERIOD BEGINS OCTOBER 1ST AND ENDS SEPTEMBER 30TH)

**AGENCY OR DEPARTMENT:**

**REPORTING PERIOD: FY**

## PART IV - BASES AND ISSUES ALLEGED IN COMPLAINTS FILED (Part 1)

ISSUES OF ALLEGED DISCRIMINATION	BASES OF ALLEGED DISCRIMINATION											
	RACE						COLOR	RELIGION	REPRISAL	TOTAL ALL BASES BY ISSUE	TOTAL ALL COMPLAINTS BY ISSUE	TOTAL ALL COMPLAINANTS BY ISSUE
	AMER. INDIAN/ ALASKA NATIVE	ASIAN	NATIVE HAWAIIAN /OTHER PACIFIC ISLANDER	BLACK/ AFRICAN AMERICAN	WHITE	TWO OR MORE RACES						
N. REASONABLE ACCOMMODATION												
O. REINSTATEMENT												
P. RETIREMENT												
Q. TERMINATION												
R. TERMS/CONDITIONS OF EMPLOYMENT												
S. TIME AND ATTENDANCE												
T. TRAINING												
U. OTHER (Please specify below)												
1.												
2.												
3.												
4.												
5.												
TOTAL ALL ISSUES BY BASES												
TOTAL ALL COMPLAINTS FILED BY BASES												
TOTAL ALL COMPLAINANTS BY BASES												

# ANNUAL FEDERAL EQUAL EMPLOYMENT OPPORTUNITY STATISTICAL REPORT OF DISCRIMINATION COMPLAINTS

(REPORTING PERIOD BEGINS OCTOBER 1ST AND ENDS SEPTEMBER 30TH)

**AGENCY OR DEPARTMENT:**

**REPORTING PERIOD: FY**

## PART IV - BASES AND ISSUES ALLEGED IN COMPLAINTS FILED (Part 2)

ISSUES OF ALLEGED DISCRIMINATION	BASES OF ALLEGED DISCRIMINATION											TOTAL ALL BASES BY ISSUE	TOTAL ALL COMPLAINTS BY ISSUE	TOTAL ALL COMPLAINANTS BY ISSUE	
	SEX		PREGNANCY DISCRIMINATION ACT	NATIONAL ORIGIN		EQUAL PAY ACT		AGE	DISABILITY		GINA				
	MALE	FEMALE		HISPANIC/LATINO	OTHER	MALE	FEMALE		MENTAL	PHYSICAL					
A. APPOINTMENT/HIRE															
B. ASSIGNMENT OF DUTIES															
C. AWARDS															
D. CONVERSION TO FULL TIME															
E. DISCIPLINARY ACTION															
1. DEMOTION															
2. REPRIMAND															
3. SUSPENSION															
4. REMOVAL															
5.															
6.															
7.															
F. DUTY HOURS															
G. EVALUATION/APPRaisal															
H. EXAMINATION/TEST															
I. HARASSMENT															
1. NON-SEXUAL															
2. SEXUAL															
J. MEDICAL EXAMINATION															
K. PAY INCLUDING OVERTIME															
L. PROMOTION/NON-SELECTION															
M. REASSIGNMENT															
1. DENIED															
2. DIRECTED															
TOTAL ALL ISSUES BY BASES															
TOTAL ALL COMPLAINTS FILED BY BASES															
TOTAL ALL COMPLAINANTS BY BASES															

# ANNUAL FEDERAL EQUAL EMPLOYMENT OPPORTUNITY STATISTICAL REPORT OF DISCRIMINATION COMPLAINTS

(REPORTING PERIOD BEGINS OCTOBER 1ST AND ENDS SEPTEMBER 30TH)

**AGENCY OR DEPARTMENT:**

**REPORTING PERIOD: FY**

## PART IV - BASES AND ISSUES ALLEGED IN COMPLAINTS FILED (Part 2)

ISSUES OF ALLEGED DISCRIMINATION	BASES OF ALLEGED DISCRIMINATION											TOTAL ALL BASES BY ISSUE	TOTAL ALL COMPLAINTS BY ISSUE	TOTAL ALL COMPLAINANTS BY ISSUE		
	SEX		PREGNANCY DISCRIMINATION ACT	NATIONAL ORIGIN		EQUAL PAY ACT		AGE	DISABILITY		GINA					
	MALE	FEMALE		HISPANIC/LATINO	OTHER	MALE	FEMALE		MENTAL	PHYSICAL						
N. REASONABLE ACCOMMODATION																
O. REINSTATEMENT																
P. RETIREMENT																
Q. TERMINATION																
R. TERMS/CONDITIONS OF EMPLOYMENT																
S. TIME AND ATTENDANCE																
T. TRAINING																
U. OTHER (Please specify below)																
1.																
2.																
3.																
4.																
5.																
TOTAL ALL ISSUES BY BASES																
TOTAL ALL COMPLAINTS FILED BY BASES																
TOTAL ALL COMPLAINANTS BY BASES																

**ANNUAL FEDERAL EQUAL EMPLOYMENT OPPORTUNITY  
STATISTICAL REPORT OF DISCRIMINATION COMPLAINTS  
(REPORTING PERIOD BEGINS OCTOBER 1ST AND ENDS SEPTEMBER 30TH)**

**AGENCY OR DEPARTMENT:**

**REPORTING PERIOD: FY**

**PART IVA - BASES OF DISCRIMINATION IN FINDINGS AND ALLEGED IN SETTLEMENTS**

FINDINGS/ALLEGATIONS IN:	BASES OF DISCRIMINATION IN FINDINGS AND ALLEGED BASES IN SETTLEMENTS																			
	RACE						COLOR	RELIGION	REPRISAL	SEX		PDA	NATIONAL ORIGIN		EQUAL PAY ACT		AGE	DISABILITY		GNA
	AMER INDIAN/ ALASKA NATIVE	ASIAN	NATIVE HAWAIIAN/ OTHER PACIFIC ISLANDER	BLACK/ AFRICAN AMERICAN	WHITE	TWO OR MORE RACES				MALE	FEMALE		HISPANIC/ LATINO	OTHER	MALE	FEMALE		MENTAL	PHYSICAL	
<b>1. Counseling Settlement Allegations</b>																				
1a. Number of Counselings Settled																				
1b. Number of Counselors Settled With																				
<b>2. Complaint Settlement Allegations</b>																				
2a. Number of Complaints Settled																				
2b. Number of Complainants Settled With																				
<b>3. Final Agency Decision Findings</b>																				
3a. Number FADs with Findings																				
3b. Number Complainants Issued FAD Findings																				
<b>4. AJ Decision Findings</b>																				
4a. Number AJ Decisions With Findings																				
<b>5. Final Agency Order Findings Implemented</b>																				
5a. Number of Final Orders With Findings Implemented																				
5b. # of Complainants issued FOs with Findings Implemented																				
<b>TOTAL SETTLEMENT ALLEGATIONS</b>																				
<b>TOTAL FINAL ACTION FINDINGS</b>																				

**PART IVB - ISSUES OF DISCRIMINATION IN FINDINGS AND ALLEGED IN SETTLEMENTS**

FINDINGS/ALLEGATIONS IN:	ISSUES OF DISCRIMINATION IN FINDINGS AND ALLEGED ISSUES IN SETTLEMENTS																										
	APPOINTMENT/ HIRE	ASSIGNMENT OF DUTIES	AWARDS	CONVERSION TO FULL TIME	DISCIPLINARY ACTION				DUTY HOURS	EVAL/ APPRAISAL	EXAM/ TEST	HARASSMENT		MEDICAL EXAM	PAY/ OVERTIME	PROMOTION/ NON- SELECTION	REASSIGNMENT		REASONABLE ACCOMM	REIN- STATEMENT	RETIREMENT	TERMINATION	TERMS & CONDITIONS				
					DEMOTION	REPRIMAND	SUSPENSION	REMOVAL				NON-SEXUAL	SEXUAL				DENIED	DIRECTED					EMPLOYMENT	TIME AND ATTENDANCE	TRAINING	OTHER	
<b>1. Counseling Settlement Allegations</b>																											
1a. Number of Counselings Settled																											
1b. Number of Counselors Settled With																											
<b>2. Complaint Settlement Allegations</b>																											
2a. Number of Complaints Settled																											
2b. Number of Complainants Settled With																											
<b>3. Final Agency Decision Findings</b>																											
3a. Number FADs with Findings																											
3b. Number Complainants Issued FAD Findings																											
<b>4. AJ Decision Findings</b>																											
4a. Number AJ Decisions With Findings																											
<b>5. Final Agency Order Findings Implemented</b>																											
5a. Number of Final Orders With Findings Implemented																											
5b. # of Complainants issued FOs with Findings Implemented																											
<b>TOTAL SETTLEMENT ALLEGATIONS</b>																											
<b>TOTAL FINAL ACTION FINDINGS</b>																											

# ANNUAL FEDERAL EQUAL EMPLOYMENT OPPORTUNITY STATISTICAL REPORT OF DISCRIMINATION COMPLAINTS

(REPORTING PERIOD BEGINS OCTOBER 1ST AND ENDS SEPTEMBER 30TH)

**AGENCY OR DEPARTMENT:**

**REPORTING PERIOD: FY**

## PART V - SUMMARY OF CLOSURES BY STATUTE

**A. STATUTE (IF A SINGLE COMPLAINT HAS MULTIPLE STATUTES RECORD EACH ON THE APPROPRIATE LINE.)**

- 1. TITLE VII
- 1a. PREGNANCY DISCRIMINATION ACT (PDA)
- 2. AGE DISCRIMINATION IN EMPLOYMENT ACT (ADEA)
- 3. REHABILITATION ACT
- 4. EQUAL PAY ACT (EPA)
- 5. GENETIC INFORMATION NONDISCRIMINATION ACT (GINA)

**B. TOTAL BY STATUTES**

THIS NUMBER MAY BE LARGER THAN THE TOTAL NUMBER OF COMPLAINTS CLOSED.

(A1+A1a+A2+A3+A4+A5)

## PART VI - SUMMARY OF CLOSURES BY CATEGORY

	TOTAL NUMBER	TOTAL DAYS	AVERAGE DAYS
<b>A. TOTAL NUMBER OF CLOSURES</b> (1+2+3)			
1. WITHDRAWALS			
a. NON-ADR WITHDRAWALS			
b. ADR WITHDRAWALS			
2. SETTLEMENTS			
a. NON-ADR SETTLEMENTS			
b. ADR SETTLEMENTS			
3. FINAL AGENCY ACTIONS (B+C)			
<b>B. FINAL AGENCY DECISIONS WITHOUT AN ADMINISTRATIVE JUDGE DECISION</b> (1+2+3)			
1. FINDING DISCRIMINATION			
2. FINDING NO DISCRIMINATION			
3. DISMISSAL OF COMPLAINTS			
<b>C. FINAL AGENCY ORDERS WITH AN ADMINISTRATIVE JUDGE (AJ) DECISION</b> (1+2)			
1. AJ DECISION FULLY IMPLEMENTED (a+b+c)			
(a) FINDING DISCRIMINATION			
(b) FINDING NO DISCRIMINATION			
(c) DISMISSAL OF COMPLAINTS			
2. AJ DECISION NOT FULLY IMPLEMENTED (a+b+c)			
(a) FINDING DISCRIMINATION (i+ii+iii)			
i. AGENCY APPEALED FINDING BUT NOT REMEDY			
ii. AGENCY APPEALED REMEDY BUT NOT FINDING			
iii. AGENCY APPEALED BOTH FINDING AND REMEDY			
(b) FINDING NO DISCRIMINATION			
(c) DISMISSAL OF COMPLAINTS			

**ANNUAL FEDERAL EQUAL EMPLOYMENT OPPORTUNITY  
STATISTICAL REPORT OF DISCRIMINATION COMPLAINTS  
(REPORTING PERIOD BEGINS OCTOBER 1ST AND ENDS SEPTEMBER 30TH)**

**AGENCY OR DEPARTMENT:**

**REPORTING PERIOD: FY**

**PART VI - SUMMARY OF CLOSURES BY CATEGORY (Continued)**

	TOTAL NUMBER	TOTAL DAYS	AVERAGE DAYS
<b>D. FINAL AGENCY MERIT DECISIONS (FAD) ISSUED</b> (1+2+3+4)			
1. COMPLAINANT REQUESTED IMMEDIATE FAD (1a+1b)			
a. AGENCY ISSUED FAD WITHIN 60 DAYS OF RECEIPT OF FAD REQUEST			
b. AGENCY ISSUED FAD MORE THAN 60 DAYS BEYOND RECEIPT OF FAD REQUEST			
2. COMPLAINANT DID NOT ELECT HEARING OR FAD (2a+2b)			
a. AGENCY ISSUED FAD WITHIN 60 DAYS OF END OF 30-DAY ELECTION PERIOD			
b. AGENCY ISSUED FAD MORE THAN 60 DAYS BEYOND END OF 30-DAY ELECTION PERIOD			
3. HEARING REQUESTED; AJ RETURNED CASE TO AGENCY FOR FAD WITHOUT AJ DECISION (3a+3b)			
a. AGENCY ISSUED FAD WITHIN 60 DAYS OF RECEIPT OF AJ RETURNED CASE FOR FAD ISSUANCE			
b. AGENCY ISSUED FAD MORE THAN 60 DAYS AFTER RECEIPT OF AJ RETURNED CASE FOR FAD ISSUANCE			
4. FINAL AGENCY DECISION ISSUED ON A MIXED CASE (4a+4b)			
a. AGENCY ISSUED FAD WITHIN 45 DAYS AFTER INVESTIGATION			
b. AGENCY ISSUED FAD MORE THAN 45 DAYS AFTER INVESTIGATION			

**PART VII - SUMMARY OF FORMAL COMPLAINTS CLOSED BY TYPES OF BENEFITS**

	NUMBER	AMOUNT
<b>A. TOTAL COMPLAINTS CLOSED WITH BENEFITS</b>		
<b>B. TOTAL CLOSURES WITH MONETARY BENEFITS TO COMPLAINANT</b>		\$
1. BACK PAY/FRONT PAY		\$
2. LUMP SUM PAYMENT		\$
3. COMPENSATORY DAMAGES		\$
4. ATTORNEY FEES AND COSTS		\$
<b>D. INTENTIONALLY LEFT BLANK</b>		
<b>E. TOTAL CLOSURES WITH NON-MONETARY BENEFITS TO COMPLAINANT</b>		
<b>F. TYPES OF BENEFITS IN NON-MONETARY CLOSURES</b>	<small>NUMBER OF CLOSURES THAT RECEIVED MONETARY BENEFITS AS WELL</small>	<small>NUMBER OF CLOSURES THAT RECEIVED ONLY NON-MONETARY BENEFITS</small>
1. HIRES		
a. RETROACTIVE		
b. NON-RETROACTIVE		
2. PROMOTIONS		
a. RETROACTIVE		
b. NON-RETROACTIVE		
3. EXPUNGEMENTS		
4. REASSIGNMENTS		
5. REMOVALS RESCINDED		
a. REINSTATEMENT		
b. VOLUNTARY RESIGNATION		
6. ACCOMMODATIONS		
7. TRAINING		
8. APOLOGY		
9. DISCIPLINARY ACTIONS		
a. RESCINDED		
b. MODIFIED		
10. PERFORMANCE EVALUATION MODIFIED		
11. LEAVE RESTORED		
12		
13		
14		

# ANNUAL FEDERAL EQUAL EMPLOYMENT OPPORTUNITY STATISTICAL REPORT OF DISCRIMINATION COMPLAINTS

(REPORTING PERIOD BEGINS OCTOBER 1ST AND ENDS SEPTEMBER 30TH)

**AGENCY OR DEPARTMENT:**

**REPORTING PERIOD: FY**

## PART VIII - SUMMARY OF PENDING COMPLAINTS BY CATEGORY

A. TOTAL COMPLAINTS PENDING (SAME AS PART II Line I) (1+1a+2+3+4)	NUMBER PENDING	NUMBER OF DAYS	AVERAGE DAYS	NUMBER OF DAYS PENDING FOR OLDEST CASE
1. COMPLAINTS PENDING WRITTEN NOTIFICATION (Acknowledgement Letter)				
1a. COMPLAINTS PENDING DECISION TO ACCEPT/DISMISS				
2. COMPLAINTS PENDING IN INVESTIGATION				
3. COMPLAINTS PENDING IN HEARINGS				
4. COMPLAINTS PENDING A FINAL AGENCY ACTION				

## PART IX - SUMMARY OF INVESTIGATIONS COMPLETED

	TOTAL	TOTAL DAYS	AVERAGE
A. INVESTIGATIONS COMPLETED DURING REPORTING PERIOD (1+3)			
1. INVESTIGATIONS COMPLETED BY AGENCY PERSONNEL (a+b+c)			
a. INVESTIGATIONS COMPLETED IN 180 DAYS OR LESS			
b. INVESTIGATIONS COMPLETED IN 181 - 360 DAYS			
1. TIMELY COMPLETED INVESTIGATIONS			
2. UNTIMELY COMPLETED INVESTIGATIONS			
c. INVESTIGATIONS COMPLETED IN 361 OR MORE DAYS			
2. AGENCY INVESTIGATION COSTS	\$		\$
3. INVESTIGATIONS COMPLETED BY CONTRACTORS (a+b+c)			
a. INVESTIGATIONS COMPLETED IN 180 DAYS OR LESS			
b. INVESTIGATIONS COMPLETED IN 181 - 360 DAYS			
1. TIMELY COMPLETED INVESTIGATIONS			
2. UNTIMELY COMPLETED INVESTIGATIONS			
c. INVESTIGATIONS COMPLETED IN 361 OR MORE DAYS			
4. CONTRACTOR INVESTIGATION COSTS	\$		\$

**ANNUAL FEDERAL EQUAL EMPLOYMENT OPPORTUNITY  
STATISTICAL REPORT OF DISCRIMINATION COMPLAINTS**

(REPORTING PERIOD BEGINS OCTOBER 1ST AND ENDS SEPTEMBER 30TH)

**AGENCY OR DEPARTMENT:**

**REPORTING PERIOD: FY**

**PART X - SUMMARY OF ADR PROGRAM ACTIVITIES**

**INFORMAL PHASE (PRE-COMPLAINT)**

A. INTENTIONALLY LEFT BLANK				
B. ADR ACTIONS IN COMPLETED/ENDED COUNSELINGS				
	COUNSELINGS	INDIVIDUALS		
1. ADR OFFERED BY AGENCY				
2. REJECTED BY INDIVIDUAL (COUNSELEE)				
3. INTENTIONALLY LEFT BLANK				
4. TOTAL ACCEPTED INTO ADR PROGRAM				
C. ADR RESOURCES USED IN COMPLETED/ENDED COUNSELINGS (TOTALS)				
1. INHOUSE				
2. ANOTHER FEDERAL AGENCY				
3. PRIVATE ORGANIZATIONS, (e.g., CONTRACTORS, BAR ASSOCIATIONS, INDIVIDUAL VOLUNTEERS OR COLLEGE/UNIVERSITY PERSONNEL)				
4. MULTIPLE RESOURCES USED (Please specify in a comment box)				
5. FEDERAL EXECUTIVE BOARD				
6.				
7.				
	COUNSELINGS	INDIVIDUALS	DAYS	AVERAGE DAYS
D. ADR TECHNIQUES USED IN COMPLETED/ENDED COUNSELINGS (TOTALS)				
1. MEDIATION				
2. SETTLEMENT CONFERENCES				
3. EARLY NEUTRAL EVALUATIONS				
4. FACTFINDING				
5. FACILITATION				
6. OMBUDSMAN				
7. PEER REVIEW				
8. MULTIPLE TECHNIQUES USED (Please specify in a comment box)				
9.				
10.				
11.				
E. STATUS OF ADR CASES IN COMPLETED/ENDED COUNSELINGS				
	COUNSELINGS	INDIVIDUALS	DAYS	AVERAGE DAYS
1. TOTAL CLOSED				
a. SETTLEMENTS WITH BENEFITS (Monetary and Non-monetary)				
b. NO FORMAL COMPLAINT FILED				
c. COMPLAINT FILED				
i. NO RESOLUTION				
ii. NO ADR ATTEMPT (aka Part X.E.1.d)				
e. DECISION TO FILE COMPLAINT PENDING AT THE END OF THE REPORTING PERIOD				
2. INTENTIONALLY LEFT BLANK				

**ANNUAL FEDERAL EQUAL EMPLOYMENT OPPORTUNITY  
STATISTICAL REPORT OF DISCRIMINATION COMPLAINTS**

(REPORTING PERIOD BEGINS OCTOBER 1ST AND ENDS SEPTEMBER 30TH)

**AGENCY OR DEPARTMENT:**

**REPORTING PERIOD: FY**

PART XI - SUMMARY OF ADR PROGRAM ACTIVITIES

**FORMAL PHASE (COMPLAINT FILED)**

B. ADR ACTIONS IN COMPLAINT CLOSURES		COMPLAINTS	COMPLAINANTS		
1.	ADR OFFERED BY AGENCY				
2.	REJECTED BY COMPLAINANT				
3.	INTENTIONALLY LEFT BLANK				
4.	TOTAL ACCEPTED INTO ADR PROGRAM				
C. ADR RESOURCES USED IN COMPLAINT CLOSURES (TOTALS)		COMPLAINTS	COMPLAINANTS	DAYS	AVERAGE DAYS
1.	INHOUSE				
2.	ANOTHER FEDERAL AGENCY				
3.	PRIVATE ORGANIZATIONS, (e.g., CONTRACTORS, BAR ASSOCIATIONS, INDIVIDUAL VOLUNTEERS OR COLLEGE/UNIVERSITY PERSONNEL)				
4.	MULTIPLE RESOURCES USED (Please specify in a comment box)				
5.	FEDERAL EXECUTIVE BOARD				
6.					
7.					
D. ADR TECHNIQUES USED IN COMPLAINT CLOSURES (TOTALS)		COMPLAINTS	COMPLAINANTS	DAYS	AVERAGE DAYS
1.	MEDIATION				
2.	SETTLEMENT CONFERENCES				
3.	EARLY NEUTRAL EVALUATIONS				
4.	FACTFINDING				
5.	FACILITATION				
6.	OMBUDSMAN				
7.	MINI-TRIALS				
8.	PEER REVIEW				
9.	MULTIPLE TECHNIQUES USED (Please specify in a comment box)				
10.					
11.					
12.					
E. STATUS OF CASES IN COMPLAINT CLOSURES		COMPLAINTS	COMPLAINANTS	DAYS	AVERAGE DAYS
1.	TOTAL CLOSED				
	a. SETTLEMENTS WITH BENEFITS (Monetary and Non-monetary)				
	b. WITHDRAWAL FROM EEO PROCESS				
	c. NO RESOLUTION				
	d. NO ADR ATTEMPT				
2.	INTENTIONALLY LEFT BLANK				
F. BENEFITS RECEIVED		COMPLAINTS	COMPLAINANTS	AMOUNT	
1.	MONETARY (INSERT TOTALS)			\$	
	a. COMPENSATORY DAMAGES			\$	
	b. BACKPAY/FRONTPAY			\$	
	c. LUMP SUM			\$	
	d. ATTORNEY FEES AND COSTS			\$	
	e.			\$	
	f.			\$	
	g.			\$	
2.	NON-MONETARY (INSERT TOTALS)				
	a. HIRES				
	i. RETROACTIVE				
	ii. NON-RETROACTIVE				
	b. PROMOTIONS				
	i. RETROACTIVE				
	ii. NON-RETROACTIVE				
	c. EXPUNGEMENTS				
	d. REASSIGNMENTS				
	e. REMOVALS RESCINDED				
	i. REINSTATEMENT				
	ii. VOLUNTARY RESIGNATION				
	f. ACCOMMODATIONS				
	g. TRAINING				
	h. APOLOGY				
	i. DISCIPLINARY ACTIONS				
	i. RESCINDED				
	ii. MODIFIED				
	j. PERFORMANCE EVALUATION MODIFIED				
	k. LEAVE RESTORED				
	l.				
	m.				

**ANNUAL FEDERAL EQUAL EMPLOYMENT OPPORTUNITY  
STATISTICAL REPORT OF DISCRIMINATION COMPLAINTS**

(REPORTING PERIOD BEGINS OCTOBER 1ST AND ENDS SEPTEMBER 30TH)

**AGENCY OR DEPARTMENT:**

**REPORTING PERIOD: FY**

**PART XII - SUMMARY OF EEO ADR PROGRAM ACTIVITIES**

**EEO ADR RESOURCES**

<b>A. NO LONGER COLLECTED</b>			
<b>B. EMPLOYEES THAT CAN PARTICIPATE IN EEO ADR</b>			
<b>C. RESOURCES THAT MANAGE EEO ADR PROGRAM (DOES NOT INCLUDE NEUTRALS AS REPORTED IN PARTS X. &amp; XI.)</b>			
1. IN-HOUSE FULL TIME (40 HOURS EEO ADR ONLY)			
2. IN-HOUSE PART TIME (32 HOURS EEO ADR ONLY)			
3. IN-HOUSE COLLATERAL DUTY (OTHERS/NON-CONTRACT)			
4. CONTRACT (ANOTHER FEDERAL AGENCY/PRIVATE ORGANIZATIONS)			
<b>D. EEO ADR FUNDING SPENT</b>	<b>AMOUNT</b>		
	\$		

**E. EEO ADR CONTACT INFORMATION**

1. NAME OF EEO ADR PROGRAM DIRECTOR / MANAGER \_\_\_\_\_
2. TITLE \_\_\_\_\_
3. TELEPHONE NUMBER \_\_\_\_\_ 4. EMAIL \_\_\_\_\_

**F. EEO ADR PROGRAM INFORMATION**

	YES	NO
1. Does the agency require the alleged responsible management official to participate in EEO ADR?		
1a. If yes, is there a written policy requiring the participation?		
2. Does the alleged responsible management official have a role in deciding if the case is appropriate for EEO ADR?		

**CERTIFICATION AND CONTACT INFORMATION**

I certify that the EEO complaint data contained in this report, EEOC Form 462, Annual Federal Equal Employment Opportunity Statistical Report of Discrimination Complaints, for the reporting period October 1, 2010 through September 30, 2011, is accurate and complete.

NAME AND TITLE OF CERTIFYING OFFICIAL:

SIGNATURE OF CERTIFYING OFFICIAL: (Enter PIN here to serve as your electronic signature)

DATE: \_\_\_\_\_ TELEPHONE NUMBER: \_\_\_\_\_ E-MAIL: \_\_\_\_\_

NAME AND TITLE OF PREPARER:

DATE: \_\_\_\_\_ TELEPHONE NUMBER: \_\_\_\_\_ E-MAIL: \_\_\_\_\_

**The FY 2011 report (with the PIN entered) is due on or before October 31, 2011.**

**Appendix A - Comments**

## Appendix A – Comments (continued)



# U.S. Department of Homeland Security Workforce Strategy

Fiscal Years 2011-2016



Homeland  
Security



### **Vision**

DHS is the premier employer for top talent necessary to secure the homeland.

### **Mission**

DHS attracts, develops and retains a talented and diverse workforce to secure America.

## A Message from the Secretary

The safety and security of our country is the focus of the U.S. Department of Homeland Security workforce. Our mission couldn't be more important — and it can only be achieved through the hard work and dedication of our employees with the widest array of backgrounds, experiences, skills and ideas. For this reason, I am issuing the DHS Workforce Strategy for Fiscal Years 2011-2016. This strategy is about the DHS workforce — and it is for the DHS workforce. The strategy serves as the foundation to ensure the continued growth of DHS employees and our collective ability to prevent and respond to the threats facing America.

The future of this Department rests on the shoulders of our current and future leaders. This strategy supports a strategic and unified approach to building pipelines of talent while ensuring the continued development, recognition and advancement of our current workforce. Under the leadership of the Chief Human Capital Officer, the strategy addresses programs and resources to support the employees and advances the Department's capabilities in the areas of recruitment, retention and employee development.

The strategy centers around 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; and
4. Solidifying a unified DHS culture of mission performance, adaptability, accountability, equity and results.

The success of this strategy relies on the participation of all DHS employees. I challenge you to read this strategy, support the programs, participate in them, provide feedback and work together to move our Department forward in achievement of these goals. Together, we will sustain equitable and high-performance work environments at DHS, where employees feel valued and engaged. Together, we will make DHS an employer of choice.

Thank you for your continued service to the Department of Homeland Security and to our country.



Janet Napolitano  
Secretary

# DHS WORKFORCE STRATEGY

## Purpose

The U.S. Department of Homeland Security (DHS) is the lead agency responsible for protecting and securing our Nation. The vitality and magnitude of this mission is achieved by a diverse workforce composed of more than 230,000 employees working in a variety of occupations. The very nature of the DHS mission requires agility of operations. Supporting and enabling this workforce is the focus of the DHS Workforce Strategy for Fiscal Years 2011-2016.

## Drivers

The strategy aligns with and supports Departmental priorities identified in the Quadrennial Homeland Security Review (QHSR), Bottom-Up Review (BUR) and areas of improvement identified by the U.S. Government Accountability Office (GAO). The strategy was developed by a cross-component working group and provides the strategic roadmap for programs, tools and resources that enable employees to support the five homeland security mission areas, as outlined in the QHSR:

1. Preventing terrorism and enhancing security
2. Securing and managing our borders
3. Enforcing and administering our immigration laws
4. Safeguarding and securing cyberspace
5. Ensuring resilience to disasters

In addition to providing the strategic direction for the Department's activities, the QHSR underscores the need for organizational alignment and more efficient and effective management processes. The QHSR also identifies the need to enhance training and integrated professional development with other federal agencies and across all levels of government.

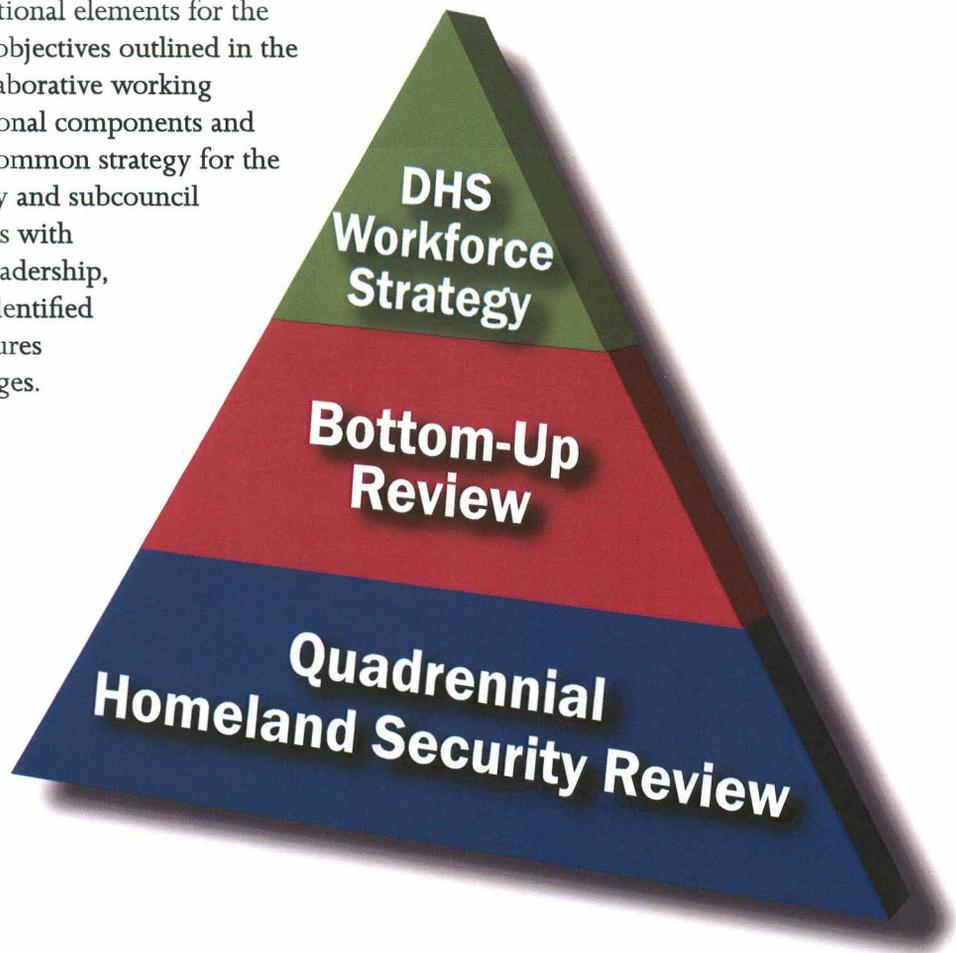
The BUR focuses on strengthening the Department's performance, improving operations and management and increasing accountability. The BUR aligns programmatic activities and organizational structure with the mission areas and goals of the QHSR. For example, the BUR identifies a need to reduce reliance on contractors, enhance the diversity and well-being of the DHS workforce, and strengthen coordination through cross-Departmental training and career paths.

DHS must strengthen the leadership cadre, make sure the Department plans for and hires the skills and backgrounds needed, ensure the workforce has the support and tools it needs to succeed, and continue to work towards a unified culture of accountability, adaptability, performance and results. Attracting, retaining and developing the skilled workforce needed to protect and secure our Nation is a DHS leadership priority, as is making the Department a best place to work.

# DHS WORKFORCE STRATEGY

## Methodology

These drivers served as foundational elements for the development of the goals and objectives outlined in the DHS Workforce Strategy. A collaborative working group, representing all operational components and headquarters, developed this common strategy for the next six years. Through strategy and subcouncil meetings, as well as discussions with component and Department leadership, this cross-component group identified the goals, objectives and measures outlined on the subsequent pages.



Success in meeting the goals outlined in this strategy depends on the involvement and participation of DHS leaders, managers and supervisors, and employees across the Department. This strategy will provide a roadmap for these groups to follow, and help the Department to move forward to ensure that the DHS current — and future — workforce is in the best position possible to support the complex set of DHS missions.

# DHS WORKFORCE STRATEGY

## Supporting and Enabling the DHS Workforce

### Workforce Vision

DHS is the premier employer for top talent necessary to secure the homeland.

### Workforce Mission

DHS attracts, develops and retains a talented and diverse workforce to secure America.

### Workforce Goals

- Goal 1:** Build an effective, mission-focused, diverse and inspiring leadership cadre.
- Goal 2:** Recruit a highly qualified and diverse workforce.
- Goal 3:** Retain an engaged workforce.
- Goal 4:** Solidify a unified DHS culture of mission performance, adaptability, accountability, equity and results.

## Workforce Goal 1

### **Build an effective, mission-focused, diverse and inspiring cadre of leaders.**

Successful organizations have effective leaders. Workforce goal #1 supports the development of a robust, multi-faceted, diverse leadership cadre with the skills and talents to lead DHS programs and teams and address our current, and future, challenges.

The following objectives support workforce goal #1.

- 1.1 Implement succession planning to ensure continuity of leadership.

#### *Performance Measures*

- Percent of leadership positions in mission critical occupational areas with implemented succession plans
- Length of time leadership positions stay vacant
- Placement rate of Senior Executive Service (SES) Candidate Development Program (CDP) graduates in SES positions within three years of graduation

- 1.2 Institute a Department-wide leader development program to enhance leadership skills for DHS employees at all levels.

#### *Performance Measures*

- Percent of leadership positions that have identified competencies
- Percent of employees completing a DHS-wide leadership development program offering

- 1.3 Achieve a diverse leadership cadre.

#### *Performance Measures*

- Percent of applicants for leadership positions that are from under-represented groups
- Percent of under-represented participants in leadership development courses

# DHS WORKFORCE STRATEGY

## Workforce Goal 2

### **Recruit a highly qualified and diverse workforce.**

Workforce goal #2 helps ensure that DHS has the right people with the right skills in the right jobs, ready and able to anticipate, prevent and respond to threats facing our Nation.

The following objectives support workforce goal #2.

- 2.1 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.

#### *Performance Measures*

- Proportion of component contract work that has been analyzed and documented using the balanced workforce methodology to determine appropriate balance

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

#### *Performance Measures*

- Relationship between demographics of relevant labor force and of applicants for targeted positions
- Number of Veterans onboard
- Percent of the Equal Employment Opportunity Management Directive 715, Disabled Veterans Affirmative Action Program and Federal Equal Opportunity Recruitment Program objectives implemented
- ROI data criteria and methodology for job fairs and ads

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

#### *Performance Measures*

- Manager involvement measure that aligns with the U.S. Office of Personnel Management's (OPM) hiring reform tracking
- Percent of managers satisfied with candidate pool and new hires
- Percent of certificates returned by managers due to lack of highly qualified candidates
- Time to hire

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

#### *Performance Measures*

- Percent of managers trained on hiring authorities and incentives
- Percent usage of special hiring authorities

## Workforce Goal 3

### Retain an engaged workforce.

Keeping and developing the workforce is essential for organizational success. Workforce goal #3 provides employees with the tools needed to do their jobs, grow their careers, and make the Department a better place to work.

The following objectives support workforce goal #3.

- 3.1 Use employee feedback to influence workplace policies and practices in order to improve employee satisfaction.

#### *Performance Measures*

- Percent of positive responses on “Job Satisfaction” index
- Scores on the DHS Exit Survey
- Percent of supervisors that have completed mandatory annual supervisory training

- 3.2 Develop cross-component and government-wide joint rotational opportunities to enhance employee and leader development.

#### *Performance Measures*

- Number of component employees sent on cross-component or government-wide rotational programs
- Employee feedback on rotational experiences

- 3.3 Execute a learning and development program to enhance the preparedness and mission critical job skills of our employees at all levels.

#### *Performance Measures*

- Percent of positive responses to survey questions related to training and developmental programs
- Development and progress against operational and occupational training plans
- Percent of employees on formal Individual Development Plans

- 3.4 Enhance collaborative efforts to improve labor-management relations.

#### *Performance Measures*

- Percent of positive responses on DHS Labor Relations Survey
- Percent of civilian managers in a union environment receiving labor relations training

# DHS WORKFORCE STRATEGY

- 3.5 Enhance employee recognition and work-life balance initiatives to improve employee satisfaction and retention.

***Performance Measures***

- Percent of positive responses to survey questions pertaining to employee recognition and work-life quality
- Scores on the Work/Life Index

## Workforce Goal 4

### **Solidify a unified DHS culture of mission performance, adaptability, accountability, equity and results.**

Leveraging the best ideas benefits all. Workforce goal #4 supports an integrated approach to identifying and implementing technical, operational and performance solutions and measures.

The following objectives support workforce goal #4.

- 4.1 Apply sound leadership and performance management practices to promote and measure performance, goal accomplishments and results that align with the DHS mission.

#### *Performance Measures*

- Number of components in the current cycle that have met the Human Capital Assessment and Accountability Framework (HCAAF) Results-Oriented Performance Culture System

- 4.2 Align workforce policies and programs to ensure jointness of human capital operations in our Department.

#### *Performance Measures*

- Annual compliance identified in program-level audits
- Annual compliance identified in Delegated Examining Unit audits

- 4.3 Align human resources information technology (HRIT) to increase timeliness and efficiency of human capital operations in our Department.

#### *Performance Measures*

- Number of redundant HRIT systems across DHS for each business requirement
- Progress against the HRIT operating plan developed and implemented by the HRIT Council

- 4.4 Identify, collect and measure a core set of workforce metrics to promote strategic management of the human capital functions.

#### *Performance Measures*

- Progress on measures included in DHS workforce dashboard

# DHS WORKFORCE STRATEGY

## Implementation

Effective implementation drives the success of the DHS Workforce Strategy — and depends on the full support of senior leadership and DHS human resources staff.

Progress on the goals, objectives and associated performance measures outlined in the strategy are tracked and reported at the Department- and component-levels to the Secretary and the Chief Human Capital Officer. DHS components will develop annual operational plans that detail component-specific actions in support of these goals and objectives. Component human resources leadership will report on component goals and objective achievement through the Human Capital Leadership Council and other relevant cross-component oversight bodies.

The Department is aware that factors will influence and challenge the strategy's execution over the next six years. Changing demographics of the labor force, emerging needs in areas such as cybersecurity and foreign language proficiency, and finding the appropriate balance of contractors and federal employees are just a few examples of factors anticipated to impact this plan over time. The goals, objectives and performance measures will be continually monitored and, if necessary, updated so that the strategy is adaptable and meets the evolving needs of the Department.

## Conclusion

The DHS workforce is committed to protecting and securing our Nation. The DHS Workforce Strategy represents the Department's commitment to the employees charged with achieving this mission. The goals and objectives support organizational goal achievement and individual employee career growth and development. The strategy lays the foundation for the programs, policies, tools and resources needed to support and enable mission success.

# Acknowledgements

The development of this strategy included representatives from DHS components. The hard work and dedication of this working group is greatly appreciated.

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Debra Tomchek

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# The DHS Workforce Strategy for FY 2011- 2016

**Workforce Vision:** DHS is the premier employer for top talent necessary to secure the homeland.

**Workforce Mission:** DHS attracts, develops and retains a talented and diverse workforce to secure America.

Workforce Goal	Objectives	Performance Measures
<b>1</b> Build an effective, mission-focused, diverse and inspiring cadre of leaders.	1.1 Implement succession planning to ensure continuity of leadership.	<ul style="list-style-type: none"> <li>Percent of leadership positions in mission critical occupational areas with implemented succession plans</li> <li>Length of time leadership positions stay vacant</li> <li>Placement rate of SES CDP graduates in SES positions within three years of graduation</li> </ul>
	1.2 Institute a Department-wide leader development program to enhance leadership skills for DHS employees at all levels.	<ul style="list-style-type: none"> <li>Percent of leadership positions that have identified competencies</li> <li>Percent of employees completing a DHS-wide leadership development program offering</li> </ul>
	1.3 Achieve a diverse leadership cadre.	<ul style="list-style-type: none"> <li>Percent of applicants for leadership positions that are from under-represented groups</li> <li>Percent of under-represented participants in leadership development courses</li> </ul>
<b>2</b> Recruit a highly qualified and diverse workforce.	2.1 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.	<ul style="list-style-type: none"> <li>Proportion of component contract work that has been analyzed and documented using the balanced workforce methodology to determine appropriate balance</li> </ul>
	2.2 Develop a collaborative, targeted recruitment strategy to promote public service and to ensure outreach to diverse populations.	<ul style="list-style-type: none"> <li>Relationship between demographics of relevant labor force and of applicants for targeted positions</li> <li>Number of Veterans onboard</li> <li>Percent of the EEO MD 715, Disabled Veterans Affirmative Action Program and Federal Equal Opportunity Recruitment Program objectives implemented</li> <li>ROI data criteria and methodology for job fairs and ads</li> </ul>
	2.3 Simplify the entire hiring process to decrease our time to hire and increase the quality of candidates.	<ul style="list-style-type: none"> <li>Manager involvement measure that aligns with OPM's hiring reform tracking</li> <li>Percent of managers satisfied with candidate pool and new hires</li> <li>Percent of certificates returned by managers due to lack of highly qualified candidates</li> <li>Time to hire</li> </ul>
	2.4 Use current flexibilities and incentives, and seek new authorities where needed.	<ul style="list-style-type: none"> <li>Percent of managers trained on hiring authorities and incentives</li> <li>Percent usage of special hiring authorities</li> </ul>

# The DHS Workforce Strategy for FY 2011- 2016

Workforce Goal	Objectives	Performance Measures
<b>3</b> Retain an engaged workforce.	3.1 Use employee feedback to influence workplace policies and practices in order to improve employee satisfaction.	<ul style="list-style-type: none"> <li>• Percent of positive responses on “Job Satisfaction” index</li> <li>• Scores on the DHS Exit Survey</li> <li>• Percent of supervisors that have completed mandatory annual supervisory training</li> </ul>
	3.2 Develop cross-component and government-wide joint rotational opportunities to enhance employee and leader development.	<ul style="list-style-type: none"> <li>• Number of component employees sent on cross-component or government-wide rotational programs</li> <li>• Employee feedback related to satisfaction of rotational experiences</li> </ul>
	3.3 Execute a learning and development program to enhance the preparedness and mission critical job skills of our employees at all levels.	<ul style="list-style-type: none"> <li>• Percent of positive responses to survey questions related to training and developmental programs</li> <li>• Development and progress against operational and occupational training plans</li> <li>• Percent of employees on formal Individual Development Plans</li> </ul>
	3.4 Enhance collaborative efforts to improve labor-management relations.	<ul style="list-style-type: none"> <li>• Percent of positive responses on DHS Labor Relations Survey</li> <li>• Percent of civilian managers in a union environment receiving labor relations training</li> </ul>
	3.5 Enhance employee recognition and work-life balance initiatives to improve employee satisfaction and retention.	<ul style="list-style-type: none"> <li>• Percent of positive responses to questions pertaining to employee recognition and work-life quality</li> <li>• Scores on the Work/Life Index</li> </ul>
<b>4</b> Solidify a unified DHS culture of mission performance, adaptability, accountability, equity and results.	4.1 Apply sound leadership and performance management practices to promote and measure performance, goal accomplishments and results that align with the organizational mission.	<ul style="list-style-type: none"> <li>• Number of components in the current cycle that have met the HCAAF Results-oriented Performance Culture System</li> </ul>
	4.2 Align workforce policies and programs to ensure jointness of human capital operations in our Department.	<ul style="list-style-type: none"> <li>• Annual compliance identified in program-level audits</li> <li>• Annual compliance identified in Delegated Examining Unit audits</li> </ul>
	4.3 Align human resources information technology (HRIT) to increase timeliness and efficiency of human capital operations in our Department.	<ul style="list-style-type: none"> <li>• Number of redundant HRIT systems across DHS for each business requirement</li> <li>• Progress against the HRIT operating plan developed and implemented by the HRIT Council</li> </ul>
	4.4 Identify, collect and measure a core set of workforce metrics to promote strategic management of the human capital functions.	<ul style="list-style-type: none"> <li>• Progress on measures included in DHS workforce dashboard</li> </ul>

## APPENDIX E

### DHS CROSS-CUTTING, HIGH-PROFILE OCCUPATIONS

<i>Cross-Cutting</i> <sup>1</sup>	<i>High-Profile</i> <sup>2</sup>
Security (0080)	Transportation Security Officers (1802)
Police (0083)	Adjudications Officers (1801)
Intelligence Research Specialist (0132)	Customs & Border Protection Officers (1895)
Engineers (0900 Family)	Border Patrol Agents (1896)
Attorneys (0905)	
Contract Specialists (1102)	
Information Technology Specialists (2210)	
Criminal Investigators (1811)	

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<sup>1</sup> Exist in more than one DHS operational or supporting Component

<sup>2</sup> Highly populated and/or high public visibility

## **APPENDIX F ACRONYMS**

CAP	Computer/Electronic Accommodation Program
CBP	U.S. Customs and Border Protection
CIS	U.S. Citizenship and Immigration Services
CPRO	DHS's Consolidated Personnel Reporting On-line System
CR	Civil Rights
CRCL	Office for Civil Rights and Civil Liberties
DHS	U.S. Department of Homeland Security
EARN	Employer Assistance Referral Network
EEO	Equal Employment Opportunity
EEOC	Equal Employment Opportunity Commission
ERI/G	Ethnicity Race Indicator/Gender
FEMA	Federal Emergency Management Agency
FLETC	Federal Law Enforcement Training Center
HC	Human Capital
HQ	Headquarters
ICE	U.S. Immigration and Customs Enforcement
IT	Information Technology
NCLF	National Civilian Labor Force
NOAC	Nature of Action Code
OAST	Office of Accessible Systems & Technology
OCHCO	Office of the Chief Human Capital Officer
OPM	Office of Personnel Management
TSA	Transportation Security Administration
VRE	Vocational Rehabilitation and Employment
WRP	Workforce Recruitment Program for College Students with Disabilities

## **APPENDIX G DEFINITIONS**

The following definitions apply to this U.S. Department of Homeland Security Federal Agency Annual Equal Employment Opportunity Status Report:

**Applicant** – A person who applies for employment.

**Applicant Flow Data** – Information reflecting characteristics of the pool of individuals applying for an employment opportunity.

**Barrier** – A management or personnel policy, procedure, practice or condition that limits employment opportunities for members of a particular group based on race, ethnic background, gender, or disability.

**Cross-Cutting, High-Profile Occupation** – DHS mission critical occupations that reside in multiple DHS Organizational Elements or by their very nature are high-profile occupations (e.g., TSA Screeners).

**Disability** – For the purpose of statistics, recruitment, and targeted goals, the number of employees in the workplace who have indicated having a disability on an Office of Personnel Management Standard Form (SF) 256. For all other purposes, the definition contained in 29 C.F.R. §1630.2 applies.

**Civilian Labor Force (CLF)** – Persons 16 years of age and over, except those in the armed forces, who are employed or are unemployed and seeking work.

**Goal** – Under the Rehabilitation Act, an identifiable objective set by an agency to address or eliminate barriers to equal employment opportunity or to address the lingering effects of past discrimination.

**Nature of Action Codes** – Describes the type of personnel action being taken on the employee pursuant to his/her employment with the Department.

**Reasonable Accommodation** – Generally, any modification or adjustment to the work environment, or to the manner or circumstances under which work is customarily performed, that enables an individual with a disability to perform the essential functions of a position or enjoy equal benefits and privileges of employment as are enjoyed by similarly situated individuals without a disability.

**Relevant Labor Force** – The source from which an agency draws or recruits applicants for employment or an internal selection such as a promotion.

Section 501 Program – The affirmative program plan that each agency is required to maintain under Section 501 of the Rehabilitation Act to provide individuals with disabilities adequate hiring, placement, and advancement opportunities.

Section 717 Program – The affirmative program of equal employment opportunity that each agency is required to maintain for all employees and applicants for employment under Section 717 of Title VII.

Targeted Disabilities – Disabilities that the federal government, as a matter of policy, has identified for special emphasis in affirmative action programs. They are (1) deafness, (2) blindness, (3) missing extremities, (4) partial paralysis, (5) complete paralysis, (6) convulsive disorders, (7) mental retardation, (8) mental illness, and (9) distortion of limb and/or spine.

Trigger – Any piece of information (a statistical anomaly, a trend, etc.) that alerts an EEO professional that additional scrutiny of the area where the trigger occurred is necessary. Agencies must investigate triggers to determine whether actual barriers are at work.

**TABLE A2: Total Workforce by Component - Distribution by Race/Ethnicity and Sex**

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

Employment Tenure	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		Undisclosed		
	All	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	
<b>TOTAL</b>																				
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	35	30
	%	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	0.02	0.02
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		
DHS Headquarters	#	7,218	4,375	2,843	244	120	3,120	1,502	739	1,009	218	183	5	4	35	16	10	9	4	0
	%	100	60.61	39.39	3.38	1.66	43.23	20.81	10.24	13.98	3.02	2.54	0.07	0.06	0.48	0.22	0.14	0.12	0.06	0.00
Federal Emergency Management Agency	#	4,823	2,831	1,992	83	62	2,222	1,209	427	650	69	50	8	2	18	16	3	3	1	0
	%	100	58.70	41.30	1.72	1.29	46.07	25.07	8.85	13.48	1.43	1.04	0.17	0.04	0.37	0.33	0.06	0.06	0.02	0.00
Federal Law Enforcement Training Center	#	1,071	711	360	31	19	609	270	51	63	7	6	0	0	12	2	0	0	1	0
	%	100	66.39	33.61	2.89	1.77	56.86	25.21	4.76	5.88	0.65	0.56	0.00	0.00	1.12	0.19	0.00	0.00	0.09	0.00
Transportation Security Administration	#	65,788	41,364	24,424	6,676	3,792	25,016	12,304	6,858	6,864	2,078	903	202	178	436	318	84	51	14	14
	%	100	62.87	37.13	10.15	5.76	38.03	18.70	10.42	10.43	3.16	1.37	0.31	0.27	0.66	0.48	0.13	0.08	0.02	0.02
U.S. Citizenship and Immigration Services	#	10,432	4,326	6,106	452	811	2,824	3,318	517	1,284	475	597	2	12	29	44	17	28	10	12
	%	100	41.47	58.53	4.33	7.77	27.07	31.81	4.96	12.31	4.55	5.72	0.02	0.12	0.28	0.42	0.16	0.27	0.10	0.12
U.S. Coast Guard	#	8,354	5,683	2,671	323	156	4,433	1,625	575	666	162	120	25	12	128	45	37	47	0	0
	%	100	68.03	31.97	3.87	1.87	53.06	19.45	6.88	7.97	1.94	1.44	0.30	0.14	1.53	0.54	0.44	0.56	0.00	0.00
U.S. Customs and Border Protection	#	59,388	46,868	12,520	17,486	3,440	24,281	6,203	2,203	1,897	2,085	722	168	49	461	106	184	103	0	0
	%	100	78.92	21.08	29.44	5.79	40.89	10.44	3.71	3.19	3.51	1.22	0.28	0.08	0.78	0.18	0.31	0.17	0.00	0.00

**TABLE A2: Total Workforce by Component - Distribution by Race/Ethnicity and Sex**

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				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		Undisclosed		
	All	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	
<b>U.S. Immigration and Customs Enforcement</b>	#	19,943	14,133	5,810	3,100	1,108	9,240	3,144	1,009	1,211	623	287	33	11	104	38	19	7	5	4
	%	100	70.87	29.13	15.54	5.56	46.33	15.76	5.06	6.07	3.12	1.44	0.17	0.06	0.52	0.19	0.10	0.04	0.03	0.02
<b>U.S. Secret Service</b>	#	6,862	5,229	1,633	288	133	4,095	935	662	469	144	82	9	1	27	11	4	2	0	0
	%	100	76.20	23.80	4.20	1.94	59.68	13.63	9.65	6.83	2.10	1.19	0.13	0.01	0.39	0.16	0.06	0.03	0.00	0.00

Data Source: CPRO

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	%	100	68.03	31.97	3.87	1.87	53.06	19.45	6.88	7.97	1.94	1.44	0.30	0.14	1.53	0.54	0.44	0.56	0.00	0.00
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	%	100	78.92	21.08	29.44	5.79	40.89	10.44	3.71	3.19	3.51	1.22	0.28	0.08	0.78	0.18	0.31	0.17	0.00	0.00

**TABLE A2: Total Workforce by Component - Distribution by Race/Ethnicity and Sex**

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

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				Hispanic or Latino		Non- Hispanic or Latino														
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	All	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	
<b>U.S. Immigration and Customs Enforcement</b>	#	19,943	14,133	5,810	3,100	1,108	9,240	3,144	1,009	1,211	623	287	33	11	104	38	19	7	5	4
	%	100	70.87	29.13	15.54	5.56	46.33	15.76	5.06	6.07	3.12	1.44	0.17	0.06	0.52	0.19	0.10	0.04	0.03	0.02
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	%	100	76.20	23.80	4.20	1.94	59.68	13.63	9.65	6.83	2.10	1.19	0.13	0.01	0.39	0.16	0.06	0.03	0.00	0.00

Data Source: CPRO







**TABLE A4-1: Participation Rates for U.S. Secret Service LE Grades - 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
<b>LE-10</b>	#	1	1	0			1											
	%	100	100.00	0.00	0.00	0.00	100.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
<b>LE-11</b>	#	1	1	0					1									
	%	100	100.00	0.00	0.00	0.00	0.00	0.00	100.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
<b>Total</b>	#	1,431	1,275	156	91	9	951	98	206	45	14	3	2	0	7	0	4	1
	%	100	89.10	10.90	6.36	0.63	66.46	6.85	14.40	3.14	0.98	0.21	0.14	0.00	0.49	0.00	0.28	0.07

Data Source: CPRO

**TABLE A4-1: Participation Rates for General Schedule (GS/GG) Grades - Distribution by Race/Ethnicity and Sex**

This table is for All Agencies -- FY 2011 -- GS, GL, GG, GH, GM, ES, SL, ST, SQ -- Permanent Employees

	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		Undisclosed			
All	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	
GS/GG-01	#	0																			
	%																				
GS/GG-02	#	5	3	2			1	2			2										
	%	100	60.00	40.00			20.00	40.00			40.00										
GS/GG-03	#	49	23	26	3	1	16	12	3	9	1	3				1					
	%	100	46.94	53.06	6.12	2.04	32.65	24.49	6.12	18.37	2.04	6.12				2.04					
GS/GG-04	#	11,130	6,919	4,211	1,763	901	3,422	1,689	1,148	1,345	386	154	73	47	57	36	69	38	1	1	
	%	100	62.17	37.83	15.84	8.10	30.75	15.18	10.31	12.08	3.47	1.38	0.66	0.42	0.51	0.32	0.62	0.34	0.01	0.01	
GS/GG-05	#	15,220	8,635	6,585	1,652	1,161	4,787	2,995	1,674	2,082	368	200	26	29	110	96	8	12	10	10	
	%	100	56.73	43.27	10.85	7.63	31.45	19.68	11.00	13.68	2.42	1.31	0.17	0.19	0.72	0.63	0.05	0.08	0.07	0.07	
GS/GG-06	#	13,861	7,954	5,907	1,325	824	4,574	3,100	1,404	1,620	533	239	38	43	77	74	2	7	1		
	%	100	57.38	42.62	9.56	5.94	33.00	22.36	10.13	11.69	3.85	1.72	0.27	0.31	0.56	0.53	0.01	0.05	0.01		
GS/GG-07	#	12,901	7,409	5,492	1,386	892	4,479	2,866	1,002	1,332	408	271	34	24	80	76	18	25	2	6	
	%	100	57.43	42.57	10.74	6.91	34.72	22.22	7.77	10.32	3.16	2.10	0.26	0.19	0.62	0.59	0.14	0.19	0.02	0.05	
GS/GG-08	#	6,289	3,583	2,706	513	407	2,203	1,378	630	731	187	132	20	23	27	30	2	3	1	2	
	%	100	56.97	43.03	8.16	6.47	35.03	21.91	10.02	11.62	2.97	2.10	0.32	0.37	0.43	0.48	0.03	0.05	0.02	0.03	
GS/GG-09	#	14,830	10,110	4,720	2,530	909	5,964	2,507	945	943	506	261	39	24	97	50	27	23	2	3	
	%	100	68.17	31.83	17.06	6.13	40.22	16.90	6.37	6.36	3.41	1.76	0.26	0.16	0.65	0.34	0.18	0.16	0.01	0.02	



**TABLE A4-1: Participation Rates for General Schedule (GS/GG) Grades - Distribution by Race/Ethnicity and Sex**

This table is for All Agencies -- FY 2011 -- GS, GL, GG, GH, GM, ES, SL, ST, SQ -- Permanent Employees

	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		Undisclosed		
All	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female
<b>Total</b>	#	181,488	123,211	58,277	28,288	9,636	74,278	30,447	12,794	14,100	5,821	2,949	433	269	1,211	596	351	250	35	30
	%	100	67.89	32.11	15.59	5.31	40.93	16.78	7.05	7.77	3.21	1.62	0.24	0.15	0.67	0.33	0.19	0.14	0.02	0.02

Data Source: CPRO

**TABLE A4-1: Participation Rates for General Schedule (GS/GG) Grades - Distribution by Race/Ethnicity and Sex**

This table is for All Agencies -- FY 2011 -- GS, GL, GG, GH, GM, ES, SL, ST, SQ -- Temporary Employees

	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		Undisclosed	
All	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	
GS/GG-01	#	57	25	32	2	4	18	12	4	14	1	2							
	%	100	43.86	56.14	3.51	7.02	31.58	21.05	7.02	24.56	1.75	3.51							
GS/GG-02	#	143	68	75	6	12	47	46	14	15	1				1		1		
	%	100	47.55	52.45	4.20	8.39	32.87	32.17	9.79	10.49	0.70				0.70		0.70		
GS/GG-03	#	221	101	120	10	19	71	67	14	32	3	2			2		1		
	%	100	45.70	54.30	4.52	8.60	32.13	30.32	6.33	14.48	1.36	0.90			0.90		0.45		
GS/GG-04	#	467	199	268	13	28	131	160	42	58	12	12		2		3	1	3	2
	%	100	42.61	57.39	2.78	6.00	28.05	34.26	8.99	12.42	2.57	2.57		0.43		0.64	0.21	0.64	0.43
GS/GG-05	#	415	131	284	11	21	82	175	31	71	6	11			1	4		2	
	%	100	31.57	68.43	2.65	5.06	19.76	42.17	7.47	17.11	1.45	2.65			0.24	0.96		0.48	
GS/GG-06	#	301	133	168	38	25	65	93	25	44	3	1	1	4	1	1			
	%	100	44.19	55.81	12.62	8.31	21.59	30.90	8.31	14.62	1.00	0.33	0.33	1.33	0.33	0.33			
GS/GG-07	#	923	345	578	37	47	211	307	77	200	8	14	4	3	7	6	1	1	
	%	100	37.38	62.62	4.01	5.09	22.86	33.26	8.34	21.67	0.87	1.52	0.43	0.33	0.76	0.65	0.11	0.11	
GS/GG-08	#	194	75	119	48	41	19	49	6	29	1				1				
	%	100	38.66	61.34	24.74	21.13	9.79	25.26	3.09	14.95	0.52				0.52				
GS/GG-09	#	3,870	1,729	2,141	136	177	1,250	1,193	269	663	40	52	18	24	14	24	2	8	
	%	100	44.68	55.32	3.51	4.57	32.30	30.83	6.95	17.13	1.03	1.34	0.47	0.62	0.36	0.62	0.05	0.21	



**TABLE A4-1: Participation Rates for General Schedule (GS/GG) Grades - Distribution by Race/Ethnicity and Sex**

This table is for All Agencies -- FY 2011 -- GS, GL, GG, GH, GM, ES, SL, ST, SQ -- Temporary Employees

	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		Undisclosed		
All	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female
<b>Total</b>	#	15,888	8,570	7,318	531	553	6,647	4,637	997	1,743	169	158	117	119	95	86	13	20	1	2
	%	100	53.94	46.06	3.34	3.48	41.84	29.19	6.28	10.97	1.06	0.99	0.74	0.75	0.60	0.54	0.08	0.13	0.01	0.01

Data Source: CPRO

**TABLE A5-1: Participation Rates for Wage Grades (Federal Wage System) - Distribution by Race/Ethnicity and Sex**

This table is for All Agencies -- FY 2011 -- WD, WG, WL, WN, WS, XP -- Permanent Employees

	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		Undisclosed		
	All	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	
Grade-01	#	10	9	1			7	1	2											
	%	100	90.00	10.00			70.00	10.00	20.00											
Grade-02	#	11	9	2	1		7	2					1							
	%	100	81.82	18.18	9.09		63.64	18.18					9.09							
Grade-03	#	36	33	3			25	2	8	1										
	%	100	91.67	8.33			69.44	5.56	22.22	2.78										
Grade-04	#	26	9	17	1	1	7	16	1											
	%	100	34.62	65.38	3.85	3.85	26.92	61.54	3.85											
Grade-05	#	96	91	5	2		76	4	10	1			1		2					
	%	100	94.79	5.21	2.08		79.17	4.17	10.42	1.04			1.04		2.08					
Grade-06	#	174	153	21	31	2	85	17	32	2	2		2		1					
	%	100	87.93	12.07	17.82	1.15	48.85	9.77	18.39	1.15	1.15		1.15		0.57					
Grade-07	#	68	65	3	6		38	1	19	1		1	2							
	%	100	95.59	4.41	8.82		55.88	1.47	27.94	1.47		1.47	2.94							
Grade-08	#	233	220	13	24		158	10	28	3	4		2		3		1			
	%	100	94.42	5.58	10.30		67.81	4.29	12.02	1.29	1.72		0.86		1.29		0.43			
Grade-09	#	168	167	1	11	1	117		32		2		2		2		1			
	%	100	99.40	0.60	6.55	0.60	69.64		19.05		1.19		1.19		1.19		0.60			

**TABLE A5-1: Participation Rates for Wage Grades (Federal Wage System) - Distribution by Race/Ethnicity and Sex**

This table is for All Agencies -- FY 2011 -- WD, WG, WL, WN, WS, XP -- Permanent Employees

	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		Undisclosed		
	All	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	
Grade-10	#	1,241	1,230	11	310	1	764	8	90	2	29		8		24		5			
	%	100	99.11	0.89	24.98	0.08	61.56	0.64	7.25	0.16	2.34		0.64		1.93		0.40			
Grade-11	#	229	225	4	7		193	1	18	3	2		1		4					
	%	100	98.25	1.75	3.06		84.28	0.44	7.86	1.31	0.87		0.44		1.75					
Grade-12	#	66	66	0	2		57		3		1				3					
	%	100	100.00	0.00	3.03		86.36		4.55		1.52				4.55					
Grade-13	#	11	10	1			10	1												
	%	100	90.91	9.09			90.91	9.09												
Grade-14	#	7	7	0			6		1											
	%	100	100.00	0.00			85.71		14.29											
Grade-15	#	9	9	0			7		2											
	%	100	100.00	0.00			77.78		22.22											
Grade Unknown	#	0																		
	%																			
Total	#	2,385	2,303	82	395	5	1,557	63	246	13	40	1	19		39		7			
	%	100	96.56	3.44	16.56	0.21	65.28	2.64	10.31	0.55	1.68	0.04	0.80		1.64		0.29			

Data Source: CPRO



**TABLE A5-1: Participation Rates for Wage Grades (Federal Wage System) - Distribution by Race/Ethnicity and Sex**

This table is for All Agencies -- FY 2011 -- WD, WG, WL, WN, WS, XP -- Temporary Employees

	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		Undisclosed		
All	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female		
Grade-10	#	37	37	0	1		32		3						1					
	%	100	100.00	0.00	2.70		86.49		8.11						2.70					
Grade-11	#	5	5	0			5													
	%	100	100.00	0.00			100.00													
Grade-12	#	4	4	0			3		1											
	%	100	100.00	0.00			75.00		25.00											
Grade-13	#	0																		
	%																			
Grade-14	#	0																		
	%																			
Grade-15	#	0																		
	%																			
Grade Unknown	#	0																		
	%																			
Total	#	128	125	3	5		93	3	25		1				1					
	%	100	97.66	2.34	3.91		72.66	2.34	19.53		0.78				0.78					

Data Source: CPRO

**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	Male	Female
<b>Major/Mission Critical Occupations (500+ employees)</b>																		
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 - Gen 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
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

**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	Male	Female
<b>Major/Mission Critical Occupations (500+ employees)</b>																		
<b>0301 - Miscellaneous Administration &amp; Programs</b>	#	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
<b>0343 - Management &amp; Program Analysis</b>	#	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
<b>2210 - Information Technology Specialists</b>	#	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
<b>0401 - General Natural Resources Management &amp; Biology</b>	#	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
<b>0905 - General Attorney</b>	#	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

**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	Male	Female
<b>Major/Mission Critical Occupations (500+ employees)</b>																		
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
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

**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	Male	Female
<b>Major/Mission Critical Occupations (500+ employees)</b>																		
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
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

**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	
<b>Major/Mission Critical Occupations (500+ employees)</b>																		
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

Data Source: CPRO



**TABLE A8: New Hires by Type of Appointment - Distribution by Race/Ethnicity and Sex**

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

Type of Appointment	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		Undisclosed		
All	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female		
<b>Permanent</b>	#	17,558	11,719	5,839	2,306	905	7,096	2,828	1,508	1,679	562	284	77	52	93	45	77	46	0	0
	%	100	66.74	33.26	13.13	5.15	40.41	16.11	8.59	9.56	3.20	1.62	0.44	0.30	0.53	0.26	0.44	0.26	0.00	0.00
<b>Temporary</b>	#	3,644	1,871	1,773	174	147	1,318	1,059	309	483	45	55	4	5	19	13	2	10	0	1
	%	100	51.34	48.66	4.77	4.03	36.17	29.06	8.48	13.25	1.23	1.51	0.11	0.14	0.52	0.36	0.05	0.27	0.00	0.03
<b>Non-Appropriated</b>	#	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	%	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
<b>TOTAL</b>	#	21,202	13,590	7,612	2,480	1,052	8,414	3,887	1,817	2,162	607	339	81	57	112	58	79	56	0	1
	%	100	64.10	35.90	11.70	4.96	39.68	18.33	8.57	10.20	2.86	1.60	0.38	0.27	0.53	0.27	0.37	0.26	0.00	0.005
<b>CLF (2000)</b>	%	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		

Data Source: CPRO





**TABLE A9: Selections for Internal Competitive Promotions for Major Occupations - Distribution by Race/Ethnicity and Sex**

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

	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		
						Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male
All	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female		
<b>0511- Auditor (DHS HQs OIG)</b>																		
Total Applications Received	#	74																
Qualified	#	N/A																
	%																	
Selected	#	7	3	4	1	1	1	1	0	2	1	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	
Relevant Applicant Pool	%	N/A																
<b>0801 - General Engineer (CBP, USCG, &amp; DHS HQs)</b>																		
Total Applications Received	#	989																
Qualified	#	180	154	26	3	2	97	11	22	8	31	5	0	0	1	0	0	
	%	100	85.6	14.4	1.7	1.1	53.9	6.1	12.2	4.4	17.2	2.8	0.0	0.0	0.6	0.0	0.0	
Selected	#	20	14	6	0	2	11	2	0	1	1	1	0	0	1	0	1	
	%	100	70	30.0	0.0	10.0	55.0	10.0	0.0	5.0	5.0	5.0	0.0	0.0	5.0	0.0	5.0	
Relevant Applicant Pool	%	N/A																
<b>0808 - Architecture (USCG)</b>																		
Total Applications Received	#	689																
Qualified	#	92	85	7	4	0	65	7	5	0	11	0	0	0	0	0	0	
	%	100	92.4	7.6	4.3	0.0	70.7	7.6	5.4	0.0	12.0	0.0	0.0	0.0	0.0	0.0	0.0	
Selected	#	0																
	%																	
Relevant Applicant Pool	%	100	80.6	19.4	0.0	0.0	67.7	16.1	3.2	0.0	6.5	3.2	0.0	0.0	0.0	0.0	3.2	
<b>0809 - Construction Rep (USCG)</b>																		
Total Applications Received	#	390																
Qualified	#	36	35	1	0	0	30	1	1	0	3	0	1	0	0	0	0	
	%	100	97.2	2.8	0.0	0.0	83.3	2.8	2.8	0.0	8.3	0.0	2.8	0.0	0.0	0.0	0.0	
Selected	#	0																
	%																	
Relevant Applicant Pool	%	100	100	0.0	7.7	0.0	80.8	0.0	3.8	0.0	0.0	0.0	3.8	0.0	0.0	0.0	3.8	

**TABLE A9: Selections for Internal Competitive Promotions for Major Occupations - Distribution by Race/Ethnicity and Sex**

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

	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		
						Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male
All	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female		
<b>0810- Civil Engineer (USCG)</b>																		
Total Applications Received	#	308																
Qualified	#	38	35	3	0	0	26	2	1	1	8	0	0	0	0	0	0	0
	%	100	92.1	7.9	0.0	0.0	68.4	5.3	2.6	2.6	21.1	0.0	0.0	0.0	0.0	0.0	0.0	0.0
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
Relevant Applicant Pool	%	100	91.7	8.3	4.2	0.0	70.8	6.3	4.2	0.0	10.4	2.1	0.0	0.0	2.1	0.0	0.0	0.0
<b>0819- Environmental Engineering (USCG)</b>																		
Total Applications Received	#	48																
Qualified	#	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
Selected	#	0																
	%																	
Relevant Applicant Pool	%	100	78.9	21.1	0.0	0.0	57.9	21.1	5.3	0.0	15.8	0.0	0.0	0.0	0.0	0.0	0.0	0.0
<b>0830-Mechanical Engineering (USCG)</b>																		
Total Applications Received	#	505																
Qualified	#	41	38	3	0	0	26	3	3	0	9	0	0	0	0	0	0	0
	%	100	92.7	7.3	0.0	0.0	63.4	7.3	7.3	0.0	22.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
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	0.0	100.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Relevant Applicant Pool	%	100	90.2	9.8	0.0	0.0	70.6	5.9	0.0	0.0	17.6	3.9	0.0	0.0	0.0	0.0	2.0	0.0
<b>0850-Electrical Engineering (USCG)</b>																		
Total Applications Received	#	128																
Qualified	#	11	10	1	0	0	6	1	0	0	4	0	0	0	0	0	0	0
	%	100	90.9	9.1	0.0	0.0	54.5	9.1	0.0	0.0	36.4	0.0	0.0	0.0	0.0	0.0	0.0	0.0
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
Relevant Applicant Pool	%	100	91.9	8.1	2.7	0.0	54.1	2.7	8.1	2.7	24.3	2.7	0.0	0.0	0.0	0.0	2.7	0.0

**TABLE A9: Selections for Internal Competitive Promotions for Major Occupations - Distribution by Race/Ethnicity and Sex**

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

	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
<b>0855-Electronics Engineering (USCG)</b>																		
Total Applications Received	#	200																
Qualified	#	61	55	6	0	0	46	3	3	3	5	0	0	0	1	0	0	0
	%	100	90.2	9.8	0.0	0.0	75.4	4.9	4.9	4.9	8.2	0.0	0.0	0.0	1.6	0.0	0.0	0.0
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	0.0	100.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Relevant Applicant Pool	%	100	93.3	6.7	1.7	0.0	75.0	5.0	6.7	1.7	5.0	0.0	0.0	0.0	0.0	0.0	5.0	0.0
<b>0871-Naval Architecture (USCG)</b>																		
Total Applications Received	#	177																
Qualified	#	15	13	2	0	0	13	0	0	1	0	0	0	0	0	0	0	1
	%	100	86.7	13.3	0.0	0.0	86.7	0.0	0.0	6.7	0.0	0.0	0.0	0.0	0.0	0.0	0.0	6.7
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	0.0	66.7	0.0	33.3	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Relevant Applicant Pool	%	100	90.0	10.0	0.0	0.0	70.0	10.0	2.5	0.0	15.0	0.0	0.0	0.0	2.5	0.0	0.0	0.0
<b>0905 - General Attorney (ICE)</b>																		
Total Applications Received	#	3880																
Qualified	#	950	461	489	30	46	381	348	17	37	33	55	0	0	0	1	0	2
	%	100	48.5	51.5	3.2	4.8	40.1	36.6	1.8	3.9	3.5	5.8	0.0	0.0	0.0	0.1	0.0	0.2
Selected	#	51	31	20	0	3	26	16	1	0	4	0	0	1	0	0	0	0
	%	100	60.8	39.2	0.0	5.9	51.0	31.4	2.0	0.0	7.8	0.0	0.0	2.0	0.0	0.0	0.0	0.0
Relevant Applicant Pool	%	N/A																
<b>0930 - Asylum Officer (CIS)</b>																		
Total Applications Received	#	N/A																
Qualified	#	N/A																
	%																	
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
Relevant Applicant Pool	%	100	41.0	59.0	4.4	7.8	29.4	37.1	2.6	7.5	4.4	6.2	0.0	0.0	0.3	0.3	0.0	0.0





**TABLE A9: Selections for Internal Competitive Promotions for Major Occupations - Distribution by Race/Ethnicity and Sex**

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

	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	Male	Female	
<b>2210- IT Specialist (CBP, USCG, FEMA, FLETC, &amp; DHS HQs)</b>																			
Total Applications Received	#	10633																	
Qualified	#	4451	3043	1408	97	20	1586	597	866	518	203	132	16	5	23	8	252	128	
	%	100	68.4	31.6	2.2	0.4	35.6	13.4	19.5	11.6	4.6	3.0	0.4	0.1	0.5	0.2	5.7	2.9	
Selected	#	51	23	16	1	1	16	9	3	3	1	3	0	0	0	0	2	0	
	%	76	45.1	31.4	2.0	2.0	31.4	17.6	5.9	5.9	2.0	5.9	0.0	0.0	0.0	0.0	3.9	0.0	
Relevant Applicant Pool		N/A																	
<b>GRAND TOTAL</b>																			
Selected *	#	8659	5137	3510	954	344	3122	2027	564	894	300	103	6	16	44	42	147	81	
	%	100	59.3	40.5	11.0	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	

Data Source: DHS Components

\* Includes 15 selectees for which the ERI/Gender breakdown is not available.





**TABLE A11: Internal Selections for Senior Level Positions (GS 13/14, GS 15, and SES) - Distribution by Race/Ethnicity and Sex**

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

	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	Male	Female	
<b>SES</b>																			
Applications Received *	#																		
	%																		
Qualified *	#																		
	%																		
Selected	#	0	0	0	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
	%	0	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	0.00	0.00	0.00	0.00
Relevant Pool *	%																		
<b>TOTAL SELECTIONS</b>																			
Total Applications Received *	#																		
	%																		
Qualified *	#																		
	%																		
Selected **	#	6475	4397	2078	871	245	2954	1221	334	463	169	119	8	1	42	18	16	8	
	%	100	67.91	32.09	13.45	3.78	45.62	18.86	5.16	7.15	2.61	1.84	0.12	0.02	0.65	0.28	0.25	0.12	
Relevant Pool *	%																		

\* Applicant flow data not available.

\*\* Includes 6 unknown ERIs.

Data Source: CPRO

**TABLE A12: Participation in Career Development - 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	Male	Female
<b>GS 5-12, or pay equivalent</b>																		
Slots *	#	420																
Relevant Pool	%																	
Applied **	#	200	85	115	10	21	48	59	10	23	12	10	1	0	3	0	1	2
	%	100	43	57.5	5.0	10.5	24.0	29.5	5.0	11.5	6.0	5.0	0.5	0.0	1.5	0.0	0.5	1.0
Participants	#	1524	1,076	448	249	61	730	285	59	75	27	18	2	2	6	6	3	1
	%	100	70.6	29.4	16.3	4.0	47.9	18.7	3.9	4.9	1.8	1.2	0.1	0.1	0.4	0.4	0.2	0.1
<b>GS 13-14, or pay equivalent</b>																		
Slots *	#	243																
Relevant Pool	%																	
Applied **	#	202	98	104	9	12	72	65	8	16	5	7	1	0	3	4	0	0
	%	100	48.5	51.5	4.5	5.9	35.6	32.2	4.0	7.9	2.5	3.5	0.5	0.0	1.5	2.0	0.0	0.0
Participants	#	248	152	96	12	6	118	67	13	19	5	3	1	0	1	1	2	0
	%	100	61.3	38.7	4.8	2.4	47.6	27.0	5.2	7.7	2.0	1.2	0.4	0.0	0.4	0.4	0.8	0.0
<b>GS 15-SES, or pay equivalent</b>																		
Slots *	#	104																
Relevant Pool	%																	
Applied **	#	119	62	57	4	7	47	36	5	8	3	4		0	3	2	0	0
	%	100	52.1	47.9	3.4	5.9	39.5	30.3	4.2	6.7	2.5	3.4	0.0	0.0	2.5	1.7	0.0	0.0
Participants	#	159	95	64	5	8	81	40	7	11	2	5	0	0	0	0	0	0
	%	100	59.7	40.3	3.1	5.0	50.9	25.2	4.4	6.9	1.3	3.1	0.0	0.0	0.0	0.0	0.0	0.0
<b>GRAND TOTALS</b>																		
	#	1931	1323	608	266	75	929	392	79	105	34	26	3	2	7	7	5	1
	%	100	68.5	31.5	13.8	3.9	48.1	20.3	4.1	5.4	1.8	1.3	0.2	0.1	0.4	0.4	0.3	0.1

\* Not all components provided identified the number of slots available for training. Data limited to USCIS, FEMA, FLETC, HQ-OIG, ICE and USSS.

\*\* Applicant data available only for USCIS, FEMA, FLETC, and ICE participants.



**TABLE A13: Employee Recognition and Awards - 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	Male	Female	
<b>Quality Step Increases (QSI) *</b>																			
Total QSIs Awarded	#	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
	%	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total Benefit		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Average Benefit		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-

\* Data not available.

\*\* Includes 49 unknown ERIs.

Data Source: CPRO

**TABLE A14: Separations by Type of Separation - Distribution by Race/Ethnicity and Sex**

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

Type of Separation	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		Undisclosed		
						All	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female
<b>Voluntary</b>	#	8,380	5,387	2,993	842	359	3,597	1,788	597	689	241	106	10	8	71	32	25	9	4	2
	%	100	64.28	35.72	10.05	4.28	42.92	21.34	7.12	8.22	2.88	1.26	0.12	0.10	0.85	0.38	0.30	0.11	0.05	0.02
<b>Ratio Change</b>	%	0.00	-2.86	2.86	-4.57	-0.82	1.61	3.75	0.09	0.29	-0.14	-0.29	-0.17	-0.10	0.17	0.04	0.11	-0.03		
<b>Involuntary</b>	#	1,501	953	548	227	84	475	255	189	178	34	13	7	4	16	11	3	3	2	0
	%	100	63.49	36.51	15.12	5.60	31.65	16.99	12.59	11.86	2.27	0.87	0.47	0.27	1.07	0.73	0.20	0.20	0.13	0.00
<b>Ratio Change</b>	%	0.00	-3.65	3.65	0.51	0.50	-9.67	-0.60	5.56	3.93	-0.75	-0.69	0.18	0.07	0.39	0.39	0.01	0.06		
<b>Total Separations</b>	#	9,881	6,340	3,541	1,069	443	4,072	2,043	786	867	275	119	17	12	87	43	28	12	6	2
	%	100	64.16	35.84	10.82	4.48	41.21	20.68	7.95	8.77	2.78	1.20	0.17	0.12	0.88	0.44	0.28	0.12	0.06	0.02
<b>Ratio Change</b>	%	0.00	-2.98	2.98	-3.80	-0.62	-0.10	3.09	0.92	0.84	-0.23	-0.35	-0.11	-0.07	0.21	0.09	0.10	-0.01		
<b>Total Workforce</b>	#	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	36	32
	%	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	0.02	0.02

Data Source: CPRO

## TABLE B1: Total Workforce - Distribution by Disability

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

	TOTAL	Total by Disability Status					Detail for Targeted Disabilities									
		05 - No Disability	01 - Not Identified	00 - Unknown	Disabled	Targeted Disability	18 - Total Deafness	21 - Blind	30 - Missing Extremities	69 - Partial Paralysis	79 - Complete Paralysis	82 - Epilepsy	90 - Severe Intellectual Disability	91 - Psychiatric Disability	92 - Dwarfism	
<b>TOTAL</b>																
FY 2010*	#	191,072	178,693	3,992	9	8,378	743	66	110	34	93	43	124	29	232	12
	%	100	93.52	2.09	0.005	4.38	0.39	0.03	0.06	0.02	0.05	0.02	0.06	0.02	0.12	0.01
FY 2011*	#	199,895	184,193	6,553	9	9,140	783	76	111	33	104	44	137	25	241	12
	%	100	92.14	3.28	0.005	4.57	0.39	0.04	0.06	0.02	0.05	0.02	0.07	0.01	0.12	0.01
Difference	#	8,823	5,500	2,561	0	762	40	10	1	-1	11	1	13	-4	9	0
Ratio Change	%		-1.38	1.19	0.00	0.19	0.003	0.003	-0.002	-0.001	0.003	0.000	0.004	-0.003	-0.001	0.00
Net Change	%	0.05	0.03	0.64	0.00	0.09	0.05	0.15	0.01	-0.03	0.12	0.02	0.10	-0.14	0.04	0.00
Federal High	%						2.65									
<b>PERMANENT</b>																
FY 2010*	#	175,869	165,023	3,624	8	7,214	661	61	96	29	77	39	117	24	209	9
	%	100	93.83	2.06	0.005	4.10	0.38	0.03	0.05	0.02	0.04	0.02	0.07	0.01	0.12	0.01
FY 2011*	#	183,879	169,887	6,128	8	7,856	698	68	100	29	87	38	128	21	218	9
	%	100	92.39	3.33	0.004	4.27	0.38	0.04	0.05	0.02	0.05	0.02	0.07	0.01	0.12	0.005
Difference	#	8,010	4,864	2,504	0	642	37	7	4	0	10	-1	11	-3	9	0
Ratio Change	%		-1.44	1.27	0.00	0.17	0.004	0.002	0.000	-0.001	0.004	-0.002	0.003	-0.002	0.000	0.00
Net Change	%	0.05	0.03	0.69	0.00	0.09	0.06	0.11	0.04	0.00	0.13	-0.03	0.09	-0.13	0.04	0.00

## TABLE B1: Total Workforce - Distribution by Disability

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

	TOTAL	Total by Disability Status					Detail for Targeted Disabilities									
		05 - No Disability	01 - Not Identified	00 - Unknown	Disabled	Targeted Disability	18 - Total Deafness	21 - Blind	30 - Missing Extremities	69 - Partial Paralysis	79 - Complete Paralysis	82 - Epilepsy	90 - Severe Intellectual Disability	91 - Psychiatric Disability	92 - Dwarfism	
<b>TEMPORARY</b>																
FY 2010*	#	15,203	13,670	368	1	1,164	82	5	14	5	16	4	7	5	23	3
	%	100	89.92	2.42	0.01	7.66	0.54	0.03	0.09	0.03	0.11	0.03	0.05	0.03	0.15	0.02
FY 2011*	#	16,016	14,306	425	1	1,284	85	8	11	4	17	6	9	4	23	3
	%	100	89.32	2.65	0.01	8.02	0.53	0.05	0.07	0.02	0.11	0.04	0.06	0.02	0.14	0.02
Difference	#	813	636	57	0	120	3	3	-3	-1	1	2	2	-1	0	0
Ratio Change	%		-0.59	0.23	0.00	0.36	-0.01	0.02	-0.02	-0.01	0.00	0.01	0.01	-0.01	-0.01	0.00
Net Change	%	0.05	0.05	0.15	0.00	0.10	0.04	0.60	-0.21	-0.20	0.06	0.50	0.29	-0.20	0.00	0.00
<b>NON-APPROPRIATED **</b>																
FY 2010*	#	1,386	1,329	10		47	5	2						1	2	
	%	100	95.89	0.72		3.39	0.36	0.14						0.07	0.14	
FY 2011*	#	1,363	1,317	9		37	4	2						1	1	
	%	100	96.63	0.66		2.71	0.29	0.15						0.07	0.07	
Difference	#	-23	-12	-1		-10	-1	0						0	-1	
Ratio Change	%		0.74	-0.06		-0.68	-0.07	0.00						0.00	-0.07	
Net Change	%	-0.02	-0.01	-0.10		-0.21	-0.20	0.00						0.00	-0.50	

\* Data Source: CPRO

\*\* NAF data by disability status is currently not available.

**TABLE B2: Total Workforce By Component - Distribution by Disability**

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

	TOTAL	Total by Disability Status					Detail for Targeted Disabilities									
		05 - No Disability	01 - Not Identified	00 - Unknown	Disabled	Targeted Disability	18 - Total Deafness	21 - Blind	30 - Missing Extremities	69 - Partial Paralysis	79 - Complete Paralysis	82 - Epilepsy	90 - Severe Intellectual Disability	91 - Psychiatric Disability	92 - Dwarfism	
<b>TOTAL</b>																
TOTAL FY 2011 *	#	183,879	169,887	6,128	8	7,856	698	68	100	29	87	38	128	21	218	9
	%	100	92.39	3.33	0.004	4.27	0.38	0.04	0.05	0.02	0.05	0.02	0.07	0.01	0.12	0.005
Federal High*	%	-	-	-	-	-	2.65	-	-	-	-	-	-	-	-	-
DHS Headquarters	#	7,218	6495	179	2	542	42	7	4	3	2	3	9	1	12	1
	%	100	89.98	2.48	0.028	7.51	0.58	0.10	0.06	0.04	0.03	0.04	0.12	0.01	0.17	0.01
Federal Emergency Management Agency	#	4,823	4347	128		348	24	1	5	2	6	2	2			6
	%	100	90.13	2.65		7.22	0.50	0.02	0.10	0.04	0.12	0.04	0.04			0.12
Federal Law Enforcement Training Center	#	1,071	953	22		96	9	3			1	1				4
	%	100	88.98	2.05		8.96	0.84	0.28			0.09	0.09				0.37
Transportation Security Administration	#	65,788	58620	4308		2860	205	3	44	10	19	2	54			72
	%	100	89.10	6.55		4.35	0.31	0.00	0.07	0.02	0.03	0.00	0.08			0.11
U.S. Citizenship and Immigration Services	#	10,432	9385	208	4	835	105	17	19	1	11	9	15	2	28	3
	%	100	89.96	1.99	0.04	8.00	1.01	0.16	0.18	0.01	0.11	0.09	0.14	0.02	0.27	0.03
U.S. Coast Guard	#	8,354	7311	145		898	68	8	9	1	6	5	9	1	28	1
	%	100	87.51	1.74		10.75	0.81	0.10	0.11	0.01	0.07	0.06	0.11	0.01	0.34	0.01
U.S. Customs and Border Protection	#	59,388	56911	902		1575	165	22	10	3	31	12	27	15	44	1
	%	100	95.83	1.52		2.65	0.28	0.04	0.02	0.01	0.05	0.02	0.05	0.03	0.07	0.002
U.S. Immigration and Customs Enforcement	#	19,943	19099	220	2	622	64	2	8	8	8	3	10	1	23	1
	%	100	95.77	1.10	0.01	3.12	0.32	0.01	0.04	0.04	0.04	0.02	0.05	0.01	0.12	0.005
U.S. Secret Service	#	6,862	6766	16		80	17	5	1	1	3	1	2	1	2	1
	%	100	98.60	0.23		1.17	0.25	0.07	0.01	0.01	0.04	0.01	0.03	0.01	0.03	0.01

Data Source: CPRO







**TABLE B4-1: Participation Rates for U.S. Secret Service LE Grades - Distribution by Disability**

	TOTAL	Total by Disability Status				Detail for Targeted Disabilities								
		05 - No Disability	01 - Not Identified	Disabled	Targeted Disability	18 - Total Deafness	21 - Blind	30 - Missing Extremities	69 - Partial Paralysis	79 - Complete Paralysis	82 - Epilepsy	90 - Severe Intellectual Disability	91 - Psychiatric Disability	92 - Dwarfism
<b>LE-10</b>	#	1	1	0	0									
	%	100	100.00	0.00	0.00									
<b>LE-11</b>	#	1	1	0	0									
	%	100	100.00	0.00	0.00									
<b>Total</b>	#	1,431	1,430	0	1									
	%	100	99.93	0.00	0.07									

Data Source: CPRO

**TABLE B4-1: Participation Rates for General Schedule (GS/GG) Grades - Distribution by Disability**

This table is for All Agencies -- FY 2011 -- GS, GL, GG, GH, GM, ES, SL, ST, SQ -- Permanent Employees

	TOTAL	Total by Disability Status					Detail for Targeted Disabilities									
		05 - No Disability	01 - Not Identified	00 - Unknown	Disabled	Targeted Disability	18 - Total Deafness	21 - Blind	30 - Missing Extremities	69 - Partial Paralysis	79 - Complete Paralysis	82 - Epilepsy	90 - Severe Intellectual Disability	91 - Psychiatric Disability	92 - Dwarfism	
GS/GG-01	#	0														
	%															
GS/GG-02	#	5	3	1		1	0									
	%	100	60.00	20.00		20.00	0.00									
GS/GG-03	#	49	36			13	9	1	2		1	1		3	1	
	%	100	73.47			26.53	18.37	2.04	4.08		2.04	2.04		6.12	2.04	
GS/GG-04	#	11,130	7,617	3,232		281	30		10		1		7	4	7	1
	%	100	68.44	29.04		2.52	0.27		0.09		0.01		0.06	0.04	0.06	0.01
GS/GG-05	#	15,220	14,294	167	1	758	91	10	17	3	9	1	17	4	29	1
	%	100	93.92	1.10	0.01	4.98	0.60	0.07	0.11	0.02	0.06	0.01	0.11	0.03	0.19	0.01
GS/GG-06	#	13,861	12,860	225		776	71	3	14	1	10	1	17	1	24	
	%	100	92.78	1.62		5.60	0.51	0.02	0.10	0.01	0.07	0.01	0.12	0.01	0.17	
GS/GG-07	#	12,901	11,886	226	1	788	95	16	10	2	12	6	20	5	24	
	%	100	92.13	1.75	0.01	6.11	0.74	0.12	0.08	0.02	0.09	0.05	0.16	0.04	0.19	
GS/GG-08	#	6,289	5,783	114	1	391	40		5	4	2	3	8	1	17	
	%	100	91.95	1.81	0.02	6.22	0.64		0.08	0.06	0.03	0.05	0.13	0.02	0.27	
GS/GG-09	#	14,830	13,898	273	3	656	68	12	4	4	13	6	11		17	1
	%	100	93.72	1.84	0.02	4.42	0.46	0.08	0.03	0.03	0.09	0.04	0.07		0.11	0.01



**TABLE B4-1: Participation Rates for General Schedule (GS/GG) Grades - Distribution by Disability**

This table is for All Agencies -- FY 2011 -- GS, GL, GG, GH, GM, ES, SL, ST, SQ -- Permanent Employees

	TOTAL	Total by Disability Status					Detail for Targeted Disabilities								
		05 - No Disability	01 - Not Identified	00 - Unknown	Disabled	Targeted Disability	18 - Total Deafness	21 - Blind	30 - Missing Extremities	69 - Partial Paralysis	79 - Complete Paralysis	82 - Epilepsy	90 - Severe Intellectual Disability	91 - Psychiatric Disability	92 - Dwarfism
<b>Total</b>															
#	181,488	167,752	6,063	8	7,665	691	66	98	29	87	38	127	21	216	9
%	100	92.43	3.34	0.004	4.22	0.38	0.04	0.05	0.02	0.05	0.02	0.07	0.01	0.12	0.005

Data Source: CPRO

**TABLE B4-1: Participation Rates for General Schedule (GS/GG) Grades - Distribution by Disability**

This table is for All Agencies -- FY 2011 -- GS, GL, GG, GH, GM, ES, SL, ST, SQ -- Temporary Employees

	TOTAL	Total by Disability Status					Detail for Targeted Disabilities									
		05 - No Disability	01 - Not Identified	00 - Unknown	Disabled	Targeted Disability	18 - Total Deafness	21 - Blind	30 - Missing Extremities	69 - Partial Paralysis	79 - Complete Paralysis	82 - Epilepsy	90 - Severe Intellectual Disability	91 - Psychiatric Disability	92 - Dwarfism	
GS/GG-01	#	57	51	6		0										
	%	100	89.47	10.53		0.00										
GS/GG-02	#	143	135	3	5	0										
	%	100	94.41	2.10	3.50	0.00										
GS/GG-03	#	221	190	21	10	2					1	1				
	%	100	85.97	9.50	4.52	0.90				0.45	0.45					
GS/GG-04	#	467	433	15	19	3		1			1			1		
	%	100	92.72	3.21	4.07	0.64		0.21		0.21				0.21		
GS/GG-05	#	415	379	11	25	5				2				3		
	%	100	91.33	2.65	6.02	1.20				0.48				0.72		
GS/GG-06	#	301	263	13	25	0										
	%	100	87.38	4.32	8.31	0.00										
GS/GG-07	#	923	830	21	72	14	3	3	1	2		2	1	2		
	%	100	89.92	2.28	7.80	1.52	0.33	0.33	0.11	0.22		0.22	0.11	0.22		
GS/GG-08	#	194	165	10	19	0										
	%	100	85.05	5.15	9.79	0.00										
GS/GG-09	#	3,870	3,432	87	351	24	1	4	2	3	1	4		9		
	%	100	88.68	2.25	9.07	0.62	0.03	0.10	0.05	0.08	0.03	0.10		0.23		



**TABLE B4-1: Participation Rates for General Schedule (GS/GG) Grades - Distribution by Disability**

This table is for All Agencies -- FY 2011 -- GS, GL, GG, GH, GM, ES, SL, ST, SQ -- Temporary Employees

	TOTAL	Total by Disability Status					Detail for Targeted Disabilities								
		05 - No Disability	01 - Not Identified	00 - Unknown	Disabled	Targeted Disability	18 - Total Deafness	21 - Blind	30 - Missing Extremities	69 - Partial Paralysis	79 - Complete Paralysis	82 - Epilepsy	90 - Severe Intellectual Disability	91 - Psychiatric Disability	92 - Dwarfism
<b>Total</b>															
#	15,888	14,188	422	1	1,277	85	8	11	4	17	6	9	4	23	3
%	100	89.30	2.66	0.01	8.04	0.53	0.05	0.07	0.03	0.11	0.04	0.06	0.03	0.14	0.02

Data Source: CPRO



**TABLE B5-1: Participation Rates for Wage Grades (Federal Wage System) - Distribution by Disability**

This table is for All Agencies -- FY 2011 -- WD, WG, WL, WN, WS, XP -- Permanent Employees

	TOTAL	Total by Disability Status					Detail for Targeted Disabilities								
		05 - No Disability	01 - Not Identified	00 - Unknown	Disabled	Targeted Disability	18 - Total Deafness	21 - Blind	30 - Missing Extremities	69 - Partial Paralysis	79 - Complete Paralysis	82 - Epilepsy	90 - Severe Intellectual Disability	91 - Psychiatric Disability	92 - Dwarfism
Grade-10	#	1,241	1,122	37	82	3	1	1							1
	%	100	90.41	2.98	6.61	0.24	0.08	0.08							0.08
Grade-11	#	229	206	4	19	0									
	%	100	89.96	1.75	8.30	0.00									
Grade-12	#	66	62	1	3	1						1			
	%	100	93.94	1.52	4.55	1.52						1.52			
Grade-13	#	11	10	1	0	0									
	%	100	90.91	9.09	0.00	0.00									
Grade-14	#	7	7		0	0									
	%	100	100.00		0.00	0.00									
Grade-15	#	9	8		1	0									
	%	100	88.89		11.11	0.00									
Grade Unknown	#	0													
	%														
Total	#	2,385	2,130	65	190	7	2	2				1		2	
	%	100	89.31	2.73	7.97	0.29	0.08	0.08				0.04		0.08	

Data Source: CPRO



**TABLE B5-1: Participation Rates for Wage Grades (Federal Wage System) - Distribution by Disability**

This table is for All Agencies -- FY 2011 -- WD, WG, WL, WN, WS, XP -- Temporary Employees

	TOTAL	Total by Disability Status					Detail for Targeted Disabilities								
		05 - No Disability	01 - Not Identified	00 - Unknown	Disabled	Targeted Disability	18 - Total Deafness	21 - Blind	30 - Missing Extremities	69 - Partial Paralysis	79 - Complete Paralysis	82 - Epilepsy	90 - Severe Intellectual Disability	91 - Psychiatric Disability	92 - Dwarfism
<b>Grade-10</b>	#	37			3	0									
	%	100	91.89		8.11	0.00									
<b>Grade-11</b>	#	5	5			0									
	%	100	100.00			0.00									
<b>Grade-12</b>	#	4	3		1	0									
	%	100	75.00		25.00	0.00									
<b>Grade-13</b>	#	0													
	%														
<b>Grade-14</b>	#	0													
	%														
<b>Grade-15</b>	#	0													
	%														
<b>Grade Unknown</b>	#	0													
	%														
<b>Total</b>	#	128	118	3	7	0									
	%	100	92.19	2.34	5.47	0.00									

Data Source: CPRO

**TABLE B6: Participation Rates for Major/Mission Critical Occupations - Distribution by Disability**

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

	TOTAL	Total by Disability Status					Detail for Targeted Disabilities									
		05 - No Disability	01 - Not Identified	00 - Unknown	Disabled	Targeted Disability	18 - Total Deafness	21 - Blind	30 - Missing Extremities	69 - Partial Paralysis	79 - Complete Paralysis	82 - Epilepsy	90 - Severe Intellectual Disability	91 - Psychiatric Disability	92 - Dwarfism	
<b>Major/Mission Critical Occupations (500+ employees)</b>																
<b>1802 - Compliance Inspection &amp; Support</b>	#	54,905	48,475	3,827	2	2,601	246	15	42	10	21	6	61	10	81	
	%	100	88.29	6.97	0.004	4.74	0.45	0.03	0.08	0.02	0.04	0.01	0.11	0.02	0.15	
<b>1801 - Gen Inspection, Investigative Enforcement, &amp; Compliance</b>	#	24,617	22,957	626	2	1,032	72	3	7	5	15	7	12		21	2
	%	100	93.26	2.54	0.01	4.19	0.29	0.01	0.03	0.02	0.06	0.03	0.05		0.09	0.01
<b>1896 - Border Patrol Agent</b>	#	21,408	21,150	85		173	9						4		5	
	%	100	98.79	0.40		0.81	0.04						0.02		0.02	
<b>1895 - Customs &amp; Border Protection Officers</b>	#	20,576	20,070	112		394	19		3		2	1	5		8	
	%	2	97.54	0.54		1.91	0.09		0.01		0.01	0.00	0.02		0.04	
<b>1811 - Criminal Investigating</b>	#	11,098	10,966	51	1	80	3						2		1	
	%	1	98.81	0.46	0.01	0.72	0.03						0.02		0.01	
<b>0301 - Miscellaneous Administration &amp; Programs</b>	#	8,143	7,335	239		569	51	3	9	5	14	3	8		9	
	%	8	90.08	2.94		6.99	0.63	0.04	0.11	0.06	0.17	0.04	0.10		0.11	
<b>0343 - Management &amp; Program Analysis</b>	#	6,597	5,952	193		452	28	2	5	1	1	1	5		10	3
	%	8	90.22	2.93		6.85	0.42	0.03	0.08	0.02	0.02	0.02	0.08		0.15	0.05
<b>2210 - Information Technology Specialists</b>	#	3,462	3,117	94		251	32	6	7	3	2	3	4		6	1
	%	9	90.03	2.72		7.25	0.92	0.17	0.20	0.09	0.06	0.09	0.12		0.17	0.03
<b>0401 - General Natural Resources Management &amp; Biology</b>	#	2,362	2,257	33		72	6			1	1		2	0	2	
	%	4	95.55	1.40		3.05	0.25			0.04	0.04		0.08	0.00	0.08	

**TABLE B6: Participation Rates for Major/Mission Critical Occupations - Distribution by Disability**

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

	TOTAL	Total by Disability Status					Detail for Targeted Disabilities									
		05 - No Disability	01 - Not Identified	00 - Unknown	Disabled	Targeted Disability	18 - Total Deafness	21 - Blind	30 - Missing Extremities	69 - Partial Paralysis	79 - Complete Paralysis	82 - Epilepsy	90 - Severe Intellectual Disability	91 - Psychiatric Disability	92 - Dwarfism	
<b>Major/Mission Critical Occupations (500+ employees)</b>																
0905 - General Attorney	#	1,987	1,832	51	104	6		1		1	1			3		
	%	6	92.20	2.57	5.23	0.30		0.05		0.05	0.05			0.15		
0080 - Security Administration	#	1,959	1,777	48	133	7				2			4	1		
	%	8	90.71	2.45	6.79	0.36				0.10			0.20	0.05		
0340 - Program Management	#	1,768	1,628	60	80	7	1	1		1	1			3		
	%	5	92.08	3.39	4.52	0.40	0.06	0.06		0.06	0.06			0.17		
0303 - Miscellaneous Clerk & Assistant	#	1,702	1,409	60	232	57	9	12	1	9	2	7	3	12	2	
	%	20	82.78	3.53	13.63	3.35	0.53	0.71	0.06	0.53	0.12	0.41	0.18	0.71	0.12	
0132 - Intelligence	#	1,559	1,373	55	131	7	1		1	2		1		2		
	%	9	88.07	3.53	8.40	0.45	0.06		0.06	0.13		0.06		0.13		
0083 - Uniformed Division	#	1,557	1,549	3	5	0										
	%	0	99.49	0.19	0.32	0.00										
1102 - Contract Specialist	#	1,407	1,262	51	94	10	1		1	2		3	1	2		
	%	8	89.69	3.62	6.68	0.71	0.07		0.07	0.14		0.21	0.07	0.14		
0201 - Human Resources Management	#	1,208	1,067	44	97	5	1					2		2		
	%	9	88.33	3.64	8.03	0.41	0.08					0.17		0.17		
1889 - Import Specialist	#	1,094	984	40	70	9				2	1	2		4		
	%	8	89.95	3.66	6.40	0.82				0.18	0.09	0.18		0.37		

**TABLE B6: Participation Rates for Major/Mission Critical Occupations - Distribution by Disability**

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

	TOTAL	Total by Disability Status					Detail for Targeted Disabilities								
		05 - No Disability	01 - Not Identified	00 - Unknown	Disabled	Targeted Disability	18 - Total Deafness	21 - Blind	30 - Missing Extremities	69 - Partial Paralysis	79 - Complete Paralysis	82 - Epilepsy	90 - Severe Intellectual Disability	91 - Psychiatric Disability	92 - Dwarfism
<b>Major/Mission Critical Occupations (500+ employees)</b>															
<b>1881 - Customs &amp; Border Protection Interdiction</b>	#	762	676	71	15	1				1					
	%	2	88.71	9.32	1.97	0.13				0.13					
<b>0511 - Auditing</b>	#	677	618	26	33	3					1			2	
	%	6	91.29	3.84	4.87	0.44					0.15			0.30	
<b>0391 - Telecommunications</b>	#	619	547	21	51	0									
	%	8	88.37	3.39	8.24	0.00									
<b>0501 - Financial Administration &amp; Program</b>	#	622	566	22	34	6	3					1		2	
	%	7	91.00	3.54	5.47	0.96	0.48					0.16		0.32	
<b>0510 - Accounting</b>	#	538	499	8	31	4	2							2	
	%	7	92.75	1.49	5.76	0.74	0.37							0.37	
<b>1894 - Customs Entry &amp; Liquidating</b>	#	520	487	7	26	11	5			2			1	3	
	%	9	93.65	1.35	5.00	2.12	0.96			0.38			0.19	0.58	

Data Source: CPRO



**TABLE B8: New Hires by Type of Appointment - Distribution by Disability**

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

Type of Appointment	TOTAL	Total by Disability Status					Detail for Targeted Disabilities								
		05 - No Disability	01 - Not Identified	00 - Unknown	Disabled	Targeted Disability	18 - Total Deafness	21 - Blind	30 - Missing Extremities	69 - Partial Paralysis	79 - Complete Paralysis	82 - Epilepsy	90 - Severe Intellectual Disability	91 - Psychiatric Disability	92 - Dwarfism
Permanent	#	14,825	11,053	3,014	758	44	5	4	1	4	1	11		17	1
	%	100	74.56	20.33	5.11	0.30	0.03	0.03	0.01	0.03	0.01	0.07		0.11	0.01
Temporary	#	3,635	3,184	143	308	24	4	3	2	2	3	3		7	
	%	100	87.59	3.93	8.47	0.66	0.11	0.08	0.06	0.06	0.08	0.08		0.19	
Non-Appropriated	#	0													
	%														
TOTAL	#	18,460	14,237	3,157	1,066	68	9	7	3	6	4	14		24	1
	%	100	77.12	17.10	5.77	0.37	0.05	0.04	0.02	0.03	0.02	0.08		0.13	0.01

Data Source: CPRO

NOTE: Non-Law Enforcement Occupations







**TABLE B11: Internal Selections for Senior Level Positions (GS 13/14, GS 15, and SES) - Distribution by Disability**

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

	TOTAL	Total by Disability Status					Detail for Targeted Disabilities								
		05 - No Disability	01 - Not Identified	00 - Unknown	Disabled	Targeted Disability	18 - Total Deafnes	21 - Blind	30 - Missing Extremities	69 - Partial Paralysis	79 - Complete Paralysis	82 - Epilepsy	90 - Severe Intellect	91 - Psychiatric Disability	92 - Dwarfism
<b>TOTAL SELECTIONS</b>															
Total Applications Received *	#	-	-	-	-	-	-	-	-	-	-	-	-	-	-
	%														
Qualified *	#	-	-	-	-	-	-	-	-	-	-	-	-	-	-
	%														
Selected	#	4,100	3,848	77	175	20			3	3	1	5	0	8	
	%	100	93.85	1.88	4.27	0.49			0.07	0.07	0.02	0.12	0.00	0.20	
Relevant Pool *	%														

\* Applicant flow data not available.

Data Source: CPRO





**TABLE B13: Employee Recognition and Awards - Distribution by Disability**

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

	TOTAL	Total by Disability Status					Detail for Targeted Disabilities								
		05 - No Disability	01 - Not Identified	00 - Unknown	Disabled	Targeted Disability	18 - Total Deafness	21 - Blind	30 - Missing Extremities	69 - Partial Paralysis	79 - Complete Paralysis	82 - Epilepsy	90 - Severe Intellectual Disability	91 - Psychiatric Disability	92 - Dwarfism
Average Amount *	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
<b>Quality Step Increases (QSI) *</b>															
Total QSIs Awarded	#	-	-	-	-	-	-	-	-	-	-	-	-	-	-
	%	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total Benefit		-	-	-	-	-	-	-	-	-	-	-	-	-	-
Average Benefit		-	-	-	-	-	-	-	-	-	-	-	-	-	-

\* Data not available.  
 \*\* Includes 49 unknown ERIs.

Data Source: CPRO

**TABLE B14: Separations by Type of Separation - Distribution by Disability**

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

	TOTAL	Total by Disability Status					Detail for Targeted Disabilities									
		05 - No Disability	01 - Not Identified	00- Unknown	Disabled	Targeted Disability	18 - Total Deafness	21 - Blind	30 - Missing Extremities	69 - Partial Paralysis	79 - Complete Paralysis	82 - Epilepsy	90 - Severe Intellectual Disability	91 - Psychiatric Disability	92 - Dwarfism	
<b>Voluntary</b>	#	8,380	7,286	565	0	529	38	0	7	1	5	3	6	3	13	0
	%	100	86.95	6.74		6.31	0.45	0.00	0.08	0.01	0.06	0.04	0.07	0.04	0.16	0.00
<b>Ratio Change</b>	%	0.00	-5.20	3.46		1.74	0.06	-0.04	0.03	0.00	0.01	0.01	0.00	0.02	0.03	-0.01
<b>Involuntary</b>	#	1,501	1,309	97	0	95	5	0	1	0	0	0	2	0	2	0
	%	100	87.21	6.46		6.33	0.33	0.00	0.07	0.00	0.00	0.00	0.13	0.00	0.13	0.00
<b>Ratio Change</b>	%	100	-4.94	3.18		1.76	-0.06	-0.04	0.01	-0.02	-0.05	-0.02	0.06	-0.01	0.01	-0.01
<b>Total Separations</b>	#	9,881	8,595	662	0	624	43	0	8	1	5	3	8	3	15	0
	%	100	86.99	6.70		6.32	0.44	0.00	0.08	0.01	0.05	0.03	0.08	0.03	0.15	0.00
<b>Ratio Change</b>	%	0.00	-5.16	3.42		1.74	0.44	-0.04	0.03	-0.01	0.00	0.01	0.01	0.02	0.03	-0.01
<b>Total Workforce</b>	#	199,895	184,193	6,553	9	9,140	783	76	111	33	104	44	137	25	241	12
	%	100	92.14	3.28	0.005	4.57	0.39	0.04	0.06	0.02	0.05	0.02	0.07	0.01	0.12	0.01

Data Source: CPRO