



U.S. Department of Homeland Security MANAGEMENT DIRECTIVE 715

Equal Employment Opportunity Program Status Report

Fiscal Year 2013



**Homeland
Security**

**U.S. Equal Employment Opportunity Commission
FEDERAL AGENCY ANNUAL EEO PROGRAM STATUS REPORT
DEPARTMENT OF HOMELAND SECURITY
October 1, 2012, to September 30, 2013**

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. 183,660
	2. Enter total number of temporary employees			2. 11,534
	3. Enter total number employees paid from non-appropriated funds			3. 1,424
	4. TOTAL EMPLOYMENT [add lines B 1 through 3]			4. 196,618
PART C Agency Official(s) Responsible For Oversight of Equal Employment Opportunity Program(s)	1. Head of Agency Official Title		1. Jeh Charles Johnson Secretary	
	2. Agency Head Designee		2. Megan H. Mack Officer for Civil Rights and Civil Liberties (CRCL)	
	3. Principal Equal Employment Opportunity Director/Official Official Title/series/grade		3. Veronica Venture Deputy Officer for CRCL and Director for Equal Employment Opportunity and Diversity Programs GS-SES	
	4. Title VII Affirmative Equal Employment Opportunity Program Official		4. Kenneth M. Bailey (Acting)	
	5. Section 501 Affirmative Action Program Official		5. Tanya Cantrell	
	6. Complaint Processing Program Manager		6. Chrystal Young	
	7. Equal Employment Opportunity Staff Statistician		7. Michael LePore	

**U.S. Equal Employment Opportunity Commission
FEDERAL AGENCY ANNUAL EEO PROGRAM STATUS REPORT
DEPARTMENT OF HOMELAND SECURITY
October 1, 2012, to September 30, 2013**

8. Special Emphasis Program Manager

8. Conchetta Belgrave

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	7014
U.S. Citizenship and Immigration Services (<i>Washington, DC</i>)		HSAB	7003
U.S. Coast Guard (<i>Washington, DC</i>)		HSAC	7008
Federal Emergency Management Agency (<i>Washington, DC</i>)		HSCB	7022
Federal Law Enforcement Training Center (<i>Glynco, GA</i>)		HSBE	7015
U.S. Immigration and Customs Enforcement (<i>Washington, DC</i>)		HSBB	7012
U.S. Secret Service (<i>Washington, DC</i>)		HSAD	7009
Transportation Security Administration (<i>Arlington, VA</i>)		HSBC	7013
Headquarters - Office of the Secretary (<i>Washington, DC</i>)		HSA A	7002
Headquarters - Office of the Inspector General (<i>Washington, DC</i>)		HSA E	7004
Headquarters - Management Directorate (<i>Washington, DC</i>)		HSE A	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>)			

Equal Employment Opportunity 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 715-01 PART G]	
Brief paragraph describing the agency's mission and mission-related functions	✓	*Equal Employment Opportunity Plan To Attain the Essential Elements of a Model Equal Employment Opportunity Program [FORM 715-01 PART H] for each programmatic essential element requiring improvement	✓
Summary of results of agency's annual self-assessment against Management Directive 715 "Essential Elements"	✓	*Equal Employment Opportunity 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 Equal Employment Opportunity Plan objectives planned to eliminate identified barriers or correct program deficiencies	✓	*Copy of Workforce Data Tables, as necessary to support Executive Summary and/or Equal Employment Opportunity Plans	✓
Summary of Equal Employment Opportunity 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 Equal Employment Opportunity Action Plan for building renovation projects	
*Copies of relevant Equal Employment Opportunity Policy Statement(s) and/or excerpts from revisions made to Equal Employment Opportunity Policy Statements	✓	*Organizational Chart	✓

EXECUTIVE SUMMARY

Introduction

This Equal Employment Opportunity Program Status Report for Fiscal Year 2013 (FY13) outlines the U.S. Department of Homeland Security's (DHS) Equal Employment Opportunity Program activities, as required by the U.S. Equal Employment Opportunity Commission (EEOC) Management Directive 715. This report highlights DHS's accomplishments in establishing and maintaining a model Equal Employment Opportunity Program by promoting equal employment opportunity for all of our employees and applicants, and identifying areas for improvement. It also provides the FY14 plan to address any deficiencies. In addition to this Departmental Management Directive 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 Departmental 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 ten years, DHS has coordinated the transition of multiple agencies and programs into a single, integrated agency focused on protecting the American people and the 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 Equal Employment Opportunity and Diversity Division includes the following organizational units: DHS-Headquarters Equal Employment Opportunity Office (DHS HQ Equal Employment Opportunity); Diversity Management Section; and Equal Employment Opportunity Complaints Management Adjudication Section. Another part of CRCL, the Programs and Compliance Division, falls outside the scope of the Management Directive 715.

Program Elements

In Management Directive 715, the following six elements serve as the foundation for a model Equal Employment Opportunity Program:

- Demonstrated commitment from agency leadership;
- Integration of equal employment opportunity 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 FY13, CRCL issued new DHS policies and directives:
 - Instruction 046-01-001 for CRCL, which established procedures, program responsibilities, and reporting protocols to implement DHS Directive 046-01, CRCL;
 - Anti-Harassment Directive 256-01, revised the anti-harassment policy;
 - Directive 259-01, on Providing Reasonable Accommodations for Employees and Applicants with Disabilities; and
 - Instruction 259-01-001, on Providing Reasonable Accommodations for Employees and Applicants with Disabilities.
- Megan H. Mack, Officer, CRCL, represents DHS on the White House Council on Women and Girls. The Council on Women and Girls includes two subgroups: Science, Technology, Engineering, and Mathematics (STEM), and Women in Law Enforcement.
- Special Agent-in-Charge Janice Ayala, U.S. Immigration Customs and Enforcement, Homeland Security Investigations, was elected as the National President of the Women In Federal Law Enforcement.
- CRCL's Diversity Management Section conducted seven first-in-kind Component Site Visits on FY12 Equal Employment Opportunity and Diversity Reports. U.S. Customs and Border Protection (CBP), Transportation Security Administration (TSA), the Federal Law Enforcement Training Centers (FLETC), U.S. Immigration and Customs Enforcement (ICE), United States Coast Guard (USCG), United States Secret Service (USSS), and the United States Citizenship and Immigration

Services (USCIS) were briefed during FY13, and the Federal Emergency Management Agency (FEMA) and DHS Headquarters (DHS HQ) in early FY14. The Component Site Visits were a follow-up to a briefing on Equal Employment Opportunity and Diversity Reports focusing on DHS trends. Component briefings lasted 2-3 hours and were comprehensive, with each customized slide deck consisting of 55-65 slides. Participants typically included Equal Employment Opportunity Directors, Human Capital Officers, and their respective staffs. Discussions were robust and covered:

- Trends in Equal Employment Opportunity and Diversity reports;
 - DHS accomplishments, including implementation of recent Executive Orders, improvements in the reasonable accommodation process and the timeliness of complaints processing, and Component best practices, with the goal of finding scalable, portable practices applicable across DHS;
 - Six years of trend data analysis (such as employee hires, representation, and separations) to determine triggers, and discussion of how these presented triggers differed from the Components' Management Directive 715 barrier analyses;
 - Federal Employee Viewpoint Survey analysis, including first-in-kind Lesbian, Gay, Bisexual, and Transgender analysis;
 - Implementing Diversity & Inclusion Strategic Plans;
 - Analysis of awards to Minority Serving Institutions; and
 - Reporting guidelines and next steps in FY13 reporting season.
- The new methodology for trend analysis will lay the groundwork for future trigger identification of workplace anomalies by the Components. Feedback from the Components on the site visits was generally positive. Plans have started for next year's site visits that will be further customized. Material from the DHS briefing on FY12 Equal Employment Opportunity and Diversity Reports and the TSA Component briefing were also used to prepare the CRCL Officer for her initial meeting with Congressman Bennie Thompson.
 - In FY13, the Office of the Chief Human Capital Officer (OCHCO) developed a new Emerging Leaders and Foundations of Team Leadership course that has been delivered to over 700 DHS employees at the GS 11-12 levels. The DHS Fellows Program consisted of 30 employees; three were Hispanic, 17 were White, and nine were African American. This program strengthens the leadership skills of GS-14 and 15 (or equivalent) employees through a proven combination of innovative coursework, best practices benchmarking, challenging action-learning projects, executive coaching and assessments, and Department-wide networking. The DHS Senior Executive Service Candidate Development Program prepares high-performing GS-15 (or equivalent) individuals for positions in the Department's Senior Executive Service cadre through an

intensive 14-18 month leadership development program. Of the 37 participants in this program, one was Hispanic, 32 were White, and four were African American. This new program is a part of the DHS Leader Development Framework.

- OCHCO's Enterprise Learning and Development sponsored the Homeland Security Rotation Program to allow employees to cultivate leadership qualities, while fulfilling critical mission assignments. Rotational assignments generally last from two to six consecutive months in duration, with possible extension to a maximum of one year. This program may contribute to an increase in employee engagement and job satisfaction, and can be included as part of an employee's development plan. In FY13, 45 DHS employees, between grade levels GS-7 to GS-15, participated in this program.
- DHS Components provided diversity and inclusion training to senior executives, managers, and supervisors throughout their organizations, including field facilities. Renowned diversity expert Laura Liswood facilitated training to 80% of career senior executives in the National Capital Region.

Essential Element B: Integration of Equal Employment Opportunity into the Agency's Strategic Mission

- During FY13, DHS continued to integrate equal employment opportunity and diversity into its strategic goals. For example, CRCL continued participating in recurring high-level strategic activities, including the following: Secretary's Bi-Weekly Component Heads' meetings; 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 Chief Human Capital Officer 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.
- In FY12, the U.S. Office of Personnel Management worked with CRCL's Civil Rights and Civil Liberties Institute to update and modify for Federal Government-wide distribution of CRCL's "Employment of People with Disabilities: A Roadmap to Success," an online training course that explores recruitment, interviewing, reasonable accommodation, hiring, and retention of disabled veterans and emergency preparedness. As of the end of FY13, the U.S. Office of Personnel Management was awaiting reviewers' comments before finalizing and launching the revised training program throughout the federal government. 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_Disabiliti

[es/index.htm](#)

Essential Element C: Management and Program Accountability

- DHS conducted accountability audits for USSS and TSA in FY13. CRCL evaluated the Equal Employment Opportunity aspects of the audits.
- All Components have Equal Employment Opportunity as an element of their managers' performance plans.
- CRCL continued to collaborate with OCHCO on many initiatives and programs, including the strategic goals identified in the Human Capital Operational Plan.
- CRCL conducted 29 technical assistance and training sessions internally, and provided Components with FY13 workforce trend analyses.
- CRCL provided training on reasonable accommodations and employment of Individuals with Disabilities and Targeted Disabilities through periodic meetings of the Disability Employment & Accessibility Council. This council is comprised of DHS Component disability program and reasonable accommodations program managers.
- On December 21, 2011, then Secretary Janet Napolitano signed the Coordinated Recruiting and Outreach Strategy (CROS) FY 2012-2017. The DHS Corporate Recruitment Council developed this document 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. As a result, the Corporate Recruitment Council:
 - Coordinated and developed recruiting strategies in FY12 and FY13 for Cyber, Information Technology, and Acquisitions arenas; developed an Excel spreadsheet to better track recruiting costs across DHS and to assist with assessing DHS wide recruiting activities;
 - Developed, on an annual basis, a "Top 25" list of recruiting and outreach events targeting diverse populations and events focused on law enforcement, DHS's largest mission critical occupation; and
 - Established national and regional recruitment initiatives to increase the effectiveness of cross-functional recruiting activities. Specifically, the Corporate Recruitment Council coordinated a DHS presence at six recruiting events focused on law enforcement, women, and diverse populations: Women in Federal Law Enforcement; National Organization for Black Law Enforcement Executives; National Asian Peace Officers Association; National

Native American Law Enforcement Association; Academy Women Military Leadership Conference; and Hispanic American Police Command Officer Association (early FY14).

- OCHCO implemented and deployed a Department-wide web-based exit survey to determine any issues that can be addressed to improve employee retention. Overall results of FY13 exit survey indicated the following top three reasons employees separated: Personal or Family Related, Advancement opportunities, Supervisor/Management. Respondents were most dissatisfied with their second level managers, which they attributed to lack of management skills and poor communications.

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 to develop strategic plans to eliminate these identified barriers.
- CRCL provided both diversity training and anti-harassment training to employees within the DHS Office of Operations Coordination and Planning on Equal Employment Opportunity process and Diversity; Equal Employment Opportunity staff from the TSA on the Acceptance/Dismissal Process, with an emphasis on hostile work environment claims; and the Equal Employment Opportunity staffs from ICE, CBP, USCG, FEMA, USSS, and the FLETC on the Acceptance/Dismissal Process, with an emphasis on hostile work environment claims.
- CRCL's Complaints Management and Adjudication Section conducted training on hostile work environment that was open to all DHS Equal Employment Opportunity Offices. This training allowed CRCL to provide DHS-specific guidance on anti-harassment theory and practice, and to improve consistency and uniformity of knowledge across the Department.
- DHS provided training on disability awareness, hiring, and reasonable accommodation to 10,371 DHS managers and supervisors, a decline from the 24,455 trained in FY12.
- In spite of a smaller DHS workforce, DHS managed to increase the number of reasonable accommodations processed in FY13 from 2,416 to 3,295—a 37% increase. Of the total number of accommodations provided in FY13, FEMA (1,362)¹ and USCIS (909) accounted for 68.8% of all accommodations.
- DHS hired two permanent employees from the Workforce Recruitment Program for College Students with Disabilities. In FY13, eight DHS employees collaborated with the Workforce Recruitment Program. The Workforce Recruitment Program Steering Committee depends upon federal agencies to provide recruiters for up to two weeks a year to support the annual Workforce

¹ Due to the way reasonable accommodation requests were received during Hurricane Sandy, an accurate account of FEMA's Reasonable Accommodations count is under review and future changes will be noted.

Recruitment Program database made available on-line for federal agencies to recruit qualified students with disabilities into either temporary or permanent positions.

- DHS continued participation in Operation Warfighter, a U.S. Department of Defense program that places wounded, ill, and injured Service members convalescing at military treatment facilities across the United States with federal agencies in temporary positions. DHS decreased the numbers of wounded service members participating in Operation Warfighter nationwide from 135 in FY12 to 117 in FY13, with nine Operation Warfighters converted to permanent positions. Since its program inception in FY05, DHS has placed 463 Operation Warfighters, and converted 60 into permanent positions.
- Using Schedule A Hiring Authority, in FY13, DHS hired 55 Individuals with Disabilities throughout the Department, a decline from 100 in FY12, but consistent with the overall hiring slowdown due to budget constraints.
- Since June 30, 2003, when DHS became a U.S. Department of Defense, Computer/Electronic Accommodation Program Partner, to FY13, DHS received 2,870 accommodation solutions from the Computer/Electronic Accommodation Program, saving DHS \$1,292,280. During FY13, DHS experienced a 25% increase in the number of accommodation solutions from the program. DHS employees received 432 accommodation solutions from the program, saving DHS \$165,238.

Essential Element E: Efficiency

- DHS timely submitted the annual Federal Equal Employment Opportunity Statistical Report of Discrimination Complaints (EEOC Form 462) to EEOC (see more details in Element F, below) and the Annual Notification and Federal Employee Antidiscrimination and Retaliation Act of 2002 Report to Congress and others.
- The Complaints Management and Adjudication Section developed and deployed an initiative to benchmark Component investigations and identify best practices for conducting effective Equal Employment Opportunity investigations. The Complaints Management and Adjudication Section launched a pilot with two Components, USCIS and DHS HQ to identify the top criteria for conducting quality investigations at DHS. The results of the pilot program are currently under internal review.
- The Complaints Management and Adjudication Section remained active in FY13 in leading the Component Complaint Managers in quarterly meetings, during which Department-wide guidance was shared, training on icomplaints—the enterprise Equal Employment Opportunity database and document management system—was offered, and best practices were identified. The Complaints Management and Adjudication Section also hosted an icomplaints user forum, which created an opportunity for users across the Department to discuss and recommend changes to the system.
- During FY13, the Diversity and Equal Employment Opportunity Professional Development

Committee completed Phase One of its multifaceted plan to improve professionalism within the DHS Equal Employment Opportunity community. Specifically, the Committee, in collaboration with the U.S. Office of Personnel Management, developed a skills assessment survey for the General Schedule 0260 series. The U.S. Office of Personnel Management conducted a detailed review of the survey results and prepared a skills gap analysis. The analysis identified a number of competencies in which additional training or professional development, or both, are required. Currently, the Committee is engaged in Phase Two—determining where to focus training and development resources for Phase One.

- In FY13, DHS completed 871 Equal Employment Opportunity investigations, down from 1,046 in FY12. The reduction in completed investigations was due to a reduced workload, which allowed for an increase in the percentage of timely investigated complaints, 70% in FY13, up from 57% in FY12.
- With respect to adjudication, in FY13, DHS increased the number of merit decisions issued (without an EEOC Administrative Judge), issuing 455 decisions, a 35% increase over the 337 decisions issued in FY12. The average processing time increased from 143 days in FY12 to 164 days in FY13.
- CRCL drafted a white paper that is expected to lead to the implementation of a DHS-wide Alternative Dispute Resolution program. The program contemplates a program manager, hired at the Headquarters level, who will be responsible for promoting the program and managing a cadre of internal mediators. The program is expected to result in a decrease in formal filings of Equal Employment Opportunity complaints.

Essential Element F: Responsiveness and Legal Compliance

DHS's goal is full compliance with Equal Employment Opportunity statutes, regulations, policy guidance, and other written instructions. Agency personnel are accountable for timely compliance with orders issued by EEOC Administrative Judges, and it has implemented procedures in place to ensure timely completion of ordered corrective actions and timely submission of compliance reports.

Section 508 of the Rehabilitation Act

The Office of Accessible and Systems Technologies implements Section 508 of the Rehabilitation Act of 1973, as amended. Accomplishments include the following:

- Processed 2,606 DHS Accessibility Helpdesk Desk requests across DHS and several federal agencies and public entities using its Accessibility Compliance Management System a Web-based program to track accessibility related assistance.
- Remediated 25,621 pages (958 document files) of content consisting of forms, policy documents, newsletters, Frequently Asked Questions, memoranda, schedules, budget files, handbooks, flyers,

schedules, and reports across DHS and its Components. The Accessibility Helpdesk Desk serves as a single point of contact for all electronic and information technology accessibility and accommodation needs.

- Offered both online and via hands-on instructor-led trainings that included *Introduction to Section 508; Section 508 for Contracting Officer's Technical Representatives; Program & Project Managers; Trusted Tester Training; and Creating Accessible PDFs* through the Section 508 Awareness Training Program. The Office trained 2,035 DHS personnel and certified 201 Trusted Testers through the DHS Section 508 Compliance Trusted Tester Certification Program.
- After a nine-month collaboration with their counterparts at the U.S. Social Security Administration's Accessible Solutions Branch, the Office of Accessible and Systems Technologies completed the "Harmonized Testing Processes for Section 508 Compliance: Baseline Tests for Software & Web Accessibility." This document represents the first time that the two agencies have come together to create a shared test process. This document will be made available to all government agencies via the Federal Computer Information Office Council's Accessibility Committee. Test results based on a shared process will increase efficiency and reduce duplication of efforts between agencies.
- Completed the Accessibility Compliance Center of Excellence Section 508 compliance baseline reviews for 75 % of major information technology programs on the U.S. Office of Management and Budget information technology Dashboard.
- Completed the second of three years of data collection to document Section 508 compliance of DHS Information Technology systems.
- Received funding to support the development of a Section 508 Trusted Tester Repository. The repository will be searchable and allow federal agencies who use harmonized test procedures to share Section 508 testing results to avoid duplication of testing.
- Awarded a contract to develop a Section 508 compliance test process for mobile devices. This effort supports the Federal mobile initiative by developing and implementing mobile accessibility test processes for Android and other operating systems.

Workforce Profile and Trend Analysis

With 183,660 permanent civilian employees, DHS is the third-largest Executive Branch agency. The total permanent workforce decreased by 1,747 employees, or 0.9%, during FY13.

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

EEOC FORM 715-01 PART E	U.S. Equal Employment Opportunity Commission FEDERAL AGENCY ANNUAL EEO PROGRAM STATUS REPORT DEPARTMENT OF HOMELAND SECURITY October 1, 2012, to September 30, 2013
--	--

for temporary needs, their separation is pre-destined, and their makeup can change significantly from year to year, which makes discussing temporary trends in Ethnicity Race Indicator/Gender and disability less relevant to our analysis of employees as they move through the Human Capital Lifecycle.

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. For example, if Black males are 7.2% of the permanent DHS workforce in FY13, they should be 7.2% 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 affect the workforce in a particular year. Therefore, analysis of several years of data is often useful in these types of assessments.

Additionally, both National Civilian Labor Force and Relevant Civilian Labor Force statistics are provided as benchmarks. The National Civilian Labor Force 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.² The Relevant Civilian Labor Force is a weighted average of demographic statistics pertaining *only* to occupations seen within DHS. This year marks the first time federal agencies have been asked to use updated Census numbers from the 2006-2010 American Community Survey, and the National Civilian Labor Force and Relevant Civilian Labor Force numbers reported here reflect these updates.

² See <http://www.bls.gov/cps/faq.htm> for more information on labor force definitions.

Black Males – 7.2% of DHS, 5.5% of National Civilian Labor Force, 4.9% 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%
FY 2013	7.2%	9.1%	8.0%	6.2%	10.5%	9.4%	4.9%	5.7%	6.7%

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

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, 40% of all Black males at DHS occupy the Transportation Security Officer position, a position with limited promotion potential. This helps explain the low promotion rate for Black males across the board.

Black Females – 7.8% of DHS, 6.5% of National Civilian Labor Force, 6.1% 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	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%
FY 2013	7.8%	10.7%	9.5%	7.1%	12.8%	10.3%	4.7%	6.8%	3.6%

The workforce participation rate of Black females has been relatively stable over the past seven Fiscal Years, and remains well above the participation rate seen in the National Civilian Labor Force.

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. This is the case for each year in the time period provided.

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 who are employed as Transportation Security Officers, a position with limited promotion potential.

Hispanic Males – 15.6% of DHS, 5.2% of National Civilian Labor Force, 5.1% 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	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%
FY 2013	15.6%	11.0%	10.4%	15.8%	13.1%	10.8%	24.9%	11.8%	4.5%

The workforce participation rate for Hispanic males is significantly above the rate seen in the National Civilian Labor Force.

This is largely due to DHS’s law enforcement presence in southern border states. Hispanics make up 30.7% of CBP Officers, 49.8% of Border Patrol Agents, and 25.9% 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 relevant civilian labor force comparison. This job requirement greatly increases Hispanic representation in these occupations.

The hiring of Hispanic males has fallen off in recent years, largely due to recent hires being concentrated in the Washington, D.C. area, while hires on the southern border have declined. The attrition rate continues to remain well below the workforce representation rate.

Hispanic males’ promotion rates began to fall into balance with their workforce representation rate after years of disproportionately high promotions, and movement from the GS 10-12 grades into the GS 13-15 grades is occurring. For example, as the above chart indicates, in FY13, Hispanic males comprised 11.8% of grades 13-15, closer to their 15.6% representation rate in the DHS permanent workforce than in FY07, when Hispanic males comprised 14.4% of the permanent workforce, yet only 7.9% were in grades 13-15.

Hispanic Females – 5.5% of DHS, 4.8% of National Civilian Labor Force, 3.9% 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%
FY 2013	5.5%	7.6%	5.4%	5.5%	9.9%	6.3%	5.2%	3.5%	1.5%

The workforce participation rate for Hispanic females is slightly above the rate in the National Civilian Labor Force.

The workforce participation rate has increased in each of the last seven 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 10,018 permanent Hispanic female DHS employees, 3,763 are Transportation Security Officers at TSA. 90% of these officers are in pay bands that are at the GS-8 equivalent level or lower, which explains much of the concentration of Hispanic females at low pay grades.

Representation at the highest grade levels has, however, been trending towards parity over the past four years.

Asian Males – 3.3% of DHS, 2.0% of National Civilian Labor Force, 2.7% 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%
FY 2013	3.3%	3.8%	2.7%	3.3%	3.6%	3.2%	3.8%	2.8%	1.5%

Asian males are represented in the DHS permanent workforce at a rate well above that seen in the National Civilian Labor Force.

Their workforce participation rate has increased over the past seven fiscal years, which is due to lower than expected 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 four years by 2.2% in FY07-FY09, then consistently increased each year—2.5% in FY10 to 2.8% in FY13.

Nearly 50% of all Asian males are either in the Transportation Security Officers position at TSA or the Border Patrol Officer position at CBP.

Asian Females – 1.7% of DHS, 1.9% of National Civilian Labor Force, 1.9% 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%
FY 2013	1.7%	1.8%	1.6%	1.7%	1.7%	1.6%	1.6%	1.8%	1.2%

Asian females comprise the only major minority group whose onboard participation rate is lower than the National Civilian Labor Force. Its participation rate continues to steadily increase.

Hiring rates in FY12 and FY13, 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 from 0.6% in FY07 to 1.2% in FY13.

Native American Males – 0.66% of DHS, 0.6% of National Civilian Labor Force, 0.6% 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	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%
FY 2013	0.66%	0.51%	0.70%	0.55%	0.46%	0.61%	0.74%	0.66%	0.64%

Native American males have approximately the same workforce participation rate as that seen in the National Civilian Labor Force.

Hires, attrition, and promotions for Native American males vary in ways that are not statistically significant, 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 from the data, due to the extremely small size of the population, which can produce large swings that are not statistically meaningful.

Native American Females – 0.31% of DHS, 0.5% of National Civilian Labor Force, 0.5% 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	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%
FY 2013	0.31%	0.37%	0.47%	0.28%	0.29%	0.47%	0.19%	0.22%	0.00%

Native American females have a lower workforce representation rate than that seen in the National Civilian Labor Force.

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 from the data, due to the extremely small size of the population, which can produce large swings that are not statistically meaningful.

Pacific Islander Males – 0.29% 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%
FY 2013	0.29%	0.55%	0.26%	0.36%	0.7%	0.3%	0.3%	0.1%	0.4%

As of FY13, Native Hawaiian/Pacific Islander males have almost three times the representation seen in the National Civilian Labor Force. The recent increase in representation is due to hiring; additionally, 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 from the data, due to the extremely small size of the population, which can produce large swings that are not statistically meaningful.

Pac. Islander Females – 0.18% 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	0.11%	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%
FY 2013	0.18%	0.52%	0.30%	0.15%	0.7%	0.3%	0.1%	0.1%	0.0%

As of FY13, Native Hawaiian/Pacific Islander females' representation rate exceeded that in the National Civilian Labor Force. The recent increase in representation is due to hiring; moreover, the attrition rate stayed relatively low in most fiscal years.

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

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

White Males – 40.7% of DHS, 38.3% of National Civilian Labor Force, 44.1% 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%
FY 2013	40.7%	35.3%	39.3%	42.3%	28.1%	37.2%	41.1%	48.8%	58.1%

Currently, the White male representation rate at DHS has been declining consistently across time, slightly exceeding that seen in the National Civilian Labor Force, and is below the Relevant Civilian Labor Force.

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

White males are overly concentrated at higher pay levels and under-concentrated at lower pay levels. However, efforts to enhance recruiting of a diverse population have reduced the pay grade disparity for White males.

White females – 16.4% of DHS, 34.0% of National Civilian Labor Force, 29.4% 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	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%
FY 2013	16.4%	17.9%	20.9%	16.3%	17.0%	19.2%	12.0%	17.4%	21.5%

The White females’ participation rate is significantly less at DHS, relative to the rate in the National Civilian Labor Force.

The representation of White females decreased as a percentage of the overall workforce for the past five years, due to a higher-than-expected attrition rate, which reached an all-time high in FY13. Lower-than-expected promotion rates could reflect a possible barrier to upward mobility.

White females tend to be concentrated at both ends of the pay spectrum, with few White females in the middle GS 10-12 grades. Their concentration is highest at the Executive/Senior Leader pay grades.

Individuals With Disabilities – 4.7% of DHS, 8.0% 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%	
FY 2013	4.7%	5.6%	6.0%	3.8%	2.4%	5.6%	4.0%	4.9%	4.3%	

The percentage of the DHS workforce that self-identifies as having a disability is lower 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, but this is still below the federal average of 8.0%.

Employees with disabilities were separated at higher rates than their workforce representation rate—a common finding throughout the federal and private sectors, which could indicate an accommodation issue. Additionally, negative attitudes (myths and stereotypes about the qualifications of Individuals with Disabilities) could also be barriers to retaining employees with disabilities at DHS.

Promotion rates in each of the past six years are lower-than-expected given the size of the onboard disabled workforce. Employees with disabilities are fairly evenly dispersed across the pay grade levels.

Individuals With Targeted Disabilities – 0.37% of DHS, 0.99% 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%
FY 2013	0.37%	0.45%	0.57%	0.29%	0.26%	0.53%	0.30%	0.25%	0.26%

The percentage of the DHS workforce that self-identifies as having a targeted disability is lower 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. This is still less than the 0.99% 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. Similar tables were created for the DHS Components, each of which received an individually tailored briefing on their workforce and data triggers after last year's reporting season.

EEOC FORM 715-01 PART E	<i>U.S. Equal Employment Opportunity Commission</i> FEDERAL AGENCY ANNUAL EEO PROGRAM STATUS REPORT DEPARTMENT OF HOMELAND SECURITY October 1, 2012, to September 30, 2013
-------------------------------	---

The Best Places to Work in the Federal Government

The Partnership for Public Service annually publishes the results of the U.S. Office of Personnel Management’s Federal Employee Viewpoint Survey of workplace satisfaction in a report called “The Best Places to Work in the Federal Government.” DHS administered the U.S. Office of Personnel Management Survey between 2005 and 2013. In 2013, DHS ranked 19th out of 19 large agencies in overall employee satisfaction, and continued a downward trend regarding job satisfaction among DHS employees. In addition, DHS ranked last in 11 of the 14 major sub-categories. Its most-favorable category score was in Alternative Work and Employee Support category, but even here it ranked 16th out of the 18 agencies answering the questions on this topic.

The overall DHS score is largely driven by TSA and CBP Components, which make up roughly 60 percent of all DHS respondents. There are other DHS Components that show higher employee satisfaction, and it is clear that satisfaction within Components can vary greatly depending on occupation, location, job tenure, and other factors. Race and gender are not found to be great predictors of satisfaction. Disability status, however, is a strong predictor, with DHS employees with disabilities providing more negative responses to almost all items in the survey.

New Area of Focus – Science, Technology, Engineering, and Mathematics

The technical and analytical jobs collectively known as Science, Technology, Engineering, and Mathematics are of increasing importance throughout the federal government, and this is especially true at DHS, where 6.5% of its workforce are in these positions. CRCL, in conjunction with the Science and Technology Directorate, began a study in FY13 on these positions at DHS. The study sought to understand where the technical and analytical jobs are located in DHS, and whether certain demographic groups are underrepresented.

In addition to looking at personnel data, the Science and Technology Directorate also conducted interviews with hiring managers to better understand their needs when making these hires. The results of the analysis, which are still under internal review, will be incorporated into future recruiting and career development strategies.

Data Sources

The workforce numbers used in this report were generated by the DHS’s Consolidated Personnel Reporting On-line System and were based on an extraction from the National Finance Center’s data for Pay Period 19, which ended on September 22, 2013. DHS employees voluntarily submitted all race, national origin, gender, and disability data relied upon in this report (two employees did not disclose their ethnic and race indicators for the FY13 data). These are new employees, whose data has yet been officially entered into the data system. This issue will soon be corrected.

EEOC FORM 715-01 PART E	<i>U.S. Equal Employment Opportunity Commission</i> FEDERAL AGENCY ANNUAL EEO PROGRAM STATUS REPORT DEPARTMENT OF HOMELAND SECURITY October 1, 2012, to September 30, 2013
-------------------------------	---

Statistics on Individuals with Disabilities/Individuals with Targeted Disabilities in the federal government were obtained within the U.S. Office of Personnel Management's 2013 Report on the Employment of Individuals with Disabilities in the Federal Executive Branch, found at: <http://www.Office of Personnel Management.gov/policy-data-oversight/diversity-and-inclusion/reports/disability-report-fy2012.pdf>.

National Civilian Labor Force statistics were compiled using the Census Bureau's American Community Survey data. Relevant Civilian Labor Force statistics were compiled using the American Community Survey data, along with the distribution of DHS personnel across occupations.

Equal Employment Opportunity complaint numbers were obtained via complaint data collected by DHS and its Components and stored in icomplaints, the Departmental case management software program. Equal Employment Opportunity Specialists at the DHS Components enter information into the program, and the program has the ability to process *ad hoc* queries for evaluating all aspects of the Equal Employment Opportunity case management process.

Federal Employee Viewpoint Survey data pertaining to DHS employees were obtained by the U.S. Office of Personnel Management 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 development program; developing a pipeline of talented and diverse candidates for GS-14/15 and Senior Executive Service 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 Individuals with 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 Equal Employment Opportunity and Diversity Programs, GS-0260-SES, am the principal Equal Employment Opportunity 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 Management Directive 715. If an essential element was not fully compliant with the standards of Management Directive 715, a further evaluation was conducted and, as appropriate, Equal Employment Opportunity Plans for Attaining the Essential Elements of a Model Equal Employment Opportunity Program, are included with this Federal Agency Annual Equal Employment Opportunity 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. Equal Employment Opportunity Plans to Eliminate Identified Barriers, as appropriate, are included with this Federal Agency Annual Equal Employment Opportunity Program Status Report.

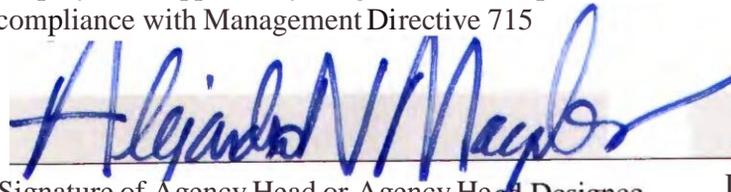
I certify that proper documentation of this assessment is in place and is being maintained for EEOC review upon request.



5-29-14

Signature of Principal Equal Employment Opportunity Director/Official
Veronica Venture
Deputy Officer, Office for Civil Rights and Civil Liberties
Director, Equal Employment Opportunity and Diversity Programs

U.S. Department of Homeland Security
Certifies that this Federal Agency Annual Equal Employment Opportunity Program Status Report is in compliance with Management Directive 715



5-28-14

Signature of Agency Head or Agency Head Designee
Alejandro N. Mayorkas
Deputy Secretary
U.S. Department of Homeland Security

EEOC FORM
715-01
PART H

U.S. Equal Employment Opportunity Commission
FEDERAL AGENCY ANNUAL EEO PROGRAM STATUS REPORT
DEPARTMENT OF HOMELAND SECURITY
October 1, 2012, to September 30, 2013

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

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

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

**Embrace best practices in Equal Employment
Opportunity leadership**

Specific Deficiencies Identified by Components:

- 1-Was the Equal Employment Opportunity Policy statement issued within 6-9 months of Agency Head installation?
- 3-Is Equal Employment Opportunity Policy re-issued annually?
- 5-When employee is promoted into supervisor, is he/she provided a copy of the Equal Employment Opportunity Policy statement?

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 equal employment opportunity and DHS’s mission.

September 30, 2011
Revised to September 30, 2012
Completed September 21, 2012.

2. Components will develop and provide executives and managers with necessary training, tools, and resources to leverage diversity.

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

REPORT OF ACCOMPLISHMENTS and MODIFICATIONS TO OBJECTIVE

Activities #1 and #3:

- The Under Secretary for Management revised and reissued the DHS Anti-Discrimination Directive on April 25, 2013. The DHS Equal Employment Opportunity Policy Statement, which includes gender identity as a protected basis, for the first time, is awaiting signature by the newly appointed Secretary.
- On November 2, 2012, CBP issued its Directive 51713-012, Reasonable Accommodation for Religious Beliefs or Practices, which sets forth policy regarding reasonable accommodation of religious beliefs and/or practices for employees and applicants for employment at CBP.

Activity #2:

- DHS continued sponsoring the DHS Homeland Security Rotation Program, which allowed employees to cultivate leadership qualities, while fulfilling critical mission assignments.
- A new Emerging Leaders and Foundations of Team Leadership course was developed and has been delivered to over 700 DHS employees at the GS 11-12 level. The DHS Fellows Program strengthens the leadership skills of GS-14 and 15 (or equivalent) employees through a proven combination of innovative coursework, best practices benchmarking, challenging action-learning projects, executive coaching and assessments, and Department-wide networking. The DHS Senior Executive Service Candidate Development Program prepares high-performing GS-15 (or equivalent) individuals for positions in the Department's Senior Executive Service through an intensive 14-18 month leadership development program.
- Training sessions were offered to DHS career Senior Executive Service and Transportation Senior Executive Service. Other employees and attendees were Limited Term Senior Executive Service and Transportation Senior Executive Service, Non-Career Senior Executive Service and Transportation Senior Executive Service, and Senior Leadership and Management. Over 80% of career Senior Executive Service and Transportation Senior Executive Service in the National Capital Region participated in diversity training provided by Laura Liswood, the author of *The Loudest Duck: Moving Beyond Diversity While Embracing Differences to Achieve Success at Work*.
- The DHS Diversity Management Section provided training and informational sessions on the Equal Employment Opportunity Management Directive 715, the Executive Agency Action Report to Assist Minority Serving Institutions, and Providing Reasonable Accommodations.
- As part of CRCL's Diversity Management Section Forum Series "Ask the Expert," a Senior EEOC Attorney provided a program for Human Capital, Equal Employment Opportunity Specialists, Managers, and Policy Advisors, Disability Program Managers, Reasonable Accommodation

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

Program Managers, Selective Placement Program Managers, and Complaints Manager and Attorneys, on the topic of providing reasonable accommodations.

- The U.S. Office of Personnel Management’s National Disability Employment Program Manager discussed best practices for implementing career counseling for Individuals with Disabilities, as required in Executive Order 13548. Updates on the U.S. Office of Personnel Management’s efforts to produce a mandatory, federal-wide version of CRCL’s web-based training program, A RoadMap to Success: Employment of People with Disabilities, was also discussed.
- The Acting Director, Division of Outreach and Retention Office of Diversity and Inclusion at the U.S. Department of Veterans Affairs discussed best practices in implementing the U.S. Department of Veterans Affairs’ Disability Program, which the U.S. Government Accounting Office listed as among the best in federal government.
- CRCL’s Attorney-Advisor coordinated with Components and provided guidance to senior leadership on recruitment, hiring, reasonable accommodations, Individuals with Disabilities/Individuals with Targeted Disabilities representation, accessibility, internships, training, policy, Schedule A, Workforce Recruitment program, and the Operation Warfighter Program.
- The Diversity Management Section coordinated with the Corporate Recruitment Council Chair to provide guest speakers from three State and local Departments of Rehabilitation Services, and the Naval Air Wounded Warrior Support to the monthly Council meetings; also collaborated with the Council to provide volunteer speakers from CBP and ICE on current federal hiring trends to a recent Maryland Division of Rehabilitation Services training program, for their rehabilitation counselors.
- DHS Components reported the following diversity and inclusion training provided to senior executives, managers, and supervisors throughout their organizations, including field facilities:
 - Annual Notification and Federal Employee Antidiscrimination and Retaliation Act of 2002 Report to Congress /Whistleblower Protection Act
 - Americans With Disabilities Act
 - Providing Reasonable Accommodations
 - Diversity Awareness
 - Workplace Violence Awareness Training
 - Managing a Diverse Workforce, Including Generational Differences

- Equal Employment Opportunity Training
- Human Capital Responsibilities and Diversity Management
- FEMA provided Emergency Management Training to 18 Tribal Colleges and Universities and 15 Historically Black Colleges and Universities. Additionally, FEMA provided 425 attendees, from 82 Indian Tribal governments, with training designed for tribal officials to make their communities more disaster-resilient.
- The FLETC's Employee Awareness Training covered policies on equal employment opportunity/diversity, and the prevention of harassment. These policies included the process for providing reasonable accommodations, and have been posted on the FLETC's internal and external websites.
- TSA provided mandatory, annual Introduction to Civil Rights and DHS's Notification and Federal Employee Antidiscrimination and Retaliation Act of 2002 Training to 100% of their field employees.
- USCG was recognized by a local Washington, D.C. newspaper for its commitment and proactive approach to ensuring Equal Employment Opportunity for all, as represented in updated Commandant-issued and Anti-Harassment policy statements.
- USCIS implemented an initiative to promote early resolution of disputes associated with allegations of discrimination, in an effort to increase employee participation in the agency Equal Employment Opportunity Alternative Dispute Resolution Program. These initiatives included a video presentation to promote employee participation. The Alternative Dispute Resolution participation rate of 51.24% was achieved, which represents more than a 60% net increase in the level of participation over the last three years from 31.98% in 2010.

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

**Essential Element B – Integration of Equal
Employment Opportunity into the Agency’s
Strategic Mission**

**Make Equal Employment Opportunity an
integral part of agency’s strategic mission**

**Specific Deficiencies Identified by
Components:**

- 14-Is the equal employment opportunity Director under the direct supervision of the agency head?
- 21-Are Equal Employment Opportunity program officials present during agency deliberations prior to decisions regarding recruitment strategies, vacancy projections, succession planning, selections for training/career development opportunities, and other workforce changes?
- 22-Does the agency consider whether any group of employees or applicants may be negatively impacted prior to making human resource decision such as re-organization and re-alignments?
- 24-Is the Equal Employment Opportunity Director included in the agency’s strategic succession planning, training, etc., to ensure that Equal Employment Opportunity concerns are integrated into the agency’s strategic mission?
- 26-Are sufficient resources allocated to the Equal Employment Opportunity program to ensure that the agency self-assessment and analysis prescribed by Management Directive 715 are conducted annually and to maintain an effective complaint processing system?
- 27-Are statutory/regulatory Equal Employment Opportunity related Special Emphasis Programs, Federal Women’s Program, Hispanic, and Individual with Disabilities; and Selective Placement Program sufficiently staffed?
- 28-Are other agency special emphasis programs monitored by the Office of Equal Opportunity for coordination and compliance with Equal Employment Opportunity guidelines and principles such as Federal Equal Employment Opportunity Recruitment Program, Veterans Program, Black/African American, American Indian/Alaska Native, Asian American/Pacific Islander Programs?
- 29-Are there sufficient resources to enable the agency to conduct a thorough barrier analysis of the workforce, including the provision of adequate data collection and tracking systems?
- 30-Is there sufficient budget allocated to all employees to utilize, when desired, all Equal Employment Opportunity programs, including the complaint processing program and Alternative

EEOC FORM
715-01
PART H

U.S. Equal Employment Opportunity Commission
FEDERAL AGENCY ANNUAL EEO PROGRAM STATUS REPORT
DEPARTMENT OF HOMELAND SECURITY
October 1, 2012, to September 30, 2013

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

	Dispute Resolution, and to make a request for reasonable accommodations.
PROGRAM DEFICIENCY ANALYSIS:	The barrier analysis found insufficient evidence of clear linkages between the DHS mission and Equal Employment Opportunity. No visible infrastructure that involved or included senior leadership in a process oversaw the commitment to equal opportunity and the ability of the organizations to meet Equal Employment Opportunity goals.
OBJECTIVE:	Fully integrate Equal Employment Opportunity 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 <i>Revised to September 30, 2015 – revised to reflect final target date to complete objective.</i>
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 Equal Employment Opportunity function to execute and communicate as a team that will constitute excellence in governance.	September 30, 2011 <i>Subsumed by Part H, Deficiency 1, planned activity #1.</i>
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 <i>Revised to September 30, 2014</i>
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	a. March 31, 2013

EEOC FORM
715-01
PART H

U.S. Equal Employment Opportunity Commission
FEDERAL AGENCY ANNUAL EEO PROGRAM STATUS REPORT
DEPARTMENT OF HOMELAND SECURITY
October 1, 2012, to September 30, 2013

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

<p>b. Acquire data from Monster Government Solutions</p> <p>c. Integrate data analysis into DHS Component barrier analyses</p>	<p>b. March 31, 2013 <i>Revised to September 30, 2014</i></p> <p>c. September 30, 2013 <i>Revised to September 30, 2014</i></p>
<p>4. Component Human Capital Offices will assess whether any group of employees or applicants may be negatively affected prior to making human resource decisions such as re-organization and re-alignments.</p>	<p>September 30, 2015</p>

REPORT OF ACCOMPLISHMENTS and MODIFICATIONS TO OBJECTIVE

Activity #1

- CRCL posted Diversity Management Section’s Quarterly Digest to inform employees of recent information to highlight topics at the EEOC and Diversity related subjects in general.
- The Diversity Management Section drafted the DHS’s Special Emphasis Program Management Policy, an Instruction Memo, and Organizational Chart. All documents are pending the Departmental administrative vetting process.
- The Diversity Management Section issued a Questionnaire to the Components regarding Special Emphasis Program Operations. Results revealed five of eight Components reported limited funding for these Special Emphasis Program Informational/Cultural Awareness Programs; however seven of eight Components responding, sponsored these programs. These activities are sponsored to enhance, promote, and maximize employment equality and link opportunities to mission.
- The Diversity Management Section conducted Equal Employment Opportunity Site Visits to seven of nine DHS Components, which enhanced communication with our Human Capital partners. Two were scheduled for early FY 2014. These site visits focused on Diversity Reports, which established a baseline for analysis, employment trends, employment policies, hires, promotions, and separations. These site visits included senior level officials, Equal Employment Opportunity Directors, Human Capital Officers, and other Equal Employment Opportunity practitioners.
- CBP’s Diversity and Inclusion Management Council (composed of high-ranking officials) worked to advance workplace diversity by developing and implementing strategies to recruit a diverse workforce and sustain an inclusive environment where individuals are valued for their talents and empowered to reach their fullest potential.

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

- FEMA’s Region 5 produced and disseminated a monthly newsletter to more than 400 stakeholders in the disability and emergency management communities that often included employment opportunities.
- TSA’s Diversity Advisory Council reviewed and provided recommendations to update the existing guidelines on selection panels to address the issue of diversity on the panel and provided input on training courses.
- USSS’s Diversity and Inclusion Program received recognition from the DHS Human Resources Organizational Audit for establishing a promising practice, “Flash Mentoring.” Five Flash Mentoring Sessions were held, including USSS employees of the Human Capital Division and student interns.

Activity #2

- Production of the Human Capital Dashboard was halted in FY13 to automate the dashboard. In addition to the Human Capital Dashboard, DHS (Component and HQ partnership), developed a DHS Diversity and Inclusion Dashboard, which provides quarterly reports on diversity metrics (*e.g.*, Workforce; Senior Executive Services and Transportation Senior Executive Services; Veterans, Individuals with Disabilities and Individuals with Targeted Disabilities; and Feeder pools). In FY14, the Diversity Dashboard will be finalized and provided to senior leadership and other key stakeholders, and will ultimately be included in the Human Capital Dashboard.

Activity #3 a-c

- In FY13, the U.S. Office of Personnel Management rolled out a USA Staffing Applicant Flow Data Pilot to test a new data file design and delivery method to provide more-meaningful information on race/ethnicity and gender at the individual applicant level, while excluding any identifying information. DHS is coordinating with its information security office to gain appropriate security access to transfer the encrypted applicant flow data files through a Secure File Transfer Protocol site. DHS Firewall Administrators are currently working to incorporate the technical changes necessary to allow data transfers. In FY14, DHS plans to participate in additional phases of the Applicant Flow Data project by participating in a series of Joint Application Design sessions, hosted by the U.S. Office of Personnel Management. The purpose of this first session is to discuss and identify the specific applicant flow data and reporting needs. Upon access to the complete applicant flow data, DHS will conduct a barrier analysis.

EEOC FORM
715-01
PART H

U.S. Equal Employment Opportunity Commission
FEDERAL AGENCY ANNUAL EEO PROGRAM STATUS REPORT
DEPARTMENT OF HOMELAND SECURITY
October 1, 2012, to September 30, 2013

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

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

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

**Ensure management and program
accountability**

**Specific Deficiencies Identified by
Components:**

36-Are regular (monthly, quarterly, semi-annually) Equal Employment Opportunity program updates provided to management/supervisory officials by Equal Employment Opportunity program officials?
38 – 40 Have time tables or schedules been established for the agency to review its Merit Promotion Policy and Procedures, Employee Recognition Awards Program and Procedures, Employee Development/Training Programs for systematic barriers that may be impeding full participation in the program for all groups?
43-Has the agency, when appropriate, disciplined or sanctioned managers/supervisors, or employees found to have discriminated over the past two years?

PROGRAM DEFICIENCY ANALYSIS:

Many standard human resources 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 human resources and Equal Employment Opportunity offices were often not coordinating closely.

OBJECTIVE:

Create accountability for all managers, supervisors, and Equal Employment Opportunity officials and personnel officers for the effective implementation and management of the DHS Equal Employment Opportunity 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, 2015

EEOC FORM
715-01
PART H

U.S. Equal Employment Opportunity Commission
FEDERAL AGENCY ANNUAL EEO PROGRAM STATUS REPORT
DEPARTMENT OF HOMELAND SECURITY
October 1, 2012, to September 30, 2013

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

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 <i>Revised to September 30, 2013</i> Completed September 30, 2013
2. Revise and update Reasonable Accommodation Procedures.	September 30, 2011 Completed March 3, 2013
3. Follow up with the Components on the status of their reasonable accommodation procedures.	September 30, 2011 Completed September 30, 2012
4. Establish time tables to review the Merit Promotion Program and Procedures for systematic barriers	March 31, 2015
5. Establish time tables to review its Employee Recognition Awards Program and Procedures for systematic barriers that may be impeding full participation in the program for all groups.	June 30, 2015
6. Establish time tables to review applicant process for systematic barriers that may impede any group from obtaining equal opportunity for employment.	September 30, 2015
7. Equal Employment Opportunity practitioners will assess the work climate to ensure that employees who have been found to have caused discrimination be held accountable. Discussions around the topic will be incorporated with the Equal Employment Opportunity 2014 Diversity Management Section Diversity Briefings and Updates.	December 30, 2014

REPORT OF ACCOMPLISHMENTS and MODIFICATIONS TO OBJECTIVE

Activity #1

- DHS-wide guidance was developed by way of Job Opportunity Announcement templates that provide guidance to Components regarding how applicants will be assessed. Evaluation of assessment tools will be conducted at the Component level.

Activity #2

- On March 8, 2013, CRCL issued DHS Directive on Providing Reasonable Accommodations for Employees and Applicants with Disabilities.

On April 1, 2013, CRCL issued DHS Instructions on Providing Reasonable Accommodations for Employees and applicants with Disabilities.

Activity #3

- USCIS vetted a revised management directive internally and through DHS and EEOC. The only remaining step, bargaining with the agency's union, is scheduled for FY 2014.
- USCG was the first Component to develop and gain approval for a Limited English Proficiency Plan to establish policy and guidance to states and non-profit recipients of grants for federally assisted programs.
- USSS's Equal Employment Opportunity Director and their Reasonable Accommodation Program Manager conducted a thorough review of the agency's reasonable accommodation policy. As a result, a working group was established to revise the reasonable accommodation policy to incorporate recommended changes aligned with the Americans with Disabilities Act Amendments Act of 2008. The revised draft is undergoing formal coordination for the Director's signature.
- FEMA updated its Disaster Leasing Directive, which reinforces the role of its Office for Equal Rights in ensuring accessible disaster operation facilities. The updated Directive references the provisions outlined in the Americans with Disabilities Act and the Architectural Barriers Act guidelines. FEMA includes an accessibility checklist that must be used to identify any disaster facility barrier and compliance issues. The accessibility updates to the Disaster Leasing Directive and the corresponding checklist have enhanced FEMA's ability to proactively pre-identify and resolve disaster facility accessibility issues.
- FEMA continued its efforts to draft revisions to their reasonable accommodation procedures in light of the increased accommodation activity, and anticipated a completion date of February 2014. This update will include additional process guidance on the use of Service Animals, (particularly Emotional Support Animals, Therapy Animals and Comfort Animals), Telework, Facility Accessibility and many other Disaster Workforce-related accommodations.

Activity #4

- FLETC is currently evaluating how advertising job openings under Delegated Examining Unit status impacts the diversity and quality of applications in comparison to jobs advertised solely as Merit Promotion.

[Activity #6](#)

- CRCL is coordinating with the DHS Information Security Office to gain appropriate security access to transfer the encrypted applicant flow data files through a Secure File Transfer Protocol site. The U.S. Office of Personnel Management rolled out the 2013 USA Staffing Applicant Flow Data Pilot to test a new data filed design and delivery method to provide more meaningful information on race/ethnicity and gender at the applicant level. The DHS Firewall Administrators are working to incorporate the technical changes needed to allow data transfer. By December 2014, DHS plans to participate in an additional phases of the Applicant Flow Project by participating in a series of Joint Application Design sessions. A barrier analysis will be conducted, once specific applicant flow data is identified and discussed,
- DHS attended six recruiting events focused on law enforcement, women, and diverse populations: Women in Federal Law Enforcement; National Organization for Black Law Enforcement Executives; National Asian Peace Officers Association; National Native American Law Enforcement Association; Academy Women Military Leadership Conference; and Hispanic American Police Command Officer Association.
- DHS currently has three cross-cutting efforts underway in the Cyber, Information Technology, and Acquisitions arenas to coordinate recruiting and outreach activities across the Agency.

EEOC FORM
715-01
PART H

U.S. Equal Employment Opportunity Commission
FEDERAL AGENCY ANNUAL EEO PROGRAM STATUS REPORT
DEPARTMENT OF HOMELAND SECURITY
October 1, 2012, to September 30, 2013

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

**STATEMENT OF MODEL PROGRAM
ESSENTIAL ELEMENT DEFICIENCY #4:**

Essential Element D – Proactive Prevention

Requires Agency to make early efforts to prevent discrimination and eliminate employment barriers.

Specific Deficiencies Identified by Components:

- 46-Do senior managers meet with and assist the Equal Employment Opportunity Director and/or other Equal Employment Opportunity Program Officials in the identification of barriers that may impede the realization of Equal Employment Opportunity?
- 47-When barriers are identified, do senior managers develop and implement with assistance of the Agency Equal Employment Opportunity Office, agency Equal Employment Opportunity Action Plans to eliminate barriers?
- 50-Are trend analyses of the workforce’s major occupations and grade level conducted by race, national origin, sex, and disability?
- 55-Is the participation of supervisors and managers in the ADR process required?

PROGRAM DEFICIENCY ANALYSIS:

Lack of early preventative measures taken to prevent discriminatory actions and eliminate employment barriers.

OBJECTIVE:

Proactively understand potential equal employment opportunity barriers and provide management with tools to address concerns in their workplace.

RESPONSIBLE OFFICIALS:

OCHCO; CRCL; DHS Components

DATE OBJECTIVE INITIATED:

March 30, 2008

TARGET DATE FOR COMPLETION OF OBJECTIVE:

September 30, 2013

PLANNED ACTIVITIES TOWARD COMPLETION OF OBJECTIVE:

**TARGET DATE
(Must be specific)**

1. Hold meetings with senior managers and assist the Equal Employment Opportunity Director and/or the Equal Employment Opportunity Program Officials to identify employment barriers.

**September 30, 2013
Completed**

2. Hold meetings to discuss the status of the Equal Employment Opportunity Program and solicit participation of management with alternatives to eradicate barriers.

December 30, 2014

EEOC FORM
715-01
PART H

U.S. Equal Employment Opportunity Commission
FEDERAL AGENCY ANNUAL EEO PROGRAM STATUS REPORT
DEPARTMENT OF HOMELAND SECURITY
October 1, 2012, to September 30, 2013

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

3. Equal Employment Opportunity practitioners will assess the work climate to ensure that employees who have been found to have caused discrimination will be held accountable. Discussions around this topic will be incorporated with the Equal Employment Opportunity 2014 Diversity Management Section Diversity Briefings And Updates.

December 30, 2014

REPORT OF ACCOMPLISHMENTS and MODIFICATIONS TO OBJECTIVE

Activity #1:

- In the summer of 2013, CRCL provided report briefings to all DHS Components. These briefings reviewed each Component's reports from the prior FY, including the Management Directive 715. They also contained a customized workforce trend analysis pertaining to the Component being briefed, which facilitated discussion of important triggers to investigate in the future.

<p>EEOC FORM 715-01 PART H</p>	<p><i>U.S. Equal Employment Opportunity Commission</i> FEDERAL AGENCY ANNUAL EEO PROGRAM STATUS REPORT DEPARTMENT OF HOMELAND SECURITY October 1, 2012, to September 30, 2013</p> <p>EEO Plan to Attain the Essential Elements of a Model EEO Program</p>
--	--

<p>STATEMENT OF MODEL PROGRAM ESSENTIAL ELEMENT DEFICIENCY #5:</p> <p>Essential Element - Efficiency</p>	<p>Ensure sufficiency of data/document collection or analysis</p> <p>Specific Deficiencies Identified by Components:</p> <p>56-Does the Equal Employment Opportunity Office provide its employee personnel with adequate training and experience to conduct the analyses required by Management Directive 715 instructions?</p> <p>57-Has the agency implemented an adequate data collection and analysis system that permits tracking of the information required by Management Directive 715 instructions?</p> <p>60-Are 90% of accommodation requests processed within the time frame set forth in the agency procedures for reasonable accommodation?</p>
<p>PROGRAM DEFICIENCY ANALYSIS:</p>	<p>Lack of resources and trend analyses of workforce conducted by race, national origin, sex, and disability. Lack of resources to timely investigate Equal Employment Opportunity complaints.</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 Equal Employment Opportunity Programs; Chief Human Capital</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>TARGET DATE (Must be specific)</p>
<p>1. Develop Department-wide automated system to capture career development programs. (Table A/B12 - Participation in Career Development).</p>	<p>September 30, 2013 <i>Revised to December 30, 2014</i></p>
<p>2. Coordinate with DHS Components to develop supplemental internal controls regarding timeliness of investigations.</p>	<p>September 30, 2013 Completed and continues</p>

EEOC FORM
715-01
PART H

U.S. Equal Employment Opportunity Commission
FEDERAL AGENCY ANNUAL EEO PROGRAM STATUS REPORT
DEPARTMENT OF HOMELAND SECURITY
October 1, 2012, to September 30, 2013

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

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

September 30, 2013

Completed and continues

REPORT OF ACCOMPLISHMENTS and MODIFICATIONS TO OBJECTIVE

Activity #1:

- DHS is preparing to assemble a selection panel to select a Department-wide Enterprise Talent Management System. 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 currently be reviewed manually.

Activity #2:

- DHS coordinated with Components to revise the Equal Employment Opportunity complaint processing procedures. This coordination effort allowed DHS and Components to review and revise procedures regarding Equal Employment Opportunity investigations focusing on the timeliness of conducting investigations, reviewing and issuing equal employment opportunity reports of investigations. The revised complaint procedures were issued in October 2012.

EEOC FORM
715-01
PART I

U.S. Equal Employment Opportunity Commission
FEDERAL AGENCY ANNUAL EEO PROGRAM STATUS REPORT
DEPARTMENT OF HOMELAND SECURITY
October 1, 2012, to September 30, 2013

EEO Plan to Eliminate Identified Barriers
FY 2011 – FY 2015

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

BARRIER ANALYSIS #1:

Underrepresentation

Provide a brief narrative describing the condition at issue.

How was the condition recognized as a potential barrier?

Condition:

There are low participation and/or hiring rates for major non-law enforcement occupations and/or total workforce for women and/or various ethnic groups, compared to the Relevant Civilian Labor Force.

There are also low participation and/or hiring rates for major occupations and/or total workforce for Individuals with Disabilities and Individuals with Targeted Disabilities 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 Relevant Civilian Labor Force 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 available for analysis in several, but not all, DHS Components.

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 staffing, 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 in analyzing these trends is that targeted recruitment efforts for underrepresented groups began in force in FY13 and have not had sufficient time to realize results. CRCL is working with OCHCO to incorporate targeted recruitment in the general recruitment plans.

EEOC FORM
715-01
PART I

U.S. Equal Employment Opportunity Commission
FEDERAL AGENCY ANNUAL EEO PROGRAM STATUS REPORT
 DEPARTMENT OF HOMELAND SECURITY
 October 1, 2012, to September 30, 2013

EEO Plan to Eliminate Identified Barriers
 FY 2011 – FY 2015

<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 a Management Directive 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 align="center">TARGET DATE (Must be specific)</p>
<p>1. CRCL will identify Ethnicity Race Indicator/Gender groups underrepresented compared to the Relevant Civilian Labor Force 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; American Indian and Alaska Native Education; Hispanic Serving Institutions; 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>Completed in FY 2012 and continues.</p> <p>a. Annually, beginning 3/31/11</p> <p>b. Annually, beginning 3/31/11</p>

EEOC FORM
715-01
PART I

U.S. Equal Employment Opportunity Commission
FEDERAL AGENCY ANNUAL EEO PROGRAM STATUS REPORT
DEPARTMENT OF HOMELAND SECURITY
October 1, 2012, to September 30, 2013

EEO Plan to Eliminate Identified Barriers
FY 2011 – FY 2015

<ul style="list-style-type: none"> c. Identify focused media outlets to supplement national recruitment with local outreach. d. Identify relevant local affinity groups and community groups for Special Emphasis Program Managers to visit. e. Conduct focus groups meetings with employees from underrepresented groups to determine how to improve recruitment and retention. f. Establish coordination with other Components regarding recruitment. g. Report Component recruitment needs to OCHCO. 	<ul style="list-style-type: none"> c. Annually, beginning 6/30/11 d. Annually, beginning 6/30/11 e. Annually, beginning 9/30/11, with six-month progress reviews f. Annually, beginning 6/30/11 g. Annually, beginning 6/30/11
<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> <ul style="list-style-type: none"> a. Conduct pilot with USA Staffing b. Acquire data from Monster Government Solutions 	<ul style="list-style-type: none"> a. 3/31/14 b. 3/30/14

EEOC FORM
715-01
PART I

U.S. Equal Employment Opportunity Commission
FEDERAL AGENCY ANNUAL EEO PROGRAM STATUS REPORT
 DEPARTMENT OF HOMELAND SECURITY
 October 1, 2012, to September 30, 2013

EEO Plan to Eliminate Identified Barriers
 FY 2011 – FY 2015

<p>c. Integrate data analysis into DHS Component barrier analysis <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>c. 9/30/14</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 • Develop Department-wide recruitment strategies and activities for cross-cutting occupations 	<p>Quarterly, beginning 6/30/11 Completed in FY 2011 and continues.</p>
<p>6. DHS Components will use the following recruitment programs, as applicable, to increase the number of minority and female candidates applying for positions suitable for external recruitment:</p> <ul style="list-style-type: none"> • Hispanic Association of Colleges and Universities Internship Program • Minority Serving Institution Internship Program • Presidential Management Fellows • (USCIS) Summer Intern Enrichment Program • U.S. Office of Personnel Management’s Pathway for Students and Recent Graduates Program³ • (TSA) Resident Program 	<p>Annually, beginning 3/31/11 Completed in FY 2012 and continues.</p>

³ The Pathway Internship Program is for current students. It replaced the existing Student Career Experience Program and Student Temporary Employment Program. 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.

EEOC FORM
715-01
PART I

U.S. Equal Employment Opportunity Commission
FEDERAL AGENCY ANNUAL EEO PROGRAM STATUS REPORT
 DEPARTMENT OF HOMELAND SECURITY
 October 1, 2012, to September 30, 2013

EEO Plan to Eliminate Identified Barriers
 FY 2011 – FY 2015

<ul style="list-style-type: none"> • Tuition Assistance Program • Workforce Recruitment Program for College Students with Disabilities • American University’s Washington Internships for Native Students • American Association of People with Disabilities Federal Information Technology Internship Program • Bender Consulting Register 	
<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 Components’ career web pages • Use Components’ 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 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 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 	<p>Annually, beginning 3/31/11 Completed in FY 2012 and continues.</p>

- The possible impact of its actions on underrepresentation

REPORT OF ACCOMPLISHMENTS and MODIFICATIONS TO OBJECTIVE

Activity #1

- An analysis of the 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 utilized to effectively target ethnic and race indicator groups for these feeder positions.
- National Civilian Labor Force and Relevant Civilian Labor Force percentages were created with updated American Community Survey data. This data is more timely, and therefore more reliable for outside benchmarking, than the outdated 2000 Census data that had been used until this year.
- CRCL provided extensive briefings to each DHS Component on their last Management Directive 715 report, providing customized advice on what occupational and demographic triggers need the most attention.

Component-Specific accomplishments included:

CBP:

- Completed an analysis of FY11 and FY12 initial applicant pools for two of CBP’s core law enforcement occupations—Border Patrol Agent and CBP Officer—indicating that recruitment efforts during these years attracted a diverse applicant pool, including those from groups currently underrepresented in each occupation.
- Conducted applicant flow data study of major occupations at CBP.

FLETC:

- Provided workforce demographic information to FLETC managers.
- Determined proper outside Relevant Civilian Labor Force benchmark for their most common occupation (Law Enforcement Instructors in the 1801 job series).

ICE:

- Reviewed survey data to identify the nature of the dissatisfaction of groups separating at higher-than-expected rates.
- The Equal Employment Opportunity and Diversity Program Officials participated in major workforce processes, which included assisting in the drafting of directorates' strategic plans to ensure that diversity and inclusion elements were incorporated in strategies, vacancy projections, succession planning, and training/career development.
- Initiated review of ICE exit surveys.

Activity #2 (a-g)

- The DHS Corporate Recruiting Council brings together key recruiting personnel across DHS. The Council develops a "Top 25" list annually of recruiting and outreach events that target diverse populations and events that are focused on law enforcement—our largest mission critical occupation.
- A decision has been made to move DHS coordination of media/advertising from the Headquarters level to the Component level.

Activity #3

- The DHS Coordinated Recruiting and Outreach Strategy FY12-17 was developed in partnership with the Council and has the dual goals of recruiting a highly qualified and diverse workforce, while improving the efficiency and effectiveness of DHS recruiting efforts. As DHS continues to coordinate with recognized employee associations, as well as diverse external professional organizations in FY14, this will yield additional insight on targeted recruitment and retention.

Activity #4

- In FY13, the U.S. Office Of Personnel Management rolled out a USA Staffing Applicant Flow Data Project/Pilot to test a new data file design and delivery method in order to provide more-meaningful information on race/ethnicity and gender at the individual applicant level, while excluding any identifying information. DHS is coordinating with its information security office to gain appropriate security access to transfer the encrypted applicant flow data files through a Secure File Transfer Protocol site. Due to the sensitivity of the data files and the export process, DHS Firewall Administrators are currently working to incorporate the technical changes necessary to allow data transfers.

U.S. Equal Employment Opportunity Commission
FEDERAL AGENCY ANNUAL EEO PROGRAM STATUS REPORT
DEPARTMENT OF HOMELAND SECURITY
October 1, 2012, to September 30, 2013

EEO Plan to Eliminate Identified Barriers
FY 2011 – FY 2015

- DHS continues to participate in additional phases of the Applicant Flow Data project by attending Joint Application Design sessions, hosted by the U.S. Office of Personnel Management. The purpose of this first session is to discuss and identify the specific applicant flow data and reporting needs.
- DHS Components, with Monster as their applicant tracking vendor, have been provided with summary tables to track the demographics of applicants, and whether they were qualified or selected for the position.

Activity #5

- This activity is conducted regularly through the Corporate Recruitment Council. In addition, an Excel spreadsheet was developed in FY13 and approved in early FY14 to better track recruiting costs across DHS and to assist with assessing recruiting activities. The data collected will also identify recruiting activities across DHS. In addition, in FY13 the Government Accountability Office completed an in-depth analysis of DHS recruiting efforts for mission critical occupations and issued a favorable report with just one recommendation to track recruiting costs across the Department.
- DHS currently has three cross-cutting efforts underway in the Cyber, Information Technology, and Acquisitions arenas. These efforts are aimed at coordinating recruiting and outreach activities across DHS. Recruiting strategies were developed in FY12 and FY13 for all three efforts.

Activities #6-#8

Memorandum of Understanding between DHS and Higher Education Associations

- The Office of Academic Engagement leads the establishment of Memorandum of Understanding between DHS and Higher Education Associations to incentivize collaboration between community colleges, Hispanic Serving Institutions, Minority Serving Institutions, and Tribal Colleges to show students viable career pathways with DHS while they progress through their degrees. Through the Memorandum of Understanding, Higher Education Associations will have insight into recruitment opportunities at DHS for student and recent graduates and DHS will have access to current students enrolled in and recent graduates from the associations.
- These memoranda implement a recommendation of the Homeland Security Academic Advisory Council and are based on the following tasking to the Council's Subcommittee on Student and Recent Graduate Recruitment: How to ensure that students and recent graduates of Minority Serving Institutions know and take advantage of DHS internship and job

opportunities.

DHS Secretary's Honors Program Cyber Student Volunteer Initiative

- The Office of Academic Engagement is collaborating with the DHS Cyber Skills Management Support Initiative, the Science and Technology Directorate, ICE, USSS, and other Components on the 2014 Secretary's Honors Program Cyber Student Volunteer Initiative, announced in December 2013. This office led the development of the communications rollout for the initiative to reach approximately 330 schools across the United States.
- In 2014, this initiative was expanded to include 116 unpaid student volunteer assignments at local DHS field offices in over 60 locations across the country. DHS Components and offices participating in the second phase of the initiative include ICE's Homeland Security Investigations computer forensics labs, USSS, USCG, TSA, the Office of Intelligence and Analysis, the Office of the Chief Information Officer, and state and major urban area fusion centers.
- Through the initiative, student volunteers will gain hands-on experience and exposure to the cybersecurity work performed by DHS cybersecurity professionals. Selected student volunteers will begin their assignments in the spring of 2014. Approximately 635 eligible candidates applied for the program through the [USAJobs](#) vacancy announcement. The application period closed on January 17, 2014.

National Cybersecurity and Communications Integration Center Tours

- The Office of Academic Engagement, in coordination with Cyberskills Management Supports Initiative and the National Protection and Programs Directorate, established the National Cybersecurity and Communications Integration Center tours in 2013 to strengthen DHS outreach to students, local secondary and post-secondary schools, and key academic organizations. Designed specifically for students pursuing a cyber-related degree or interested in the field of cybersecurity, the program primarily targets students served by organizations representing Minority Serving Institutions and/or attending community college. Each event includes a tour, coordinated by this office, of the National Cybersecurity and Communications Integration Center and a 90-minute panel discussion, featuring cybersecurity experts across the Department. Since the program's launch in 2013, DHS has hosted five events.

Component-Specific accomplishments included:

CBP:

- Participated in 7 African American career fairs, 22 Historically Black Colleges and

Universities onsite outreach events, and 34 Historically Black Colleges and Universities recruitment events.

- Participated in 10 women’s career events, 12 women’s colleges and universities onsite outreach events, and 5 women’s colleges and universities recruitment events.

USCIS:

- USCIS used multiple recruitment tools including Pathways Programs and Boren Fellowships to conduct outreach to the widest possible range of applicants.

FEMA:

- Required managers, supervisors, and human resource specialists to annually participate in a variety of events and programs in order to engage targeted communities with employment information. FEMA created and sustained partnerships with diverse educational institutions, military, and other professional organizations. Successful partnerships stemming from FEMA’s outreach included:
 - The Hispanic Association of Colleges and Universities
 - Historically Black Colleges and Universities
 - National Association for the Advancement of Colored People
 - United Negro College Fund
 - Hispanic College Fund
 - American Indian College Fund
 - University of Maryland
 - Trinity University

FLETC:

- Formally adopted a Diversity & Inclusion Council charter to incorporate former FLETC Recruitment Council’s initiatives. In part, these initiatives focused on enhancing recruitment and outreach to diverse populations.
- Social media outlets were used as an additional method to share career opportunities at the

U.S. Equal Employment Opportunity Commission
FEDERAL AGENCY ANNUAL EEO PROGRAM STATUS REPORT
DEPARTMENT OF HOMELAND SECURITY
October 1, 2012, to September 30, 2013

EEO Plan to Eliminate Identified Barriers
FY 2011 – FY 2015

FLETC. Career listings are also shared with Minority Serving Institutions when vacancies are advertised.

- Through the FLETC's Pathways Program, the FLETC's managers initiated four recruitment actions in FY13. One of the four recruitment actions resulted in an intern hire in FY13. The remaining three recruitment actions are expected to report in FY14.

TSA:

- Distributed Job Opportunity Announcements to various diverse professional and other community organizations, as well as to Minority Serving Institutions and other Institutions of Higher Education. Information on TSA vacancies is routinely published on the TSA website at www.tsa.gov. Targeted marketing strategies included the development of specific recruitment brochures highlighting various career opportunities at TSA.

USCG:

- Initiated media outreach plan developed with Penn Good and Associates to target Hispanic Americans, individuals with disabilities, veterans, and females.
- Provided significant sponsorship to support the Society of American Indian Government Employees National Training Program.

USSS:

- The USSS Director made efforts to promote an organizational culture where diversity and inclusion are recognized and valued. The Director, members of the executive staff, and several employee representatives attended a number of national minority training conferences sponsored by external law enforcement organizations, including Women in Federal Law Enforcement; National Organization of Black Law Enforcement Executives; National Asian Peace Officers Association; National Native American Law Enforcement Association; and Hispanic American Police Command Officers Association.

Activity #9

- CRCL provided extensive briefings to each DHS Component on their last Management Directive 715 report, providing customized advice on what occupational and demographic triggers need the most attention. This included a comparison of how the composition of new hires differs from the composition of retiring employees, and implications for Equal Employment Opportunity and Diversity professionals.

Component-Specific accomplishments included:

USCIS:

- USCIS supervisors and managers with hiring responsibility are required to actively engage in, and are held accountable for, recruiting and outreach of highly qualified talent for vacancies.
- USCIS leadership teams are actively involved in all phases of recruiting, and Executives are kept abreast of outreach activities.

FLETC:

- Conducted interviews with hiring managers to discuss merits of Delegated Examining Unit versus Merit Promotion job postings, and how this could be affecting the selection pool.

USSS:

- The Human Capital Division launched the Supervisor and Manager Training Seminar to provide leadership skills and guidance in the development and delivery of innovative Human Capital Programs and services that comply with the tenets of merit principles, diversity & inclusion, and Equal Employment Opportunity.

**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 Senior Executive Service feeder groups (GS-13 through GS-15) and Senior Executive Service level, compared to the participation rates for males and Whites.

Low participation rates were also found for Individuals with Disabilities and Individuals with Targeted Disabilities compared to those without disabilities.

How condition was recognized as a potential barrier:

DHS workforce data indicates that as the grades get higher, especially in the feeder groups, the proportion of male and White employees increase while the proportion of female and non-Whites decrease. Additionally, the proportion of employees without disabilities increases while the proportion of Individuals with Disabilities and Individuals with Targeted Disabilities compared to those without disabilities decreases.

Disparity of adverse actions was seen when reviewing the separations data in the Management Directive 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 Equal Employment Opportunity groups.

EEOC FORM
715-01
PART I

U.S. Equal Employment Opportunity Commission
FEDERAL AGENCY ANNUAL EEO PROGRAM STATUS REPORT
DEPARTMENT OF HOMELAND SECURITY
October 1, 2012, to September 30, 2013

EEO Plan to Eliminate Identified Barriers
FY 2011 – FY 2015

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 grades. DHS will look into other factors that may contribute to the disparity.

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.

Women and non-whites are being educated at higher rates than in earlier years, and in disciplines that have a greater market value in the economy. 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 Senior Executive Services 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.

This trigger analysis revealed that the disparity that exists between personnel groups is not due to similarly situated DHS employees being treated differently, but instead due to the clustering of women and non-Whites in occupations that have limited career development potential.

These concerns are being addressed in the recruitment and attrition parts within this document, and therefore this barrier analysis is being closed out.

EEOC FORM
715-01
PART I

U.S. Equal Employment Opportunity Commission
FEDERAL AGENCY ANNUAL EEO PROGRAM STATUS REPORT
DEPARTMENT OF HOMELAND SECURITY
October 1, 2012, to September 30, 2013

EEO Plan to Eliminate Identified Barriers
FY 2011 – FY 2015

RESPONSIBLE OFFICIAL:

OCHCO; CRCL; DHS Components

DATE OBJECTIVE INITIATED:

February 1, 2011

TARGET DATE FOR COMPLETION OF OBJECTIVE:

Completed and closed out at end of FY13.

PLANNED ACTIVITIES TOWARD COMPLETION OF OBJECTIVE:

TARGET DATE
(Must be specific)

NA – completed.

REPORT OF ACCOMPLISHMENTS and MODIFICATIONS TO OBJECTIVE

Barrier Analysis #2

Adverse Actions – As stated above, this barrier analysis is being closed out because its underlying causes are being addressed in other barrier analyses within this report.

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 of 4.87%. Individuals with Targeted Disabilities are represented at 0.39%, well below the Federal average of 0.88% and the 2% Federal goal.

BARRIER ANALYSIS:

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

Low rate of hires of Individuals with Disabilities and Individuals with Targeted Disabilities.

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 a more sophisticated data reporting tool has provided better understanding of the causes of low participation for these groups. While Individuals with Disabilities and Individuals with Targeted Disabilities, compared to those without disabilities, are both being hired at rates in rough proportion to their workforce participation rates, they are separating at much higher rates—as much as 50% 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 impact on Individuals with Disabilities and Individuals with Targeted Disabilities compared to those without disabilities at DHS. Recruiting and retention efforts, therefore, are both of increasing importance going forward.

EEOC FORM
715-01
PART I

U.S. Equal Employment Opportunity Commission
FEDERAL AGENCY ANNUAL EEO PROGRAM STATUS REPORT
 DEPARTMENT OF HOMELAND SECURITY
 October 1, 2012, to September 30, 2013

**EEO Plan to Eliminate Identified Barriers
 FY 2011 – FY 2015**

<p>OBJECTIVE:</p> <p>State the alternative or revised agency policy, procedure or practice to be implemented to correct the undesired condition.</p>	<p>Increase the representation of Individuals with Disabilities/Individuals with Targeted Disabilities.</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, 2011 and annually thereafter</p>
<p align="center">PLANNED ACTIVITIES TOWARD COMPLETION OF OBJECTIVE:</p>	<p align="center">TARGET DATE (Must be specific)</p>
<p>1. Implement plan for recruitment and retention of Individuals with Disabilities/Targeted Disabilities (Individuals with Disabilities/Individuals with Targeted Disabilities), in accordance with the President’s Executive Order 13548 and U.S. Office of Personnel Management’s requirement for Model Strategies for Recruitment and Hiring of Individuals with Disabilities.</p>	
<p>a. CRCL and OCHCO will jointly develop DHS’s model recruitment and hiring strategies for increasing employment of Individuals with Disabilities/Individuals with Targeted Disabilities. DHS will submit its final plan to the U.S. Office of Personnel Management. This plan will include the following:</p> <ul style="list-style-type: none"> • Designate a senior-level agency official to be accountable for enhancing employment 	<p>a. March 8, 2011 Completed</p>

opportunities for Individuals with Disabilities/Individuals with Targeted Disabilities.

- Establish hiring goals for use of Schedule A.
- b. Develop strategies to retain Individuals with Disabilities/Individuals with Targeted Disabilities 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. b. *Revised to 6/3/14*
- 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. c. **Completed in 2012**
- d. Develop mandatory training on hiring Individuals with Disabilities/Individuals with Targeted Disabilities. d. *Revised to 6/30/14*
- e. Establish performance targets and numerical goals for major areas and occupations. e. **Completed in 2013**
- f. Develop employment counseling program to help match career aspirations of Individuals with Disabilities/Individuals with Targeted Disabilities. f. *Revised to 9/30/14*
- 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. g. *Revised to 9/30/14*

U.S. Equal Employment Opportunity Commission
FEDERAL AGENCY ANNUAL EEO PROGRAM STATUS REPORT
DEPARTMENT OF HOMELAND SECURITY
October 1, 2012, to September 30, 2013

EEO Plan to Eliminate Identified Barriers
FY 2011 – FY 2015

h. CRCL will review and analyze workforce data regarding Individuals with Disabilities/Individuals with Targeted Disabilities.

- Identify trends regarding Individuals with Disabilities/Individuals with Targeted Disabilities (hires, awards, promotions, separations, etc.).
- Compare onboard and hires to government averages by occupation.
- Identify occupations growing without proportionate growth in Individuals with Disabilities/Individuals with Targeted Disabilities.
- Review Individuals with Disabilities/Individuals with Targeted Disabilities in DHS career development programs.
- Use data tools being developed by CRCL.
- Implement quarterly tracking of Individuals with Disabilities/Individuals with Targeted Disabilities hires, onboard and separations.

i. CRCL will review applicant flow data when they become available to identify trends regarding Individuals with Disabilities/Individuals with Targeted

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

Completed in 2012 and continues

i. Annually, beginning 9/30/2011

U.S. Equal Employment Opportunity Commission
FEDERAL AGENCY ANNUAL EEO PROGRAM STATUS REPORT
DEPARTMENT OF HOMELAND SECURITY
October 1, 2012, to September 30, 2013

EEO Plan to Eliminate Identified Barriers
FY 2011 – FY 2015

- | | |
|---|--|
| <p>Disabilities.</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 (<i>e.g.</i>, State Rehabilitation Office, affinity groups, professional organizations and associations).</p> <p>p. OCHCO will identify and train Selective Placement Coordinators.</p> <p>q. OCHCO will coordinate Components' recruitment.</p> <p>r. Review DHS process for qualifying and referring Schedule A applications submitted in response to vacancy announcements.</p> | <p>j. Annually, beginning 6/30/11
<i>Revised to 9/30/14</i></p> <p>k. Annually, beginning 9/30/11
Completed in FY13</p> <p>l. Annually, beginning 6/30/11
<i>Revised to 9/30/14</i></p> <p>m. Annually, beginning 9/30/12
<i>Revised to 9/30/14</i></p> <p>n. Annually, beginning 9/30/11</p> <p>o. Annually, beginning 9/30/11
Completed
Annually, beginning 4/30/12
Completed 4/30/12
Completed 9/30/13</p> <p>p. Annually, beginning 9/30/11
Completed 4/30/12
<i>Revised to 4/30/14</i></p> <p>q. 9/30/13
<i>Revised to 9/30/14</i></p> <p>r. 9/30/15</p> |
|---|--|

U.S. Equal Employment Opportunity Commission
FEDERAL AGENCY ANNUAL EEO PROGRAM STATUS REPORT
DEPARTMENT OF HOMELAND SECURITY
October 1, 2012, to September 30, 2013

EEO Plan to Eliminate Identified Barriers
FY 2011 – FY 2015

<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 Revised to 9/30/14</p>
<p>3. Implement a training plan to be provided to managers regarding Individuals with Disabilities/Individuals with Targeted Disabilities responsibilities, authorities, Computer/Electronic Accommodation Program and reasonable accommodations. (DHS Workforce Strategy Objective 2.4: Use current flexibilities and incentives, and seek new authorities where needed.)</p> <p>a. Training for new managers/supervisors, within 90 days of entrance on duty.</p> <p>b. Refresher training to all managers/supervisors biannually.</p> <p>c. Mandatory training for all managers/supervisors, including toolkits.</p> <p>d. Training for HR Specialists regarding special hiring authorities.</p>	<p>a. Ongoing, beginning 6/30/11 Completed in FY 2012 and continues.</p> <p>b. Ongoing, beginning 9/30/11</p> <p>c. Ongoing, beginning 9/30/11</p> <p>d. Annually, beginning 9/30/11</p>

4. CRCL will develop data tools for Individuals with Disabilities/Individuals with Targeted Disabilities.

Completed

a. Hires compared to DHS hiring goals.

a. 3/31/11

b. Promotion rate by occupation.

b. 6/30/11

c. Separation rate.

c. 9/30/11

REPORT OF ACCOMPLISHMENTS and MODIFICATIONS TO OBJECTIVE:

Activity #1b

- To remove any financial disincentives to supervisors and managers of hiring or accommodating Individuals with Disabilities, USCIS and FEMA used central funds in their reasonable accommodations program. Also, upon completion of a three-year cost analysis, ICE drafted a proposal to establish a Centralized Accommodation Fund to provide reasonable accommodations. Please see Section 508 highlights of the Executive Summary. DHS is assessing retention rates of Individuals with Disabilities/Individuals with Targeted Disabilities and will further develop strategies thereafter.

Activity #1d

- The FLETC, USSS, CBP, USCIS, ICE, and USCG provided mandatory training programs to managers and supervisors. The FLETC provided mandatory training to managers and supervisors through three training courses: New Supervisor Training Program, *“Employment of People with Disabilities: A Roadmap to Success,”* and the FLETC Supervisors’ and Managers’ Training Day. Training topics included: Setting the Stage; Organization Health: Current FLETC Trends; U.S. Office of Personnel Management Diversity Training: *“Unconscious Biases;”* and Government Employee Performance Management Best Practices for the FLETC.
- USSS also provided mandatory training to new supervisors. USSS included discussion of Reasonable Accommodation Policy in all Equal Employment Opportunity training sessions for supervisors and managers. Training included the Emerging Leaders Seminar; the Seminar for First Line Supervisors; New Employee Orientation Investigative Issues Focus Group Training; Supervisor and Manager Training on Human Capital Division Services; Special

U.S. Equal Employment Opportunity Commission
FEDERAL AGENCY ANNUAL EEO PROGRAM STATUS REPORT
DEPARTMENT OF HOMELAND SECURITY
October 1, 2012, to September 30, 2013

EEO Plan to Eliminate Identified Barriers
FY 2011 – FY 2015

Agent Supervisors' Orientation Training; and Uniforms Division Newly Promoted Sergeants Training.

- As a part of the plan to increase CBP's Employment of Individuals with Disabilities, all hiring managers and human resources professionals are required to take a training module on the employment of Individuals with Disabilities every two years. In FY13, 490 CBP managers completed *Employment of People with Disabilities*, a web-based training designed to provide DHS managers and supervisors with resources, strategies, and tips for successfully hiring and managing employees with disabilities. CBP requires all new supervisors to complete a module on Diversity and Civil Rights Awareness. During FY13, 358 new supervisors completed this training about diversity and inclusion management. The module also included a section on the reasonable accommodation process, including an overview of the resources available through the Computer/Electronic Accommodation Program and the Job Accommodation Network.
- USCIS arranged mandatory live webinars for new supervisors on handling disability accommodations requests. USCIS will add a sensitivity and inclusion element to this training for FY14.
- USCG provided opportunities for managers and supervisors on the procedures for providing reasonable accommodations. USCG commanding officers are required to complete a "Command Checklist," which includes, among other requirements, accessibility and reasonable accommodation compliance elements.
- ICE continued enrolling managers and supervisors into the Disability 101 course, which enhances disability awareness and is available online. The Office of Diversity for Civil Rights, Assistant Director, Chief Diversity Officer, and Diversity Management Division personnel provided 2,835 (92%) ICE managers and supervisors with the Equal Employment Opportunity and Diversity Management course, which encompasses a disability and reasonable accommodation section.
- In FY12, the U.S. Office of Personnel Management revised CRCL's online Roadmap training program to reflect a more-Federal, less-DHS-specific context. In FY13, this revised version was undergoing the U.S. Office of Personnel Management's review/clearance process. The U.S. Office of Personnel Management does not have an estimate for when this mandatory training will be issued.

[Activity #1e](#)

- DHS established a goal of 1% for Individuals with Targeted Disabilities among all new hires

in non-law enforcement positions. This group represented 1.1% of all DHS new hires in FY13 for such positions.

Activity #1f

- CRCL conducted a benchmark of selected Federal agencies to obtain best practices in establishing career counseling programs for Individuals with Disabilities and Individuals with Targeted Disabilities, compared to those without disabilities. CRCL also met with Michael Murray, U.S. Office of Personnel Management's National Disability Program Manager to explore options. Options included: designating a Human Resources Specialist as the point of contact for Individuals with Disabilities and Individuals with Targeted Disabilities; contracting for career counseling; and using current Component Selective Placement Coordinators to provide this service, as except one were Human Resource Specialists. DHS continues evaluating how best to implement this executive order task.

Activity #1h

- CRCL conducted data analysis on a quarterly basis. Individuals with Disabilities gained ground in FY13, continuing a trend of increasing participation that now goes back six years. However, participation rates for Individuals with Targeted Disabilities, compared to those without disabilities, declined from 695 to 682 (1.87%). DHS had 55 Schedule A hires in FY13, a decline of 45 hires. This decline in the number of employees (with and without targeted disabilities) was attributed to budget constraints.

Activity #1j

- In FY13, the U.S. Office of Personnel Management rolled out a USA Staffing Applicant Flow Data Pilot to test a new data file design and delivery method to provide more-meaningful information on race/ethnicity and gender at the individual applicant level, while excluding any identifying information. DHS is coordinating with its information security office to gain appropriate security access to transfer the encrypted applicant flow data files through a Secure File Transfer Protocol site. DHS Firewall Administrators are currently awaiting the change ticket request to be approved and implemented in order to accommodate the technical changes necessary to allow data transfers. In FY14, DHS will participate in additional phases of the Applicant Flow Data project by participating in a series of Joint Application Design sessions, hosted by the U.S. Office of Personnel Management. The purpose of this first session was to discuss and identify the specific applicant flow data and reporting needs. Upon access to the data, DHS will conduct barrier analysis.
- Data analysis indicates Individuals with Disabilities and Individuals with Targeted

U.S. Equal Employment Opportunity Commission
FEDERAL AGENCY ANNUAL EEO PROGRAM STATUS REPORT
DEPARTMENT OF HOMELAND SECURITY
October 1, 2012, to September 30, 2013

EEO Plan to Eliminate Identified Barriers
FY 2011 – FY 2015

Disabilities, compared to those without disabilities, have low participation rates in hiring, career development, awards, and experience high separation rates, as compared to their on-board participation rate. Action items included in this Part I and the Part V of Part J address these triggers.

[Activity #1k](#)

- CRCL and OCHCO will assess current outreach for applicants with targeted disabilities to identify stronger efforts.

[Activity #1l-o](#)

- DHS maintains strategic partnerships with national disability advocacy groups and provides Components with recruitment resources for Individuals with Disabilities/Individuals with Targeted Disabilities. DHS attended recruiting events at Gallaudet University. Additionally, DHS utilized the Workforce Recruitment Program. USCG hired two students from this program into permanent positions.
- As required by the DHS Disability Recruitment and Retention Plan, and in compliance with Executive Order 13548, DHS will establish goals for Workforce Recruitment Program in FY14. The Diversity Management Section coordinated with the Corporate Recruitment Council Chair to provide guest speakers from three State and local departments of rehabilitation, and the Naval Air Wounded Warrior Support, to monthly Council meetings. The Diversity Management Section also collaborated with the Council to provide volunteer panel speakers from CBP and ICE to discuss current federal hiring trends during a recent Maryland Division of Rehabilitation Services Training Program for their rehabilitation counselors.
- CRCL and OCHCO will continue exploring new forms of outreach for applicants with targeted disabilities.

[Activity #1p](#)

- OCHCO is coordinating with the U.S. Office of Personnel Management to provide best practices and strategies from the U.S. Office of Personnel Management on recruiting/hiring Individuals with Disabilities/Individuals with Targeted Disabilities to share with the Selective Placement Program Coordinators.
- CRCL and OCHCO identified and provided Schedule A training for DHS Selective Program Placement Coordinators in April 2012. The coordinators assisted with recruiting, hiring, and

U.S. Equal Employment Opportunity Commission
FEDERAL AGENCY ANNUAL EEO PROGRAM STATUS REPORT
DEPARTMENT OF HOMELAND SECURITY
October 1, 2012, to September 30, 2013

**EEO Plan to Eliminate Identified Barriers
FY 2011 – FY 2015**

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 the Computer/Electronic Accommodation Program, and reasonable accommodations.

Activity #1q

- The Corporate Recruitment Council participated in a recruiting event at Gallaudet University, and periodic recruiting and outreach events for disabled veterans through Operation War Fighter and Wounded Warriors programs.
- DHS Components participated in various outreach and recruiting events targeting Individuals with Disabilities and disabled veterans. These included:
 - CBP participated in 1,145 recruitment and outreach events in FY13, including 570 that targeted Individuals with Disabilities and disabled veterans. CBP targeted specific populations within the larger universities, for example through the disabled students' services office, to conduct outreach to students with disabilities. In FY13, these schools included: Arizona State University, Tempe, Arizona; Arizona State University, Polytechnic Campus, Mesa, Arizona; California State University—Northridge, Northridge, California; Gallaudet University, Washington, D.C.; George Mason University, Fairfax, Virginia; Henry Viscardi School, Albertson, New York; Indiana University-Perdue University, Indianapolis, Indiana; John Jay College of Criminal Justice, New York, New York; Laredo Community College, Laredo, Texas; Lynn University, Boca Raton, Florida; Manhattansville College, Purchase, New York; Rusk Institute, New York, New York; San Diego State University, San Diego, California; San Jose State University, San Jose, California; Texas University, University, College Station, Texas; and University of Arizona, Tucson, Arizona.
 - The FLETC and TSA teamed together to recruit at Gallaudet University's Internship and Job Fair. The FLETC also participated in community outreach activities to increase awareness about the FLETC as an employer to Individuals with Disabilities and Targeted Disabilities and disabled veterans. This included partnering with the Brunswick Gynn County Mayor's Committee on Services for the Disabled, Inc. in Brunswick, Georgia; state and federal vocational rehabilitation offices; and career and disability services offices at local colleges.
 - USSS attended 61 outreach events targeting diverse populations, including 14 focused on Individuals with Disabilities and disabled veterans. These events included Operation Warfighter/Wounded Warrior Internship Fair, Fort, Belvoir, Virginia; Fort

Stewart Operation Warfighter Internship Fair, Fort Stewart, Georgia; and careers and disabled career fairs at Gallaudet University, Washington, D.C.

- USSS maintained a partnership with Gallaudet University. USSS developed and coordinated an “Employment Opportunities” workshop at Gallaudet University.

Activity #2b

- CRCL continued to explore options to implement a unified “One DHS” effective tracking mechanism for capturing Component reasonable accommodations. DHS Reasonable Accommodations Program Managers met to discuss TSA’s new system to manage and track requests. TSA’s Reasonable Accommodation Program Manager discussed the new tracking system (built in-house), which is more user-friendly than the current one being piloted in three Components. The Program Manager also indicated additional functionality was being added and that a demonstration would be available in FY 2014.
- DHS increased the number of requests for reasonable accommodations by 879 in FY13 from 2,416 to 3,295—a 37% increase. Of the 3,295 requests for reasonable accommodation, DHS Components granted 2,653, denied 145, and categorized 494 as “other” (*i.e.*, closed, remanded, pending, and those withdrawn). Most common accommodations provided included ergonomic keyboards, telework, software programs for low vision, reassignment, and sign language interpreter services.
- USCIS and FEMA continued leading the Department in providing central funding for reasonable accommodations. FEMA received 1,367 requests for reasonable accommodations, and granted 1,364.

USCIS:

- Spent \$1,052,792 using central funding and Computer/Electronic Accommodation Program funds to provide reasonable accommodations. \$77,575 were for 187 accommodation solutions coming from the Computer/Electronic Accommodation Program, and a total of \$975,217 for accommodation from USCIS. In addition to central funding, other sources within USCIS included the Office of Training and Career Development, which pays for accommodations for employees who participate in their training programs. Approximately \$650,000 was spent on providing sign language and other services to employees with hearing loss.
- Increased their Disability Accommodations Program staff from three employees to six, including a Program Manager, three Equal Employment Opportunity Specialists who advise

U.S. Equal Employment Opportunity Commission
FEDERAL AGENCY ANNUAL EEO PROGRAM STATUS REPORT
DEPARTMENT OF HOMELAND SECURITY
October 1, 2012, to September 30, 2013

EEO Plan to Eliminate Identified Barriers
FY 2011 – FY 2015

on accommodation issues, one Equal Employment Opportunity Specialist who is responsible for implementing a multi-year plan to increase the hiring of individuals with targeted disabilities, and a Management and Program Analyst, who processes ergonomic accommodation requests and uses the agency's central fund to make accommodation purchases. In addition to these six employees, the Analyst also served as the Contracting Officer's Technical Representative for several program office contracts and provides overall management of the central accommodation fund.

- 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 took this training between FY11 and FY12. In January 2012, the Office for Accessibility Systems Technology provided USCIS staff with training on their new pilot accommodation tracking system. By the end of FY13, USCIS had entered all accommodation requests into the system and used data coming up in Part I of the instant report. USCIS began advertising the availability of the pilot system as a means for employees to request accommodations. Approximately 20 requests were received through the system. USCIS produced a monthly internal report using this data.
- Offered Video Relay Interpreter for the first time in FY13 for use in conjunction with videophones. USCIS continued proactively working on a process to allow deaf employees the option to use Video Relay Interpreter with a mobile, instead of fixed, location.
- Worked closely with DHS to secure the equipment and draft a security plan to clear both the equipment and Communications Access Realtime Translator providers needed for use by a deaf employee in Top Security/Secret Clearance I meetings.
- Established a toll-free number and a general disability accommodation email address to increase access to the Disability Accommodations Program.
- Implemented a customer satisfaction survey for all of its employees, thereby allowing for anonymous feedback on the program's customer service and the program's performance.

CBP:

- Received 111 requests for reasonable accommodation based on a disability, of which 89 were closed during the fiscal year. Of the 89 requests, 60 were approved, 18 were withdrawn, 3 were closed, and 8 were denied. Twenty-two requests were pending at the end of the fiscal year. Additionally, 11 employees requested that the decision-maker reconsider the decision reached on their request. There were 5 appeals to the Executive Director, Privacy and Diversity Office, on decisions reached on reconsideration requests.

U.S. Equal Employment Opportunity Commission
FEDERAL AGENCY ANNUAL EEO PROGRAM STATUS REPORT
DEPARTMENT OF HOMELAND SECURITY
October 1, 2012, to September 30, 2013

EEO Plan to Eliminate Identified Barriers
FY 2011 – FY 2015

- In addition to Computer/Electronic Accommodation Program saving \$22,722 on 52 accommodation solutions, CBP spent \$50,784 on providing reasonable accommodations.
- CBP used a secure reasonable accommodation database in SharePoint, accessible only by Privacy and Diversity Office staff members, to track and monitor efforts to facilitate the processing of reasonable accommodation requests, record dispositions, and ensure full implementation and effectiveness of accommodations granted by CBP.

USCG:

- Doubled the number of accommodation requests from 45 to 90, approved 79, and denied seven with four pending.
- Computer/Electronic Accommodations Program saved USCG \$8,259 on 25 products and services.
- Conducted an on-site assistance visit to the USCG's ship building and repair facility at the Baltimore Yard to proactively address accessibility concerns, and provided the leadership with an overview of disability program goals and objectives. The Civil Rights Leadership team was accompanied on the site visit by U.S. Department of Transportation's Disability Resources Center responsible officials in order to foster positive interactions between all stakeholders.
- Also noteworthy was the USCG's move to the St. Elizabeth Campus in Southeast Washington, D.C. Prior to the move, Civil Rights leadership began to conduct bi-monthly meetings with stakeholders to proactively address the potential accessibility barriers that may exist at the newly constructed facility.

FEMA:

- Received 1,367 reasonable accommodation requests, and approved 1,362 requests. FEMA experienced significant increases in accommodation activity, including requests for sign language interpreters and Computer/Electronic Accommodation Program services. Total funding spent in support of relay services was \$300,000, and other workforce accommodations totaled \$308,611. In support of disaster operations, sign language and Communications Access Realtime Translator services were provided at a cost of \$2,460,000. FEMA will continue reinforcing the timely and effective processing of reasonable accommodation requests that have proven to enhance employee performance and productivity, and improve retention rates of individuals with disabilities overall. FEMA also

U.S. Equal Employment Opportunity Commission
FEDERAL AGENCY ANNUAL EEO PROGRAM STATUS REPORT
DEPARTMENT OF HOMELAND SECURITY
October 1, 2012, to September 30, 2013

EEO Plan to Eliminate Identified Barriers
FY 2011 – FY 2015

received \$11,357 for 48 products and services from Computer/Electronic Accommodations Program.

FLETC:

- Received 27 reasonable accommodations requests; denied one.
- Computer/Electronic Accommodations Program provided the FLETC with two accommodation solutions saving the FLETC \$3,884.
- Performed compliance inspections on nine buildings totaling 71,262 square feet to ensure adherence to the Architectural Barriers Act Accessibility Standards concerning accessibility to areas including office spaces, classroom, entrances, restrooms, and parking lots. Additionally, 36 buildings including portable offices, classrooms, the post office, and the convenience store were inspected to ensure accessible doorways and the operability and identification of automatic doors. Inspection reports and findings were submitted to the Facilities Management Division and the Equal Employment Opportunity Division Chief.
- Replaced a door, striped additional accessible parking spaces with the new international accessibility symbol, and scheduled an automatic door opener for installation.

Produced an Accommodation Plan for use with the FLETC Virtual Desktop Infrastructure System for training students. The FLETC Video Desktop Infrastructure Administrators conducted extensive testing of the most commonly used assistive technology application and found that students with disabilities used Zoom, JAWS, Dragon Naturally Speaking, and assistive technologies built into the Windows 7 operating system, including narrator and magnification with a FLETC virtual desktop image. Upon receipt of a request for reasonable accommodation for assistive technology application that can be provided utilizing a virtual desktop image, the Virtual Desktop Infrastructure Administrator makes available a virtual desktop image from the Accommodation Image Pool to the individual while utilizing the Virtual Desktop Infrastructure system.

- Obtained Total Transit Access Buses with wheel chair lifts available for use by persons with disabilities at the FLETC-Glynco, Georgia and FLETC-Charleston, South Carolina sites.
- Designated the Equal Employment Opportunity Office as the primary entry point for the reasonable accommodation process to obtain timely receipt and processing of accommodation requests. After receipt of each request, the Disability Employment Program Manager coordinated assignment of appropriate team members from the Office of Chief Counsel, Human Capital Division, Federal Occupational Health, and management officials necessary

U.S. Equal Employment Opportunity Commission
FEDERAL AGENCY ANNUAL EEO PROGRAM STATUS REPORT
DEPARTMENT OF HOMELAND SECURITY
October 1, 2012, to September 30, 2013

EEO Plan to Eliminate Identified Barriers
FY 2011 – FY 2015

to facilitate requests for reasonable accommodations.

- Conducted an UbiDuo (face to face communicator) demonstration for two hearing impaired employees and their supervisors on January 10, 2013. The FLETC Equal Employment Opportunity Division also ordered and received from Computer/Electronic Accommodation Program an UbiDuo 2 for the Equal Employment Opportunity Division to ensure effective communication with employees, applicants and others who are hearing impaired.

HQ:

- Received 55 requests for reasonable accommodations, 18 of which were denied. HQ spent \$128,392.34 on providing employees with sign language interpreter services. The Computer/Electronic Accommodation Program provided HQ with 33 accommodation solutions, saving HQ \$13,056.49.

ICE:

- Continued assessing its reasonable accommodation program for increased efficiencies in both program and process improvements. Of the 102 requests received for reasonable accommodations, 82 were granted, one denied, 17 withdrawn, and the remaining two requests were still pending in FY14.
- Enhanced its Disability 101 Training, available online in the ICE Virtual University.
- Hired a new Reasonable Accommodations Coordinator/Disability Program Manager in 2013.
- The Computer/Electronic Accommodation Program provided 81 products and services to ICE, a substantial increase above 33 in FY 2012, saving ICE \$26,186.

TSA:

- Received 617 requests for accommodations, granting 106, denying 87, and designating 424 in other categories (*i.e.*, pending, remanded, administratively closed, closed without decision, and withdrawal).
- Decreased participation in the Computer/Electronic Accommodation Program from 13 in FY12 to three in FY13, saving TSA \$2,371.00.
- Continued to provide training to first line managers and supervisors on their roles and responsibilities in the reasonable accommodation process through the U.S. Office of

U.S. Equal Employment Opportunity Commission
FEDERAL AGENCY ANNUAL EEO PROGRAM STATUS REPORT
DEPARTMENT OF HOMELAND SECURITY
October 1, 2012, to September 30, 2013

EEO Plan to Eliminate Identified Barriers
FY 2011 – FY 2015

Personnel Management of an On-Line Learning Center Course, teleconferences, and by providing educational material and communications. TSA will continue to explore other methods of training delivery.

- The Reasonable Accommodations Program Office developed a timeframe benchmark for each step of the reasonable accommodation process, and the Reasonable Accommodation Tracking System has been revised to track employees' requests for accommodations to include timeframes for all steps in the process.

USSS:

- Received 17 requests for reasonable accommodations and denied five. USSS approved four ergonomic chairs and one small chair. Total cost for three ergonomic chairs and one small chair was \$1,975.73. One request for an ergonomic chair is still pending in FY14.
- The Computer/Electronic Accommodation Program provided one product to USSS, saving USSS \$179.00.
- During FY13, the Equal Employment Opportunity office designed the reasonable accommodation database and managed the reasonable accommodation records, including the supporting documentations to identify reasonable accommodation equipment. As a direct result of the training, and the working relationships with other programs within USSS—in particular the Employee Relations Branch, Chief Counsel Office, Interior Design office, and the Employee Assistance Program—USSS received a significant increase in requests for information regarding reasonable accommodations.
- After working with the Interior Design office, USSS established an agreement to ensure that all requests for a change at the workstation (*i.e.*, a reasonable accommodation) be reported by management to Equal Employment Opportunity. In the past, this was not a reporting requirement for reasonable accommodation requests.
- A thorough review of the agency's reasonable accommodation policy was conducted by the Equal Employment Opportunity Director and Reasonable Accommodation Program Manager. 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 of 2008. The revised draft is undergoing formal coordination for the Director's signature.
- Sign language interpreting services are available to USSS employees, applicants for USSS

U.S. Equal Employment Opportunity Commission
FEDERAL AGENCY ANNUAL EEO PROGRAM STATUS REPORT
DEPARTMENT OF HOMELAND SECURITY
October 1, 2012, to September 30, 2013

EEO Plan to Eliminate Identified Barriers
FY 2011 – FY 2015

employment, and non-employees participating in USSS-sponsored programs. A full time Sign Language Interpreter position for USSS was approved and allocated for the Equal Employment Opportunity office, which provides USSS with additional support for its current full time interpreting services, including:

- The Deaf DHS brown bag lunch meetings were held on a quarterly basis. USSS deaf employees were invited to participate in the discussion of communication access, and identify and find resources to resolve problems and issues affecting the Deaf and Hard of Hearing DHS workforce.
- Equal Employment Opportunity Office and Information Resources Management Division maintain an employee email distribution list to inform deaf and hard of hearing employees about upcoming events, such as workshops. Every employee who is hard of hearing or has deafness has a USSS-issued BlackBerry smartphone that receives emergency alerts.

Activity #3a-#3d

- DHS Components have mandatory training for all hiring managers. CRCL and OCHCO will review this training to determine whether it provides sufficient information regarding Individuals with Disabilities/Individuals with Targeted Disabilities. DHS Components continued to provide training to new managers/supervisors within 90 days of entrance on duty.

CBP:

- Trained 3,735 managers and supervisors on disability employment program, a significant decrease from 6,640 in FY12. This training included Road Map to Success: Employment of People with Disabilities, as mandatory training. 490 managers completed the web-based training.
- Committed through its Supervisory Leadership Program, CBP is investing in the leadership development of all its managers and supervisors. During the program, all new supervisors are required to complete a module on Diversity and Civil Rights Awareness. During FY13, 358 new supervisors completed this training on various dates throughout the year. This training taught supervisors about diversity and inclusion management. The module also included a section on the reasonable accommodation process, including an overview of the resources available through the Computer/Electronic Accommodation Program and the Job Accommodation Network.

U.S. Equal Employment Opportunity Commission
FEDERAL AGENCY ANNUAL EEO PROGRAM STATUS REPORT
DEPARTMENT OF HOMELAND SECURITY
October 1, 2012, to September 30, 2013

EEO Plan to Eliminate Identified Barriers
FY 2011 – FY 2015

- CBP offered several virtual learning courses to introduce supervisors and managers to their roles and responsibilities with regard to the Equal Employment Opportunity program, as well as provide valuable information on diversity and inclusion and how everyone in CBP can benefit from these principles. These courses included: Equal Employment Opportunity Awareness for Supervisors and Managers 2: Preventing Discrimination; Diversity and Inclusion Awareness; and Diversity and Inclusion Management for Managers.
- Supervisors and managers completed 2,887 Equal Employment Opportunity/Diversity-related virtual learning courses.

The breakout was as follows:

- Equal Employment Opportunity Awareness for Supervisors and Managers 2: Preventing Discrimination (144)
- Diversity and Inclusion Awareness (2,636)
- Diversity and Inclusion Management for Managers (107).

USCIS:

- In partnership with EEOC, USCIS continued providing mandatory disability accommodation training for managers and supervisors. More than 400 supervisors received this training with now more than 2,400 USCIS supervisors having taken this training since it was instituted in FY11. Several training webinars were also offered on the topic of accommodating employees who have been told they have post-traumatic stress disorder with 80 employees trained, including both supervisors and non-supervisors. These trainings will be continued in FY14.

USCG:

- Trained 1,176 managers, supervisors, and human resources specialists on disability program areas. Also, 28 Senior Executive Services/Flags received Equal Employment Opportunity and disability training. DOT/ Disability Resource Center/Computer/Electronic Accommodation Program information was posted on USCG website.

FEMA:

- Trained 800 supervisors and managers nationwide, nearly 300 more than in FY12, on in processing and providing timely reasonable accommodations, and in the recruitment and hiring of individuals with disabilities. This training also covered the hiring flexibilities for

U.S. Equal Employment Opportunity Commission
FEDERAL AGENCY ANNUAL EEO PROGRAM STATUS REPORT
DEPARTMENT OF HOMELAND SECURITY
October 1, 2012, to September 30, 2013

EEO Plan to Eliminate Identified Barriers
FY 2011 – FY 2015

veterans, such as Veterans Recruitment Appointments; temporary appointments of 30% or more disabled veterans; the Veterans Opportunities Act of 1998; and other non-competitive hiring authorities.

FLETC:

- Trained 334 managers and supervisors, an increase of 95 in FY 2012, on hiring, accommodating, and working with individuals with disability. The training sessions were provided via classroom and/or online instruction.
- The 508 Coordinator encouraged employees to complete the “Introduction to Section 508” course available on the FLETC’s web-based training system, Learning Management System. The course provides a basic understanding of Section 508 for employees who work in federal procurement or are involved with buying or building electronic and information technology. The course consists of three parts: Introduction to Section 508; Understanding Section 508 Law; and DHS Implementation of Section 508 law. 11 staff members completed this training.
- As part of the FLETC’s New Supervisory Training Program, 19 supervisors were trained within six months of becoming a new supervisor. The training conveyed statutory guidance and supervisory responsibilities in identifying and assessing reasonable accommodation requests as well as practical examples of effective accommodations. Also, a mandatory course entitled “Employment of People with Disabilities: A Roadmap to Success” was provided through the FLETC’s Learning Management System to 155 managers and supervisors. The FLETC Supervisors’ and Managers’ Training Day was held on September 12, 2013, at the Glynco site. This training’s objective was to assist managers and supervisors become more aware of particular biases they unconsciously exhibit both during the hiring process and in interactions with their employees. The topics of this training were: Setting the Stage; Organization Health: Current FLETC Trends; the U.S. Office of Personnel Management, Diversity Training: “Unconscious Biases;” and Government Employee Performance Management Best Practices for the FLETC. This session provided training to 160 managers and supervisors.

HQ:

- Trained 259 managers and supervisors on disability awareness, hiring and accommodating employees with disabilities.

ICE:

U.S. Equal Employment Opportunity Commission
FEDERAL AGENCY ANNUAL EEO PROGRAM STATUS REPORT
DEPARTMENT OF HOMELAND SECURITY
October 1, 2012, to September 30, 2013

EEO Plan to Eliminate Identified Barriers
FY 2011 – FY 2015

- Publicized the Computer/Electronic Accommodation Program on the ICE internal website, and referenced in all disability and reasonable accommodation training materials.
- Scheduled quarterly tours for managers and supervisors to the Computer/Electronic Accommodation Program Technology Center in the Pentagon.

USSS:

- Trained 463 managers on topics related to disability employment.
- Provided reasonable accommodation and disability awareness training to managers, supervisors, and employees. Below is a list of training courses and seminars:
 - First Line Supervisors
 - Emerging Leaders Seminar
 - Human Capital Division Managers and Supervisors
 - New Employee Orientation
 - Special Agent Supervisor Orientation
 - Newly Promoted/Reassigned Management training
 - Newly Assigned Sergeants training
 - Uniformed Division Leadership Orientation
 - Reassigned Management
 - Assigned Sergeants

In these training sessions, the Equal Employment Opportunity office provided information on Management Directive 715, Reasonable Accommodation for Individuals with Disabilities, Religious Reasonable Accommodation in the Workplace, valuing and managing diversity, affirmative employment program initiatives, understanding Equal Employment Opportunity, special emphasis programs, prevention of sexual harassment, hostile work environment, Alternative Dispute Resolution, and the Notification and Federal Employee Anti-Discrimination and Retaliation Act Assistive Technology Information is also provided on the Computer/Electronic Accommodation Program.

U.S. Equal Employment Opportunity Commission
FEDERAL AGENCY ANNUAL EEO PROGRAM STATUS REPORT
DEPARTMENT OF HOMELAND SECURITY
October 1, 2012, to September 30, 2013

EEO Plan to Eliminate Identified Barriers
FY 2011 – FY 2015

- USSS also updated the reasonable accommodation portion of its training sessions to incorporate the changes identified in the prior Management Directive 715 report, so that the deficiencies identified in Parts H and I of the report were corrected.
- USSS provided reasonable accommodation and disability awareness training to managers; at trainings, ceremonies, health fairs, and vendor fairs; and regarding weather alerts and road conditions. Supervisors and employees received training in the following courses: the Seminar for 1st Line Supervisors, Emerging Leaders Seminar, New Employee Orientation, Asset Forfeiture Training & Special Agent In Charge Conference, and Training for the Inspection Division Inspectors and Investigation and at the Conference.

TSA:

- Trained 200 managers and supervisors on reasonable accommodations.

EEOC FORM
715-01
PART I

U.S. Equal Employment Opportunity Commission
FEDERAL AGENCY ANNUAL EEO PROGRAM STATUS REPORT
DEPARTMENT OF HOMELAND SECURITY
October 1, 2012, to September 30, 2013

EEO Plan to Eliminate Identified Barriers
FY 2011 – FY 2015

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

BARRIER ANALYSIS #4:

**High Employee Non-Retirement
Separations**

Provide a brief narrative describing the
condition at issue.

How was the condition recognized as a
potential barrier?

Condition:

The non-retirement separation rate is high and
disproportionately affects certain groups, most notably
White women.

The high separation rate also erodes efforts to create a
workforce reflective of the nation.

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 Equal Employment
Opportunity protected groups and review the survey
data by Equal Employment Opportunity 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 provides
“portable” retirement benefits, meaning 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. DHS is developing the
analytic tools to study resignations more carefully. An
exit survey, first implemented in the second quarter of
FY11, is providing additional insight into what is
driving resignations and 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.

EEOC FORM
715-01
PART I

U.S. Equal Employment Opportunity Commission
FEDERAL AGENCY ANNUAL EEO PROGRAM STATUS REPORT
 DEPARTMENT OF HOMELAND SECURITY
 October 1, 2012, to September 30, 2013

 EEO Plan to Eliminate Identified Barriers
 FY 2011 – FY 2015

RESPONSIBLE OFFICIAL:	OCHCO; CRCL; DHS Components
DATE OBJECTIVE INITIATED:	February 1, 2011
TARGET DATE FOR COMPLETION OF OBJECTIVE:	September 30, 2015

PLANNED ACTIVITIES TOWARD COMPLETION OF OBJECTIVE:	TARGET DATE (Must be specific)
--	-----------------------------------

<p>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.)</p> <p>a. OCHCO will implement exit survey DHS-wide</p> <p>b. OCHCO will conduct preliminary review of results.</p> <p>c. OCHCO will conduct first major review of results</p> <p>d. OCHCO will update or augment methods as needed</p> <p>e. OCHCO and CRCL will identify retention interventions</p> <p>f. OCHCO and CRCL will implement these interventions</p> <ul style="list-style-type: none"> • Track interventions through this plan quarterly • Evaluate as yearly data become available • Make any needed corrections • Conduct in-depth analysis every second year 	<p>a. 3/31/11 – Completed</p> <p>b. Quarterly, beginning 6/30/11 Completed in FY 2012 and continues.</p> <p>c. Annually, beginning 12/31/11 Completed in FY 2012 and continues.</p> <p>d. Annually, beginning 3/31/12</p> <p>e. Annually, beginning 6/30/12</p> <p>f. Beginning 12/30/12</p>
--	---

<p>2. Use Employee Viewpoint Survey to identify changes needed to improve employee satisfaction.</p> <p>a. CRCL will provide FY12 Employee Viewpoint Survey results (and new yearly survey results as they become available) to DHS Components</p>	<p>a. Within two months of results publication Completed in 2013.</p>
--	--

EEOC FORM
715-01
PART I

U.S. Equal Employment Opportunity Commission
FEDERAL AGENCY ANNUAL EEO PROGRAM STATUS REPORT
 DEPARTMENT OF HOMELAND SECURITY
 October 1, 2012, to September 30, 2013

**EEO Plan to Eliminate Identified Barriers
 FY 2011 – FY 2015**

<p>b. OCHCO, CRCL and Components will work jointly to develop plan for needed changes</p>	<p>b. Within four months of results publication Completed in 2013.</p>
<p>3. Review Promotion Data.</p> <p>a. CRCL will determine if there are areas or occupations with triggers in promotions</p> <p>b. CRCL will determine if these correlate with higher resignation rates</p> <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>Completed in FY 2013 and continues.</p> <p>a. Annually, beginning 6/30/11</p> <p>b. Annually, beginning 9/30/11</p> <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 programs courses through:</p> <ul style="list-style-type: none"> • DHScovery • Online Courses • Online Books • (CBP) Leadership Institute • (USCIS) Training Academy • (ICE) Virtual University • (FEMA) Employment Development Division 	<p>Annually, beginning 3/31/11 Completed in FY 2013 and continues.</p>

EEOC FORM
715-01
PART I

U.S. Equal Employment Opportunity Commission
FEDERAL AGENCY ANNUAL EEO PROGRAM STATUS REPORT
DEPARTMENT OF HOMELAND SECURITY
October 1, 2012, to September 30, 2013

EEO Plan to Eliminate Identified Barriers
FY 2011 – FY 2015

<ul style="list-style-type: none"> • FLETC Learning Management Systems • (TSA) Online Learning Center • DHS CRCL Institute • Naval Post Graduate School 	
<p>5. DHS will continue to promote/advertise Department-wide the Senior Executive Service Candidate Development and Fellows Program.</p>	<p>Annually, beginning 3/31/11 Completed in FY 2013 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 2013 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 2013 and continues.</p>

REPORT OF ACCOMPLISHMENTS and MODIFICATIONS TO OBJECTIVE

[Activity #1](#)

- DHS implemented and deployed a Department-wide web-based exit survey. The top three reasons separating employees listed for leaving were:
 - Problems with supervisor/management (15%)
 - Lack of advancement opportunities (13%), and
 - Family related/personal reasons (12%).

Employees were most likely to have a problem with their second level manager, as opposed to their immediate supervisor or leadership. A lack of management skills and communication skills were the most common problems separating employees had with their managers. This could reflect a need to have more management training when promoting employees who are subject matter experts, even though they have little, if any, management experience.

[Activity #2](#)

- The 2013 Federal Employee Viewpoint Survey continued on a downward trend with respect to DHS employee job satisfaction. Both OCHCO and CRCL are analyzing the Survey data, and the new DHS leadership strongly supports measures to increase employee satisfaction at DHS.
- Because the Components within DHS differ greatly in terms of size, mission, and demands they place on their employees, Survey data is best analyzed at the Component level. The larger DHS Components (TSA and CBP) tend to drive the overall results, which can mask feedback seen at the smaller Components.
- DHS's Executive Steering Committee continued to review the DHS Survey results and to make recommendations for improvement. The OCHCO chairs this committee, with representatives from all DHS Components.

[Activity #3](#)

- Review of separation data showed little variation from prior years. Non-voluntary separation by Black males and Black females was identified as a trigger for further analysis.

- A review of promotion data shows little variation from prior years. White females, however, began to increase in their promotion rate that is in proportion to their workforce participation rate.

Activity #4

- DHS established the Office of Academic Engagement to leverage relationships with the academic community and the Homeland Security Academic Advisory Council, 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 Senior Executive Service 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 is 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.
- Eight of nine DHS Components have a formal Career Development Program.

Activities #5-#6

- Advertising for Senior Executive Service Candidate Development Program and DHS Fellows is ongoing via email, the DHS website, and other avenues of communication.
- Eight of nine DHS Components have formal mentoring programs in place. USCG does not have a formal mentoring program for its civilian population, but does have a mentoring program in which civilian and military employees participate.

U.S. Equal Employment Opportunity Commission
FEDERAL AGENCY ANNUAL EEO PROGRAM STATUS REPORT
DEPARTMENT OF HOMELAND SECURITY
October 1, 2012, to September 30, 2013

EEO Plan to Eliminate Identified Barriers
FY 2011 – FY 2015

- All DHS Components with formal mentoring programs provide training to mentors, evaluate the program, and provide feedback on its successes and areas of improvement.

[Activity #7](#)

- Analysis was conducted of the Senior Executive Service Candidate Development Program and the DHS Fellows Program as feeder pools. Some highlights from the two programs are: regarding the DHS Candidate Development Program, Hispanic/Latino participation rates have increased from Cohort I (2.3%) to Cohort II (2.7%), and regarding the DHS Fellows Program, Hispanic/Latino participation rates have increased from FY12 (0.0%) to FY13 (10.3%). See attachment for FY13 participation rates.
- DHS developed the critical competencies for the 0260 occupational series and management competencies. DHS also identified critical competencies within the Equal Employment Opportunity 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). The U.S. Office of Personnel Management used the competencies that DHS set in developing a skills assessment tool. DHS deployed the skills assessment tool to all DHS Equal Employment Opportunity and Diversity professionals in early 2013. The U.S. Office of Personnel Management conducted an analysis and identified skill gaps, or areas of excellence, for each particular competency. DHS is currently reviewing the U.S. Office of Personnel Management's analysis and prioritizing the competency gaps identified and developing an action plan to address said competency gaps.

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, 2012, to September 30, 2013

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

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 2012		... end of FY 2013		Net Change	
		Number	%	Number	%	Number	Rate of Change (%)
	Total Workforce	185,407	100	183,660	100	-1,747	-0.94%
	Reportable Disability	8,516	4.59	8,713	4.74	197	2.31%
	Targeted Disability*	695	0.37	682	0.37	-13	-1.87%
* 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.						47

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, 2012, to September 30, 2013

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

SECTION 3 – Participation Rates In Agency Employment Programs

Other Employment/Personnel Programs

1. Non-Competitive Promotions

The workforce data system did not easily distinguish between competitive and non-competitive promotions. Additionally, TSA is an excepted service agency and does not utilize traditional Nature of Action and Authority codes seen in this data system to track promotions. Please refer to each DHS Component’s Management Directive 715 report for this information.

2. Employee Career Development Programs

Career development training is currently not tracked on the workforce data system. Please refer to each DHS Component’s Management Directive 715 report for this information.

2.a. Grades 5 – 12

2.b. Grades 13 – 14

2.c. Grade 15/SES

3. Employee Recognition and Awards

	TOTAL	Reportable Disability		Targeted Disability		Not Identified		No Disability	
		#	%	#	%	#	%	#	%
3.a. Time-Off Awards (total awards issued)	42,840	2,139	4.99	153	0.36	2,226	5.20	38,475	89.81
3.b. Cash Awards (total awards issued)	55,559	2,336	4.20	198	0.36	1,083	1.95	52,140	93.85
3.c. Quality-Step Increase	689	51	7.40	3	0.44	20	2.90	618	89.70

EQUAL EMPLOYMENT OPPORTUNITY 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**

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, 2012, to September 30, 2013

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

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.

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, 2012, to September 30, 2013

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

SECTION 4 – Numerical Hiring Goal

Types of Numerical Goals	Goal Used?	Goal (# or %)
% of Individuals with Targeted Disabilities in Total Workforce	Yes	1%
# of Individuals with Targeted Disabilities in New Hires	No	
% of Individuals with Targeted Disabilities in New Hires	No	

SECTION 5

**Goals for Targeted
 Disabilities**

Agencies with 1,000 or more permanent employees are to use the space provided below to describe the strategies and activities that will be undertaken during the coming fiscal year to maintain a special recruitment program for individuals with targeted disabilities and to establish specific goals for the employment and advancement of such individuals. For these purposes, targeted disabilities may be considered as a group. Agency goals should be set and accomplished in such a manner as will affect measurable progress from the preceding fiscal year. Agencies are encouraged to set a goal for the hiring of individuals with targeted disabilities that is at least as high as the anticipated losses from this group during the next reporting period, with the objective of avoiding a decrease in the total participation rate of employees with disabilities.

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 and with Targeted Disabilities, in accordance with the President’s Executive Order 13548 and the U.S. Office of Personnel Management’s requirement for Model Strategies for Recruitment and Hiring of Individuals with Disabilities.

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

U.S. Equal Employment Opportunity Commission
FEDERAL AGENCY ANNUAL EEO PROGRAM STATUS REPORT
DEPARTMENT OF HOMELAND SECURITY
October 1, 2012, to September 30, 2013

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

- Establish targets by Components to fully participate in the Workforce Recruitment Program.
- Expand the number of outreach and recruiting events.
- Establish national contacts to move the program beyond Washington, D.C.
- 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 and Individuals with Targeted Disabilities.

2. Training:

- Provide attitudinal training to address possible unconscious biases (*e.g.*, myths and stereotypes about the qualifications of Individuals with Disabilities).
- Provide mandatory training to managers on hiring Individuals with Disabilities and Individuals with Targeted Disabilities.
- Continue to provide training opportunities to Human Resources and Equal Employment Opportunity 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 the Computer/Electronic Accommodation Program, and providing reasonable accommodations.
- Publicize the revised “*Employment of Individuals with Disabilities: A Road Map to Success.*”
- Training announcements should include statements that reasonable accommodations are available upon request.

3. Career Development/Promotion:

- Annually, on March 30, 2011, OCHCO began conducting an assessment of the internal availability of candidates from underrepresented groups for job advancement opportunities. The assessment includes job-related skills, knowledge, and abilities that may be obtained at lower levels in the same or similar occupational series, or through other experience. The assessment also includes education levels.
- Promote the Computer/Electronic Accommodation Program to retain employees with disabilities.

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, 2012, to September 30, 2013

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

- Implement an effective “One DHS” reasonable accommodation program.
- Implement a career counseling program for employees with disabilities.

SECTION 6 –

COMPONENT ACCOMPLISHMENTS

CBP:

- *U.S. Customs and Border Protection's Plan to Increase the Employment of Individuals with Disabilities* outlines the strategies and actions CBP will take to increase the number of individuals with disabilities from 2.68 percent of the workforce at the end of FY 2011 to 3.2 percent by the end of FY 2017. As of the end of FY 2013, 2.81 percent of CBP's workforce consisted of individuals with disabilities – a 0.13 percent increase above the end of FY 2011 level. As a result of this successful strategy, CBP hired 11 individuals with disabilities including five with targeted disabilities during a hiring freeze that lasted through the full fiscal year.
- Developed a process and procedures for notifying prospective employees of their right to request reasonable accommodations in their final selection letters.
- Completed partnership in the U.S. Department of Labor's Office of Disability Employment Policy's Alliance Initiative. This agreement had supported CBP's affirmative action plans for employing Individuals with Disabilities. Specifically, the Alliance reviewed newly developed policies and practices, along with training and messaging related to the CBP disability-related and 508-related efforts. Additionally, they shared best practice information on mentoring programs and employee resource groups.
- Two Selective Placement Program Coordinators were assigned to CBP's Office of Human Resources Hiring Centers. They also serve as liaisons to applicants requesting a reasonable accommodation or CBP supervisors requiring information or guidance.
- Launched CBP's first all-employee Mentoring Program to provide opportunities for all CBP employees to seek career advice for reaching their fullest potential from trained mentors they have personally selected. CBP believes that this mentoring program will serve as an integral part of career development and professional growth for all CBP employees. We will work to insure that employees with disabilities are afforded every opportunity to participate in the mentoring program.
- Placed 23 Operation Warfighters.
- Sponsored a Disability Mentoring Day with nine mentors and three mentees.

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, 2012, to September 30, 2013

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

USCIS:

- Used Schedule A to hire 33 Individuals with Disabilities.
- Provided one recruiter to the Workforce Recruitment Program.
- Offered, and broadly publicized, webinars on the subject of post-traumatic stress disorder, and explored the development of additional workshops/training on other topics such as alcoholism, aging employees, and anxiety disorders.
- Promoted training and career development programs that were opened to all USCIS employees, including USCIS mentorship programs, to achieve maximum participation by Individuals with Targeted Disabilities.
- Commenced review to improve the Disability Accommodation Program intranet site content to make more information readily available to managers, supervisors, and employees.
- Maintained a central budget to fund disability accommodations so that hiring managers would not have to consider cost constraints when selecting Individuals with Targeted Disabilities, who may need costly accommodations.
- Promoted Video Remote Interpreting as an option to fulfill needs for sign language interpreter services.
- Contracted with the U.S. Office of Personnel Management to assist in developing and delivering a climate survey that will be launched during FY14, enabling the agency to receive employee feedback on any attitudinal barriers or perception problems that may exist. USCIS has also been reviewing exit survey reports to become more involved in the employee disability retirement certification process, in order to ensure that all accommodation options are being exhausted prior to separation. USCIS will continue barrier analysis studies to determine underlying causes on why their Individuals with Disabilities and Individuals with Targeted Disabilities are separating.
- Employed 1,292 Individuals with Disabilities or 10.19% of the USCIS workforce—an increase from 1,040 (9.01%) in FY12, and 124 Individuals with Disabilities and with Targeted Disabilities, which was an 0.98% increase.

USCG:

- 10.31% Individuals with Disabilities onboard, second highest in DHS.

U.S. Equal Employment Opportunity Commission
FEDERAL AGENCY ANNUAL EEO PROGRAM STATUS REPORT
DEPARTMENT OF HOMELAND SECURITY
October 1, 2012, to September 30, 2013

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

- Provided one recruiter to the Workforce Recruitment Program.
- Hired two students from the Workforce Recruitment Program as permanent employees.
- Used Schedule A to hire three 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 stations, interviewed approximately 50-75 applicants, and made 10 tentative offers. During a second round of interviews, over 400 resumes were collected and reviewed.
- Placed four Operation Warfighters.
- Hired 177 individuals with disabilities into the total workforce (includes both permanent and temporary positions). Of this total, FEMA used Schedule A to hire 12 individuals with disabilities, two of whom are Individuals with Targeted Disabilities.

FLETC:

- Reported DHS's highest participation rate of 11.46% for Individuals with Disabilities—an increase from 10.06% in FY12.
- Improved the automated recruitment system to disseminate job vacancy announcements to veteran service organizations, educational organizations, trade schools, and military transition sites. In FY13, the Voluntary Applicant File was transformed from a paper-based record to an electronic application process using job opportunities for the FLETC's most populous occupational series (1102, 1801 and 2210). This effort resulted in 5,387 applications.
- Hosted the Special Olympics in May 2013.
- Maintained an annual contract for sign language interpreters. This contract allows for deaf culture awareness training and assistance with the identification and resolution of communication barriers, which may impact the effectiveness of training programs. In addition to servicing 3 employees and their offices, interpreter services were also provided for 10 special events.
- Partnered with the U.S. Department of Veteran Affairs to establish a Veterans Education and Rehabilitation Program. Two veterans took advantage of this opportunity.

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, 2012, to September 30, 2013

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

- Placed 21 Operation Warfighters into internships and hired six.
- Used Schedule A to hire five Individuals with Disabilities, one of whom is an Individual with Targeted Disability.

HQ:

- Contributed one recruiter to the Workforce Recruitment Program.
- Used Schedule A to hire three Individuals with Disabilities, two of whom are Individuals with Targeted Disabilities.
- Increased participation of an Individual with Disabilities from 7.99% in FY12 to 8.33% in FY13.

ICE:

- Placed 48 Operation Warfighters in a variety of temporary positions, and hired four into permanent positions. Hired a new Disability Program/Reasonable Accommodation Program Manager.
- Developed a tracking method of tracking future interns that may have disabilities and/or need reasonable accommodations. Publicized Computer/Electronic Accommodation Program on the ICE internal website under Reasonable Accommodation as a resource, and referenced in all disability and Reasonable Accommodation training materials.
- Used Schedule A to hire one Individual with Disabilities.
- Contributed one recruiter to the Workforce Recruitment Program.

USSS:

- Designed the *Persons with Disabilities/Disabled Veterans Special Emphasis Program* webpage on the USSS intranet to inform the workforce about disability program updates and resources. Designed the reasonable accommodation database and managed the Reasonable Accommodation records, including the supporting documentation to identify reasonable accommodation equipment.
- Special Emphasis Program Managers participated in the National Employment Law Institute's 18th Annual Americans with Disabilities Act workshop in Arlington, Virginia. The Workshop provided updates on the Americans with Disabilities Act, significant court cases, the impact of the Amendments Act and EEOC regulatory developments.

U.S. Equal Employment Opportunity Commission
FEDERAL AGENCY ANNUAL EEO PROGRAM STATUS REPORT
DEPARTMENT OF HOMELAND SECURITY
October 1, 2012, to September 30, 2013

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

- Designed a webpage for Individuals with Disabilities who are interested in positions within the federal government. This webpage provides: 1) External visibility of the agency's involvement with ,and commitment to, hiring Individuals with Disabilities; and 2) Knowledge and resources to members of this population who are seeking employment within the federal government. The webpage discusses topics such as recruitment outreach, the application process, and reasonable accommodations. It also includes links to additional resources that can aid Individuals with Disabilities in effectively applying for federal positions. The webpage is available at www.secretservice.gov/join.
- Fostered a mutual partnership with Gallaudet University. On October 16, 2012, in a joint venture with the DHS's Corporate Recruitment Council, USSS attended Gallaudet's annual fall student career fair. During the fair, the Disability Program Manager provided 35 students with information on the Schedule A Hiring Authority and general information on careers within USSS; reviewed unsolicited resumes of students; and provided suggestions and feedback.
- Participated in 12 career fairs/conferences aimed at recruiting Individuals with Disabilities and disabled veterans. This participation rate is slightly less than half of the number of career fairs/conferences participated in over the past two years; this cut has been the case throughout the Recruitment Division due to reduced funding limitations, which has reduced USSS staffing levels below the authorized levels.
- Participated in the Federal Government Reasonable Accommodation Best Practices Work Group at the U.S. Department of State in Washington, D.C. Discussion topics included Telework; Tracking System for Reasonable Accommodations Requests; Trainings; Technological Challenges; and Accessibility of Federal Government Facilities.
- Sponsored exhibits and workshops covering the disability program during the USSS's third annual Unity Day celebration.
- Placed one Operation Warfighter.
- Contributed one recruiter to the Workforce Recruitment Program.

TSA:

- Established a working group to formalize and initiate the TSA Disability Employment Program, comprised of staff from the Office of Civil Rights and Liberties, Ombudsman, and Traveler Engagement.
- Drafting TSA's Disability Employment Plan, to be finalized by the end of February 2014.

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, 2012, to September 30, 2013

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

- Determining agency performance targets and numerical goals for employment of Individuals with Disabilities.
- Finalizing a job announcement for the position of Selective Placement Coordinator in the Office of Human Capital.
- Working with HRAccess on the revised development of a recruitment plan to increase the employment of Individuals with Disabilities.
- Finalizing a Human Capital Management Policy on Hiring Individuals with Disabilities to establish the agency's policy and procedures for using a non-competitive hiring authority to appoint Individuals with Disabilities.
- Placed 7 Operation Warfighters, a decline from 15 in FY 2012.
- Contributed one recruiter to the Workforce Recruitment Program.
- Reported 4.15% Individuals with Disabilities and 0.28% Individuals with Targeted Disabilities onboard—a decline from 4.29% for Individuals with Disabilities and 0.31% for Individuals with Targeted Disabilities in FY12.
- Hires declined from 185 for Individuals with Disabilities in FY12 to 155 in FY13.