



U.S. Department of Homeland Security
MANAGEMENT DIRECTIVE 715
Equal Employment Opportunity Program Status Report

Fiscal Year 2012



Homeland
Security

**U.S. Equal Employment Opportunity Commission
FEDERAL AGENCY ANNUAL EEO PROGRAM STATUS REPORT
DEPARTMENT OF HOMELAND SECURITY
October 1, 2011, to September 30, 2012**

PART A Department or Agency Identifying Information	1. Agency		1. Department of Homeland Security	
	1.a. 2 nd level reporting component			
	1.b. 3 rd level reporting component			
	1.c. 4 th level reporting component			
	2. Address		2. 245 Murray Lane, SW, Bldg. 410 MS 0191	
	3. City, State, Zip Code		3. Washington, District of Columbia 20528	
	4. CPDF Code	5. FIPS code(s)	4. HS	5. 7000
PART B Total Employment	1. Enter total number of permanent full-time and part-time employees			1. 185,407
	2. Enter total number of temporary employees			2. 14,147
	3. Enter total number employees paid from non-appropriated funds			3. 1,465
	4. TOTAL EMPLOYMENT [add lines B 1 through 3]			4. 201,019
PART C 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. Junish Arora	
	5. Section 501 Affirmative Action Program Official		5. Tanya Cantrell	
	6. Complaint Processing Program Manager		6. Chrystal Young	
	7. EEO Staff Statistician		7. Michael LePore	
	8. Special Emphasis Program Manager		8. Conchetta Belgrave	

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PART D List of Subordinate Components Covered in This Report	Subordinate Component and Location (City/State)	CPDF and FIPS codes	
		U.S. Customs and Border Protection (<i>Washington, DC</i>)	HSBD
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>)	HSAA	7002	
Headquarters - Office of the Inspector General (<i>Washington, DC</i>)	HSAE	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>)			

EEOC FORM
715-01
PARTS A-D

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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) 2012 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 2013 plan to address any deficiencies. In addition to this Departmental MD-715 report, each DHS Component submits its own report to the EEOC. Because DHS Headquarters (HQ) is located at the Departmental level, its activities are included in this Department-wide report.

The U.S. Department of Homeland Security

DHS's mission is to make the nation safe, secure, and resilient against terrorism and other hazards, where the American way of life can thrive. DHS's mission is comprised of 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 nine 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 directing, overseeing and coordinating activities for the protection and promotion of civil rights and civil liberties for members of the public; 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 Management Adjudication Section. Another part of CRCL, not discussed in this report, is the Programs and Compliance Division.

Program Elements

In MD-715, the following six elements serve as the foundation for a model EEO program:

- Demonstrated commitment from agency leadership;
- Integration of EEO into the agency's strategic mission;
- Management and program accountability;
- Proactive prevention of unlawful discrimination;
- Efficiency; and
- Responsiveness and legal compliance.

Essential Element A: Demonstrated Commitment from Agency Leadership

- In FY 2012, all DHS Components issued written EEO Policy Statements, demonstrating their commitment to equal employment opportunity by assuring employees that program requirements for a workplace free of discriminatory harassment will be enforced.
- In FY 2011, a cross-Component working group developed the DHS Leader Development Framework, a three-to-five year strategic roadmap for establishing leader development and learning opportunities across five leadership levels: Team member, Team Lead, Supervisor, Manager and Executive. The Framework incorporates Department-wide succession programs such as the SES Candidate Development Program and the DHS Fellows Program and will ultimately serve to enhance diversity and inclusion in the Department by increasing leaders' skills in managing a diverse workforce and creating a workplace that values and fosters diversity and inclusion. On February 9, 2012, Deputy Secretary Lute issued a memorandum DHS-wide announcing the establishment of a Leader Development Program Management Office to design, develop and execute a DHS-wide Leadership Development Program. This new program is within part of the DHS Leader Development Framework. On September 21, 2012, Secretary Napolitano signed and issued DHS's Diversity and Inclusion Strategic Plan to implement Executive Order (EO) 13583 *Promoting Diversity and Inclusion in the Federal Workforce*.
- 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 Components provided diversity and inclusion training to senior executives, managers, and supervisors throughout their organizations, including field facilities.

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

- During FY 2012, 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 CHCO 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.
- DHS continued implementing the *U.S. Department of Homeland Security Workforce Strategy, Fiscal Years 2011-2016* signed by the Secretary on December 21, 2010. It sets specific goals, objectives, and performance measures to ensure DHS attracts, develops, and retains a talented and diverse workforce to secure America.
- Upon request from Office of Personnel Management (OPM), of CRCL’s Civil Rights and Civil Liberties Institute began collaborating with OPM to update and modify for use Federal Government-wide distribution CRCL’s “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. OPM has used DHS’s video as a model for its own training and expects to launch a mandatory training program in 2013, thereby fulfilling its requirements per Executive Order 13548 to provide comprehensive training in the disability employment arena.

Essential Element C: Management and Program Accountability

- CRCL continued to collaborate with OCHCO on many initiatives and programs, including the strategic goals identified in the Human Capital Operational Plan.
- CRCL conducted 20 technical assistance and training sessions internally, and provided Components with FY 2012 workforce trend analyses.
- On December 21, 2011, Secretary Napolitano signed the Coordinated Recruiting and Outreach Strategy (CROS) FY 2012-2017. The DHS Corporate Recruitment Council (CRC) developed the CROS to guide targeted outreach and recruitment of applicants from groups with low participation rates to achieve the Department’s overall objectives, in a way that leveraged resources to reduce duplication of effort, decreased outreach and recruiting costs, and presented a unified DHS image.
- OCHCO DHS-wide CRC developed national and regional recruitment initiatives to increase the effectiveness of cross-functional recruiting activities.
- OCHCO implemented and deployed a Department-wide web-based exit survey to determine if there are issues that can be addressed to improve retention.

- DHS employees participated in the 2012 Federal Employee Viewpoint Survey, used to rank agencies according to a *Best Places to Work* index score. (See www.bestplacestowork.org).
- In FY 2011, 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. In FY 2012, all Components completed a Hiring Reform requirement to streamline their Job Opportunity Announcements (JOAs), using DHS templates, thereby making it easier for applicants to understand and apply for DHS positions.

Essential Element D: Proactive Prevention

- 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.
- CRCL provided both diversity training and anti-harassment training to employees within the DHS Office of Inspector General, Office of Intelligence and Analysis, and Office of Program Accountability and Risk Management.
- DHS provided disability awareness, hiring, and reasonable accommodation training to 24,455 managers and supervisors, a tremendous increase from 5,213 who were trained in FY 2011.
- Due in part to extensive training, DHS significantly increased the number of reasonable accommodations provided to employees from 1,685 in FY 2011 to 2,400 in FY 2012 (a 42.4% increase).
- DHS hired 1,130 interns, of whom 27 reported having disabilities, including 7 from the Workforce Recruitment Program for College Students with Disabilities (WRP), including 1 as a permanent employee within CRCL, and 2 Public Policy American Association of People with Disabilities (AAPD) interns, including one within OCHCO and the other in HQ EEO.
- The Department increased the numbers of wounded service members participating in Operation Warfighter (OWF) details nationwide from 121 to 135, with 15 OWFs converted to permanent positions. Since program inception in FY 2005, DHS has placed 346 OWFs, and converted 51 into permanent positions.
- Using Schedule A hiring Authority, DHS hired 100 individuals with disabilities throughout the department.
- During FY 2012, DHS surpassed the \$1 million mark in savings through its nine-year partnership with the Department of Defense's (DOD) Computer Electronic Accommodation Program (CAP). Specifically, DHS employees received 23,963 products and services from CAP, saving DHS a total of \$1,127,042 dating back to the Department's inception in FY 2003. In 2012, DHS employees received 345 products and services from CAP, saving DHS a total of \$154,545.

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

<p>EEOC FORM 715-01 PART E</p>	<p align="center"><i>U.S. Equal Employment Opportunity Commission</i> FEDERAL AGENCY ANNUAL EEO PROGRAM STATUS REPORT DEPARTMENT OF HOMELAND SECURITY October 1, <u>2011</u>, to September 30, <u>2012</u></p>
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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.

Essential Element F: Responsiveness and Legal Compliance

In FY 2012, there was an 18-percent increase in the total number of investigations (1,046) DHS completed compared with the number completed in FY 2011 (888). Despite the increase of 65 cases in FY 2012, DHS increased the number of timely-completed investigations – 531 in FY 2011 compared to 596 in FY 2012. DHS also experienced a decrease of 13 days (5 %) in the number of average processing days during FY 2012.

DHS completed 861 EEO investigations in FY 2009, 939 in FY 2010, 888 in FY 2011, and 1,046 in FY 2012. In FY 2012, the DHS rate of timely investigations was 57%, down from 60% a year ago, largely due to the increased workload in FY 2012. The number of average processing days for EEO investigations fell during FY 2012 to 230 days, from 243 days in FY 2011.

With respect to adjudication, in FY 2012, DHS increased the number and rate of timely merit decisions (without an Administrative Judge), issuing 337 decisions, of which 163 (48%) were timely. This is an improvement over FY 2011; when 119 timely decisions were issued (with a corresponding 24% timeliness rate).

The Department concurrently included a timely adjudication focus in addition to the backlog elimination strategy during FY 2012, keeping recently received requests for Final Agency Decisions (FADs) 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, to 143 days in FY 2012. The percentage of timely merit decisions has also continued to increase, from 3% in FY 2010 to 26% in FY 2011 to 48% in FY 2012. 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 FADs 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.

Section 508 of the Rehabilitation Act

The Acting 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,¹ throughout the Department. This year, the Office of Assistive and Systems Technology (OAST) achieved notable successes,

¹ 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.

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including the following:

- DHS OAST developed the DHS Trusted Tester Certification program to create a community of IT testers across DHS that could trust one another's results in an effort to streamline repeatable processes. This is accomplished when everyone uses the same testing procedures/tools and each tester has a certified level of expertise as a result of the Trusted Tester training. To date, OAST has certified 118 Trusted Testers across DHS. Ultimately, these efforts will reduce redundancy and save money as more Trusted Testers input their test results into a central repository that is currently accessible to all Section 508 Coordinators across DHS. This program is unique in government. In January 2012, OAST received a positive response from the 508 community when it expanded the program outside DHS. Recently, OAST partnered with the Office of Procurement Operations (OPO) to develop an online version of the Trusted Tester Training and Certification course to make it available to those outside of DHS. To further coordinate and support these efforts, OAST recently created a Trusted Tester Community of Practice. OAST expects to offer this course throughout the federal government in the first quarter of FY 2014.
- OAST ensured that Section 508 requirements were fully integrated into all relevant DHS IT governance processes. OAST has active memberships on numerous Department-wide and HQ-level governance bodies; providing more exposure for Section 508. OAST conducted 5,759 governance-related reviews with 6.4% of the reviews resulting in changes to make them Section 508 compliant.
- To support document compliance across DHS, OAST worked closely with FEMA to develop testing protocols and a plan for remediation of approximately 80,000 pages of FEMA-related Management Directives/Instructions. Additionally, OAST tested 204 IT and Web-based applications for Section 508 compliance and 257 electronic documents which resulted in the remediation of over 8,000 pages of content ranging from simple PDF text-only documents to complex and very detailed documents consisting of numerous charts and tables.
- Through the Section 508 Awareness Training Program, OAST offered both online and hands-on instructor-led training that included *Introduction to Section 508*, *Section 508 for COTRs, Program & Project Managers (CPPM)*, *Trusted Tester Training*, *Creating Accessible PDFs*, and more advanced trainings such as *Introduction to Accessible Multimedia* and *Creating Accessible Fillable Forms*. This year, OAST trained 939 DHS personnel.
- OAST successfully developed instructional materials on how to create accessible e-surveys using SharePoint and Vovici products. This information is now available for Department-wide use.
- OAST used its Accessibility Compliance Management System (ACMS), a Web-based program to track accessibility related assistance used by DHS HQ and component Section 508 programs to process 2,289 DHS Accessibility Helpdesk Desk (AHD) requests across DHS and several federal agencies and public entities. The AHD serves as a single point of contact for all electronic and information technology (EIT) accessibility and accommodation needs.

Workforce Profile and Trend Analysis

With 199,554² civilian employees, DHS is the third largest Executive Branch agency. The total workforce decreased by 341 employees during FY 2012, although the number of permanent employees actually increased by more than 1,500 during this time.

The DHS workforce trend analysis discussed below was conducted on *permanent* employee workforce as this is the only segment that can be meaningfully tracked over time. Temporary employees are hired for temporary needs, and their makeup can change significantly from year to year, which makes discussing temporary trends in Ethnicity Race Indicator/Gender (ERI/G) and disability less relevant.

Interpreting the tables below is done with parity as the idealized outcome. In a world of parity, all groups would move through the Human Capital lifecycle in proportion to their size. In the tables below, parity implies that each row in the table will contain essentially the same number all the way across. That is, if Black males are 7.1% of the permanent DHS workforce in FY 2012, they should be 7.1% of each of the following: attrition, promotions, low pay grades, middle pay grades, and high pay grades. If this is not occurring, it constitutes a trigger and is suggestive of a possible equal employment barrier. Multiple years of data are provided to give a glimpse into the trends for each particular group. Successful human capital strategies can minimally impact the workforce in a particular year. Therefore, analysis across several years of data is often useful in these types of assessments.

Additionally, both Civilian Labor Force (CLF) and Relevant Civilian Labor Force (RCLF) statistics are provided as benchmarks. The CLF consists of all persons over 16 years of age, who are not institutionalized or on active duty in the armed forces, and who either have a job or want a job.³ The RCLF is a weighted average of demographic statistics pertaining *only* to occupations seen within DHS, and is therefore thought to be a slightly more accurate benchmark for an agency comparing itself to the outside world.

² Permanent and temporary employees – non-appropriated employees excluded.

³ See <http://www.bls.gov/cps/faq.htm> for more information on labor force definitions.

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Black Males – 7.1% of DHS, 4.8% of National Civilian Labor Force, 4.4% of Relevant Civilian Labor Force

Year	% of Permanent DHS Workforce	% of Hires	% of Attrition	% of Promotions	Pay level				
					% of Grades 1-4	% of Grades 5-9	% of Grades 10-12	% of Grades 13-15	% of Executive and Senior Leader
FY 2007	7.1%	7.6%	9.7%	8.1%	11.7%	8.7%	4.8%	5.2%	4.3%
FY 2008	6.8%	6.6%	8.6%	6.2%	10.0%	8.1%	4.8%	5.4%	4.7%
FY 2009	6.7%	6.4%	7.4%	5.8%	9.9%	8.1%	4.8%	5.6%	5.2%
FY 2010	7.0%	8.2%	7.8%	5.1%	10.7%	8.6%	5.3%	5.7%	6.2%
FY 2011	7.1%	8.7%	8.0%	5.4%	10.3%	9.0%	5.4%	5.8%	6.8%
FY 2012	7.1%	7.2%	8.3%	5.6%	9.4%	9.3%	5.4%	5.9%	6.6%

The workforce participation rate of Black males has been relatively stable over the past six Fiscal Years, and remains well above the participation rate seen in the National Civilian Labor Force (NCLF).

Although Black males are increasing their presence in higher grade levels over time, the lower than expected promotion rate might require a closer look with respect to a possible barrier to upward mobility for this group.

TSA employs almost half of all Black males in DHS. Specifically, forty percent of all Black males at DHS occupy the Transportation Security Officer (TSO) position, a position with limited promotion potential. This helps explain the low promotion rate for Black males across the board.

Black Females – 7.7% of DHS, 5.7% of National Civilian Labor Force, 5.4% of Relevant Civilian Labor Force									
Year	% of Permanent DHS Workforce	% of Hires	% of Attrition	% of Promotions	Pay level				
					% of Grades 1- 4	% of Grades 5- 9	% of Grades 10-12	% of Grades 13-15	% of Executive and Senior Leader
FY 2007	7.7%	9.9%	10.1%	8.4%	14.5%	9.5%	4.8%	6.1%	1.7%
FY 2008	7.6%	8.5%	9.9%	6.4%	13.7%	8.9%	4.7%	6.4%	1.4%
FY 2009	7.4%	6.5%	8.4%	6.9%	14.3%	8.8%	4.7%	6.5%	2.4%
FY 2010	7.5%	8.5%	9.9%	4.8%	12.9%	9.9%	5.0%	6.5%	3.3%
FY 2011	7.7%	9.7%	8.8%	6.0%	12.1%	10.6%	4.9%	6.6%	3.5%
FY 2012	7.7%	9.8%	9.4%	6.1%	12.9%	11.1%	4.8%	6.7%	3.8%

The workforce participation rate of Black females has been relatively stable over the past six Fiscal Years, and remains well above the participation rate seen in the national NCLF.

While they are being hired at a rate that is higher than their onboard workforce participation rate, they are separating at a higher than expected rate as well.

Promotion rates for Black females are lower than predicted by their workforce participation rate. Similar to Black males, TSA employs almost half of all Black females at DHS, most of whom are employed as TSOs, again a position with limited promotion potential.

Hispanic Males – 15.5% of DHS, 6.2% of National Civilian Labor Force, 4.4% of Relevant Civilian Labor Force									
Year	% of Permanent DHS Workforce	% of Hires	% of Attrition	% of Promotions	Pay level				
					% of Grades 1- 4	% of Grades 5- 9	% of Grades 10-12	% of Grades 13-15	% of Executive and Senior Leader
FY 2007	14.4%	16.4%	10.3%	14.1%	8.4%	13.7%	21.3%	7.9%	5.0%
FY 2008	14.5%	15.5%	12.3%	18.5%	10.1%	14.2%	21.1%	7.9%	5.1%
FY 2009	14.6%	16.6%	13.5%	19.8%	10.0%	14.1%	21.3%	7.9%	4.3%
FY 2010	15.5%	11.3%	10.2%	25.7%	11.3%	13.1%	22.8%	10.9%	4.1%
FY 2011	15.6%	13.3%	10.8%	20.7%	15.8%	11.7%	23.1%	11.3%	4.5%
FY 2012	15.5%	10.1%	10.4%	18.6%	14.9%	10.9%	23.4%	11.4%	5.1%

The workforce participation rate for Hispanic males is significantly above the rate seen in the NCLF. This is largely due to DHS's law enforcement presence in southern border states. 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.

The hiring of Hispanic males has fallen off in recent years, largely a function of the geography of hires. The attrition rate continues to remain well below the workforce representation rate.

Hispanic males' promotion rates are significantly higher than their workforce representation rate, and their movement from the GS 10-11 grades into the GS 12-15 grades suggests upward mobility is occurring.

Hispanic Females – 5.3% of DHS, 4.5% of National Civilian Labor Force, 3.3% of Relevant Civilian Labor Force

Year	% of Permanent DHS Workforce	% of Hires	% of Attrition	% of Promotions	Pay level				
					% of Grades 1-4	% of Grades 5-9	% of Grades 10-12	% of Grades 13-15	% of Executive and Senior Leader
FY 2007	4.8%	5.2%	4.4%	5.4%	6.4%	5.7%	4.8%	2.8%	0.9%
FY 2008	4.9%	6.2%	5.1%	5.0%	8.3%	5.4%	4.7%	2.9%	0.6%
FY 2009	4.8%	4.5%	4.8%	5.4%	8.3%	5.6%	4.6%	2.9%	1.2%
FY 2010	5.2%	4.0%	4.1%	5.6%	6.8%	6.6%	5.2%	3.2%	1.0%
FY 2011	5.2%	5.2%	4.5%	5.1%	8.1%	6.6%	5.1%	3.2%	1.2%
FY 2012	5.3%	6.1%	5.4%	5.0%	9.6%	6.6%	5.1%	3.2%	1.2%

The workforce participation rate for Hispanic females is slightly above the rate seen in the NCLF.

The workforce participation rate has increased in each of the last six Fiscal Years as hires tended to outpace attrition, and Hispanic females are being promoted at a rate that is at or above what would be expected given their workforce participation rate.

Hispanic females are significantly overrepresented at the lowest grade levels. Of the 7,517 permanent Hispanic female DHS employees, 3,589 are TSOs at TSA. Converting from TSA's pay banding system, 90% of TSOs are at the GS-8 level or lower, which is driving the concentration of Hispanic females at low pay grades.

Representation at the highest grade levels has increased slightly over time.

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Asian Males – 3.3% of DHS, 1.9% of National Civilian Labor Force, 1.6% of Relevant Civilian Labor Force

Year	% of Permanent DHS Workforce	% of Hires	% of Attrition	% of Promotions	Pay level				
					% of Grades 1-4	% of Grades 5-9	% of Grades 10-12	% of Grades 13-15	% of Executive and Senior Leader
FY 2007	3.0%	2.4%	2.5%	3.5%	2.3%	3.2%	3.3%	2.2%	1.3%
FY 2008	2.9%	2.3%	2.3%	3.0%	2.1%	3.2%	3.3%	2.2%	1.2%
FY 2009	2.8%	2.6%	2.1%	2.9%	2.2%	3.1%	3.1%	2.2%	1.4%
FY 2010	3.2%	2.8%	2.5%	3.6%	2.9%	3.3%	3.7%	2.5%	1.5%
FY 2011	3.2%	3.3%	2.8%	3.2%	3.5%	3.2%	3.7%	2.6%	1.1%
FY 2012	3.3%	3.2%	2.6%	3.3%	3.5%	3.2%	3.8%	2.7%	1.4%

Asian males are represented in the DHS permanent workforce at a rate well above that seen in the NCLF.

Their workforce participation rate has increased over the past six Fiscal Years, which is due to lower than predicted attrition rates.

Asian males have been promoted at rates consistent with their workforce size, are most concentrated in the middle pay levels, and their presence at the GS 13-15 levels has increased in the past three years.

Nearly half of all Asian males are either in the TSO position at TSA (1,705 out of 6,033) or the CBP Officer position at CBP (1,345 out of 6,033).

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Asian Females – 1.6% of DHS, 1.7% of National Civilian Labor Force, 1.3% of Relevant Civilian Labor Force

Year	% of Permanent DHS Workforce	% of Hires	% of Attrition	% of Promotions	Pay level				
					% of Grades 1-4	% of Grades 5-9	% of Grades 10-12	% of Grades 13-15	% of Executive and Senior Leader
FY 2007	1.5%	1.1%	1.1%	1.6%	1.2%	1.7%	1.4%	1.3%	0.6%
FY 2008	1.5%	1.3%	1.0%	1.4%	1.2%	1.7%	1.5%	1.4%	0.9%
FY 2009	1.5%	1.3%	1.1%	1.5%	1.2%	1.6%	1.4%	1.4%	1.2%
FY 2010	1.6%	1.5%	1.4%	1.2%	1.2%	1.7%	1.6%	1.5%	1.3%
FY 2011	1.6%	1.6%	1.2%	1.4%	1.4%	1.7%	1.5%	1.6%	1.2%
FY 2012	1.6%	1.9%	1.5%	1.6%	1.6%	1.8%	1.5%	1.7%	1.2%

Asian females are the only major minority group whose onboard participation rate is lower than the NCFL, although it has almost reached the NCLF number in Fiscal Year 2012.

Hiring rates which have exceeded attrition rates are responsible for the gradual increase in Asian female representation over time.

Asian females are being promoted at rates roughly consistent with their workforce size, and they are spread fairly proportionately throughout the GS pay grades. Their executive representation, while still low, has doubled since FY 2007.

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Native American Males – 0.66% of DHS, 0.3% of National Civilian Labor Force, 0.4% of Relevant Civilian Labor Force

Year	% of Permanent DHS Workforce	% of Hires	% of Attrition	% of Promotions	Pay level				% of Executive and Senior Leader
					% of Grades 1-4	% of Grades 5-9	% of Grades 10-12	% of Grades 13-15	
FY 2007	0.52%	0.57%	0.62%	0.53%	0.84%	0.49%	0.49%	0.49%	0.37%
FY 2008	0.49%	0.50%	0.61%	0.57%	0.73%	0.48%	0.45%	0.47%	0.16%
FY 2009	0.62%	0.89%	0.65%	0.57%	0.77%	0.66%	0.55%	0.55%	0.15%
FY 2010	0.70%	0.56%	0.66%	0.72%	0.75%	0.64%	0.70%	0.75%	0.30%
FY 2011	0.68%	0.52%	0.88%	0.64%	0.51%	0.62%	0.70%	0.73%	0.41%
FY 2012	0.66%	0.44%	0.70%	0.65%	0.46%	0.59%	0.69%	0.71%	0.52%

Native American males have twice the workforce participation rate as that seen in the NCLF.

Hires, attrition, and promotions for Native American males vary in ways that are not statistically meaningful, which is to be expected when dealing with such a small population.

Native American males are spread roughly as expected throughout the middle range of pay grades, and are underrepresented at the extremes.

Caution should be used when drawing inferences due to the extremely small size of the population, which can produce large swings that are not statistically meaningful.

Native American Females – 0.32% of DHS, 0.3% of National Civilian Labor Force, 0.4% of Relevant Civilian Labor Force

Year	% of Permanent DHS Workforce	% of Hires	% of Attrition	% of Promotions	Pay level				% of Executive and Senior Leader
					% of Grades 1-4	% of Grades 5-9	% of Grades 10-12	% of Grades 13-15	
FY 2007	0.31%	0.52%	0.50%	0.36%	0.85%	0.38%	0.17%	0.18%	0.00%
FY 2008	0.32%	0.48%	0.54%	0.25%	0.77%	0.38%	0.17%	0.19%	0.00%
FY 2009	0.35%	0.28%	0.45%	0.33%	0.86%	0.45%	0.19%	0.21%	0.00%
FY 2010	0.34%	0.27%	0.50%	0.25%	0.64%	0.49%	0.23%	0.23%	0.00%
FY 2011	0.32%	0.26%	0.43%	0.30%	0.33%	0.52%	0.21%	0.23%	0.00%
FY 2012	0.32%	0.40%	0.47%	0.22%	0.39%	0.52%	0.21%	0.22%	0.00%

Native American females have roughly the same workforce representation rate as seen in the NCLF.

Their attrition rate is higher than expected given their workforce representation rate.

Native American females are disproportionately concentrated at lower pay levels, and have no representation in the Executive population. This, along with lower than expected promotion rates, could indicate a lack of upward mobility and explain the higher than expected separation rate.

Caution should be used when drawing inferences due to the extremely small size of the population, which can produce large swings that are not statistically meaningful.

Pacific Islander Males – 0.27% of DHS, 0.1% of National Civilian Labor Force and Relevant Civilian Labor Force

Year	% of Permanent DHS Workforce	% of Hires	% of Attrition	% of Promotions	Pay level				
					% of Grades 1-4	% of Grades 5-9	% of Grades 10-12	% of Grades 13-15	% of Executive and Senior Leader
FY 2007	0.12%	0.19%	0.17%	0.22%	0.1%	0.2%	0.1%	0.0%	0.0%
FY 2008	0.10%	0.06%	0.11%	0.18%	0.1%	0.2%	0.1%	0.0%	0.0%
FY 2009	0.17%	0.16%	0.06%	0.16%	0.1%	0.2%	0.2%	0.1%	0.0%
FY 2010	0.21%	0.39%	0.08%	0.23%	0.3%	0.2%	0.2%	0.1%	0.1%
FY 2011	0.25%	0.44%	0.17%	0.20%	0.7%	0.2%	0.2%	0.1%	0.4%
FY 2012	0.27%	0.47%	0.32%	0.26%	0.7%	0.3%	0.2%	0.1%	0.4%

As of FY 2012, Native Hawaiian/Pacific Islander males have almost three times the representation seen in the NCLF. The recent increase in representation is due to hiring; the attrition rate has remained relatively low in most fiscal years.

Native Hawaiian/Pacific Islander males are overrepresented in the lowest pay grades and the executive grades - promotion rates fluctuate, which is common with very small populations.

Caution should be used when drawing inferences due to the extremely small size of the population, which can produce large swings that are not statistically meaningful.

Pac. Islander Females – 0.17% of DHS, 0.1% of National Civilian Labor Force and Relevant Civilian Labor Force

Year	% of Permanent DHS Workforce	% of Hires	% of Attrition	% of Promotions	Pay level				% of Executive and Senior Leader
					% of Grades 1-4	% of Grades 5-9	% of Grades 10-12	% of Grades 13-15	
FY 2007	0.11%	0.11%	0.14%	0.15%	0.2%	0.2%	0.1%	0.0%	0.0%
FY 2008	0.10%	0.03%	0.05%	0.12%	0.1%	0.2%	0.0%	0.0%	0.0%
FY 2009	0.12%	0.06%	0.05%	0.09%	0.1%	0.2%	0.1%	0.0%	0.0%
FY 2010	0.12%	0.13%	0.08%	0.08%	0.2%	0.2%	0.1%	0.0%	0.0%
FY 2011	0.15%	0.30%	0.12%	0.11%	0.4%	0.2%	0.1%	0.1%	0.0%
FY 2012	0.17%	0.39%	0.17%	0.12%	0.6%	0.3%	0.1%	0.1%	0.0%

As of FY 2012, Native Hawaiian/Pacific Islander females' representation rate exceeded that seen in the NCLF. The recent increase in representation is due to hiring; the attrition rate stays relatively low in most fiscal years.

Native Hawaiian/Pacific Islander females are overrepresented in the lowest pay grades - promotion rates have been lower than expected for the past four years.

Caution should be used when drawing inferences due to the extremely small size of the population, which can produce large swings that are not statistically meaningful.

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White Males – 41.0% of DHS, 39.0% of National Civilian Labor Force, 43.1% of Relevant Civilian Labor Force

Year	% of Permanent DHS Workforce	% of Hires	% of Attrition	% of Promotions	Pay level				
					% of Grades 1-4	% of Grades 5-9	% of Grades 10-12	% of Grades 13-15	% of Executive and Senior Leader
FY 2007	43.0%	37.6%	40.5%	39.5%	31.8%	36.8%	45.1%	55.1%	65.6%
FY 2008	43.0%	39.1%	39.9%	41.5%	31.0%	37.8%	45.3%	54.0%	65.8%
FY 2009	42.9%	42.4%	41.8%	40.1%	29.4%	37.7%	44.8%	53.0%	62.7%
FY 2010	41.5%	44.7%	41.5%	39.9%	32.2%	35.4%	41.4%	51.0%	59.9%
FY 2011	41.2%	40.0%	41.3%	41.9%	30.7%	34.9%	41.6%	50.3%	58.6%
FY 2012	41.0%	38.6%	40.0%	43.2%	26.9%	34.3%	41.9%	49.9%	58.7%

White male representation at DHS slightly exceeds that seen in the NCLF.

The hiring, attrition, and promotion rates are roughly in line with the overall workforce representation rate and are not otherwise remarkable.

White males are over-concentrated at higher pay levels and under-concentrated at lower pay levels. However, efforts to enhance recruiting of a diverse population have reduced this pay grade disparity over time as indicated in the above chart.

White females – 16.6% of DHS, 33.7% of National Civilian Labor Force, 34.0% of Relevant Civilian Labor Force

Year	% of Permanent DHS Workforce	% of Hires	% of Attrition	% of Promotions	Pay level				
					% of Grades 1-4	% of Grades 5-9	% of Grades 10-12	% of Grades 13-15	% of Executive and Senior Leader
FY 2007	17.5%	18.4%	19.8%	18.0%	21.7%	19.5%	13.7%	18.7%	20.3%
FY 2008	17.8%	19.2%	19.7%	16.7%	21.8%	19.5%	13.9%	19.1%	20.1%
FY 2009	17.7%	17.2%	19.6%	16.1%	22.4%	19.2%	14.1%	19.2%	21.4%
FY 2010	16.9%	17.1%	20.8%	12.4%	19.3%	19.5%	13.4%	17.4%	22.2%
FY 2011	16.6%	16.0%	20.7%	14.7%	15.2%	20.4%	12.9%	17.1%	22.2%
FY 2012	16.6%	20.6%	20.2%	14.9%	18.0%	20.7%	12.5%	17.1%	21.1%

White females’ participation rate is significantly less at DHS relative to the rate seen in the NCLF.

White females decreased as a percentage of the overall workforce for the past five years, due to larger than expected attrition. Lower than expected promotion rates could reflect an upward mobility problem.

White females are over-concentrated at the lower grade levels and the Executive level – a significantly low participation rate exists at the GS 10-12 range.

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Individuals With Disabilities – 4.6% of DHS, 7.4% of Federal Government

Year	% of Permanent DHS Workforce	% of Hires	% of Attrition	% of Promotions	Pay level					% of Executive and Senior Leaders
					% of Grades 1-4	% of Grades 5-9	% of Grades 10-12	% of Grades 13-15		
FY 2007	4.0%	3.0%	4.2%	4.7%	3.1%	5.5%	2.9%	3.1%	3.9%	
FY 2008	3.9%	3.8%	4.5%	3.1%	3.6%	5.0%	2.9%	3.3%	3.7%	
FY 2009	4.0%	4.0%	4.9%	3.1%	4.0%	4.8%	3.2%	3.7%	3.7%	
FY 2010	4.1%	4.7%	6.1%	2.6%	3.4%	4.9%	3.3%	3.7%	4.1%	
FY 2011	4.3%	4.7%	6.3%	2.8%	2.6%	5.3%	3.5%	4.1%	4.5%	
FY 2012	4.6%	5.9%	6.1%	3.2%	2.5%	5.8%	3.7%	4.6%	4.6%	

The percentage of the DHS workforce that self-identifies as having a disability is less than the federal agency average. Within non-Law Enforcement positions, the percentage of the workforce with a disability goes up by roughly one full percentage point (from 4.6% to 5.7% looking at FY 2012 data), but this is still below the federal average of 7.4 percent.

The rate of separation for employees with disabilities is higher than their workforce representation rate, a common finding throughout the federal and private sectors, and could indicate an accommodation problem.

Promotion rates in each of the past five years are lower than expected given the size of the onboard disabled workforce. Disabled employees are fairly evenly dispersed across the pay grade levels.

Individuals With Targeted Disabilities – 0.37% of DHS, 0.96% of Federal Government

Year	% of Permanent DHS Workforce	% of Hires	% of Attrition	% of Promotions	Pay level				% of Executive and Senior Leaders
					% of Grades 1-4	% of Grades 5-9	% of Grades 10-12	% of Grades 13-15	
FY 2007	0.39%	0.23%	0.34%	0.38%	0.43%	0.56%	0.26%	0.20%	0.18%
FY 2008	0.37%	0.32%	0.50%	0.25%	0.45%	0.50%	0.26%	0.21%	0.16%
FY 2009	0.37%	0.32%	0.41%	0.25%	0.54%	0.48%	0.28%	0.24%	0.00%
FY 2010	0.38%	0.33%	0.50%	0.22%	0.47%	0.53%	0.30%	0.23%	0.00%
FY 2011	0.38%	0.30%	0.42%	0.25%	0.35%	0.58%	0.28%	0.26%	0.14%
FY 2012	0.37%	0.36%	0.55%	0.24%	0.29%	0.60%	0.29%	0.23%	0.26%

The percentage of the DHS workforce that self-identifies as having a targeted disability is less than the federal agency average. Within non-Law Enforcement positions, the percentage of workers with Targeted Disabilities increases by roughly a tenth of a percentage point (from 0.37% to 0.49% for FY 2012 data). This is still less than the 0.96% across the federal government, and well below the federal sector goal of 2%.

High rates of separation, concentration at lower pay levels, and low rates of promotions characterize this population.

The tables above provide a high level overview of the DHS workforce. Detailed analyses by occupation are best looked at in the individual DHS Component MD-715 reports.

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, 2006, 2008, 2010, 2011 and 2012. In 2012, DHS ranked 19th out of 19 large agencies in overall employee satisfaction. The FY 2012 survey had more than 82,000 DHS employees respond, a five hundred percent increase over the number of respondents in FY 2011.

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DHS respondents in FY 2012 tended to be more negative than DHS respondents in prior years, and more negative than the rest of the federal government. Topics generating the highest dissatisfaction levels pertained to issues of performance and the compensation resulting from good/bad performance:

- Do we hire people with the right skills? (35.9% negative)
- Are promotions based on merit? (50.1% negative)
- Are steps taken to deal with poor performers? (51.1% negative)
- Are differences in performance recognized? (46.1% negative)

After controlling for occupation and age, there is no significant difference in response rates for the various ERI/G groups. The overall score is largely driven by TSA and CBP Components, which make up roughly sixty percent of all DHS respondents. There are other DHS Components that show higher employee satisfaction.

Data Sources

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 22, 2012. DHS employees voluntarily submitted all race, national origin, gender, and disability data relied upon in this report (49 employees did not disclose their ERI for the FY 2012 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.

EEO complaints numbers were obtained via data collected in the Departmental case management software program. EEO Specialists at the DHS Components enter information into the program which has the ability to process *ad hoc* queries for evaluating all aspects of the EEO case management process.

Federal survey data pertaining to DHS employees were obtained by OPM and made available to CRCL for analysis purposes.

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

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development program; developing a pipeline of talented and diverse candidates for GS-14/15 and SES positions; establishing a retention strategy; correcting substantial low participation rates 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.

	<p>6/06/2013</p>
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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

	<p>6/06/2013</p>
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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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PART H

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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 sufficiently systematic.

OBJECTIVE:

Clarify and revise communications and actions from the senior leadership to ensure that knowledge of their 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
Completed September 21, 2012.

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

Annually, beginning
September 30, 2011
Completed September 30, 2012

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

Annually by September 30th
Completed September 2012

REPORT OF ACCOMPLISHMENTS and MODIFICATIONS TO OBJECTIVE:

FY 2012 ACCOMPLISHMENTS

Activities #1 and #3:

- The Secretary signed and issued the DHS Diversity and Inclusion Strategic Plan in September 2012, and that, combined with the DHS Disability Recruitment and Retention Plan, signed by Jeffrey Neal, Chief Human Capital Officer on March 2011, positioned DHS to establish a workforce reflective of the nation we serve, and inclusive of individuals with disabilities. All DHS Components have also developed D&I Plans aligned to the DHS Plan.
- All DHS components issued an Anti-Discrimination Policy statement in FY 2012

Activity #2:

- DHS continued sponsoring the following programs:
 - The DHS HQ Mentoring program 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. Seventy four pairs of mentees/mentors were established in FY 2012. Employees not selected as mentees were offered situational mentoring opportunities. The situational mentoring program 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 DHS Homeland Security Rotation Program (HSRP) allowed employees to cultivate leadership qualities, while fulfilling critical mission assignments.
 - The DHS Fellows Program, which was 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.
 - The Senior Executive Service Candidate Development Program (SES CDP), which prepared high-performing individuals for positions in the Department of Homeland Security’s SES through an intensive, 12-to-18-month leadership development program.
- CRCL sponsored a Forum Series “Ask the Expert”:
 - Sharon Rennert, Senior Attorney, EEOC, provided three programs on Reasonable Accommodations for Human Capital, EEO Specialists, Managers, and Policy Advisors, Disability Program Managers, Reasonable Accommodation Program Managers (RAPM), and Selective Placement Program Managers (SPPC), along with Complaints Manager and Attorneys.
- CRCL’s Diversity Management Section (DMS) & OCHCO’s Office of Diversity & Inclusion (D&I) identified and provided a training program to Component Selective Placement Coordinators (SPC) on April 18, 2012.

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

- On May 23, 2012, DMS provided training to Disability Program Managers (DPMs) featuring Business Managers from State Rehabilitation Departments in Washington, DC, VA, and MD. This program also discussed a national network of local rehabilitation counselors available to assist them in filling vacancies at the local level, including tribal reservations.
- DMS facilitated the Department of Labor, Office for Disability Employment Policy’s Workforce Recruitment Program for College Students with Disabilities (WRP) Program Manager to provide information to the DHS CRC about the program and how to recruit Individuals with Disabilities (IWDs) and Individuals with Targeted Disabilities (IWTDs) using the WRP’s online database of over 2,000 college students with disabilities seeking temporary and/or permanent employment.
- On January 24, 2012, DMS hosted speakers from the U.S. Access Board to present “Removing Barriers to Accessible Federal and Contract Buildings” to DHS DPMs. FEMA provided this training to managers that included a mock accessibility determination of a workplace/building.
- DHS Components reported that diversity and inclusion training was provided to senior executives, managers, and supervisors throughout their organizations, including field facilities on the topics below:
 - 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

EEOC FORM
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PART H

U.S. Equal Employment Opportunity Commission
FEDERAL AGENCY ANNUAL EEO PROGRAM STATUS REPORT
DEPARTMENT OF HOMELAND SECURITY
October 1, 2011, to September 30, 2012

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
Subsumed by Part H, Deficiency 1, planned activity #1.

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, 2013

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

- a. Conduct Pilot with USA Staffing
- b. Acquire data from Monster Government Solutions
- c. Integrate data analysis into DHS Component barrier analyses

- a. March 31, 2013
- b. March 31, 2013
- c. September 30, 2013

REPORT OF ACCOMPLISHMENTS and MODIFICATIONS TO OBJECTIVE:

FY 2012 ACCOMPLISHMENTS

Activity #1

- The Secretary signed and issued the DHS Diversity and Inclusion Strategic Plan in September 2012, and that, combined with the DHS Disability Recruitment and Retention Plan, signed by Jeffrey Neal, Chief Human Capital Officer on March 2010, positioned DHS to establish a workforce reflective of the nation we serve, and inclusive of individuals with disabilities. All DHS Components have also developed D&I Plans aligned to the DHS Plan.

Activity #2

- The DHS Human Capital Dashboard, developed on June 4, 2011, is presently being transitioned into an automated desktop business intelligence process. The target date for available use is September 30, 2013.

Activity #3

- CRCL and OCHCO are working with USA Staffing and Monster Government Solutions, the two vendors providing staffing and application services to DHS Components, to acquire record level applicant flow data. This will ensure the integrity of data analyzed, and will provide a consistent methodology for analyzing applicant flow data for each DHS Component.

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**STATEMENT OF MODEL PROGRAM
ESSENTIAL ELEMENT DEFICIENCY #3:**

**Essential Element C – Management and Program
Accountability**

**Ensure management and program
accountability**

PROGRAM DEFICIENCY ANALYSIS:

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.

OBJECTIVE:

Create accountability for all managers, supervisors, and EEO officials and personnel officers for the effective implementation and management of the DHS EEO Program.

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, 2013

PLANNED ACTIVITIES TOWARD COMPLETION OF OBJECTIVE:

**TARGET DATE
(Must be specific)**

1. Develop DHS-wide guidance to ensure that job announcements provide information about the kinds of assessments that will be used to evaluate candidates. 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.

September 30, 2011
Revised to September 30, 2013

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

September 30, 2011
Revised to September 30, 2013

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

September 30, 2011
Completed September 30, 2012

REPORT OF ACCOMPLISHMENTS and MODIFICATIONS TO OBJECTIVE:

FY 2012 ACCOMPLISHMENTS

Activity #1

- In compliance with the Hiring Reform requirements, all components streamlined their JOAs using DHS templates making it easier for applicants to understand and apply for positions. The JOA templates also included mandatory branding and benefits statements. This part of the stated activity was completed by June 30, 2012.

Activity #2

- During FY 2012, OCHCO conducted an extensive review of the draft DHS Reassignment between Components document. Final issuance of the DHS HQ Reasonable Accommodation Procedures and the Reassignment documents is now projected to occur by September 2013.

Activity #3

- USCIS is finalizing revisions to the USCIS Reasonable Accommodations Management Directive to improve overall efficiency and availability of the program for employees and applicants.
- On May 4, 2012, Acting Commissioner David Aguilar signed CBP Directive Number 51713-007A on Reasonable Accommodation for Applicants and Employees with Disabilities. The Directive outlines CBP's general process to comply with the requirements of the Rehabilitation Act of 1973, as amended to provide reasonable accommodations to qualified employees and applicants with disabilities.
- The USSS conducted a thorough review of their reasonable accommodation policy. As a result, a working group was established to revise the Reasonable Accommodation policy to incorporate recommended changes that are in line with the Americans with Disabilities Act Amendments Act (ADAAA) of 2008.

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<p>STATEMENT OF MODEL PROGRAM ESSENTIAL ELEMENT DEFICIENCY #4:</p> <p>Essential Element E – Efficiency</p>	<p>Ensure sufficiency of data/document collection or analysis</p>
<p>PROGRAM DEFICIENCY ANALYSIS:</p>	<p>Lack of resources and trend analyses of workforce conducted by race, national origin, sex, and disability.</p>
<p>OBJECTIVE:</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>RESPONSIBLE OFFICIALS:</p>	<p>Deputy Officer for EEO Programs; Chief Human Capital Officer</p>
<p>DATE OBJECTIVE INITIATED:</p>	<p>March 30, 2008</p>
<p>TARGET DATE FOR COMPLETION OF OBJECTIVE:</p>	<p>September 30, 2011 <i>Revised to September 30, 2015</i></p>
<p>PLANNED ACTIVITIES TOWARD COMPLETION OF OBJECTIVE:</p>	<p align="center">TARGET DATE (Must be specific)</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, 2013</i></p>
<p>REPORT OF <u>ACCOMPLISHMENTS</u> and <u>MODIFICATIONS</u> TO OBJECTIVE:</p>	
<p align="center">FY 2012 ACCOMPLISHMENTS</p> <p><u>Activity #1:</u></p> <ul style="list-style-type: none"> DHS is preparing to assemble a selection panel to select a Department-wide Enterprise Talent Management System (ETMS). Once this system is operational, a Department-wide automated system will be available to capture employee participation in career development programs. Participation in specific programs can be reviewed manually. CRCL hired a statistician GS-15 to provide comprehensive trend analysis input to DHS Components. 	

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**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 December 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
Completed

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

September 30, 2012
Completed

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 2012 ACCOMPLISHMENTS

Activities #1, 3, 4

During FY 2012, DHS engaged in proactive opportunities to create collaboration and information-sharing across the Department. DHS conducted a number of training sessions for DHS components highlighting the importance of presenting the legal framework to identify the proper bases and issues in a complaint and conducting timely, impartial and sufficient reports of investigation. These sessions provided opportunities for both DHS and Components to engage in discussion, improve case analysis and processing, provide process transparency, and build a stronger working bond within the Department.

Notably, in FY 2012, there was an 18-percent increase in the total number of investigations (1,046) DHS completed compared with the number completed in FY 2011 (888). Despite the increase of 65 cases in FY 2012, DHS increased the number of timely-completed investigations – 531 in FY 2011 compared to 596 in FY 2012. During FY 2012, DHS also experienced a decrease of 13 days (5 percent) in the number of average processing days.

Throughout FY 2012, DHS held quarterly meetings with components to discuss various topic items including EEO investigations. These meetings/discussions provided an opportunity for Components to share best practices and allow DHS to provide guidance on specific topics of concern.

Activity #2

- DHS coordinated with Components on revising the Department’s complaint processing procedures. This coordination effort allowed Components and DHS to review and revise procedures regarding EEO investigations focusing on the timeliness of conducting, reviewing, and issuing EEO reports of investigations. The Department issued the new complaint procedures in October 2012.

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**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. A possible barrier is that targeted recruitment efforts for underrepresented groups began in force in FY12 and have not had sufficient time to realize results. CRCL is working with OCHCO to incorporate targeted recruitment in the general recruitment plans.

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<p>OBJECTIVE:</p> <p>State the alternative or revised agency policy, procedure or practice to be implemented to correct the undesired condition.</p>	<p><u>For total workforce participation/new hires:</u></p> <p>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.</p> <p><u>For major occupations:</u></p> <p>Increase outreach methods using new media.</p>
<p>RESPONSIBLE OFFICIAL:</p>	<p>OCHCO; CRCL; DHS Components</p>
<p>DATE OBJECTIVE INITIATED:</p>	<p>February 1, 2011</p>
<p>TARGET DATE FOR COMPLETION OF OBJECTIVE:</p>	<p>September 30, 2014</p>

<p>PLANNED ACTIVITIES TOWARD COMPLETION OF OBJECTIVE:</p>	<p>TARGET DATE (Must be specific)</p>
<p>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.</p> <p>Track and report net change quarterly.</p>	<p>Quarterly, beginning 6/30/11 Completed in FY 2012 and continues.</p>
<p>2. DHS Components and facilities will research where to conduct outreach for these groups in occupations with underrepresentation.</p> <p>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.</p> <p>b. Identify relevant job fairs in the service area.</p> <p>c. Identify focused media outlets to supplement national recruitment with local outreach.</p> <p>d. Identify relevant local affinity groups and community groups</p>	<p>Completed in FY 2012 and continues.</p> <p>a. Annually, beginning 3/31/11</p> <p>b. Annually, beginning 3/31/11</p> <p>c. Annually, beginning 6/30/11</p> <p>d. Annually, beginning</p>

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<p>for Special Emphasis Program Managers (SEPMs) to visit.</p> <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>6/30/11</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>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.)</p> <p>As appropriate, update goals annually for:</p> <ul style="list-style-type: none"> • Intern programs • Job fairs • Local advertising • Contacts with affinity and community organizations • Coordination on recruitment efforts 	<p>Annually, beginning 9/30/11 Completed in 2012 and continues.</p>
<p>4. OCHCO will produce a plan to develop an applicant data tracking system, with at least three benchmarks per year.</p> <p>a. Conduct pilot with USA Staffing</p> <p>b. Acquire data from Monster Government Solutions</p> <p>c. Integrate data analysis into DHS Component barrier analysis</p> <p><i>This plan, while withdrawn in the FY 2011 report, has been reinstated given the absence of record level data available to the Components for analysis. CRCL is working with both staffing clients that serve DHS Components (USA Staffing and Monster Government Solutions) to acquire such data.</i></p>	<p>a. 3/31/13</p> <p>b. 3/30/13</p> <p>c. 9/30/13</p>
<p>5. OCHCO will continue to use and promote DHS’s enterprise-wide solutions to DHS-wide recruitment to:</p> <ul style="list-style-type: none"> • Assess Department-wide recruitment activities • Coordinate Department-wide participation in recruitment events 	<p>Quarterly, beginning 6/30/11</p> <p>Completed in FY 2011 and continues.</p>

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- Develop Department-wide recruitment strategies and activities for cross-cutting occupations

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 Program⁴
- (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 2012 and continues.

⁴ The Pathway Internship Program is for current students. It replaced the existing Student Career Experience Program (SCEP) and Student Temporary Employment Program (STEP). The Internship Program targeted 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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<p>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:</p> <ul style="list-style-type: none"> • 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 professionals and other affinity groups 	<p>Annually, beginning 3/31/11</p> <p>Completed in FY 2012 and continues.</p>
<p>8. DHS Components will conduct an assessment to identify any occupations that may require bilingual or bicultural capabilities and include findings and activities.</p>	<p>Annually, beginning 3/31/11</p> <p>Completed in FY 2012 and continues.</p>
<p>9. DHS Components will conduct an assessment of the following and report any action items:</p> <ul style="list-style-type: none"> • 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 	<p>Annually, beginning 3/31/11</p> <p>Completed in FY 2012 and continues.</p>

REPORT OF ACCOMPLISHMENTS and MODIFICATIONS TO OBJECTIVE:

FY 2012 ACCOMPLISHMENTS – DHS

Activity #1

- An analysis of Department’s permanent workforce and major mission-critical occupations shows Blacks and Hispanics, both female and male, are more likely to be clustered in positions that do not have a clear career path into the senior pay grades. Targeted recruiting can be tailored to effectively target ERI groups for these feeder positions.
- Quarterly statistics continued to be provided to DHS Components throughout FY 2012. Additionally, CRCL hired a statistician in FY 2012. This employee will be a dedicated resource to working with DHS Components to diagnose triggers, find barriers, and make recommendations to mitigate barriers.

Activity #2 (a-g)

- DHS's CRC coordinated key recruiting personnel from across DHS, identified job fairs, colleges and other professional organizations with a focus on underrepresented groups and used these events as the basis for the FY 2013 recruiting and outreach plan. CRC coordinated components' recruiting events and initiatives to improve efficiency and provide a One DHS image to the public. Due to budget constraints, Headquarters based media outlets were not utilized in FY 2012. Components utilized media outlets based on individual needs and budgets. As OCHCO and CRCL coordinate with employee associations in FY 2013, this will produce additional targeted recruitment and retention activities. Recruiting and outreach plans will be updated annually for FY 2013-2017.

Activity #3

- On December 21, 2011, Secretary Napolitano signed the Coordinated Recruiting and Outreach Strategy (CROS) FY 2012-2017. The DHS CRC, which brings together key recruiting personnel from across DHS, developed the CROS to guide targeted outreach and recruitment of applicants, and 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 HQ to field locations with framework to measure results.

Activity #4

- CRCL and OCHCO are working with USA Staffing and Monster Government Solutions, the two vendors providing staffing and application services to DHS Components, to acquire record level applicant flow data. This will ensure the integrity of data analyzed, and will provide a consistent methodology for analyzing applicant flow data for each DHS Component.

Activity #5

- The CRC meets monthly to discuss and coordinate DHS –wide recruitment and outreach activities and events.

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Activities #6-#8

Component-Specific accomplishments included:

CBP:

- Diversity and Inclusion Management Council achieved 41 of the 59 recommended action items in its Diversity and Inclusion Management Plan.
- Established a workgroup to conduct a comprehensive review of current CBP recruitment strategies, constraints, and challenges and to identify new methods of targeting female candidates to work for CBP.
- Conducted surveys after training and commemorative events, to solicit suggestions for improvements to future programs.
- Recognized five executives and managers with Diversity Leadership Awards.
- Continued regular meetings with Integrated Recruitment Committee.
- Conducted surveys to solicit feedback to improve the quality of service in the complaints process and delivery of Special Emphasis Programs.
- Undertook a study of best practices involved in recruiting successful female candidates for CBP front line positions.
- Completed a Border Patrol Academy attrition report to determine whether any group of employees failed to complete the Academy at a significantly higher rate and to analyze the reasons for attrition by ethnicity, race and sex.

USCIS:

- Initiated efforts to provide collateral duty Special Emphasis Program Coordinators with enhanced tools to promote the agency's EEO and diversity programs. Training and additional measures are scheduled in FY 2013.
- Finalization of a comprehensive Diversity and Inclusion Strategic Plan and its implementation is scheduled for FY 2013.
- The Alternative Dispute Resolution (ADR) program was substantially improved with new marketing materials, improved feedback forms, and trainings for managers involved in the process as designated agency officials. USCIS increased ADR participation rate during the informal stage of the EEO complaint process to 50%, up from 44% the previous year.
- Created diversity dashboards that provided regular demographic reports to each USCIS office within the seven Directorates. In FY 2013, these dashboards will be provided to the Directorates and major Program Offices on a semi-annual basis.
- Processed 99% of both its formal EEO investigations and informal EEO cases within applicable regulatory timeframes.
- Internalized much of the EEO counseling function, which had been performed by contract firms, in order to maintain greater control over this stage of the process, potentially increase the likelihood of resolution early in the process, and decrease informal counseling timeframes.
- Conducted five live designated management official trainings around the country in

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conjunction with Federal Mediation and Conciliation Services to educate managers on their role in the EEO alternative dispute resolution process and to better equip these individuals with tools that might increase the likelihood of resolving EEO complaints early in the process.

- Provided live anti-harassment or general EEO training for supervisory personnel at numerous agency offices to emphasize the importance of appropriately addressing and proactively working to eliminate harassment and other forms of discrimination in the workplace.
- Planned and executed their first ever Unity Day celebration to highlight the importance of creating and maintaining a diverse and inclusive workplace at USCIS.

USCG:

- Partnered with Penn Good and Associates to develop a media outreach plan to target Hispanic Americans, Individuals with disabilities, Veterans, and Females.
- Provided civil rights training to 84.1% of managers and supervisors, which included reasonable accommodations and Special Emphasis Programs.
- Established Memoranda of Understanding (MOUs) with Great Minds in STEM and HACU.
- Worked with HACU to facilitate a Coast Guard Academy contract with the Hispanic Television and Information Network (HTIN) to create an episode on the United States Coast Guard Academy for its College 411 Series.
- Provided significant sponsorship to support the Society of American Indian Government Employees (SAIGE) National Training Program.

FEMA:

- Drafted a Memorandum of Agreement (MOA) between the NAACP and FEMA to create and enhance community resilience, information sharing, and recruitment activities.
- Drafted the FEMA Diversity Action Plan strategies and their corresponding actions, which resulted from employee input gathered during Diversity Awareness training delivered to approximately 15,000 employees.
- Launched its Employee Programs (FEMA Internal Rotation Program and the FEMA State and Local Rotation Programs). The FEMA Internal Rotation Program launched in the beginning of FY 2012 and filled 11 of 37 Internal Rotations while the new program of FEMA State and Local Rotation Programs filled 7 of 17 opportunities.

FLETC:

- Provided two recruiters to participate as panel members for an Information Forum at HBCU Bethune Cookman University that focused on how to write an effective resume, navigating the OPM application process on USAJOBS, appropriate attire for interview, and interview skills.
- At the 2012 Women in Federal Law Enforcement (WIFLE) Conference, WIFLE's President presented FLETC Assistant Director Michael Hanneld with a 2012 Public Service Award for his demonstrated superior and sustained support for women in federal law enforcement during a law enforcement career spanning several decades.

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- FLETC's Chief Budget Officer, Dr. Jannett Bradford was recognized at this year's YMCA Tribute to Women Leaders Luncheon.

ICE:

- ICE developed a National Recruiting Strategy with specific outreach and recruitment activities outlined to sustain diversity in workforce hiring.
- Developed an online training curriculum designed to familiarize participants with the benefits of hiring Veterans.

TSA:

- Selected by *Hispanic Network* magazine as one of the Top Employers for 2012 for Hispanic employment. The Latinos for Hire organization also chose TSA as one of America's Best Places for Latinos to Work in 2012. Further efforts will be made to utilize internet resources such as Olive Tree, a website with a large Hispanic audience that can leverage the TSA recruitment marketing strategy and assure broad deliverance to the Hispanic community.
- Employed a multi-phase recruitment strategy, in which TSA representatives attend the general career fair at each institution, follow up with a unique, on-campus recruitment event with information tables, multiple information sessions for interested candidates, and informal interviews by TSA senior leadership.
- Held a series of workshops, as part of their Federal Women's Program (FWP), on career development topics that included participation from senior leadership and FWP working group members.
- Completed a three-year commitment to deploy a senior level employee to Tougaloo College as part of an Inter-governmental Personnel Act (IPA) assignment. This assignment furthered TSA's efforts related to the White House Initiative on HBCUs and promoted TSA as a viable career option to our HBCU communities.
- Recognized as an "Employer of Choice" in FY 2012 by:
 - Women's Professional Magazine
 - Hispanic Network Magazine
 - Black EOE Journal
 - RetirementJobs.com
 - Workplace Diversity for Engineering and IT Professionals Magazine

USSS:

- Utilized the services of 95 interns from various minority serving institutions. Seven students were converted into full time permanent positions.
- In May 2012, the Secret Service Office of Human Resources and Training hosted an Executive Resume Development Session.
- Held its second annual Unity Day event. The program was executed by a diverse cross-functional team of 85 employees located in Washington, D.C., California, New York, Texas, Florida, Missouri, and Maryland.

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- Offered a one-time recruitment bonus (25 percent of basic annual pay) to newly hired special agents having a foreign language skill tested at the S-3 level.
- Hosted 110 students and chaperones from the United National Indian Tribal Youth (UNITY) organization at USSS HQ.

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)

**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:

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 numbers of male employees and Whites increase while the numbers of female employees and minorities decrease. Additionally, the number of employees without disabilities increases while the numbers of IWDs and IWTDs decrease.

Disparity of adverse actions was seen when reviewing the separations data in the MD-715 tables.

Awards

Condition:

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

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BARRIER ANALYSIS:

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

While representation of minorities declines at higher grades, analyzing the data one grade at a time reveals that the promotions rates are generally proportionate to the availability in the feeder grade. DHS will look into other factors.

An analysis of separations data revealed that Blacks of both genders have involuntary separation rates at twice what their participation rates would predict.

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.

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.

No barrier has been identified with respect to adverse actions.

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:

September 30, 2013 and annually thereafter

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PLANNED ACTIVITIES TOWARD COMPLETION OF OBJECTIVE:	TARGET DATE (Must be specific)
<p>1. Review Promotions.</p> <ul style="list-style-type: none"> 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. 	<ul style="list-style-type: none"> a. Every six months, beginning 6/30/11 Completed in FY 2012 and continues. b. Annually, beginning 6/30/2011 <i>Revised to beginning 6/30/13</i> c. Annually, beginning 9/30/11 <i>Revised to beginning 9/30/13</i> d. Annually, beginning 6/30/2011 <i>Revised to beginning June 30, 2013</i> e. Ongoing, beginning 3/31/11 Completed in FY 2012 and continues. f. Annually, beginning 6/30/11 Completed in FY 2012 and continues.
<p>2. OCHCO will conduct an assessment of internal availability of candidates from groups with low participation rates 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.</p>	<p>Annually, beginning 3/31/11 <i>Revised to 9/30/13.</i></p>
<p>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.)</p> <ul style="list-style-type: none"> a. Conduct Pilot with USA Staffing. b. Acquire data from Monster Government Solutions. c. Ingrate Data Analysis into DHS Component barrier analysis. 	<ul style="list-style-type: none"> a. 3/31/13 b. 9/30/13 c. 9/30/13

4. Review Awards.

- a. CRCL will review award rates among comparable groups of employees.
- b. OCHCO will review awards policy and determine how award 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.

Completed in 2012 and continues.

- a. Every six months, beginning 6/30/11
- b. Annually, beginning 6/30/11
- c. Annually, beginning 6/30/11

5. Review Adverse Actions.

- a. CRCL will review adverse actions statistics and determine if the types of actions and 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 ascertain how disciplinary actions are determined (are objective criteria used, i.e., do the table of offenses correspond with the appropriate discipline).

Completed in 2012 and continues

- a. Every six months, beginning 6/30/11
- b. Annually, beginning 6/30/11
- c. Annually, beginning 6/30/11

REPORT OF ACCOMPLISHMENTS and MODIFICATIONS TO OBJECTIVE:

FY 2012 ACCOMPLISHMENTS

Activities #1a

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

Activity #1c

- The Cornerstone Program provides a developmental roadmap for new supervisors at all levels across DHS. It is the first and most critical element of the DHS Leader Development Framework to be implemented. The Cornerstone Program is designed to take a baseline requirements approach in order to optimize the many established leader development activities already in place across the Department, and highlight opportunities for increasingly efficient, effective, and consistent development—while still supporting Component-specific mission-centric leader development as necessary. This approach allows Components to identify the best

way for their target audiences to meet these requirements, whether through existing training, new developmental activities, collaborative cross-Component programming, or a combination.

Anyone new to DHS supervision at any level (whether a seasoned transfer or a first time appointment) will complete an Onboarding program, to include an interactive Orientation, Welcome Kit and Checklist, 8 hours of mentoring and other activities, within the first 90 days of appointment. In addition, they will complete a minimum of 40 hours (of which at least 24 must be classroom) of development covering 18 essential topics for effective leaders. These 18 topic areas are called “Fundamentals of DHS Leadership” and while Components may use a variety of activities to meet them, all new supervisors across the Department will be assured of getting in-depth training on a common set of knowledge and skills. Also, as part of the Cornerstone Program, Components are required to offer “A Day in the Life of a DHS Supervisor,” an interactive awareness session for non-supervisory DHS employees. This session introduces the challenges and rewards of formal supervisory leadership. Addressing the responsibilities, complexities, and resources available to supervisors, non-supervisory employees can better understand the commitment involved in choosing to be a supervisor.

Activity #1d

- A baseline has been developed for leadership development programs, and leadership position tracking is still in development. Data to track selections were identified. A Sharepoint site will be developed to track and collaborate between Diversity and Inclusion, Executive Resources, and Leader Development. This site will be created by January 2013, upon the graduation of the current CDP class.

Activity #1e

- Policy to review and ensure that the composition of interview and selection panels reflect diversity where such panels are used, is scheduled to begin development approximately on August 31, 2014.

Activity #1f

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

Activity #2

- OCHCO will assess diversity of GS-14 and GS-15 positions as potential feeder pools for promotions, by September 30, 2013.

Activity #3a-#3c

- In FY 2013, DHS will continue to partner with OPM and Monster Government Solutions to better export and track demographic applicant flow data for leadership positions and for leadership development courses. OPM recently “rolled out” a USA Staffing Applicant Flow Data Pilot to test a new data file design and delivery method in order to provide more meaningful information on ERI at the individual applicant level, while excluding any identifying information. DHS will evaluate the pilot data and provide recommendations for enhancement before the files are made available to all USA Staffing customer agencies. DHS will also continue to work with Monster Government Solutions to refine and expand applicant flow data parameters to ensure consistency in reporting. Pilot applicant flow data analysis will begin by June 30, 2013. The program is expected to be fully operational by December 31, 2014.

Activities #4a-#4c

- A review of the number and amount of awards by ERI/G shows that rewards were not received in exact proportion to the groups’ workforce participation rates. Females generally were more likely to receive an award than expected, and this was particularly true for White females. CRCL’s Diversity Management Section will analyze whether the causes of the awards allocations is confined to particular Components or occupational series.
- A DHS Working Group co-led by CRCL and OCHCO will conduct a review of DHS Awards policy. This activity will begin by September 30, 2014.

Activities #5a-#5c

- A review of adverse actions determined that adverse separations for Black employees occur at twice the rate of non-adverse separations for Black employees, and twice the Black workforce participation rate. Further analysis will be done to identify whether this finding is confined to a particular Component or occupation.
- The DHS Adverse Action and Appeals Directive are in the coordination process among the Components. Currently each component operates under their own policy.

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MODIFICATIONS

Barrier Analysis #2

Adverse Actions – Upon further analysis, we determined the condition continues and are reversing the withdrawal made in FY 2011. It remains a trigger and will be analyzed in FY 2013.

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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 4.59%, well below the Federal average of 7.41%, and individuals with targeted disabilities (IWTDs) of 0.37%, well below the Federal average of 0.96%. 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.

Access to more a sophisticated data reporting tool (CPRO) has provided better understanding of the causes of low participation for these groups. While IWDs and IWTDs are both being hired at rates in rough proportion to their workforce participation rate, they are separating at much higher rates – as much as fifty percent higher than their workforce participation rate would predict. As hiring flattens out in the face of new budget constraints, this high attrition rate will have more and more impact on the IWD/IWTD populations at DHS. Recruiting and retention efforts, therefore, are both of increasing importance going forward.

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

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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)

1. Implement plan for recruitment and retention of individuals with disabilities/targeted disabilities (IWDs/IWTDs), in accordance with the President’s Executive Order 13548 and OPM’s requirement for Model Strategies for Recruitment and Hiring of IWDs.

- a. CRCL and OCHCO will jointly develop DHS’s model recruitment and hiring strategies for increasing employment of IWDs/IWTDs. DHS will submit its final plan to OPM. This plan will include the following:
 - Designate a senior-level agency official to be accountable for enhancing employment opportunities for IWDs/IWTDs.
 - Establish hiring goals for use of Schedule A.
- 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 a 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,

- a. March 8, 2011
Completed
- b., d., and e. *Revised to June 30, 2013.*
- c. **Completed in 2012.**
- f. **September 30, 2013**
- g. **Completed in 2012.**
- h. *Revised to September 30, 2014.*

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<p>awards, promotions, separations, etc.).</p> <ul style="list-style-type: none"> • 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. <p>i. CRCL will review applicant flow data when they become available to identify trends about IWDs/IWTDs.</p> <p>j. CRCL will identify any triggers from the above sources, and develop a plan to address them.</p> <p>k. OCHCO and CRCL will benchmark current outreach for applicants with targeted disabilities to identify stronger efforts that DHS can take to enhance DHS outreach for applicants with disabilities.</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>h. Every six months, beginning 3/31/11 and reporting by 6/30/11</p> <p>Completed in FY 2012 and continues.</p> <p>i. Annually, beginning 09/30/2011</p> <p>j. Annually, beginning 6/30/11 Revised to beginning 9/30/13.</p> <p>k. Annually, beginning 9/30/11 Revised to beginning 9/30/13.</p> <p>l. Annually, beginning 6/30/11</p> <p>m. Annually, beginning 9/30/12</p> <p>n. Annually, beginning 9/30/11</p> <p>o. Annually, beginning 9/30/11 Completed Annually, beginning 4/30/12 Completed</p> <p>p. Annually, beginning 9/30/11</p> <p>q. Revised to beginning September 30, 2013.</p>
<p>2. Establish an effective program for reasonable accommodations.</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 – Completed</p> <p>b. 9/30/12 - Completed</p> <p>c. 9/30/13</p>

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3. Implement a training plan to be provided to managers regarding IWDs/IWTDs responsibilities, authorities, Computer/Electronic Accommodation Program (CAP) and reasonable accommodations. (DHS Workforce Strategy Objective 2.4: Use current flexibilities and incentives, and seek new authorities where needed.)

- a. Training for new managers/supervisors within 90 days of entrance on duty (EOD).
- b. Refresher training to all managers/supervisors biannually.
- c. Mandatory training for all managers/supervisors including toolkits.
- d. Training for HR Specialists regarding special hiring authorities.

- a. Ongoing, beginning 6/30/11
Completed in FY 2012 and continues.
- b. Ongoing, beginning 9/30/11
- c. Ongoing, beginning 9/30/11
- d. Annually, beginning 9/30/11

4. CRCL will develop data tools for IWDs/IWTDs.

- a. Hires compared to DHS hiring goals.
- b. Promotion rate by occupation.
- c. Separation rate.

Completed

- a. 3/31/11
- b. 6/30/11
- c. 9/30/11

REPORT OF ACCOMPLISHMENTS and MODIFICATIONS TO OBJECTIVE:

FY 2012 ACCOMPLISHMENTS

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

Activity #1b

- USCIS and FEMA used central funds in their reasonable accommodations program. Please see Section 508 highlights of the Executive Summary regarding accessible technologies and virtual work spaces. DHS is assessing retention rates of IWDs/IWTDs and will further develop strategies thereafter.

Activity #1c

- DOL tracks each agency's efforts to return injured employees back to the workplace. DHS has exceeded its goals and earned a "green" status.

Activity #1d

- Two components – FLETC and CBP made the *Road Map for Success: Employment of People with Disabilities* mandatory for their managers and supervisors.
- DHS has mandatory training for all hiring managers. CRCL and OCHCO will review this training to determine whether it provides sufficient information regarding IWTs/IWTDs. OCHCO will continue to partner with CRCL to expand on and promote the "Employment of People with Disabilities: A Roadmap to Success" training module.

Activity #1e

- Establish performance targets and numerical goals for non-LEO major areas and occupations.

Activity #1f

- CRCL will benchmark federal agencies to obtain best practices in establishing career counseling programs for IWD/TDs.

Activity #1g

- CRCL will further explore effective opportunities to share progress on implementing its plans and objectives including posting on CRCL's home page. DHS components already have websites posting their disability program information.

Activity #1h

- CRCL conducted data analysis on a quarterly basis. IWDs gained ground in FY 2012, continuing a trend of increasing participation that goes back five years.
- CRCL anticipates more in-depth analysis in these areas in the future due to CRCL's hiring of a full time GS15 Statistician.
- DHS had 100 Schedule A hires in FY 2012, its highest number since its inception in 2003 and despite a recent slowdown in hiring.

Activity #1j

- CRCL is working with vendors that provide applicant staffing solutions to DHS Components to acquire their record level data for all applications to DHS. This data will be analyzed within CRCL and disseminated to the Components, freeing up the Components to allocate scarce resources elsewhere.

Activity #1k

- Benchmark current outreach for applicants with targeted disabilities to identify stronger efforts.

Activity #1l

- DHS's outreach efforts included the following job fairs and schools: EOP Careers and the disAbled Career Expo; Gallaudet University College Fair; Abilities Expo; United Spinal Cord Association Independence Expo; FEMA's 1st Annual Special Hiring Event; Gallaudet's Fall Internship & Job Fair; Robert Morris University WRP interviews; Carnegie Mellon WRP interviews; University of West Virginia WRP interviews; and Mitchell College WRP interviews.
- DHS also has strategic partnerships with national disability advocacy groups and provides Components with recruitment resources for IWDs/IWTDs. Additionally, we utilized the WRP and OPM's "register" of candidates with disabilities.

Activity #1m - #1o

- In FY 2012, DHS promoted the use of the WRP through various avenues (e.g.) Human Capital Leadership (HCLC) and CRC. We also provided the DHS Disability Forum to connect DHS disability practioners with external partners from state disability offices, and disability associations. DHS also hosted a meeting between the Disability Program Managers and Rehabilitation Business Managers from the District of Columbia and surrounding states. Further, a partnership with national network of rehabilitation counselors, including those on tribal reservations was also explored to increase recruiting and hiring of IWDs/IWTDs

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nationwide. The DHS D&I Strategic Plan FY 2012-2015 includes a review of the SES Diversity Advocate performance element.

- DHS also maintains relationships with regional departments of rehabilitation services from Maryland, Virginia and DC, along with numerous national disability organizations and associations.
- On February 21, 2012, the Deputy CHCO issued a memorandum promoting the WRP.
- In the summer, 2012, OCHCO hired a Public Policy Intern from the American Association of People with Disabilities.

Activity #1p

- CRCL and OCHCO identified and provided Schedule A training for DHS Selective Placement Coordinators (SPC) in April 2012. SPCs assist with recruiting, hiring and accommodations with people with disabilities at their specific agency. The training also included roundtable discussions on their roles and responsibilities. Additionally, this training included statutory and regulatory responsibilities, authorities, information about Computer/Electronic Accommodations (CAP) and reasonable accommodations.

Activity #1q

- DHS and its Components attended several events in FY 2012 focused on individuals with disabilities including (but not limited to) CAREERS and the disABLED conference, the Abilities Expo, and the United Spinal Cord Association Independent Expo as well as monthly recruiting and outreach events for disabled veterans through Operation War Fighter and Wounded Warriors programs.

Activity #2b

- CRCL explored options to implement a unified One DHS effective tracking mechanism for capturing component reasonable accommodations. DHS Reasonable Accommodations Program Managers (RAPM) met with OAST members for a demonstration of their piloted electronic system to manage and track requests. Two components are currently piloting it. Based on follow-up to the demonstration, an additional full training program was provided to the RAPM to gain a better understanding of how the program works. This issue will be further explored and hopefully resolved in FY 2013.
- DHS experienced a tremendous increase in the number of requests for reasonable accommodations from 1,685 in FY 2011 to 2,400 in FY 2012, or a 42.4 % increase. Of the 2,400 requests for reasonable accommodation, DHS components granted 1,710, denied 170, and 619 were categorized as "other" (closed, remanded, pending and those withdrawn).
- USCIS and FEMA continued providing central funding for reasonable accommodations. In addition to central funding, other sources include the Office of Training and Career

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Development at USCIS that also pays for accommodations for employees who participate in their training programs. FEMA expanded its centralized funding source from first year employees to now include recurring accommodations such as sign language interpreters and other accommodation-related services. This contract was established on a trial basis to determine usage hours and cost effectiveness for contract service versus permanent interpreters. This trial will continue into FY 2013.

USCIS

- Using central funds and CAP funds, USCIS spent \$709,550 on reasonable accommodations of which \$59,713 was from CAP for a total of 691 accommodations; 672 requests were granted and 19 were denied for accommodations. CAP provided 99 of those accommodations to USCIS employees.
- Added a new full-time Management Program Analyst to the Disability Accommodation Program. With this addition, the USCIS Disability Accommodations Program has 3 FTEs: an EEO Specialist, Program Manager, and a part-time Analyst who manages the central accommodations fund and serves as the COTR for contracts. **USCIS spent nearly \$1 million on providing reasonable accommodations to applicants and employees.**
- Continued mandatory training on Disability Accommodation for managers and supervisors. USCIS entered into an interagency agreement with EEOC for this training. A total of 89% of USCIS supervisors have taken this training between FY 2011 and FY 2012.
- Partnered with the OAST to pilot a new accommodation tracking system that could be available DHS-wide in FY 2013.

CBP

- Of the 142 requests for accommodations, 93 were approved, 6 were denied, 27 were withdrawn and 16 pending at the end of the fiscal year. Additionally, three employees requested reconsideration of the decision reached on their request.
- Issued a directive to all employees entitled: *Reasonable Accommodation Procedures for Applicants and Employees with Disabilities* on May 4, 2012.

USCG

- Improved significantly their reasonable accommodations program; reduced average processing time from 47 days to 12. Of the 44 requests for reasonable accommodations, USCG granted 35, denied 3, and has 7 pending. The total does not include sign language interpreter services.
- Held several Reasonable Accommodations Training sessions for designated Reasonable Accommodation Liaisons and service providers during fiscal year 2012, and the USCG Civil Rights Directorate is exploring ways to better capture informal reasonable accommodations procedures.
- The Department of Transportation (DOT) Disability Resource Center (DRC) and the USCG entered into a Memorandum of Understanding on September 29, 2010 whereby the DRC

provides reasonable accommodations to Coast Guard employees on an annual reimbursement basis. The DRC is now able to report the number of reasonable accommodations it provided to Coast Guard employees.

FEMA

- Increased significantly the number of reasonable accommodations during FY 2012 in comparison to FY 2011. The DPM processed 488 accommodations during FY 2012, which is a 220% increase in activity compared to FY 2011. Of the 488 accommodations, 478 were approved, 4 were withdrawn, and 6 remain pending. The primary reasons for the increased accommodations included recent changes to the Disaster Reserve Workforce, significant disaster activity, increases in the number of employees with disabilities and increased focus on tracking accommodation costs by organizational element. FEMA is refining their Reasonable Accommodation Procedures to include procedural guidance on Service Animals, Facility Accessibility, Telework, Travel and Disaster-Related Accommodations.

FLETC

- Provided reasonable accommodations for 11 employees and 3 students. The reasonable accommodation process and submission of medical documentation were topics presented in senior leadership training and supervisory training conducted in March, April and August of 2012.
- The FLETC Disability Program Manager performs Americans with Disabilities Act (ADA) compliance inspections to ensure adherence with ADA guidelines concerning accessibility to the training areas including buildings and entrances, parking lots and restrooms. A total of 27 buildings and portable offices/classrooms (totaling 123,271 square feet) were inspected during FY 2012. A copy of the inspection report along with findings was submitted to appropriate management officials, the Facilities Management Division (FMD) and the EEO Division Chief. The FMD corrects discrepancies as required

HQ

- Received 42 requests for reasonable accommodations, denied 5.

ICE

- Of the 123 requests received for reasonable accommodations, 69 were granted, 13 denied, 25 withdrawn, and the remaining 16 requests are pending and forwarded to FY 2013.
- Enhanced its Disability 101 Training, available online in the ICE Virtual University.
- Drafted a Strategic Plan for the Disability Program with established goals for the

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Reasonable Accommodation Program.

- Hired a new Reasonable Accommodations Coordinator and a Disability Program Manager (DPM) in 2012. The DPM collaborated with the RA Coordinator to produce a 90-minute training curriculum entitled "Let's be Reasonable" for ICE managers and supervisors. Training content includes the laws and statutes governing RA, as well as ICE policy and procedures for processing employee RA requests. This new RA training was successfully presented three times in FY 2012 to 56 people.

TSA

- Experienced a 5% decrease in the total number of requests received and processed by the Office of Human Capital (OHC) from the previous fiscal year. Program highlights are as follows:
 - Received 832, granted 191, denied 201 and had 517 in other categories [pending, remanded, administratively closed, closed without decision, and withdrawal].
 - Increased participation in the CAP from 7 in FY 2011 to 13 in FY 2012.
 - Developed a time frame benchmark for each step of the reasonable accommodation process.
 - Revised the Reasonable Accommodation Tracking System to track employees' requests for accommodations to include timeframes for all steps in the process.

USSS

- Received 16 requests for reasonable accommodations and denied one.
- Provided reasonable accommodation and disability awareness training to managers, supervisors and employees in the following courses: the Seminar for 1st Line Supervisors, Emerging Leaders Seminar, New Employee Orientation, Asset Forfeiture Training & SAIC Conference, Training for the Inspection Division Inspectors and Investigation and at the SAIC Conference.
- Provided new employees with training on the Notification and Federal Employee Antidiscrimination and Retaliation Act (No FEAR) Act.
- Provided training to managers, supervisors, employees and recruiters on the No FEAR Act, MD 715, reasonable accommodation for religion and individuals with disabilities, valuing and managing diversity, affirmative employment program initiatives, special emphasis programs, prevention of sexual harassment and hostile work environments, alternative dispute resolution and the CAP Program.

Activity #3a-#3d

- DHS has mandatory training for all hiring managers. CRCL and OCHCO will review this training to determine whether it provides sufficient information regarding IWDs/IWTDs. OCHCO will continue to partner with CRCL to expand on and promote the "Employment of

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People with Disabilities: A Roadmap to Success" training module. DHS Components continued to provide training to new managers/supervisors within 90 days of entrance on duty.

CBP:

- Trained 6,640 managers and supervisors on disability employment program, a significant increase from 1,451 in FY 2011. This training included Road Map to Success: Employment of People with Disabilities as mandatory training for 4,620.

USCIS:

- Provided training to 343 managers and supervisors on disability program elements.
- Prepared training materials for Domestic Operations on providing customer accommodations, and assisted with presenting the first 4 out of 21 webinar sessions in response to a DHS/CRCL recommendation.

USCG:

- Trained 14,310 managers and supervisors on disability program areas.

FEMA:

- Trained 532 supervisors and managers nationwide, nearly 200 more than in FY 2011, on recent updates on the ADA, Genetic Information Non-discrimination Act (GINA), and their responsibilities in processing and providing timely reasonable accommodations.

FLETC:

- Trained 239 managers and supervisors, an increase over the 128 trained in FY 2011, on hiring, accommodating, and working with individuals with disability. The training sessions were provided via classroom and/or online instruction.
- Provided managers and supervisors mandatory Americans with Disabilities Amendments Act (ADAA) Training. The training was posted on FLETC's internal website.
- Provided the *Road Map to Success: Employment of People with Disabilities* training program as mandatory training to the managers and supervisors.
- Provided Monthly Manager workshops on a variety of topics to assist 47 managers in recruiting, hiring, developing and retaining a diverse workforce to include: Veterans Employment and Special Hiring Authorities on November 16, 2011, and Medical Privacy, the Rehabilitation Act and Limitations on Disability-Related Inquires and Medical Examinations on January 25, 2012.
- Conducted Post-Traumatic Stress Disorder (PTSD) and Traumatic Brain Injury (TBI) in the Workplace Training on the following dates: April 24, 2012, May 8, 2012, and May 24, 2012 at the FLETC and via teleconference streaming to sites in Artesia, Charleston, and Cheltenham. This training given to 57 managers and supervisors covered the signs and symptoms of PTSD and TBI highlighting available resources from national and local service agencies and included a question and answer session.
- Presented training that covered special hiring authorities and information on CAP program to

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157 managers and supervisors. The CAP presentation included information on computer assisted devices and services available for IWDs. The training established the connections between providing reasonable accommodations to make work environments more accessible to people with hearing, visual, dexterity, cognitive, and communication impairments also supports the recruitment, placement, promotion and retention of IWD.

- Provided training for 10 FLETC staff on guidance in removing barriers to information access for individuals with disabilities per requirements of Section 508 of the Americans with Disabilities Act.

HQ:

- Trained 196 managers and supervisors on disability awareness, hiring and accommodating employees with disabilities.
- Trained 939 employees and managers on both online and hands-on instructor-led training, on Section 508, including *Introduction to Section 508*, *Creating Accessible PDFs*, and *Introduction to Accessible Multimedia* and *Creating Accessible Fillable Forms*.

ICE:

- The DPM collaborated with the RAC to produce a 90-minute training curriculum entitled “Let’s be Reasonable” for ICE managers and supervisors. Training content included the laws and statues governing RA, as well as ICE policy and procedures for processing employee RA requests. This new RA training was successfully presented three times in FY 2012 to 56 people.
- Enhanced its Disability 101 Training now available online in the ICE Virtual University.
- Publicized CAP on the ICE internal website under RA as a resource, and referenced in all disability and RA training materials.
- Scheduled quarterly tours for managers and supervisors of the CAP Technology Center in the Pentagon. CAP tours for ICE managers and supervisors are scheduled quarterly throughout FY 2013.

USSS:

- Updated the Reasonable Accommodation portion of its training modules to incorporate the changes identified in the MD-715 report, so that the objectives identified in Part H and I as deficiencies in the report were corrected.
- Provided disability training to 201 managers.
- Sponsored multiple workshops covering the disability and wounded warrior program during their 2nd Annual Unity Day Event. This program also included three USSS employees teaching an American Sign Language workshop; an interactive assistive technologies exhibit; Section 508 Compliance Information exhibit; Disabled Veterans/Wounded Warriors Information exhibit; Post Traumatic Stress/Traumatic Brain Injury Interactive exhibit and some of the different chairs that are available to accommodate back impairments were on display and available for demonstration.
- The USSS’s Disability Recruitment Working Group designed training for hiring managers in

response to Executive Order (E.O.) 13548, which requires federal agencies to provide mandatory training on the subject of hiring individuals with disabilities. This 4-hour training workshop is titled, “*Disability Hiring Awareness and You: Your Roadmap to Effectively Hiring Individuals with Disabilities.*” It covers the topics: E.O. 13548, benefits of hiring individuals with disabilities, creating internships within the USSS for this target group, special hiring authorities, interview etiquette, reasonable accommodations, and agency points of contact.

- Designed a webpage for individuals with disabilities interested in positions within the federal government. This webpage enhanced external visibility of the agency’s involvement with, and commitment to hiring individuals with disabilities, and knowledge and resources to members of this population seeking employment within the federal government. The webpage contained topics such as recruitment outreach, the application process, and reasonable accommodations. The webpage also included links to additional resources to assist individuals with disabilities in effectively applying for federal positions. The webpage is available on the USSS’s employment section at www.secretservice.gov/join and clicking on the “Careers” tab and then selecting “Opportunities for Individuals with Disabilities.”
- Hosted a two-hour information session and tour of USSS Headquarters for ten Gallaudet University students and career counselors. Gallaudet University is the world leader in liberal education and career development for deaf and hard of hearing students.
- The Human Capital Division (HCD) provided information on how to apply for positions within the Secret Service, and explained the Schedule A special hiring authority. HCD provided the most current guidance available on student internship opportunities.
- Six USSS deaf and hard of hearing employees, four of which were Gallaudet University alumni, served on an employee panel during the information session. The panel discussed their experiences in applying at the Service, their current working positions, communicating with hearing coworkers, performing duties with reasonable accommodations, and the importance of networking.

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.” **This condition is reversed. A condition was found to exist that IWDs and IWTDs are separating at higher rates than non-disabled employees.**

Barrier analysis statement updated: Revised statement – “Low rates of hires of IWDs/IWTDs.” **The barrier analysis statement above is rescinded to reflect original barrier analysis statement.**

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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 disproportionately from younger employees, statistically 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 that 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

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DATE OBJECTIVE INITIATED:

February 1, 2011

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 2012 and continues.
- c. Annually, beginning 12/31/11
Completed in FY 2012 and continues.
- 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 2012 Employee Viewpoint Survey results (and new yearly survey results as they become available) to DHS Components
- b. OCHCO, CRCL and Components will work jointly to develop plan for needed changes

- a. Within two months of results publication
Completed in 2012.
- b. Within four months of results publication
Completed in 2012.

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

- Completed in FY 2012 and continues.**
- a. Annually, beginning 6/30/11
 - b. Annually, beginning 9/30/11

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<p>c. If yes, CRCL will work with OCHCO to identify interventions</p> <ul style="list-style-type: none"> • Track interventions through this plan • Evaluate as yearly data become available • Make any needed corrections 	<p>c. Annually, beginning 3/30/12</p>
<p>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:</p> <ul style="list-style-type: none"> • DHScovery • Online Courses • Online Books • (CBP) Leadership Institute • (USCIS) Training Academy • (ICE) Virtual University • (FEMA) Career Development Office • FLETC Learning Management Systems (LMS) • (TSA) Online Learning Center • DHS CRCL Institute • Naval Post Graduate School 	<p>Annually, beginning 3/31/11 Completed in FY 2012 and continues.</p>
<p>5. DHS will continue to promote/advertise Department-wide the SES Candidate Development and Fellows Program.</p>	<p>Annually, beginning 3/31/11 Completed in FY 2012 and continues.</p>
<p>6. DHS Components will use their agency’s Mentoring Program, if applicable, as another career development tool.</p>	<p>Annually, beginning 3/31/11 Completed in FY 2012 and continues.</p>
<p>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.</p>	<p>Annually, beginning 3/31/11 Completed in FY 2012 and continues.</p>

REPORT OF ACCOMPLISHMENTS and MODIFICATIONS TO OBJECTIVE:

FY 2012 ACCOMPLISHMENTS -DHS

Activity #1

- DHS implemented and deployed a Department-wide web-based exit survey. The survey results 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. Our understanding will increase as time passes and more data is collected. OCHCO plans to increase the completion of exit interviews through a standardized exiting procedure throughout DHS.

Activity #2

- The 2012 Federal Employee Viewpoint Survey (FEVS) was published in late 2012. Unlike in prior years, in FY 2012 all employees were given a chance to take the survey, and more than 85,000 employees responded. This increased survey participation rate will produce more statistically reliable results. CRCL and OCHCO are both analyzing the 2012 survey. A preliminary review shows a decline in employee satisfaction over prior years, although the characteristics of the most dissatisfied segments have yet to be fully identified.
- On January 9, 2012, the Secretary established an Executive Steering Committee to review the DHS FEVS results and to make recommendations for improvement. The CHCO chairs this committee, with representatives from all DHS Components.

Activity #3

- Review of the promotion and separation data shows very slight variation from prior years and non-voluntary separation by Black males and Black females was identified as a trigger for further analysis.

Activity #4

- 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, which 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.

Activities #5-#6

- Selected Component accomplishments include:
 - FLETC established a formal mentoring program that is available to all new supervisors attending FLETC's New Supervisors Training Program (FNSTP). This mentoring program provided participants with an opportunity to be paired with a seasoned FLETC professional at the management level who can share their knowledge, experience and FLETC insights.
 - FEMA launched its Employee Programs (FEMA Internal Rotation Program and the FEMA State and Local Rotation Programs). The FEMA Internal Rotation Program launched in the beginning of FY 2012 and filled 11 of 37 Internal Rotations while the new program of FEMA State and Local Rotation Programs filled 7 of 17 opportunities.
 - TSA's Diversity Advisory Council (DAC) is evaluating several locally-based mentoring and shadowing programs at large airports to identify best practices and whether broader application would prove beneficial to TSA's developmental programs.

Activity #7

- On August 17, 2012, DHS graduated the inaugural class of the DHS Capstone Program. DHS launched the DHS Capstone Program; a new department-wide leadership program for executives designed to ensure that all DHS executives, regardless of their Component or role, are well grounded in the agency mission and are able lead the broader homeland security enterprise. The program's goal is to better prepare DHS executives to effectively and efficiently maximize mission performance, and to prepare them to lead from wherever they are, in a whole range of environments up to and including a whole-of-government response.

The DHS Capstone Program consisted of a series of three, one-week sessions conducted during the summer. The inaugural cohort of 22 DHS executives and two National Guard general officers participated in traditional classroom sessions, field visits, and panel discussions. To

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expand their understanding of both national and field-based operations, participants interacted with local representatives from DHS Components, state, and industry during the program. The visits supplemented instruction on roles and missions, operational and strategic planning, infrastructure protection, and coordination across the enterprise. Participants also considered the dynamics of a changing workforce through inter-generational leadership, social media, and technology. This pilot was an important tool for building and designing the course for future classes.

- During FY 2012, DHS participated in an OPM-led Skills Assessment project. OPM established two focus groups of DHS managers working in the areas of affirmative employment, civil liberties, and complaint management. These groups focused on competencies needed of non-supervisory staff, both technical and core competencies, and the most critical competencies that GS-14 and GS-15 managers needed to successfully perform their jobs. As a result, DHS developed the critical competencies for the 0260 occupational series and management competencies. DHS also identified critical competencies within the EEO and Diversity workforce, and set proficiency levels for each competency (i.e., the minimal level of proficiency that an employee must have in the particular competency to successfully perform). OPM is currently using the competencies that DHS set in developing a skills assessment tool. DHS expects to deploy the skills assessment tool to all DHS EEO and diversity professionals in early 2013. Once the assessment data is obtained, OPM will conduct an analysis and identify any skill gaps or areas of excellence for each particular competency.

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

SECTION 1 - Employment Trend and Special Recruitment for Individuals With Targeted Disabilities	Enter Actual Number at the beginning of FY 2011		... end of FY 2012		Net Change	
		Number	%	Number	%	Number	Rate of Change (%)
	Total Workforce	183,879	100	185,407	100	1,528	0.83%
	Reportable Disability	7,856	4.27	8,516	4.59	660	8.40%
	Targeted Disability*	698	0.38	695	0.37	-3	-0.43%
* 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).							

SECTION 2 - Applications and Selections for Individuals with Targeted Disabilities	1. Total Number of Applications Received from Persons with Targeted Disabilities during the reporting period.	Data unavailable
	2. Total Number of Selections of Individuals with Targeted Disabilities during the reporting period.	45

SECTION 3 – Participation Rates In Agency Employment Programs

Other Employment/Personnel Programs	TOTAL	Reportable Disability		Targeted Disability		Not Identified		No Disability	
		#	%	#	%	#	%	#	%

4. Non-Competitive Promotions	The CPRO workforce data system currently does easily distinguish between competitive and non-competitive promotions. Additionally,
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		TSA is an excepted service agency and does not utilize traditional Nature of Action and Authority codes seen in CPRO to track promotions. Please refer to each DHS Component's MD-715 report for this information.								
5. Employee Career Development Programs		Career development training is currently not tracked on the CPRO workforce data system. Please refer to each DHS Component's MD 715 report for this information.								
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)		49,861	2,479	4.97	173	0.35	1,885	3.78	45,497	91.25
6.b. Cash Awards (total awards issued)		171,431	7,705	4.49	597	0.35	5,434	3.17	158,292	92.34
6.c. Quality-Step Increase		1,003	78	7.78	3	0.30	23	2.29	902	89.93
EEOC FORM 715-01 Part J		Special Program Plan for the Recruitment, Hiring, and Advancement of Individuals With Targeted Disabilities								
Identification and Elimination of Barriers		Agencies with 1,000 or more permanent employees MUST conduct a barrier analysis to address any barriers to increasing employment opportunities for employees and applicants with targeted disabilities using FORM 715-01 PART I . 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.								
SECTION 4 – Numerical Hiring Goal										
Types of Numerical Goals					Goal Used?			Goal (# or %)		
% of PWTD in Total Workforce					Yes			2%		
# of PWTD in New Hires					No					
% of PWTD in New Hires					No					
SECTION 5		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								
Goals for Targeted Disabilities										

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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.

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.

SECTION 5 -

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.
- Establish performance targets and numerical goals for major areas and occupations.
- Establish targets by Components to fully participate in the WRP.
- Expand the number of outreach and recruiting events.
- Establish national contacts to move the program beyond Washington, DC.
- Expand the use of centralized funds to provide reasonable accommodations.
- Ensure that tentative job offers include information about availability of reasonable accommodations.
- Publicize best practices in recruiting individuals with disabilities/targeted disabilities.

2. Training:

- Provide mandatory training to managers on hiring IWDs and IWTDs.
- Continue to provide training opportunities to Human Resources and EEO Specialists, DHS 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 Computer/Electronic Accommodation Program (CAP), and providing reasonable accommodations.
- Publicize the newly revised "*Employment of Individuals with Disabilities: A Road Map to Success.*"

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- Training announcements include statements that reasonable accommodations are available upon request.

3. Career Development/Promotion:

- Annually, beginning March 30, 2011, OCHCO will conduct an assessment of the 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. The assessment will also include education levels.
- Promote the CAP program to retain employees with disabilities.
- Implement an effective “One DHS” reasonable accommodation program.
- Implement a career counseling program for employees with disabilities.

SECTION 6 –

COMPONENT ACCOMPLISHMENTS

CBP:

- Enacted the *Plan to Increase U.S. Customs and Border Protection’s Employment of Individuals with Disabilities* (the Plan). The Plan outlines the strategies and actions CBP will take to increase the number of individuals with disabilities from 2.68% of the workforce to 3.2% by the end of FY 2017. It was signed by the CBP Acting Commissioner on June 6, 2012.
- Became the first federal agency to participate in DOL’s ODEP’s Alliance Initiative. The Alliance, *The Agreement Establishing an Alliance Between the Office of Disability Employment Policy, U.S. Department of Labor, and U.S. Customs and Border Protection*, was a complement to and supported the goals of the *Plan to Increase U.S. Customs and Border Protection’s Employment of Individuals with Disabilities*, CBP’s affirmative action plan for individuals with disabilities. A signing ceremony between Assistant Secretary of Labor, Kathleen Martinez, and CBP’s (Acting) Commissioner, David Aguilar, was held on January 6, 2012.
- Issued a directive to all employees entitled: Reasonable Accommodation Procedures for Applicants and Employees with Disabilities on May 4, 2012.
- Provided one employee as a WRP recruiter. The Federal Interagency WRP Steering Committee depends upon federal agencies to provide recruiters [cover any travel and per diem expenses] for up to 2 weeks a year to support the annual WRP database that is made available online for federal agencies to
- recruit qualified students with disabilities into either temporary or permanent positions. CBP placed one student and has two pending – all Schedule A, permanent hires.
- Participated in 565 Operation Warfighter, Wounded Warrior, and other veterans and disabled veterans recruiting and outreach events throughout the nation and abroad. Disabled veterans

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with a compensable disability of 30 percent or more represented 4.86% of the CBP workforce, and 8.34% of new hires.

- Placed 20 Operation Warfighters (OWF), nearly three times the 7 placed in FY 2011. CBP hired one as a permanent employee.
- Sponsored a Disability Mentoring Day with 29 mentors and 27 mentees.
- Used Schedule A to hire 22 individuals with disabilities.

USCIS:

- Worked to modify conditional job offer letters notifying selectees of how they go about requesting a reasonable accommodation.
- Hired six interns with disabilities.
- Increased the number of individuals identifying targeted disabilities by 10.1% and those with reportable disabilities by 26.3%, a tremendous increase compared to the workforce increase of 8.29%.
- A Management and Program Analyst who handled accommodation related duties in a part-time capacity began to perform these functions full-time. She is responsible for: researching ergonomic equipment and other accommodation options; serving as the backup to the Disability Accommodation Program Manager, and serving as the primary purchaser.
- Obtained a contract for Communication Access Realtime Translation (CART) captioner with a Top Secret/SCI clearance. USCIS now has one captioner with TS/SCI clearance, two captioners with Top Secret Clearance and one captioner with TS/SCI clearance available to fulfill requests. The fourth captioner will fill-in as needed for training in the Burlington, VT area. Additionally, USCIS purchased CART reporting software and equipment for use in TS and TS/SCI meetings. Additional equipment is being procured for this purpose and cleared for TS/SCI only use.
- Placed 1 OWF.
- Hosted Disability Job Shadowing Day events at their HQ and the St. Paul Field Office. A total of 20 employees mentored 23 mentees at these events.
- Used Schedule A to hire 33 individuals with disabilities.

USCG:

- Has the highest participation rate of IWDs at 9.68%.
- Placed 1 OWF.
- Provided 2 recruiters to the WRP.
- Hired 15 interns with disabilities, including 3 of the Department's 7 WRP students.
- Used Schedule A to hire 6 individuals with disabilities.

FEMA:

- Implemented an outreach and recruitment effort which included conducting a Special Hiring Event focused on Schedule "A" Hiring for Persons with Disabilities and Veterans in Washington, D.C. Approximately 800 people attended the event. Hiring Managers occupied 23 recruitment

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Hiring and Advancement of Individuals with Targeted Disabilities**

stations, interviewed approximately 50-75 applicants and made 10 tentative offers. During a second round of interviews, over 400 resumes were collected and reviewed.

- Developed a new website that provided veterans and individuals with disabilities the opportunity to forward resumes and supporting documentation via an email attachment to FEMA for review and processing. Brochures, pamphlets, and fliers were developed and disseminated during each targeted recruitment program for outreach awareness briefings, career and job fairs.
- Expanded central funding beyond to providing reasonable accommodations to new employees to include recurring accommodations such as sign language interpreters and other accommodation-related services. This contract to support this new addition was established on a trial basis to determine usage hours and cost effectiveness for contract service versus permanent interpreters.
- Placed 2 OWFs.
- Used Schedule A to hire 12 individuals with disabilities.

FLETC:

- Placed 1 WRP intern into a summer position.
- Enhanced automated recruitment system to disseminate job vacancy information by increasing the number of veteran service organizations, educational organizations, trade schools, and military transition sites that receives FLETC vacancy information. Starting in July 2012, FLETC established a voluntary applicant file for disabled veteran's to receive priority consideration without competition for the FLETC's mission critical occupations. In 3 months, the applications received from qualified disabled veterans increased by 21% from FY 2011.
- Placed 26 OWFs into internships and hired five full-time. Additionally, 18 OWFs have successfully obtained employment since separating from the military – upon completing their FLETC program. Many of these former OWFs reported their employment was based in part from their experiences at FLETC.
- Initiated plan to resurvey workforce to accurately capture updates to all employees' disability status.
- Established a Veterans Employment Hotline, providing direct access to their Selective Placement Coordinator who can help them crosswalk their military experience into FLETC job requirements, improving the quality of their resumes.
- Used Schedule A to hire 6 individuals with disabilities.

HQ:

- Provided 1 staff member from Office of Inspector General as a WRP recruiter.
- Hired four interns, two from WRP and one from AAPD with CRCL, and placed one AAPD intern within OCHCO.
- Used Schedule A to hire 8 individuals with disabilities.

ICE:

- Placed 62 OWFs in a variety of temporary positions, creating a pipeline for six candidates to be hired into permanent positions within ICE.

EEOC FORM
715-01
PART J

U.S. Equal Employment Opportunity Commission
FEDERAL AGENCY ANNUAL EEO PROGRAM STATUS REPORT
DEPARTMENT OF HOMELAND SECURITY
October 1, 2011, to September 30, 2012

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

- Hired a full-time DPM and a full-time RAC.
- Trained 2,000 supervisors and managers on employing, hiring, and accommodating individuals with disabilities.
- Publicized CAP on the ICE internal website under RA as a resource, and referenced in all disability and RA training materials.
- Used Schedule A to hire 11 individuals with disabilities.

USSS:

- The EEO Staff provided guidance, advice and worked closely with supervisors, managers, Employee Relations Branch and Chief Counsel's Office to ensure timely processing of reasonable accommodation requests.
- Hired for the first time, a full-time sign language interpreter to further strengthen the reasonable accommodation services for deaf and hard of hearing employees. This allows the USSS to have additional autonomy to support its current full time interpreting services.
- Participated in twelve career fairs/conferences aimed at recruiting individuals with disabilities and disabled veterans. This is slightly less than half of last year's participation in career fairs/conferences; this cut has been impacted throughout the Recruitment Division due to reduced funding.
- Invested over \$7,634.58 in recruitment advertisements and *CAREERS and disAbled* Career Fair.
- Used Schedule A to hire 2 individuals with disabilities.

TSA:

- Placed 15 OWFs, up from 5 in FY 2011.
- Established a relationship with the Business Relations Specialist, District of Columbia's Department on Disability Services.

Data Tables A and B

TABLE A1: Total Workforce - Distribution by Race/Ethnicity and Sex

This table is for All Agencies -- FY 2011 & FY 2012

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	Male	Female
TOTAL																				
FY 2011	#	199,895	134,215	65,680	29,219	10,194	82,580	35,150	14,063	15,856	6,031	3,108	569	388	1,346	682	371	270	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
FY 2012	#	199,554	133,710	65,844	29,249	10,355	81,951	34,925	14,022	15,985	6,184	3,200	563	382	1,299	674	414	302	28	21
	%	100	67.00	33.00	14.66	5.19	41.07	17.50	7.03	8.01	3.10	1.60	0.28	0.19	0.65	0.34	0.21	0.15	0.01	0.01
CLF (2000)	%	100	53.1	46.8	6.2	4.5	39.0	33.7	4.8	5.7	1.9	1.7	0.1	0.1	0.3	0.3	0.8	0.8		
Difference	#	-341	-505	164	30	161	-629	-225	-41	129	153	92	-6	-6	-47	-8	43	32	-8	-11
Ratio Change	%	0.00	-0.14	0.14	0.04	0.09	-0.24	-0.08	-0.01	0.08	0.08	0.05	0.00	0.00	-0.02	0.00	0.02	0.02	0.00	-0.01
Net Change	%	0.00	0.00	0.00	0.00	0.02	-0.01	-0.01	0.00	0.01	0.03	0.03	-0.01	-0.02	-0.03	-0.01	0.12	0.12	-0.22	-0.34
PERMANENT*																				
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
FY 2012	#	185,407	126,205	59,202	28,824	9,841	76,098	30,771	13,102	14,347	6,033	3,040	495	311	1,226	592	399	280	28	20
	%	100	68.07	31.93	15.55	5.31	41.04	16.60	7.07	7.74	3.25	1.64	0.27	0.17	0.66	0.32	0.22	0.15	0.02	0.01
Difference	#	1,528	685	843	141	200	258	261	61	234	172	90	43	42	-24	-4	41	30	-7	-10
Ratio Change	%	0.00	-0.19	0.19	-0.05	0.06	-0.20	0.00	-0.03	0.06	0.07	0.04	0.02	0.02	-0.02	0.00	0.02	0.02	0.00	-0.01
Net Change	%	0.01	0.01	0.01	0.00	0.02	0.00	0.01	0.00	0.02	0.03	0.03	0.10	0.16	-0.02	-0.01	0.11	0.12	-0.20	-0.33

TABLE A1: Total Workforce - Distribution by Race/Ethnicity and Sex

This table is for All Agencies -- FY 2011 & FY 2012

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	Male	Female
TEMPORARY*																				
FY 2011	#	16,016	8,695	7,321	536	553	6,740	4,640	1,022	1,743	170	158	117	119	96	86	13	20	1	2
	%	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	0.01	0.01
FY 2012	#	14,147	7,505	6,642	425	514	5,853	4,154	920	1,638	151	160	68	71	73	82	15	22	0	1
	%	100	53.05	46.95	3.00	3.63	41.37	29.36	6.50	11.58	1.07	1.13	0.48	0.50	0.52	0.58	0.11	0.16	0.00	0.01
Difference	#	-1,869	-1,190	-679	-111	-39	-887	-486	-102	-105	-19	2	-49	-48	-23	-4	2	2	-1	-1
Ratio Change	%	0.00	-1.24	1.24	-0.34	0.18	-0.71	0.39	0.12	0.70	0.01	0.14	-0.25	-0.24	-0.08	0.04	0.02	0.03	-0.01	-0.01
Net Change	%	-0.12	-0.14	-0.09	-0.21	-0.07	-0.13	-0.10	-0.10	-0.06	-0.11	0.01	-0.42	-0.40	-0.24	-0.05	0.15	0.10	-1.00	-0.50
NON-APPROPRIATED **																				
FY 2011	#	1,363	393	970	81	144	244	648	35	93	24	75	3	4	5	1	1	5		
	%	100	28.83	71.17	5.94	10.56	17.90	47.54	2.57	6.82	1.76	5.50	0.22	0.29	0.37	0.07	0.07	0.37		
FY 2012	#	1,465	426	1,039	89	161	258	671	39	105	30	82	3	10	5	2	2	8		
	%	100	29.08	70.92	6.08	10.99	17.61	45.80	2.66	7.17	2.05	5.60	0.20	0.68	0.34	0.14	0.14	0.55		
Difference	#	102	33	69	8	17	14	23	4	12	6	7	0	6	0	1	1	3		
Ratio Change	%	0.00	0.25	-0.25	0.13	0.42	-0.29	-1.74	0.09	0.34	0.29	0.09	-0.02	0.39	-0.03	0.06	0.06	0.18		
Net Change	%	0.07	0.08	0.07	0.10	0.12	0.06	0.04	0.11	0.13	0.25	0.09	0.00	0.00	0.00	1.00	1.00	0.60		

* Data Source: CPRO

** Data Source: USCG

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

This table is for All Agencies -- FY 2012 -- 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	
TOTAL																				
FY 2012*	#	185,407	126,205	59,202	28,824	9,841	76,098	30,771	13,102	14,347	6,033	3,040	495	311	1,226	592	399	280	28	20
	%	100	68.07	31.93	15.55	5.31	41.04	16.60	7.07	7.74	3.25	1.64	0.27	0.17	0.66	0.32	0.22	0.15	0.02	0.01
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	#	7,301	4,496	2,805	260	120	3,140	1,440	789	1,036	243	182	8	3	41	12	11	12	4	0
	%	100	61.58	38.42	3.56	1.64	43.01	19.72	10.81	14.19	3.33	2.49	0.11	0.04	0.56	0.16	0.15	0.16	0.05	0.00
Federal Emergency Management Agency	#	4,911	2,899	2,012	87	70	2,267	1,228	442	635	67	55	11	2	19	17	5	5	1	0
	%	100	59.03	40.97	1.77	1.43	46.16	25.01	9.00	12.93	1.36	1.12	0.22	0.04	0.39	0.35	0.10	0.10	0.02	0.00
Federal Law Enforcement Training Center	#	1,043	695	348	35	18	589	259	51	64	7	6	0	0	12	1	1	0	0	0
	%	100	66.63	33.37	3.36	1.73	56.47	24.83	4.89	6.14	0.67	0.58	0.00	0.00	1.15	0.10	0.10	0.00	0.00	0.00
Transportation Security Administration	#	65,313	40,468	24,845	6,768	4,021	24,133	12,290	6,716	6,995	2,093	938	224	207	417	312	106	74	11	8
	%	100	61.96	38.04	10.36	6.16	36.95	18.82	10.28	10.71	3.20	1.44	0.34	0.32	0.64	0.48	0.16	0.11	0.02	0.01
U.S. Citizenship and Immigration Services	#	11,311	4,782	6,529	483	827	3,111	3,550	597	1,376	523	661	3	15	32	57	22	31	11	12
	%	100	42.28	57.72	4.27	7.31	27.50	31.39	5.28	12.17	4.62	5.84	0.03	0.13	0.28	0.50	0.19	0.27	0.10	0.11
U.S. Coast Guard	#	8,382	5,758	2,624	319	157	4,526	1,596	565	664	164	113	26	12	121	40	37	42	0	0
	%	100	68.69	31.31	3.81	1.87	54.00	19.04	6.74	7.92	1.96	1.35	0.31	0.14	1.44	0.48	0.44	0.50	0.00	0.00
U.S. Customs and Border Protection	#	60,377	47,781	12,596	17,461	3,384	25,139	6,362	2,236	1,878	2,136	713	174	54	448	101	187	104	0	0
	%	100	79.14	20.86	28.92	5.60	41.64	10.54	3.70	3.11	3.54	1.18	0.29	0.09	0.74	0.17	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 2012 -- 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	
U.S. Immigration and Customs Enforcement	#	20,109	14,229	5,880	3,122	1,116	9,216	3,163	1,056	1,239	660	292	40	18	110	41	24	11	1	0
	%	100	70.76	29.24	15.53	5.55	45.83	15.73	5.25	6.16	3.28	1.45	0.20	0.09	0.55	0.20	0.12	0.05	0.00	0.00
U.S. Secret Service	#	6,660	5,097	1,563	289	128	3,977	883	650	460	140	80	9	0	26	11	6	1	0	0
	%	100	76.53	23.47	4.34	1.92	59.71	13.26	9.76	6.91	2.10	1.20	0.14	0.00	0.39	0.17	0.09	0.02	0.00	0.00

* 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 2012 -- 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	
GS/GG-01	#	1	1	0	0	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0
	%				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	0.00	0.00
GS/GG-02	#	7	5	2	0	0	3	1	1	1	1	0	0	0	0	0	0	0	0	0
	%	100	71.43	28.57	0.00	0.00	42.86	14.29	14.29	14.29	14.29	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
GS/GG-03	#	47	22	25	3	1	15	14	3	8	1	1	0	0	0	1	0	0	0	0
	%	100	46.81	53.19	6.38	2.13	31.91	29.79	6.38	17.02	2.13	2.13	0.00	0.00	0.00	2.13	0.00	0.00	0.00	0.00
GS/GG-04	#	11,597	6,555	5,042	1,734	1,112	3,114	2,088	1,092	1,498	409	185	82	72	54	44	69	43	1	0
	%	100	56.52	43.48	14.95	9.59	26.85	18.00	9.42	12.92	3.53	1.60	0.71	0.62	0.47	0.38	0.59	0.37	0.01	0.00
GS/GG-05	#	13,191	7,794	5,397	1,458	920	4,336	2,391	1,508	1,786	344	163	32	31	86	79	23	22	7	5
	%	100	59.09	40.91	11.05	6.97	32.87	18.13	11.43	13.54	2.61	1.24	0.24	0.24	0.65	0.60	0.17	0.17	0.05	0.04
GS/GG-06	#	14,290	7,966	6,324	1,361	961	4,458	3,214	1,471	1,759	543	262	43	39	77	77	11	10	2	2
	%	100	55.75	44.25	9.52	6.72	31.20	22.49	10.29	12.31	3.80	1.83	0.30	0.27	0.54	0.54	0.08	0.07	0.01	0.01
GS/GG-07	#	13,301	7,612	5,689	1,300	881	4,729	3,013	1,022	1,391	437	272	30	30	75	73	16	26	3	3
	%	100	57.23	42.77	9.77	6.62	35.55	22.65	7.68	10.46	3.29	2.04	0.23	0.23	0.56	0.55	0.12	0.20	0.02	0.02
GS/GG-08	#	6,028	3,375	2,653	499	418	2,040	1,327	592	725	187	125	18	23	37	32	2	2	0	1
	%	100	55.99	44.01	8.28	6.93	33.84	22.01	9.82	12.03	3.10	2.07	0.30	0.38	0.61	0.53	0.03	0.03	0.00	0.02
GS/GG-09	#	12,047	7,850	4,197	1,805	716	4,634	2,261	873	885	398	242	43	25	72	47	22	19	3	2
	%	100	65.16	34.84	14.98	5.94	38.47	18.77	7.25	7.35	3.30	2.01	0.36	0.21	0.60	0.39	0.18	0.16	0.02	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 2012 -- 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		
GS/GG-10	#	3,131	2,198	933	285	132	1,502	547	305	194	77	36	7	9	19	13	3	2	0	0
	%	100	70.20	29.80	9.10	4.22	47.97	17.47	9.74	6.20	2.46	1.15	0.22	0.29	0.61	0.42	0.10	0.06	0.00	0.00
GS/GG-11	#	11,456	7,459	3,997	1,699	736	4,721	2,153	578	837	335	208	29	8	68	31	29	23	0	1
	%	100	65.11	34.89	14.83	6.42	41.21	18.79	5.05	7.31	2.92	1.82	0.25	0.07	0.59	0.27	0.25	0.20	0.00	0.01
GS/GG-12	#	48,108	37,754	10,354	12,679	2,359	20,042	5,151	2,482	1,952	1,947	698	120	42	347	88	133	64	4	0
	%	100	78.48	21.52	26.36	4.90	41.66	10.71	5.16	4.06	4.05	1.45	0.25	0.09	0.72	0.18	0.28	0.13	0.01	0.00
GS/GG-13	#	29,103	21,542	7,561	4,325	1,061	14,495	4,320	1,614	1,629	781	437	46	21	222	51	57	41	2	1
	%	100	74.02	25.98	14.86	3.65	49.81	14.84	5.55	5.60	2.68	1.50	0.16	0.07	0.76	0.18	0.20	0.14	0.01	0.00
GS/GG-14	#	13,165	8,684	4,481	925	388	6,403	2,571	869	1,164	363	285	17	7	84	39	19	23	4	4
	%	100	65.96	34.04	7.03	2.95	48.64	19.53	6.60	8.84	2.76	2.16	0.13	0.05	0.64	0.30	0.14	0.17	0.03	0.03
GS/GG-15	#	6,834	4,579	2,255	330	141	3,624	1,495	408	475	161	117	6	4	42	17	6	5	2	1
	%	100	67.00	33.00	4.83	2.06	53.03	21.88	5.97	6.95	2.36	1.71	0.09	0.06	0.61	0.25	0.09	0.07	0.03	0.01
GS/GG Unknown	#	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	%																			
SES/TSES	#	712	513	199	36	9	411	153	50	29	10	8	3	0	3	0	0	0	0	0
	%	100	72.05	27.95	5.06	1.26	57.72	21.49	7.02	4.07	1.40	1.12	0.42	0.00	0.42	0.00	0.00	0.00	0.00	0.00
Senior Level (ST,SL,EX)	#	55	45	10	3	0	39	9	1	0	1	1	0	0	1	0	0	0	0	0
	%	100	81.82	18.18	5.45	0.00	70.91	16.36	1.82	0.00	1.82	1.82	0.00	0.00	1.82	0.00	0.00	0.00	0.00	0.00

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

This table is for All Agencies -- FY 2012 -- 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
Total	#	183,073	123,954	59,119	28,442	9,835	74,567	30,708	12,869	14,333	5,995	3,040	476	311	1,187	592	390	280	28	20
	%	100	67.71	32.29	15.54	5.37	40.73	16.77	7.03	7.83	3.27	1.66	0.26	0.17	0.65	0.32	0.21	0.15	0.02	0.01

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 2012 -- 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	#	47	20	27	2	3	11	12	5	9	1	2	0	0	1	1	0	0	0	0
	%	100	42.55	57.45	4.26	6.38	23.40	25.53	10.64	19.15	2.13	4.26	0.00	0.00	2.13	2.13	0.00	0.00	0.00	0.00
GS/GG-02	#	105	46	59	3	11	32	30	10	14	1	2	0	0	0	0	0	2	0	0
	%	100	56.97	43.03	6.68	3.71	40.06	22.55	4.90	12.61	4.75	3.71	0.00	0.30	0.59	0.15	0.00	0.00	0.00	0.00
GS/GG-03	#	174	74	100	10	10	47	49	14	37	2	3	0	0	1	0	0	1	0	0
	%	100	42.53	57.47	5.75	5.75	27.01	28.16	8.05	21.26	1.15	1.72	0.00	0.00	0.57	0.00	0.00	0.57	0.00	0.00
GS/GG-04	#	442	172	270	11	34	109	159	40	53	9	13	0	5	2	3	1	2	0	1
	%	100	38.91	61.09	2.49	7.69	24.66	35.97	9.05	11.99	2.04	2.94	0.00	1.13	0.45	0.68	0.23	0.45	0.00	0.23
GS/GG-05	#	374	142	232	15	23	94	126	23	65	8	10	1	1	1	5	0	2	0	0
	%	100	37.97	62.03	4.01	6.15	25.13	33.69	6.15	17.38	2.14	2.67	0.27	0.27	0.27	1.34	0.00	0.53	0.00	0.00
GS/GG-06	#	273	99	174	7	10	65	105	23	46	2	5	1	4	1	3	0	1	0	0
	%	100	36.26	63.74	2.56	3.66	23.81	38.46	8.42	16.85	0.73	1.83	0.37	1.47	0.37	1.10	0.00	0.37	0.00	0.00
GS/GG-07	#	747	266	481	25	34	170	263	56	165	8	11	1	2	5	6	1	0	0	0
	%	100	35.61	64.39	3.35	4.55	22.76	35.21	7.50	22.09	1.07	1.47	0.13	0.27	0.67	0.80	0.13	0.00	0.00	0.00
GS/GG-08	#	53	14	39	0	4	7	23	5	11	2	1	0	0	0	0	0	0	0	0
	%	100	26.42	73.58	0.00	7.55	13.21	43.40	9.43	20.75	3.77	1.89	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
GS/GG-09	#	3,305	1,439	1,866	122	168	1,016	1,001	239	615	35	45	8	11	14	20	5	6	0	0
	%	100	43.54	56.46	3.69	5.08	30.74	30.29	7.23	18.61	1.06	1.36	0.24	0.33	0.42	0.61	0.15	0.18	0.00	0.00

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

This table is for All Agencies -- FY 2012 -- 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
Total	#	14,044	7,407	6,637	413	514	5,786	4,149	902	1,638	150	160	68	71	73	82	15	22	0	1
	%	100	52.74	47.26	2.94	3.66	41.20	29.54	6.42	11.66	1.07	1.14	0.48	0.51	0.52	0.58	0.11	0.16	0.00	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	#	8	8	0	0	0	7	0	1	0	0	0	0	0	0	0	0	0	0	0
	%	100	100.00	0.00	0.00	0.00	87.50	0.00	12.50	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Grade-02	#	10	9	1	1	1	6	0	1	0	0	0	1	0	0	0	0	0	0	0
	%	100	90.00	10.00	10.00	10.00	60.00	0.00	10.00	0.00	0.00	0.00	10.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Grade-03	#	32	28	4	0	0	22	3	6	1	0	0	0	0	0	0	0	0	0	0
	%	100	87.50	12.50	0.00	0.00	68.75	9.38	18.75	3.13	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Grade-04	#	31	9	22	1	1	6	19	1	2	1	0	0	0	0	0	0	0	0	0
	%	100	29.03	70.97	3.23	3.23	19.35	61.29	3.23	6.45	3.23	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Grade-05	#	67	63	4	2	0	50	4	8	0	0	0	1	0	2	0	0	0	0	0
	%	100	94.03	5.97	2.99	0.00	74.63	5.97	11.94	0.00	0.00	0.00	1.49	0.00	2.99	0.00	0.00	0.00	0.00	0.00
Grade-06	#	167	148	19	31	2	78	15	32	2	3	0	2	0	1	0	1	0	0	0
	%	100	88.62	11.38	18.56	1.20	46.71	8.98	19.16	1.20	1.80	0.00	1.20	0.00	0.60	0.00	0.60	0.00	0.00	0.00
Grade-07	#	72	70	2	7	0	43	1	17	1	1	0	2	0	0	0	0	0	0	0
	%	100	97.22	2.78	9.72	0.00	59.72	1.39	23.61	1.39	1.39	0.00	2.78	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Grade-08	#	227	215	12	22	1	158	8	27	3	4	0	2	0	2	0	0	0	0	0
	%	100	94.71	5.29	9.69	0.44	69.60	3.52	11.89	1.32	1.76	0.00	0.88	0.00	0.88	0.00	0.00	0.00	0.00	0.00
Grade-09	#	157	157	0	11	0	111	0	29	0	2	0	2	0	1	0	1	0	0	0
	%	100	100.00	0.00	7.01	0.00	70.70	0.00	18.47	0.00	1.27	0.00	1.27	0.00	0.64	0.00	0.64	0.00	0.00	0.00

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	#	1,233	1,219	14	296	1	773	11	85	2	25	0	8	0	26	0	6	0	0	0
	%	100	98.86	1.14	24.01	0.08	62.69	0.89	6.89	0.16	2.03	0.00	0.65	0.00	2.11	0.00	0.49	0.00	0.00	0.00
Grade-11	#	226	222	4	9	0	187	1	18	3	1	0	1	0	5	0	1	0	0	0
	%	100	98.23	1.77	3.98	0.00	82.74	0.44	7.96	1.33	0.44	0.00	0.44	0.00	2.21	0.00	0.44	0.00	0.00	0.00
Grade-12	#	73	72	1	2	0	62	1	5	0	1	0	0	0	2	0	0	0	0	0
	%	100	98.63	1.37	2.74	0.00	84.93	1.37	6.85	0.00	1.37	0.00	0.00	0.00	2.74	0.00	0.00	0.00	0.00	0.00
Grade-13	#	10	10	0	0	0	10	0	0	0	0	0	0	0	0	0	0	0	0	0
	%	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	0.00	0.00
Grade-14	#	7	7	0	0	0	6	0	1	0	0	0	0	0	0	0	0	0	0	0
	%	100	100.00	0.00	0.00	0.00	85.71	0.00	14.29	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Grade-15	#	10	10	0	0	0	8	0	2	0	0	0	0	0	0	0	0	0	0	0
	%	100	100.00	0.00	0.00	0.00	80.00	0.00	20.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Grade Unknown	#	4	4	0	0	0	4	0	0	0	0	0	0	0	0	0	0	0	0	0
	%	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	0.00	0.00
Total	#	2,334	2,251	83	382	6	1,531	63	233	14	38	0	19	0	39	0	9	0	0	0
	%	100	96.44	3.56	16.37	0.26	65.60	2.70	9.98	0.60	1.63	0.00	0.81	0.00	1.67	0.00	0.39	0.00	0.00	0.00

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 2012 -- 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	#	20	20	0	0	0	20	0	0	0	0	0	0	0	0	0	0	0	0	0
	%	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	0.00	0.00
Grade-11	#	5	5	0	0	0	5	0	0	0	0	0	0	0	0	0	0	0	0	0
	%	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	0.00	0.00
Grade-12	#	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	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	0.00
Grade-13	#	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	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	0.00
Grade-14	#	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	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	0.00
Grade-15	#	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	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	0.00
Grade Unknown	#	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	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	0.00
Total	#	103	98	5	12	0	67	5	18	0	1	0	0	0	0	0	0	0	0	0
	%	100	95.15	4.85	11.65	0.00	65.05	4.85	17.48	0.00	0.97	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00

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 2012 -- Permanent Employees

Job Title/Series, Agency Rate, Occupational CLF	Total Employees			Race/Ethnicity																Undisclosed	
				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		
Major/Mission Critical Occupations (500+ employees)																					
1802 - Compliance Inspection & Support	#	54,338	31,412	22,926	5,835	3,986	17,357	10,889	5,762	6,609	1,834	886	200	194	310	280	103	72	11	10	
	%	100	57.81	42.19	10.74	7.34	31.94	20.04	10.60	12.16	3.38	1.63	0.37	0.36	0.57	0.52	0.19	0.13	0.02	0.02	
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	#	25,085	18,744	6,341	3,377	1,189	12,473	3,497	1,674	1,040	922	505	50	18	203	63	43	27	2	2	
	%	100	74.72	25.28	13.46	4.74	49.72	13.94	6.67	4.15	3.68	2.01	0.20	0.07	0.81	0.25	0.17	0.11	0.01	0.01	
Occupational CLF	%	100	53.0	46.9	4.2	3.5	41.3	34.1	4.5	6.9	1.7	1.4	0.1	0.0	0.4	0.4	0.8	0.6			
1896 - Border Patrol Agents	#	21,388	20,338	1,050	10,211	565	9,289	434	353	22	228	14	39	2	170	8	48	5	0	0	
	%	100	95.09	4.91	47.74	2.64	43.43	2.03	1.65	0.10	1.07	0.07	0.18	0.01	0.79	0.04	0.22	0.02	0.00	0.00	
Occupational CLF	%	100	79.0	21.1	7.1	2.0	62.3	14.7	7.0	3.6	1.0	0.3	0.1	0.0	0.5	0.1	1.0	0.4			
1895 - Customs & Border Protection Officers	#	21,785	17,854	3,931	5,426	1,337	9,597	1,776	1,114	459	1,345	254	106	24	180	39	86	42	0	0	
	%	100	81.96	18.04	24.91	6.14	44.05	8.15	5.11	2.11	6.17	1.17	0.49	0.11	0.83	0.18	0.39	0.19	0.00	0.00	
Occupational CLF	%	100	53.1	46.8	6.2	4.5	39.0	33.7	4.8	5.7	1.9	1.7	0.1	0.1	0.3	0.3	0.8	0.8			
1811 - Criminal Investigators	#	10,879	9,423	1,456	1,329	229	7,178	1,016	538	147	300	54	14	3	60	7	4	0	0	0	
	%	100	86.62	13.38	12.22	2.10	65.98	9.34	4.95	1.35	2.76	0.50	0.13	0.03	0.55	0.06	0.04	0.00	0.00	0.00	
Occupational CLF	%	100	79.0	21.1	7.1	2.0	62.3	14.7	7.0	3.6	1.0	0.3	0.1	0.0	0.5	0.1	1.0	0.4			

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

This table is for All Agencies -- FY 2012 -- Permanent Employees

Job Title/Series, Agency Rate, Occupational CLF	Total Employees			Race/Ethnicity																Undisclosed	
				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	Male	Female	
Major/Mission Critical Occupations (500+ employees)																					
0301 - Miscellaneous Administration & Programs	#	8,369	3,516	4,853	277	721	2,598	2,638	457	1,207	126	213	9	14	35	39	13	20	1	1	
	%	100	42.01	57.99	3.31	8.62	31.04	31.52	5.46	14.42	1.51	2.55	0.11	0.17	0.42	0.47	0.16	0.24	0.01	0.01	
Occupational CLF	%	100	43.4	56.6	4.7	5.3	30.2	39.7	4.9	7.9	2.7	2.5	0.1	0.1	0.4	0.7	0.4	0.5			
0343 - Management & Program Analysis	#	6,754	2,957	3,797	155	220	2,047	2,036	550	1,300	160	187	8	6	29	27	8	18	0	3	
	%	100	43.78	56.22	2.29	3.26	30.31	30.15	8.14	19.25	2.37	2.77	0.12	0.09	0.43	0.40	0.12	0.27	0.00	0.04	
Occupational CLF	%	100	61.4	38.6	2.0	1.6	52.5	31.1	2.6	3.3	3.5	2.0	0.0	0.0	0.3	0.3	0.5	0.3			
2210 - Information Technology Specialists	#	3,829	2,775	1,054	154	31	1,913	604	432	262	225	128	4	6	27	13	15	10	5	0	
	%	100	72.47	27.53	4.02	0.81	49.96	15.77	11.28	6.84	5.88	3.34	0.10	0.16	0.71	0.34	0.39	0.26	0.13	0.00	
Occupational CLF	%	100	66.7	33.2	3.1	1.6	50.4	24.7	4.3	3.5	7.4	2.9	0.1	0.0	0.2	0.1	1.2	0.4			
0401 - General Natural Resources Management & Biology	#	2,394	1,531	863	414	215	768	452	120	97	200	89	6	3	14	4	9	3	0	0	
	%	100	63.95	36.05	17.29	8.98	32.08	18.88	5.01	4.05	8.35	3.72	0.25	0.13	0.58	0.17	0.38	0.13	0.00	0.00	
Occupational CLF	%	100	55.9	44.1	1.9	2.1	47.3	35.0	1.2	1.8	4.3	4.5	0.04	0.1	0.6	0.3	0.4	0.3			
0905 - General Attorney	#	1,977	977	1,000	60	86	817	718	41	101	52	84	0	3	4	6	3	1	0	1	
	%	100	49.42	50.58	3.03	4.35	41.33	36.32	2.07	5.11	2.63	4.25	0.00	0.15	0.20	0.30	0.15	0.05	0.00	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 2012 -- Permanent Employees

Job Title/Series, Agency Rate, Occupational CLF	Total Employees			Race/Ethnicity																Undisclosed	
				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		
Major/Mission Critical Occupations (500+ employees)																					
0080 - Security Administration	#	2,064	1,581	483	115	20	1,071	248	340	201	31	9	6	1	14	2	1	2	3	0	
	%	100	76.60	23.40	5.57	0.97	51.89	12.02	16.47	9.74	1.50	0.44	0.29	0.05	0.68	0.10	0.05	0.10	0.15	0.00	
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	#	1,394	890	504	72	34	692	366	90	79	22	20	1	1	9	4	3	0	1	0	
	%	100	63.85	36.15	5.16	2.44	49.64	26.26	6.46	5.67	1.58	1.43	0.07	0.07	0.65	0.29	0.22	0.00	0.07	0.00	
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	#	1,606	458	1,148	79	178	261	585	79	295	33	65	1	5	4	11	1	9	0	0	
	%	100	28.52	71.48	4.92	11.08	16.25	36.43	4.92	18.37	2.05	4.05	0.06	0.31	0.25	0.68	0.06	0.56	0.00	0.00	
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	#	1,652	1,018	634	110	109	790	405	65	87	39	27	4	0	9	5	1	1	0	0	
	%	100	61.62	38.38	6.66	6.60	47.82	24.52	3.93	5.27	2.36	1.63	0.24	0.00	0.54	0.30	0.06	0.06	0.00	0.00	
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	#	1,504	1,354	150	97	9	1,004	93	228	45	15	3	2	0	4	0	4	0	0	0	
	%	100	90.03	9.97	6.45	0.60	66.76	6.18	15.16	2.99	1.00	0.20	0.13	0.00	0.27	0.00	0.27	0.00	0.00	0.00	
Occupational CLF	%	100	87.0	13.0	7.4	1.3	67.6	8.4	8.8	2.9	1.1	0.1	0.1	0.0	0.7	0.1	1.3	0.2			

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

This table is for All Agencies -- FY 2012 -- Permanent Employees

Job Title/Series, Agency Rate, Occupational CLF	Total Employees			Race/Ethnicity																Undisclosed	
				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		
Major/Mission Critical Occupations (500+ employees)																					
1102 - Contract Specialist	#	1,359	547	812	30	46	383	405	97	295	25	46	1	1	6	9	5	10	0	0	
	%	100	40.25	59.75	2.21	3.38	28.18	29.80	7.14	21.71	1.84	3.38	0.07	0.07	0.44	0.66	0.37	0.74	0.00	0.00	
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	#	1,267	332	935	19	74	203	454	88	357	11	35	0	5	8	6	2	4	1	0	
	%	100	26.20	73.80	1.50	5.84	16.02	35.83	6.95	28.18	0.87	2.76	0.00	0.39	0.63	0.47	0.16	0.32	0.08	0.00	
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	#	1,077	454	623	70	119	300	362	46	105	36	27	0	0	2	6	0	4	0	0	
	%	100	42.15	57.85	6.50	11.05	27.86	33.61	4.27	9.75	3.34	2.51	0.00	0.00	0.19	0.56	0.00	0.37	0.00	0.00	
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	#	733	719	14	73	2	610	10	16	0	3	1	0	0	12	1	5	0	0	0	
	%	100	98.09	1.91	9.96	0.27	83.22	1.36	2.18	0.00	0.41	0.14	0.00	0.00	1.64	0.14	0.68	0.00	0.00	0.00	
Occupational CLF	%	100	96.0	3.8	2.8	0.1	89.3	3.6	1.5	0.1	1.0	0.0	0.1	0.0	0.7	0.0	0.6	0.0			
0511 - Auditing	#	671	336	335	31	34	219	179	40	75	44	40	0	2	2	1	0	4	0	0	
	%	100	50.07	49.93	4.62	5.07	32.64	26.68	5.96	11.18	6.56	5.96	0.00	0.30	0.30	0.15	0.00	0.60	0.00	0.00	
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 2012 -- Permanent Employees

Job Title/Series, Agency Rate, Occupational CLF	Total Employees			Race/Ethnicity																Undisclosed	
				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			
Major/Mission Critical Occupations (500+ employees)																					
0391 - Telecommunications	#	627	584	43	80	4	420	29	58	9	12	0	2	0	9	0	2	1	1	0	
	%	100	93.14	6.86	12.76	0.64	66.99	4.63	9.25	1.44	1.91	0.00	0.32	0.00	1.44	0.00	0.32	0.16	0.16	0.00	
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	#	597	219	378	13	24	151	208	37	113	16	27	0	1	2	4	0	1	0	0	
	%	100	36.68	63.32	2.18	4.02	25.29	34.84	6.20	18.93	2.68	4.52	0.00	0.17	0.34	0.67	0.00	0.17	0.00	0.00	
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	#	552	212	340	9	16	150	170	33	127	18	21	0	1	0	1	2	4	0	0	
	%	100	38.41	61.59	1.63	2.90	27.17	30.80	5.98	23.01	3.26	3.80	0.00	0.18	0.00	0.18	0.36	0.72	0.00	0.00	
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	#	515	123	392	17	84	81	168	17	111	7	23	1	2	0	1	0	3	0	0	
	%	100	23.88	76.12	3.30	16.31	15.73	32.62	3.30	21.55	1.36	4.47	0.19	0.39	0.00	0.19	0.00	0.58	0.00	0.00	
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 A7: Hires for Major Occupations - Distribution by Race/Ethnicity & Sex (Applicant flow data not yet available at Department level - only hires are provided)

This table is for All Agencies -- FY 2012 -- 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
0080 - Security Administration																		
Total Received	#																	
	#																	
Voluntarily Identified	%																	
Qualified of those Identified	#																	
	%																	
Selected	#	187	147	40	13	2	83	24	42	12	4	1	2	0	2	1	1	0
	%	100	78.61	21.39	6.95	1.07	44.39	12.83	22.46	6.42	2.14	0.53	1.07	0.00	1.07	0.53	0.53	0.00
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
0083 - Police																		
Total Received	#																	
	#																	
Voluntarily Identified	%																	
Qualified of those Identified	#																	
	%																	
Selected	#	23	20	3	1	0	14	2	5	1	0	0	0	0	0	0	0	0
	%	100	86.96	13.04	4.35	0.00	60.87	8.70	21.74	4.35	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Occupational CLF	%	100	87.0	13.0	7.4	1.3	67.6	8.4	8.8	2.9	1.1	0.1	0.1	0.0	0.7	0.1	1.3	0.2
0132 - Intelligence Professionals																		
Total Received	#																	
	#																	
Voluntarily Identified	%																	
Qualified of those Identified	#																	
	%																	
Selected	#	134	103	31	6	0	85	25	8	4	3	2	0	0	1	0	0	0
	%	100	76.87	23.13	4.48	0.00	63.43	18.66	5.97	2.99	2.24	1.49	0.00	0.00	0.75	0.00	0.00	0.00
Occupational CLF	%	100	50.1	49.9	1.9	2.2	42	40.4	2.4	3.8	2	2.1	0.1	0	0.6	0.5	1.1	0.9

TABLE A7: Hires for Major Occupations - Distribution by Race/Ethnicity & Sex (Applicant flow data not yet available at Department level - only hires are provided)

This table is for All Agencies -- FY 2012 -- 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
0201 - Human Resources Specialist																		
Total Received	#																	
	#																	
Voluntarily Identified	%																	
Qualified of those Identified	#																	
	%																	
Selected	#	126	45	81	2	4	31	34	11	39	1	2	0	2	0	0	0	0
	%	100	35.71	64.29	1.59	3.17	24.60	26.98	8.73	30.95	0.79	1.59	0.00	1.59	0.00	0.00	0.00	0.00
Occupational CLF	%	100	33.2	66.5	2.7	5.0	25.5	49.9	3.6	8.5	0.8	1.7	0.0	0.1	0.2	0.4	0.4	0.9
0203 - Human Resources Assistance																		
Total Received	#																	
	#																	
Voluntarily Identified	%																	
Qualified of those Identified	#																	
	%																	
Selected	#	30	10	20	2	0	7	12	0	6	1	1	0	0	0	1	0	0
	%	100	33.33	66.67	6.67	0.00	23.33	40.00	0.00	20.00	3.33	3.33	0.00	0.00	0.00	3.33	0.00	0.00
Occupational CLF	%	100	18.9	81.1	2.2	8.1	11.7	53.6	3.5	14.9	0.9	2.4	0.0	0.1	0.2	0.7	0.5	0.3
0301 - Miscellaneous Administration and Programs																		
Total Received	#																	
	#																	
Voluntarily Identified	%																	
Qualified of those Identified	#																	
	%																	
Selected	#	471	253	218	12	12	198	135	29	58	10	10	1	1	1	0	2	2
	%	100	53.72	46.28	2.55	2.55	42.04	28.66	6.16	12.31	2.12	2.12	0.21	0.21	0.21	0.00	0.42	0.42
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

TABLE A7: Hires for Major Occupations - Distribution by Race/Ethnicity & Sex (Applicant flow data not yet available at Department level - only hires are provided)

This table is for All Agencies -- FY 2012 -- 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
0303- Miscellaneous Clerk & Assistant																		
Total Received	#																	
	#																	
Voluntarily Identified	%																	
Qualified of those Identified	#																	
	%																	
Selected	#	156	60	96	9	4	38	59	11	31	2	2	0	0	0	0	0	0
	%	100	38.46	61.54	5.77	2.56	24.36	37.82	7.05	19.87	1.28	1.28	0.00	0.00	0.00	0.00	0.00	0.00
Occupational CLF	%	100	26.5	73.5	2.3	5.8	19.7	54.7	2.8	8.9	1.1	2.3	0.0	0.1	0.2	0.5	0.4	1.2
0318- Secretary																		
Total Received	#																	
	#																	
Voluntarily Identified	%																	
Qualified of those Identified	#																	
	%																	
Selected	#	149	63	86	3	4	38	59	13	20	8	2	1	0	0	0	0	1
	%	100	42.28	57.72	2.01	2.68	25.50	39.60	8.72	13.42	5.37	1.34	0.67	0.00	0.00	0.00	0.00	0.67
Occupational CLF	%	100	3.5	96.5	0.3	7.1	2.5	77.7	0.4	8.1	0.2	1.8	0.0	0.1	0.0	0.6	0.0	0.6
0326 - Office Automation Clerk & Assistant																		
Total Received	#																	
	#																	
Voluntarily Identified	%																	
Qualified of those Identified	#																	
	%																	
Selected	#	20	6	14	0	0	4	9	0	3	2	1	0	0	0	0	0	1
	%	100	30.00	70.00	0.00	0.00	20.00	45.00	0.00	15.00	10.00	5.00	0.00	0.00	0.00	0.00	0.00	5.00
Occupational CLF	%	100	26.6	73.4	2.3	5.8	19.7	54.7	2.8	8.9	1.1	2.3	0.0	0.1	0.2	0.5	0.5	0.5

TABLE A7: Hires for Major Occupations - Distribution by Race/Ethnicity & Sex (Applicant flow data not yet available at Department level - only hires are provided)

This table is for All Agencies -- FY 2012 -- 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	
0340 - Program Management																	
Total Received	#																
	#																
Voluntarily Identified	%																
Qualified of those Identified	#																
	%																
Selected	#	53	40	13	0	0	39	11	0	0	1	2	0	0	0	0	0
	%	100	75.47	24.53	0.00	0.00	73.58	20.75	0.00	0.00	1.89	3.77	0.00	0.00	0.00	0.00	0.00
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
0343 - Program & Management Analysis																	
Total Received	#																
	#																
Voluntarily Identified	%																
Qualified of those Identified	#																
	%																
Selected	#	363	193	170	13	11	132	96	33	49	9	10	0	0	4	2	2
	%	100	53.17	46.83	3.58	3.03	36.36	26.45	9.09	13.50	2.48	2.75	0.00	0.00	1.10	0.55	0.55
Occupational CLF	%	100	61.3	38.5	2.0	1.6	52.5	31.1	2.5	3.3	3.4	1.9	0.0	0.0	0.1	0.1	0.8
0344 - Management & Program Clerical Assistant																	
Total Received	#																
	#																
Voluntarily Identified	%																
Qualified of those Identified	#																
	%																
Selected	#	55	23	32	4	5	15	14	2	8	2	4	0	0	0	1	0
	%	100	41.82	58.18	7.27	9.09	27.27	25.45	3.64	14.55	3.64	7.27	0.00	0.00	0.00	1.82	0.00
Occupational CLF	%	100	26.6	73.4	2.3	5.8	19.7	54.7	2.8	8.9	1.1	2.3	0.0	0.1	0.2	0.5	0.2

TABLE A7: Hires for Major Occupations - Distribution by Race/Ethnicity & Sex (Applicant flow data not yet available at Department level - only hires are provided)

This table is for All Agencies -- FY 2012 -- 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
All	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	
0346 - Logistics Management																	
Total Received	#																
	#																
Voluntarily Identified	%																
Qualified of those Identified	#																
	%																
Selected	#	16	14	2	0	0	10	2	4	0	0	0	0	0	0	0	0
	%	100	87.50	12.50	0.00	0.00	62.50	12.50	25.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Occupational CLF	%	100	65.1	34.9	4.2	2.1	50.6	27.4	6.5	3.6	2.2	1.1	0.1	0.0	0.3	0.1	0.5
0391 - Telecommunications																	
Total Received	#																
	#																
Voluntarily Identified	%																
Qualified of those Identified	#																
	%																
Selected	#	38	35	3	2	0	29	1	3	2	1	0	0	0	0	0	0
	%	100	92.11	7.89	5.26	0.00	76.32	2.63	7.89	5.26	2.63	0.00	0.00	0.00	0.00	0.00	0.00
Occupational CLF	%	100	85.7	14.1	7.0	1.2	67.7	10.1	6.9	1.9	2.0	0.4	0.1	0.0	0.4	0.1	1.6
0399 - Administration & Office Support Student Trainee																	
Total Received	#																
	#																
Voluntarily Identified	%																
Qualified of those Identified	#																
	%																
Selected	#	66	31	35	2	1	20	16	4	15	4	3	0	0	0	0	1
	%	100	46.97	53.03	3.03	1.52	30.30	24.24	6.06	22.73	6.06	4.55	0.00	0.00	0.00	0.00	1.52
Occupational CLF	%	100	26.6	73.4	2.3	5.8	19.7	54.7	2.8	8.9	1.1	2.3	0.0	0.1	0.2	0.5	0.2

TABLE A7: Hires for Major Occupations - Distribution by Race/Ethnicity & Sex (Applicant flow data not yet available at Department level - only hires are provided)

This table is for All Agencies -- FY 2012 -- 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	
0501 - Financial Administration & Program																			
Total Received	#																		
	#																		
Voluntarily Identified	%																		
Qualified of those Identified	#																		
	%																		
Selected	#	37	24	13	0	2	13	5	8	4	3	2	0	0	0	0	0	0	0
	%	100	64.86	35.14	0.00	5.41	35.14	13.51	21.62	10.81	8.11	5.41	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Occupational CLF	%	100	43.0	57.0	3.6	5.6	33.0	41.0	3.9	6.8	1.6	2.6	0.1	0.1	0.2	0.2	0.4	0.4	0.4
0510 - Accounting																			
Total Received	#																		
	#																		
Voluntarily Identified	%																		
Qualified of those Identified	#																		
	%																		
Selected	#	46	21	25	3	1	10	10	4	12	4	2	0	0	0	0	0	0	0
	%	100	45.65	54.35	6.52	2.17	21.74	21.74	8.70	26.09	8.70	4.35	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Occupational CLF	%	100	43.0	57.0	2.0	3.1	35.0	42.8	2.6	5.3	2.7	4.7	0.0	0.1	0.1	0.3	0.3	0.4	0.4
0511 - Auditing																			
Total Received	#																		
	#																		
Voluntarily Identified	%																		
Qualified of those Identified	#																		
	%																		
Selected	#	20	12	8	0	1	8	4	3	3	1	0	0	0	0	0	0	0	0
	%	100	60.00	40.00	0.00	5.00	40.00	20.00	15.00	15.00	5.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Occupational CLF	%	100	42.9	57.0	2.0	3.1	35.0	42.8	2.6	5.3	2.7	4.7	0.0	0.1	0.1	0.3	0.5	0.7	0.7

TABLE A7: Hires for Major Occupations - Distribution by Race/Ethnicity & Sex (Applicant flow data not yet available at Department level - only hires are provided)

This table is for All Agencies -- FY 2012 -- 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	
0525 - Accounting Technician																			
Total Received	#																		
	#																		
Voluntarily Identified	%																		
Qualified of those Identified	#																		
	%																		
Selected	#	48	17	31	0	1	13	25	2	5	1	0	0	0	0	0	1	0	
	%	100	35.42	64.58	0.00	2.08	27.08	52.08	4.17	10.42	2.08	0.00	0.00	0.00	0.00	0.00	2.08	0.00	
Occupational CLF	%	100	10.6	89.4	1.1	5.7	7.3	73.2	1.2	6.2	0.7	2.7	0.0	0.1	0.0	0.5	0.1	0.5	
0560 - Budget Analysis																			
Total Received	#																		
	#																		
Voluntarily Identified	%																		
Qualified of those Identified	#																		
	%																		
Selected	#	46	26	20	2	0	18	8	4	10	2	2	0	0	0	0	0	0	
	%	100	56.52	43.48	4.35	0.00	39.13	17.39	8.70	21.74	4.35	4.35	0.00	0.00	0.00	0.00	0.00	0.00	
Occupational CLF	%	100	37.5	62.7	1.7	3.6	29.3	45.1	3.6	9.5	2.1	3.2	0.1	0.1	0.2	0.5	0.5	0.7	
0801 - General Engineer																			
Total Received	#																		
	#																		
Voluntarily Identified	%																		
Qualified of those Identified	#																		
	%																		
Selected	#	3	3	0	0	0	2	0	1	0	0	0	0	0	0	0	0	0	
	%	100	100.00	0.00	0.00	0.00	66.67	0.00	33.33	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	
Occupational CLF	%	100	83.8	16.2	3.5	0.9	68.5	10.0	2.9	2.6	7.4	2.4	0.0	0.0	0.0	0.3	1.5	0.00	

TABLE A7: Hires for Major Occupations - Distribution by Race/Ethnicity & Sex (Applicant flow data not yet available at Department level - only hires are provided)

This table is for All Agencies -- FY 2012 -- 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	
0905 - General Attorney																			
Total Received	#																		
	#																		
Voluntarily Identified	%																		
Qualified of those Identified	#																		
	%																		
Selected	#	122	63	59	1	4	54	48	2	2	6	4	0	1	0	0	0	0	0
	%	100	51.64	48.36	0.82	3.28	44.26	39.34	1.64	1.64	4.92	3.28	0.00	0.82	0.00	0.00	0.00	0.00	0.00
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	
0963 - Legal Instruments Examining																			
Total Received	#																		
	#																		
Voluntarily Identified	%																		
Qualified of those Identified	#																		
	%																		
Selected	#	6	2.00	4.00	0.00	0.00	2.00	4.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	%	100	33	66.67	0.00	0.00	33	66.67	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Occupational CLF	%	100	26.7	73.3	1.9	5.5	20.8	58.1	2.2	6.3	1.1	1.8	0.0	0.1	0.2	0.5	0.3	0.5	
1101 - General Business & Industry																			
Total Received	#																		
	#																		
Voluntarily Identified	%																		
Qualified of those Identified	#																		
	%																		
Selected	#	36	17	19	0	1	12	10	5	7	0	0	0	0	0	1	0	0	0
	%	100	47	52.78	0.00	2.78	33	27.78	13.89	19.44	0.00	0.00	0.00	0.00	0.00	2.78	0.00	0.00	0.00
Occupational CLF	%	100	43.4	56.6	4.7	5.3	30.2	39.7	4.9	7.8	2.6	2.3	0.1	0.1	0.2	0.4	0.3	0.4	

TABLE A7: Hires for Major Occupations - Distribution by Race/Ethnicity & Sex (Applicant flow data not yet available at Department level - only hires are provided)

This table is for All Agencies -- FY 2012 -- 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	
1102 - Contracting																			
Total Received	#																		
	#																		
Voluntarily Identified	%																		
Qualified of those Identified	#																		
	%																		
Selected	#	90	48	42	3	0	28	28	12	13	5	1	0	0	0	0	0	0	0
	%	100	53.33	46.67	3.33	0.00	31	31.11	13.33	14.44	5.56	1.11	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Occupational CLF	%	100	43.4	56.6	4.7	5.3	30.2	39.7	4.9	7.8	2.6	2.3	0.1	0.1	0.2	0.4	0.7	0.9	
1670 - Equipment Services																			
Total Received	#																		
	#																		
Voluntarily Identified	%																		
Qualified of those Identified	#																		
	%																		
Selected	#	17	17	0	0	0	16	0	1	0	0	0	0	0	0	0	0	0	0
	%	100	100.00	0.00	0.00	0.00	94	0.00	5.88	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Occupational CLF	%	100	43.4	56.6	4.7	5.3	30.2	39.7	4.9	7.8	2.6	2.3	0.1	0.1	0.2	0.4	0.3	0.4	
1801 - General Inspection, Investigation, & Compliance																			
Total Received	#																		
	#																		
Voluntarily Identified	%																		
Qualified of those Identified	#																		
	%																		
Selected	#	796	524	272	66	15	372	196	38	23	36	28	3	2	5	7	4	1	
	%	100	65.83	34.17	8.29	1.88	47	24.62	4.77	2.89	4.52	3.52	0.38	0.25	0.63	0.88	0.50	0.13	
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	

TABLE A7: Hires for Major Occupations - Distribution by Race/Ethnicity & Sex (Applicant flow data not yet available at Department level - only hires are provided)

This table is for All Agencies -- FY 2012 -- 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	
1802 - Compliance Inspection & Support																			
Total Received	#																		
	#																		
Voluntarily Identified	%																		
Qualified of those Identified	#																		
	%																		
Selected	#	6276	3210	3066	789	640	1560	1354	537	843	214	127	45	42	28	29	37	31	
	%	100	51.15	48.85	12.57	10.20	25	21.57	8.56	13.43	3.41	2.02	0.72	0.67	0.45	0.46	0.59	0.49	
Occupational CLF	%	100	43.3	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	
1811 - Criminal Investigating																			
Total Received	#																		
	#																		
Voluntarily Identified	%																		
Qualified of those Identified	#																		
	%																		
Selected	#	72	68	4	3	0	58	4	1	0	5	0	1	0	0	0	0	0	
	%	100	94.44	5.56	4.17	0.00	81	5.56	1.39	0.00	6.94	0.00	1.39	0.00	0.00	0.00	0.00	0.00	
Occupational CLF	%	100	79	21.1	7.1	2	62.3	14.7	7	3.6	1	0.3	0.1	0	0.5	0.1	1	0.4	
1889 - Import Specialist																			
Total Received	#																		
	#																		
Voluntarily Identified	%																		
Qualified of those Identified	#																		
	%																		
Selected	#	37	22	15	4	0	15	13	2	1	1	1	0	0	0	0	0	0	
	%	100	59.46	40.54	10.81	0.00	41	35.14	5.41	2.70	2.70	2.70	0.00	0.00	0.00	0.00	0.00	0.00	
Occupational CLF	%	100	53.0	46.9	4.2	3.5	41.3	34.1	4.5	6.9	1.7	1.4	0.1	0.0	0.4	0.4	0.8	0.6	

TABLE A7: Hires for Major Occupations - Distribution by Race/Ethnicity & Sex (Applicant flow data not yet available at Department level - only hires are provided)

This table is for All Agencies -- FY 2012 -- 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		
1895 - Customs & Border Protection																		
Total Received	#																	
	#																	
Voluntarily Identified	%																	
Qualified of those Identified	#																	
	%																	
Selected	#	1188	1050	138	166	23	827	108	22	4	28	1	3	0	4	2	0	0
	%	100	88.38	11.62	13.97	1.94	70	9.09	1.85	0.34	2.36	0.08	0.25	0.00	0.34	0.17	0.00	0.00
Occupational CLF	%	100	53.1	46.8	6.2	4.5	39	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																		
Total Received	#																	
	#																	
Voluntarily Identified	%																	
Qualified of those Identified	#																	
	%																	
Selected	#	626	598	28	130	8	452	19	5	1	4	0	1	0	2	0	4	0
	%	100	95.53	4.47	20.77	1.28	72	3.04	0.80	0.16	0.64	0.00	0.16	0.00	0.32	0.00	0.64	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
2210 - IT Management																		
Total Received	#																	
	#																	
Voluntarily Identified	%																	
Qualified of those Identified	#																	
	%																	
Selected	#	529	378	151	25	6	252	89	63	34	31	18	1	2	2	1	4	1
	%	100	71.46	28.54	4.73	1.13	48	16.82	11.91	6.43	5.86	3.40	0.19	0.38	0.38	0.19	0.76	0.19
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

TABLE A7: Hires for Major Occupations - Distribution by Race/Ethnicity & Sex (Applicant flow data not yet available at Department level - only hires are provided)

This table is for All Agencies -- FY 2012 -- 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	
GRAND TOTAL																	
#	11882	7143	4739	1261	745	4455	2424	875	1210	389	226	58	50	49	45	56	39
%	100	60.12	39.88	10.61	6.27	37.49	20.40	7.36	10.18	3.27	1.90	0.49	0.42	0.41	0.38	0.47	0.33

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		
Permanent	#	12,659	7,659	5,000	1,282	766	4,888	2,602	907	1,245	406	246	60	50	56	51	60	40	0	0
	%	100	60.50	39.50	10.13	6.05	38.61	20.55	7.16	9.83	3.21	1.94	0.47	0.39	0.44	0.40	0.47	0.32	0.00	0.00
Temporary	#	2,634	1,358	1,276	83	89	991	769	221	336	45	54	3	4	11	16	4	8	0	0
	%	100	51.56	48.44	3.15	3.38	37.62	29.20	8.39	12.76	1.71	2.05	0.11	0.15	0.42	0.61	0.15	0.30	0.00	0.00
Non-Appropriated	#	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	%	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
TOTAL	#	15,293	9,017	6,276	1,365	855	5,879	3,371	1,128	1,581	451	300	63	54	67	67	64	48	0	0
	%	100	58.96	41.04	8.93	5.59	38.44	22.04	7.38	10.34	2.95	1.96	0.41	0.35	0.44	0.44	0.42	0.31	0.00	0.000
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		

Data Source: CPRO

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

Data Not Available at Department Level. Data is available at Component levels at varying degrees of completeness. Consult individual Component reports for more information.

		Race/Ethnicity															
		Total Employees				Non- Hispanic or Latino											
						Hispanic or Latino		White		Black or African American		Asian		Native Hawaiian or Other Pacific Islander		American Indian or Alaskan Native	
		All	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male
0511- Auditor (DHS HQs OIG)																	
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															
0801 - General Engineer (CBP, USCG, & DHS HQs)																	
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															
0808 - Architecture (USCG)																	
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
0809 - Construction Rep (USCG)																	
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

Data Not Available at Department Level. Data is available at Component levels at varying degrees of completeness. Consult individual Component reports for more information.

		Race/Ethnicity															
		Total Employees				Non- Hispanic or Latino											
						Hispanic or Latino		White		Black or African American		Asian		Native Hawaiian or Other Pacific Islander		American Indian or Alaskan Native	
		All	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male
0810- Civil Engineer (USCG)																	
Total Applications Received	#	308															
Qualified	#	38	35	3	0	0	26	2	1	1	8	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
Selected	#	2	2	0	0	0	2	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
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
0819- Environmental Engineering (USCG)																	
Total Applications Received	#	48															
Qualified	#	2	1	1	0	0	1	1	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
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
0830-Mechanical Engineering (USCG)																	
Total Applications Received	#	505															
Qualified	#	41	38	3	0	0	26	3	3	0	9	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
Selected	#	2	2	0	0	0	2	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
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
0850-Electrical Engineering (USCG)																	
Total Applications Received	#	128															
Qualified	#	11	10	1	0	0	6	1	0	0	4	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
Selected	#	4	3	1	0	0	1	0	2	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	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

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

Data Not Available at Department Level. Data is available at Component levels at varying degrees of completeness. Consult individual Component reports for more information.

		Race/Ethnicity															
		Total Employees				Non- Hispanic or Latino											
						Hispanic or Latino		White		Black or African American		Asian		Native Hawaiian or Other Pacific Islander		American Indian or Alaskan Native	
		All	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male
0855-Electronics Engineering (USCG)																	
Total Applications Received	#	200															
Qualified	#	61	55	6	0	0	46	3	3	3	5	0	0	0	1	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
Selected	#	3	3	0	0	0	3	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
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
0871-Naval Architecture (USCG)																	
Total Applications Received	#	177															
Qualified	#	15	13	2	0	0	13	0	0	1	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	6.7
Selected	#	3	3	0	0	0	2	0	1	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
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
0905 - General Attorney (ICE)																	
Total Applications Received	#	3880															
Qualified	#	950	461	489	30	46	381	348	17	37	33	55	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	0.2
Selected	#	51	31	20	0	3	26	16	1	0	4	0	0	1	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
Relevant Applicant Pool	%	N/A															
0930 - Asylum Officer (CIS)																	
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
	%	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
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

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

Data Not Available at Department Level. Data is available at Component levels at varying degrees of completeness. Consult individual Component reports for more information.

	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		
2210- IT Specialist (CBP, USCG, FEMA, FLETC, & DHS HQs)																		
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																
GRAND TOTAL																		
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 2012 -- 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	
SES																			
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 *	%																		
TOTAL SELECTIONS																			
Total Applications Received *	#																		
	%																		
Qualified *	#																		
	%																		
Selected **	#	6146	4107	2039	769	239	2754	1239	351	398	176	134	9	6	32	9	16	13	
	%	100	66.82	33.18	12.51	3.89	44.81	20.16	5.71	6.48	2.86	2.18	0.15	0.10	0.52	0.15	0.26	0.21	
Relevant Pool *	%																		

* Applicant flow data not available.

Data Source: CPRO

TABLE A12: Participation in Career Development - Distribution by Race/Ethnicity and Sex

Data not available at Department level. Consult DHS FEORP report for career development information at the Component level, where available.

	Total Employees			Race/Ethnicity													
				Hispanic or Latino		Non- Hispanic or Latino											
						White		Black or African American		Asian		Native Hawaiian or Other Pacific Islander		American Indian or Alaskan Native		Two or More/Other Races	
All	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	
GS 5-12, or pay equivalent																	
Slots *	#																
Relevant Pool	%																
Applied **	#																
	%																
Participants	#																
	%																
GS 13-14, or pay equivalent																	
Slots *	#																
Relevant Pool	%																
Applied **	#																
	%																
Participants	#																
	%																
GS 15-SES, or pay equivalent																	
Slots *	#																
Relevant Pool	%																
Applied **	#																
	%																
Participants	#																
	%																
GRAND TOTALS																	
	#																
	%																

TABLE A13: Employee Recognition and Awards - Distribution by Race/Ethnicity and Sex

This table is for All Agencies -- FY 2012 -- Permanent Employees

	Total Employees			Race/Ethnicity														Undisclosed		
				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	
Time-Off awards - 1-9 hours																				
Total Time-Off Awards Given	#	25,894	15,538	10,356	2,825	1,635	9,917	6,077	1,861	2,059	658	384	50	45	175	104	51	46	1	6
Awards Given	%	100.00	60.01	39.99	10.91	6.31	38.30	23.47	7.19	7.95	2.54	1.48	0.19	0.17	0.68	0.40	0.20	0.18	0.00	0.02
Total Hours		152,352	92,053	60,299	16,794	9,448	58,677	35,295	11,076	12,200	3,895	2,272	282	201	1,009	592	312	255	8	36
Average Hours		5.88	5.92	5.82	5.04	5.78	5.92	5.81	5.95	5.93	5.92	5.92	5.64	4.47	5.77	5.69	6.12	5.54	8.00	6
Time-Off awards - 9+ hours																				
Total Time-Off Awards Given	#	23,967	14,546	9,421	2,333	1,312	10,037	5,483	1,349	1,993	600	472	43	33	143	92	37	31	4	5
Awards Given	%	100.00	60.69	39.31	9.73	5.47	41.88	22.88	5.63	8.32	2.50	1.97	0.18	0.14	0.60	0.38	0.15	0.13	0.02	0.02
Total Hours		661,639	405,138	256,501	69,803	41,479	275,803	145,954	33,326	52,118	20,459	13,112	906	767	3,791	2,215	990	742	120	114
Average Hours		27.61	27.85	27.23	29.92	31.62	27.48	26.62	24.70	26.15	34.10	27.78	21.07	23.24	26.51	24.08	25.14	23.94	30.00	22.80
Cash Awards - \$100 - \$500 *																				
Total Cash Awards Given	#	59,558	36,094	23,464	7,039	3,977	21,685	12,549	4,701	5,349	1,974	1,034	231	198	358	271	98	80	8	6
Awards Given	%	100.00	60.60	39.40	11.82	6.68	36	21.07	7.89	8.98	3.31	1.74	0.39	0.33	0.60	0.46	0.16	0.13	0.01	0.01
Total Amount	\$	18,740,003.00	11,352,162.00	7,387,841.00	\$2,160,217.00	\$1,235,046.00	6,917,027.00	\$4,013,724.00	\$1,436,952.00	\$1,631,019.00	\$623,578.00	\$333,581.00	\$71,489.00	\$64,335.00	\$110,276.00	\$83,769.00	\$29,855.00	\$24,897.00	2,768	1,470
Average Amount	\$	314.65	314.52	314.86	\$306.89	\$310.55	\$318.98	\$319.84	\$305.67	\$304.92	\$315.90	\$322.61	\$309.48	\$324.92	\$308.03	\$309.11	\$304.64	\$311.21	346.00	245.00
Cash Awards \$501+ *																				
Total Cash Awards Given **	#	111,882	70,072	41,810	15,023	6,960	42,204	22,160	8,216	9,978	3,559	1,924	230	205	678	426	138	132	22.00	18.00
Awards Given **	%	100.00	62.63	37.37	13.43	6.22	37.72	19.81	7.34	8.92	3.18	1.72	0.21	0.18	0.61	0.38	0.12	0.12		
Total Amount *	\$	158,046,584.00	100,816,680.00	57,229,904.00	26,397,667.00	10,746,963.00	57,723,663.00	29,971,433.00	10,546,639.00	13,004,750.00	4,774,043.00	2,506,729.00	272,870.00	264,322.00	894,665.00	552,065.00	178,464.00	162,939.00	28,669.00	20,703.00
Average Amount *	\$	1,412.62	1,438.76	1,368.81	1,757.15	1,544.10	1,367.73	1,352.50	1,283.67	1,303.34	1,341.40	1,302.87	1,186.39	1,289.38	1,319.56	1,295.93	1,293.22	1,234.39	1,303	1,150
Quality Step Increases (QSI) **																				
Total QSIs Awarded	#	1,003	511	492	34	27	418	336	31	96	16	22	-	-	8	7	4	4		
Awards	%	100.00	50.95	49.05	3.39	2.69	41.67	33.50	3.09	9.57	1.60	2.19	-	-	0.80	0.70	0.40	0.40		
Total Benefit		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Average Benefit		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-

* Cash awards do not include SES performance awards - the magnitude of such awards can distort the percentages and are therefore left out. Also, only individual cash awards are included - group cash awards were not included because there was not sufficient information in CPRO to determine if the award amount reflected the total award amount or the amount allocated to each individual.

** Only the frequency of QSIs is provided. Managers awarding a QSI have no discretion over the amount of the award - it is totally dependent on the employee's grade/step. QSIs from TSA are not included in this table as they are excepted service and have a set of Nature of Action codes that are not available in CPRO.

Data Source: CPRO

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

This table is for All Agencies -- FY 2012 -- 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	Male	Female	Male	Female		
Voluntary	#	9,530	5,997	3,533	935	505	3,982	2,001	699	798	259	151	29	11	68	43	22	18	3	6
	%	100	62.93	37.07	9.81	5.30	41.78	21.00	7.33	8.37	2.72	1.58	0.30	0.12	0.71	0.45	0.23	0.19	0.03	0.06
Ratio Change	%	0.00	-5.14	5.14	-5.74	-0.01	0.74	4.40	0.27	0.64	-0.54	-0.06	0.04	-0.05	0.05	0.13	0.02	0.04	0.02	0.05
Involuntary	#	1,869	1,144	725	245	105	581	307	249	269	39	18	7	8	12	11	9	5	2	2
	%	100	61.21	38.79	13.11	5.62	31.09	16.43	13.32	14.39	2.09	0.96	0.37	0.43	0.64	0.59	0.48	0.27	0.11	0.11
Ratio Change	%	0.00	-6.86	6.86	-2.44	0.31	-9.96	-0.17	6.26	6.65	-1.17	-0.68	0.11	0.26	-0.02	0.27	0.27	0.12	0.09	0.10
Total Separations	#	11,399	7,141	4,258	1,180	610	4,563	2,308	948	1,067	298	169	36	19	80	54	31	23	5	8
	%	100	62.65	37.35	10.35	5.35	40.03	20.25	8.32	9.36	2.61	1.48	0.32	0.17	0.70	0.47	0.27	0.20	0.04	0.07
Ratio Change	%	0.00	-5.42	5.42	-5.19	0.04	-1.01	3.65	1.25	1.62	-0.64	-0.16	0.05	0.00	0.04	0.15	0.06	0.05	0.03	0.06
Total Workforce	#	185,407	126,205	59,202	28,824	9,841	76,098	30,771	13,102	14,347	6,033	3,040	495	311	1,226	592	399	280	28	20
	%	100	68.07	31.93	15.55	5.31	41.04	16.60	7.07	7.74	3.25	1.64	0.27	0.17	0.66	0.32	0.22	0.15	0.02	0.01

Data Source: CPRO

TABLE B1: Total Workforce - Distribution by Disability

This table is for All Agencies -- FY 2011 & FY 2012

	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	
TOTAL																
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
FY 2012*	#	199,554	182,151	7,642	9	9,752	771	78	107	30	109	39	141	23	233	11
	%	100	91.28	3.83	0.005	4.89	0.39	0.04	0.05	0.02	0.05	0.02	0.07	0.01	0.12	0.01
Difference	#	-341	-2,042	1,089	0	612	-12	2	-4	-3	5	-5	4	-2	-8	-1
Ratio Change	%		-0.87	0.55	0.00	0.31	-0.005	0.001	-0.002	-0.001	0.003	-0.002	0.002	-0.001	-0.004	0.00
Net Change	%	0.00	-0.01	0.17	0.00	0.07	-0.02	0.03	-0.04	-0.09	0.05	-0.11	0.03	-0.08	-0.03	-0.08
Federal High	%						2.65									
PERMANENT																
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	0.00
FY 2012*	#	185,407	169,601	7,282	8	8,516	695	69	98	27	93	35	131	19	215	8
	%	100	91.47	3.93	0.004	4.59	0.37	0.04	0.05	0.01	0.05	0.02	0.07	0.01	0.12	0.004
Difference	#	1,528	-286	1,154	0	660	-3	1	-2	-2	6	-3	3	-2	-3	-1
Ratio Change	%		-0.92	0.59	0.00	0.32	-0.005	0.000	-0.002	-0.001	0.003	-0.002	0.001	-0.001	-0.003	0.00
Net Change	%	0.01	0.00	0.19	0.00	0.08	0.00	0.01	-0.02	-0.07	0.07	-0.08	0.02	-0.10	-0.01	-0.11

TABLE B1: Total Workforce - Distribution by Disability

This table is for All Agencies -- FY 2011 & FY 2012

	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	
TEMPORARY																
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
FY 2012*	#	14,147	12,550	360	1	1,236	76	9	9	3	16	4	10	4	18	3
	%	100	88.71	2.54	0.01	8.74	0.54	0.06	0.06	0.02	0.11	0.03	0.07	0.03	0.13	0.02
Difference	#	-1,869	-1,756	-65	0	-48	-9	1	-2	-1	-1	-2	1	0	-5	0
Ratio Change	%		-0.61	-0.11	0.00	0.72	0.01	0.01	-0.01	0.00	0.01	-0.01	0.01	0.00	-0.02	0.00
Net Change	%	-0.12	-0.12	-0.15	0.00	-0.04	-0.11	0.13	-0.18	-0.25	-0.06	-0.33	0.11	0.00	-0.22	0.00
NON-APPROPRIATED **																
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	
FY 2012*	#	1,461	1,409	9		43	4	2						1	1	
	%	100	96.44	0.62		2.94	0.27	0.14						0.07	0.07	
Difference	#	98	92	0		6	0	0						0	0	
Ratio Change	%		-0.18	-0.04		0.23	-0.02	-0.01						0.00	0.00	
Net Change	%	0.07	0.07	0.00		0.16	0.00	0.00						0.00	0.00	

* 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 2012 -- 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	
TOTAL																
TOTAL FY 2012 *	#	185,407	169,601	7,282	8	8,516	695	69	98	27	93	35	131	19	215	8
	%	100	91.47	3.93	0.004	4.59	0.37	0.04	0.05	0.01	0.05	0.02	0.07	0.01	0.12	0.004
Federal High*	%	-	-	-	-	-	2.65	-	-	-	-	-	-	-	-	-
DHS Headquarters	#	7,301	6,523	201	2	575	41	6	5	3	2	4	11	1	9	0
	%	100	89.34	2.75	0.027	7.88	0.56	0.08	0.07	0.04	0.03	0.05	0.15	0.01	0.12	0.000
Federal Emergency Management Agency	#	4,911	4,359	138	0	414	33	3	6	2	6	3	3	0	10	0
	%	100	88.76	2.81	0	8.43	0.67	0.06	0.12	0.04	0.12	0.06	0.06	0.00	0.20	0.000
Federal Law Enforcement Training Center	#	1,043	915	22	0	106	10	3	0	1	1	1	1	0	3	0
	%	100	87.73	2.11	0	10.16	0.96	0.29	0.00	0.10	0.10	0.10	0.10	0.00	0.29	0.000
Transportation Security Administration	#	65,313	57,315	5,200	0	2,798	200	3	41	11	19	3	53	1	68	1
	%	100	87.75	7.96	0	4.28	0.31	0.00	0.06	0.02	0.03	0.00	0.08	0.00	0.10	0.002
U.S. Citizenship and Immigration Services	#	11,311	9,998	287	4	1,022	115	17	20	1	14	6	17	1	37	2
	%	100	88.39	2.54	0.035	9.04	1.02	0.15	0.18	0.01	0.12	0.05	0.15	0.01	0.33	0.018
U.S. Coast Guard	#	8,382	7,298	153	0	931	61	8	8	0	5	4	8	1	26	1
	%	100	87.07	1.83	0	11.11	0.73	0.10	0.10	0.00	0.06	0.05	0.10	0.01	0.31	0.012
U.S. Customs and Border Protection	#	60,377	57,711	989	0	1,677	157	22	11	4	29	11	26	13	40	1
	%	100	95.58	1.64	0	2.78	0.26	0.04	0.02	0.01	0.05	0.02	0.04	0.02	0.07	0.002
U.S. Immigration and Customs Enforcement	#	20,109	18,934	273	2	900	59	1	6	5	13	2	9	1	20	2
	%	100	94.16	1.36	0.01	4.48	0.29	0.00	0.03	0.02	0.06	0.01	0.04	0.00	0.10	0.010
U.S. Secret Service	#	6,660	6,548	19	0	93	19	6	1	0	4	1	3	1	2	1
	%	100	98.32	0.29	0	1.40	0.29	0.09	0.02	0.00	0.06	0.02	0.05	0.02	0.03	0.015

Data Source: CPRO

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

This table is for All Agencies -- FY 2012 -- 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	#	1	1	0	0	0	0	0	0	0	0	0	0	0	0	0
	%	100	100.00	0.00	0.000	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
GS/GG-02	#	7	5	0	0	2	0	0	0	0	0	0	0	0	0	0
	%	100	71.43	0.00	0.000	28.57	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
GS/GG-03	#	47	32	2	0	13	8	1	2	0	1	0	0	3	1	0
	%	100	68.09	4.26	0.000	27.66	17.02	2.13	4.26	0.00	2.13	0.00	0.00	6.38	2.13	0.000
GS/GG-04	#	11,597	7,959	3,356	0	282	26	0	10	0	0	2	7	2	5	0
	%	100	68.63	28.94	0.000	2.43	0.22	0.00	0.09	0.00	0.00	0.02	0.06	0.02	0.04	0.000
GS/GG-05	#	13,191	11,762	715	0	714	94	11	17	3	12	1	16	5	27	2
	%	100	89.17	5.42	0.000	5.41	0.71	0.08	0.13	0.02	0.09	0.01	0.12	0.04	0.20	0.015
GS/GG-06	#	14,290	13,182	330	1	777	62	1	11	0	8	1	16	1	23	1
	%	100	92.25	2.31	0.007	5.44	0.43	0.01	0.08	0.00	0.06	0.01	0.11	0.01	0.16	0.007
GS/GG-07	#	13,301	12,160	294	1	846	100	17	14	1	16	3	21	3	25	0
	%	100	91.42	2.21	0.008	6.36	0.75	0.13	0.11	0.01	0.12	0.02	0.16	0.02	0.19	0.000
GS/GG-08	#	6,028	5,525	129	1	373	36	0	3	5	1	3	8	1	15	0
	%	100	91.66	2.14	0.017	6.19	0.60	0.00	0.05	0.08	0.02	0.05	0.13	0.02	0.25	0.000
GS/GG-09	#	12,047	11,078	272	1	696	62	10	4	5	11	6	7	0	19	0
	%	100	91.96	2.26	0.008	5.78	0.51	0.08	0.03	0.04	0.09	0.05	0.06	0.00	0.16	0.000

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

This table is for All Agencies -- FY 2012 -- 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	
Total																
#	183,073	167,522	7,216	8	8,327	689	67	96	27	93	35	130	19	214	8	
%	100	91.51	3.94	0.004	4.55	0.38	0.04	0.05	0.01	0.05	0.02	0.07	0.01	0.12	0.004	

Data Source: CPRO

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

This table is for All Agencies -- FY 2012 -- 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	#	47	43	4	0	0	0	0	0	0	0	0	0	0	0	0
	%	100	91.49	8.51	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
GS/GG-02	#	105	97	3	0	5	0	0	0	0	0	0	0	0	0	0
	%	100	92.38	2.86	0.00	4.76	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
GS/GG-03	#	174	157	10	0	7	2	0	0	0	0	2	0	0	0	0
	%	100	90.23	5.75	0.00	4.02	1.15	0.00	0.00	0.00	0.00	1.15	0.00	0.00	0.00	0.00
GS/GG-04	#	442	415	10	0	17	2	0	0	0	0	1	0	1	0	0
	%	100	93.89	2.26	0.00	3.85	0.45	0.00	0.00	0.00	0.00	0.23	0.00	0.23	0.00	0.00
GS/GG-05	#	374	334	16	0	24	4	0	0	0	0	0	3	1	0	0
	%	100	89.30	4.28	0.00	6.42	1.07	0.00	0.00	0.00	0.00	0.00	0.80	0.27	0.00	0.00
GS/GG-06	#	273	241	12	0	20	1	0	0	0	0	0	0	0	0	1
	%	100	88.28	4.40	0.00	7.33	0.37	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.37
GS/GG-07	#	747	654	23	0	70	13	1	2	0	2	1	4	1	2	0
	%	100	87.55	3.08	0.00	9.37	1.74	0.13	0.27	0.00	0.27	0.13	0.54	0.13	0.27	0.00
GS/GG-08	#	53	46	3	0	4	1	1	0	0	0	0	0	0	0	0
	%	100	86.79	5.66	0.00	7.55	1.89	1.89	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
GS/GG-09	#	3,305	2,927	73	0	305	20	2	4	2	3	1	3	0	5	0
	%	100	88.56	2.21	0.00	9.23	0.61	0.06	0.12	0.06	0.09	0.03	0.09	0.00	0.15	0.00

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

This table is for All Agencies -- FY 2012 -- 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
Total															
#	14,044	12,455	358	1	1,230	76	9	9	3	16	4	10	4	18	3
%	100	88.69	2.55	0.01	8.76	0.54	0.06	0.06	0.02	0.11	0.03	0.07	0.03	0.13	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 2012 -- 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	#	1,233	1,115	39	0	79	3	1	1	0	0	0	0	0	1	0
	%	100	90.43	3.16	0.00	6.41	0.24	0.08	0.08	0.00	0.00	0.00	0.00	0.00	0.08	0.00
Grade-11	#	226	202	5	0	19	0	0	0	0	0	0	0	0	0	0
	%	100	89.38	2.21	0.00	8.41	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Grade-12	#	73	66	2	0	5	1	0	0	0	0	1	0	0	0	0
	%	100	90.41	2.74	0.00	6.85	1.37	0.00	0.00	0.00	0.00	1.37	0.00	0.00	0.00	0.00
Grade-13	#	10	9	1	0	0	0	0	0	0	0	0	0	0	0	0
	%	100	90.00	10.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Grade-14	#	7	7	0	0	0	0	0	0	0	0	0	0	0	0	0
	%	100	100.00	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
Grade-15	#	10	8	0	0	2	0	0	0	0	0	0	0	0	0	0
	%	100	80.00	0.00	0.00	20.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Grade Unknown	#	4	3	0	0	1	0	0	0	0	0	0	0	0	0	0
	%	100	75.00	0.00	0.00	25.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Total	#	2,334	2,079	66	0	189	6	2	2	0	0	1	0	1	0	0
	%	100	89.07	2.83	0.00	8.10	0.26	0.09	0.09	0.00	0.00	0.04	0.00	0.04	0.00	0.00

Data Source: CPRO

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

This table is for All Agencies -- FY 2012 -- 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	
Grade-10	#	20	18	0	0	2	0	0	0	0	0	0	0	0	0	0
	%	100	90.00	0.00	0.00	10.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Grade-11	#	5	4	0	0	1	0	0	0	0	0	0	0	0	0	0
	%	100	80.00	0.00	0.00	20.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Grade-12	#	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	%															
Grade-13	#	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	%															
Grade-14	#	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	%															
Grade-15	#	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	%															
Grade Unknown	#	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	%															
Total	#	103	95	2	0	6	0	0	0	0	0	0	0	0	0	0
	%	100	92.23	1.94	0.00	5.83	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00

Data Source: CPRO

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

This table is for All Agencies -- FY 2012 -- 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	
Major/Mission Critical Occupations (500+ employees)																
1802 - Compliance Inspection & Support	#	54,338	47,135	4,644	2	2,557	237	16	39	9	26	4	59	7	77	0
	%	100	86.74	8.55	0.004	4.71	0.44	0.03	0.07	0.02	0.05	0.01	0.11	0.01	0.14	0.00
1801 - Gen Inspection, Investigative Enforcement, & Compliance	#	25,085	23,167	712	2	1,204	74	3	7	7	15	7	13	0	21	1
	%	100	92.35	2.84	0.008	4.80	0.29	0.01	0.03	0.03	0.06	0.03	0.05	0.00	0.08	0.00
1896 - Border Patrol Agent	#	21,388	21,096	95	0	197	8	0	0	0	0	0	3	0	5	0
	%	100	98.63	0.44	0.000	0.92	0.04	0.00	0.00	0.00	0.00	0.00	0.01	0.00	0.02	0.00
1895 - Customs & Border Protection Officers	#	21,785	21,176	164	0	445	18	0	3	0	2	1	5	0	7	0
	%	100	97.20	0.75	0.000	2.04	0.08	0.00	0.01	0.00	0.01	0.00	0.02	0.00	0.03	0.00
1811 - Criminal Investigating	#	10,879	10,703	72	1	103	3	0	0	0	1	0	2	0	0	0
	%	100	98.38	0.66	0.009	0.95	0.03	0.00	0.00	0.00	0.01	0.00	0.02	0.00	0.00	0.00
0301 - Miscellaneous Administration & Programs	#	8,369	7,395	269	0	705	52	3	8	3	13	2	10	0	13	0
	%	100	88.36	3.21	0.000	8.42	0.62	0.04	0.10	0.04	0.16	0.02	0.12	0.00	0.16	0.00
0343 - Management & Program Analysis	#	6,754	6,018	222	0	514	27	2	4	1	1	1	6	1	8	3
	%	100	89.10	3.29	0.000	7.61	0.40	0.03	0.06	0.01	0.01	0.01	0.09	0.01	0.12	0.04
2210 - Information Technology Specialists	#	3,829	3,420	119	0	290	31	5	5	3	3	3	4	0	8	0
	%	100	89.32	3.11	0.000	7.57	0.81	0.13	0.13	0.08	0.08	0.08	0.10	0.00	0.21	0.00
0401 - General Natural Resources Management & Biology	#	2,394	2,295	33	0	66	6	0	0	1	1	0	2	0	2	0
	%	100	95.86	1.38	0.000	2.76	0.25	0.00	0.00	0.04	0.04	0.00	0.08	0.00	0.08	0.00

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

This table is for All Agencies -- FY 2012 -- 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	
Major/Mission Critical Occupations (500+ employees)																
0905 - General Attorney	#	1,977	1,803	56	0	118	8	0	1	0	1	1	0	0	5	0
	%	100	91.20	2.83	0.000	5.97	0.40	0.00	0.05	0.00	0.05	0.05	0.00	0.00	0.25	0.00
0080 - Security Administration	#	2,064	1,848	63	1	152	7	0	0	0	0	2	0	0	4	1
	%	100	89.53	3.05	0.048	7.36	0.34	0.00	0.00	0.00	0.00	0.10	0.00	0.00	0.19	0.05
0340 - Program Management	#	1,394	1,274	52	0	68	5	0	1	0	1	1	0	0	2	0
	%	100	91.39	3.73	0.000	4.88	0.36	0.00	0.07	0.00	0.07	0.07	0.00	0.00	0.14	0.00
0303 - Miscellaneous Clerk & Assistant	#	1,606	1,295	64	1	246	57	9	12	1	8	3	6	3	13	2
	%	100	80.64	3.99	0.062	15.32	3.55	0.56	0.75	0.06	0.50	0.19	0.37	0.19	0.81	0.12
0132 - Intelligence	#	1,652	1,417	61	0	174	7	1	1	0	2	0	2	0	1	0
	%	100	85.77	3.69	0.000	10.53	0.42	0.06	0.06	0.00	0.12	0.00	0.12	0.00	0.06	0.00
0083 - Uniformed Division	#	1,504	1,499	3	0	2	0	0	0	0	0	0	0	0	0	0
	%	100	99.67	0.20	0.000	0.13	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
1102 - Contract Specialist	#	1,359	1,217	47	0	95	11	1	0	0	2	0	4	1	3	0
	%	100	89.55	3.46	0.000	6.99	0.81	0.07	0.00	0.00	0.15	0.00	0.29	0.07	0.22	0.00
0201 - Human Resources Management	#	1,267	1,114	46	0	107	6	2	1	0	0	0	2	0	1	0
	%	100	87.92	3.63	0.000	8.45	0.47	0.16	0.08	0.00	0.00	0.00	0.16	0.00	0.08	0.00
1889 - Import Specialist	#	1,077	966	41	0	70	9	0	0	0	2	1	2	0	4	0
	%	100	89.69	3.81	0.000	6.50	0.84	0.00	0.00	0.00	0.19	0.09	0.19	0.00	0.37	0.00

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

This table is for All Agencies -- FY 2012 -- 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	
Major/Mission Critical Occupations (500+ employees)																
1881 - Customs & Border Protection Interdiction	#	733	645	71	0	17	1	0	0	0	1	0	0	0	0	
	%	100	87.99	9.69	0.000	2.32	0.14	0.00	0.00	0.00	0.14	0.00	0.00	0.00	0.00	
0511 - Auditing	#	671	608	28	0	35	3	0	0	0	0	1	0	0	2	
	%	100	90.61	4.17	0.000	5.22	0.45	0.00	0.00	0.00	0.00	0.15	0.00	0.00	0.30	
0391 - Telecommunications	#	627	541	22	0	64	1	1	0	0	0	0	0	0	0	
	%	100	86.28	3.51	0.000	10.21	0.16	0.16	0.00	0.00	0.00	0.00	0.00	0.00	0.00	
0501 - Financial Administration & Program	#	597	537	23	0	37	6	4	0	0	0	1	0	1	0	
	%	100	89.95	3.85	0.000	6.20	1.01	0.67	0.00	0.00	0.00	0.17	0.00	0.17	0.00	
0510 - Accounting	#	552	504	10	0	38	6	2	0	0	0	0	0	0	4	
	%	100	91.30	1.81	0.000	6.88	1.09	0.36	0.00	0.00	0.00	0.00	0.00	0.00	0.72	
1894 - Customs Entry & Liquidating	#	515	479	7	0	29	11	5	0	0	2	0	0	1	3	
	%	100	93.01	1.36	0.000	5.63	2.14	0.97	0.00	0.00	0.39	0.00	0.00	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 2012 -- 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	#	12,659	9,890	2,026	0	743	45	4	6	1	8	1	8	3	14	0
	%	100	78.13	16.00	0.00	5.87	0.36	0.03	0.05	0.01	0.06	0.01	0.06	0.15	0.11	0.00
Temporary	#	2,634	2,279	130	0	225	19	2	0	4	0	1	6	0	6	0
	%	100	86.52	4.94	0.00	8.54	0.72	0.08	0.00	0.15	0.00	0.04	0.23	0.00	0.23	0.00
Non-Appropriated	#															
	%															
TOTAL	#	15,293	12,169	2,156		968	64	6	6	5	8	2	14	3	20	0
	%	100	79.57	14.10	0.00	6.33	0.42	0.04	0.04	0.03	0.05	0.01	0.09	0.14	0.13	0.00

Data Source: CPRO

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 2012 -- 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	
Relevant Pool *	%															
TOTAL SELECTIONS																
Total Applications Received *	#	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Qualified *	#	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
	%															
Selected	#	6,145	5,794	111	0	240	17	1	4	0	4	1	4	0	3	0
Relevant Pool *	%	100	94.29	1.81	0.00	3.91	0.28	0.02	0.07	0.00	0.07	0.02	0.07	0.00	0.05	0.00

* Applicant flow data not available.

Data Source: CPRO

TABLE B13: Employee Recognition and Awards - Distribution by Disability

This table is for All Agencies -- FY 2012 -- 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	
Time-Off awards - 1-9 hours																
Total Time-Off Awards Given	#	25,894	23,409	1,240	1	1,244	91	-	9	5	12	2	19	4	40	-
	%	100.00	90.40	4.79	0.00	4.80	0.35	0.00	0.03	0.02	0.05	0.01	0.07	0.02	0.15	0.00
Total Hours		152,352	138,083	6,875	8	7,386	506	-	50	38	72	4	106	28	208	-
Average Hours		5.88	5.90	5.54	8.00	5.94	5.56		5.56	7.60	6.00	2.00	5.58	7.00	5.20	
Time-Off awards - 9+ hours																
Total Time-Off Awards Given	#	23,967	22,088	641	3	1,235	82	7	8	5	9	6	11	-	34	2
	%	100.00	92.16	2.67	0.01	5.15	0.34	0.03	0.03	0.02	0.04	0.03	0.05	0.00	0.14	0.01
Total Hours		661,639	613,419	15,762	80	32,378	2,085	204	157	136	218	143	304	-	859	64
Average Hours		27.61	27.77	24.59	26.67	26.22	25.43	29.14	19.63	27.20	24.22	23.83	27.64		25.26	32.00
Cash Awards - \$100 - \$500 *																
Total Cash Awards Given	#	59,558	54,480	2,433	1	2,644	228	8	50	8	31	3	53	9	63	3
	%	100.00	91.47	4.09	0.00	4.44	0.38	0.01	0.08	0.01	0.05	0.01	0.09	0.02	0.11	0.01
Total Amount		\$18,740,003	\$17,218,999	\$680,191	\$300	\$840,513	\$71,408	\$1,963	\$16,264	\$2,231	\$9,595	\$523	\$17,166	\$2,340	\$20,276	\$1,050
Average Amount		\$314.65	\$316.06	\$279.57	\$300.00	\$317.89	\$313.19	\$245.38	\$325.28	\$278.88	\$309.52	\$174.33	\$323.89	\$260.00	\$321.84	\$350.00
Cash Awards \$501+*																
Total Cash Awards Given **	#	111,873	103,812	2,996	4	5,061	369	19	65	23	36	17	81	6	120	2
	%	100.00	92.79	2.68	0.00	4.52	0.33	0.02	0.06	0.02	0.03	0.02	0.07	0.01	0.11	0.00
Total Amount *		\$158,046,584	\$147,501,332	\$3,971,235	\$5,946	\$6,568,071	\$442,858	\$19,395	\$81,499	\$26,038	\$43,604	\$22,258	\$102,583	\$5,826	\$139,598	\$2,057
Average Amount *		\$1,412.73	\$1,420.85	\$1,325.51	\$1,486.50	\$1,297.78	\$1,200.16	\$1,020.79	\$1,253.83	\$1,132.09	\$1,211.22	\$1,309.29	\$1,266.46	\$971.00	\$1,163.32	\$1,028.50
Quality Step Increases (QSI) **																
Total QSIs Awarded	#	1,003	902	23	-	78	3	-	-	-	-	-	-	-	3	-
	%	100.00	89.93	2.29	0.00	7.78	0.30	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.30	0.00
Total Benefit		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Average Benefit		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-

* Cash awards do not include SES performance awards - the magnitude of such awards can distort the percentages and are therefore left out. Also, only individual cash awards are included - group cash awards were not included because there was not sufficient information in CPRO to determine if the award amount reflected the total award amount or the amount allocated to each individual.

** Only the frequency of QSIs is provided. Managers awarding a QSI have no discretion over the amount of the award - it is totally dependent on the employee's grade/step. QSIs from TSA are not included in this table as they are excepted service and have a set of Nature of Action codes that are not available in CPRO.

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

This table is for All Agencies -- FY 2012 -- 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	
Voluntary	#	9,530	8,182	772	0	576	49	2	4	4	5	2	7	4	21	0
	%	100	85.86	8.10		6.04	0.51	0.02	0.04	0.04	0.05	0.02	0.07	0.04	0.22	0.00
Ratio Change	%	0.00	-5.62	4.17		1.45	0.14	-0.02	-0.01	0.03	0.00	0.00	0.00	0.03	0.10	0.00
Involuntary	#	1,869	1,504	244	0	121	14	0	3	0	1	1	1	0	8	0
	%	100	80.47	13.06		6.47	0.75	0.00	0.16	0.00	0.05	0.05	0.05	0.00	0.43	0.00
Ratio Change	%	100	-11.00	9.13		1.88	0.37	-0.04	0.11	-0.01	0.00	0.03	-0.02	-0.01	0.31	0.00
Total Separations	#	11,399	9,686	1,016	0	697	63	2	7	4	6	3	8	4	29	0
	%	100	84.97	8.91		6.11	0.55	0.02	0.06	0.04	0.05	0.03	0.07	0.04	0.25	0.00
Ratio Change	%	0.00	-6.50	4.99		1.52	0.55	-0.02	0.01	0.02	0.00	0.01	0.00	0.02	0.14	0.00
Total Workforce	#	185,407	169,601	7,282	8	8,516	695	69	98	27	93	35	131	19	215	8
	%	100	91.47	3.93	0.004	4.59	0.37	0.04	0.05	0.01	0.05	0.02	0.07	0.01	0.12	0.00

Data Source: CPRO