



U.S. Department of Homeland Security MANAGEMENT DIRECTIVE 715

Equal Employment Opportunity Program Status Report

Fiscal Year 2015



**Homeland
Security**

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For period covering October 1, 2014, to September 30, 2015.

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. 177,803
	2. Enter total number of temporary employees			2. 10,835
	3. Enter total number employees paid from non-appropriated funds			3. 1,360
	4. TOTAL EMPLOYMENT [add lines B 1 through 3]			4. 189,998
PART C Agency Official(s) Responsible for Oversight of EEO 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 EEO Director/Official		3. Veronica Venture, Deputy Officer for CRCL, and Director for Equal Employment Opportunity and Diversity	
	4. Title VII Affirmative EEO Program Official		4. Elaine McKinney, Director, Diversity Management Section (DMS), CRCL	
	5. Section 501 Affirmative Action Program Official		5. Laura Davis, Equal Employment Manager, DMS, CRCL	
	6. Complaint Processing Program Manager		6. Chrystal Young, Director, Complaints Management and Adjudication Section (CMAS), CRCL	
	7. EEO Staff Statistician		7. Daniela Golinelli, DMS, CRCL	
	8. Special Emphasis Program Manager (SEPM)		8. Michelle McGriff, Equal Employment Manager, DMS, CRCL	
	9. Special Emphasis Program Manager (SEPM)		9. Conchetta Belgrave, Equal Employment Manager, DMS, CRCL	

PART D	Subordinate Component and Location (City/State)	CPDF and FIPS codes	
List of Subordinate Components Covered in This Report	U.S. Customs and Border Protection Washington, District of Columbia	TR 93	15
	U.S. Citizenship and Immigration Services Washington, District of Columbia	TR 93	89
	U.S. Coast Guard Washington, District of Columbia	TR 93	17
	Federal Emergency Management Agency Washington, District of Columbia	TR 93	22
	Federal Law Enforcement Training Centers Glynco, Georgia	TR 93	23
	U.S. Immigration and Customs Enforcement Washington, District of Columbia.	TR 93	16
	U.S. Secret Service Washington, District of Columbia	TR 93	60
	Transportation Security Administration Arlington, Virginia	TR 93	35
	Headquarters - Office of the Secretary Washington, District of Columbia	TR 93	11
	Headquarters - Office of the Inspector General Washington, District of Columbia	TR 93	20
	Headquarters – Management Directorate Washington, District of Columbia	TR 93	50 & 51
	Headquarters - Science & Technology Directorate Washington, District of Columbia	TR 93	30

EEOC FORMS and Documents Included With This Report

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

Part E - Executive Summary

Introduction

This Equal Employment Opportunity Program Status Report for Fiscal Year 2015 (FY 2015) outlines the status of the U.S. Department of Homeland Security's (DHS) Equal Employment Opportunity Program activities undertaken pursuant to its equal employment opportunity program responsibilities under Title VII of the Civil Rights Act. This report also describes the DHS activities undertaken pursuant to its affirmative action obligations under the Rehabilitation Act of 1973, and as required by the U.S. Equal Employment Opportunity Commission's (Commission) Management Directive 715. This report highlights DHS's accomplishments in establishing and maintaining a model program by promoting equal employment opportunity and identifying areas for improvement for all of its employees and applicants. The report also provides the FY 2016 plan to address any programmatic deficiencies which were identified during the course of the year. In addition to this DHS Management Directive 715 report, each DHS Component submits its own report to the Commission. Directorates and Headquarters program reports have been amassed and included in this report.

The U.S. Department of Homeland Security

The vision of the DHS mission is to ensure a homeland that is safe, secure, and resilient against terrorism and other hazards. There are five homeland security missions: 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. During the twelve years since its formation of existence, 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 DHS 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 DHS'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 DHS 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 DHS to concerns and experiences of these individuals or communities; investigating and resolving civil rights and civil liberties complaints filed by the public regarding DHS policies or activities, or actions taken by DHS personnel; and leading the DHS's equal employment opportunity programs and promoting workforce diversity and merit system principles. CRCL's Equal Employment Opportunity and Diversity Division (EEOD) includes the following organizational units: DHS-Headquarters Equal Employment Opportunity Office (HQ EEO); Diversity Management Section (DMS); and Equal Employment Opportunity Complaints Management Adjudication Section (CMAS). Another part of CRCL, the Programs and Compliance Division, falls outside the scope of the Management Directive 715.

Program Elements

In Management Directive 715, 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 the spring of 2014, the DHS Deputy Secretary established the Employee Engagement Steering Committee, a representative body of employees from across the DHS to address issues of greatest importance to DHS employees. During FY 2015, the Office of the Chief Human Capital Officer, with input from the Employee Engagement Steering Committee, developed an Employee Engagement Action Plan for the DHS. The major focus areas in the Plan are: (1) select and empower high performing leaders; (2) develop excellent leaders at all levels; and (3) enhance two-way communication and inclusion utilizing labor management forums, diversity and inclusion councils, and ideation platforms. DHS Components developed their individual action plans. The data, enterprise action plan, and Component action plans were shared with CRCL.
- Megan H. Mack, Officer, CRCL, continues to represent DHS as a member of the White House Council on Women and Girls (Council), established pursuant to Executive Order 13506. The Council was established in 2009, to help ensure that federal programs and policies address and take into account the distinctive concerns of women and girls, including those of color and those with disabilities. The Council includes two subgroups: Science, Technology, Engineering, and Mathematics (STEM); and Women Veterans. Consistent with the focus on the advancement of women in nontraditional career fields, CRCL conducted a DHS-wide study on women in law enforcement. This study, the findings, and the recommendations were circulated throughout DHS Components and operating divisions. The study includes observations and recommendations from women in law enforcement across the DHS; identifies perceived barriers to equal employment opportunity and diversity; provides recommendations and strategies to achieve a model workplace; and highlights best practices from within the DHS and from other federal law enforcement agencies. The study, which is being finalized, calls for the establishment of an interagency mentoring group for women in law enforcement — a new initiative for DHS.
- CRCL's Equal Employment Opportunity and Diversity Director:
 - With input from the DHS's Component EEO and Diversity (EEOD) Directors and other practitioners, issued the *DHS EEO Council Strategic Plan*, to unify the Equal Employment Opportunity/Civil Rights/Diversity (EEO/CR/D) efforts across DHS;

- Established six Goal Groups, each led by at least one Component EEOD Director serving as the accountability partner, tasked with accomplishing the objectives of the six goals set forth in the Strategic Plan. Established an EEO/CR/D Strategic Action Plan for FY 2016, complete with strategies and measurable action items for each of the six established goals. Each Goal Group is comprised of members from each Component.
- Led the implementation of an action plan that itemizes approximately 30 DHS-wide activities for the upcoming year, including: the development of a course for Special Emphasis Program Managers; identifying and implementing programmatic activities to meet the training needs of DHS's EEO/CR/D practitioners; populating a SharePoint site accessible to all practitioners, which will include but not be limited to best practices, regulations, and guidance; establishing a formal framework for identifying, vetting, advertising, and filling developmental detail assignments; and planning and holding the first DHS-wide EEO and Diversity Training and Awards Conference in 2016.
- Established the DHS ADR Program Manager's Council (ADR Council), on which each Component is represented. The ADR Council drafted and approved its own charter. The ADR Council oversees the effectiveness of the DHS Shared Neutrals program, establishes certification standards for the mediators on the Shared Neutrals roster, and provides support and guidance to each Component's respective ADR program. In FY 2015, two classes were held to certify 35 DHS-wide mediators. An ADR webpage was established on the DHS internal website to provide DHS employees with information regarding the ADR program.
- Ensured that CRCL partnered with Office of the Chief Human Capital Officer's (OCHCO) Employee Relations Office to provide them with ADR services to assist in addressing non-EEO workplace disputes. An OCHCO Employee Relations staff member sits on the ADR Council.
- Established and trained a cadre of trainers from within CRCL to deliver EEO and Diversity training to DHS Headquarters Components. Throughout FY 2015, the cadre trained more than 200 HQ and FLETC employees and received overwhelmingly positive evaluations from participants.
- Published and disseminated *FOCUS on EEO and Diversity*, a quarterly newsletter, to the DHS EEO/CR/D community. Each edition addressed significant Supreme Court, federal court, and administrative decisions affecting adjudication of EEO complaints; provided relevant and updated instruction on significant case processing issues; and discussed important diversity issues. The newsletter has received many positive reviews regarding content and usefulness for the DHS EEO/CR/D community, and has been further disseminated to other EEO professionals at other government agencies.
- Co-hosted, with the Women Executives at DHS (WE@DHS) Employee Association, several SES mentoring sessions and SES development sessions.
- Led the development and establishment of a Management Directive, Instruction, and Standard Operating Procedures on DHS-wide Special Emphasis Programs (SEPs). Every Component was briefed on the drafts; documents were reviewed by DHS EEOD Directors, and signed by DHS leadership.

- Tamra Goldsmith, TSA Supervisory Air Marshal-in-Charge (SAC), Transportation Security Operations, OLE/FAMS served as National President of Women in Federal Law Enforcement (WIFLE).

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

- DHS continued its implementation of the U.S. Department of Homeland Security Workforce Strategy, Fiscal Years 2011-2016, signed by the (former) DHS Secretary on December 21, 2010. It set specific goals, objectives, and performance measures to help ensure that DHS attracts, develops, and retains a talented and diverse workforce to secure America.
- DHS continued to implement the U.S. Department of Homeland Security, Diversity and Inclusion (D&I) Plan, Fiscal Years 2012-2015. The Plan set specific goals, objectives, and performance measures, which ensure that DHS secures a high-performing workforce drawn from all segments of society; cultivates a culture that encourages collaboration, flexibility, and fairness; and institutionalizes diversity and inclusion as a key strategic priority across all of DHS’s programs.
- During FY 2015, CRCL continued its participation in recurring high-level strategic activities, including: the 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); the Workforce Planning Council, which shapes the workforce planning and workforce measurement programs for DHS and; the Deputy Secretary’s Employee Engagement Steering Committee. In FY 2015, the DHS Equal Employment Opportunity and Diversity Council led by CRCL finalized and deployed its Equal Employment Opportunity and Diversity Council Strategic Plan. The plan articulates both a strategic vision for the Equal Employment Opportunity and Diversity Council and the recommended steps for achieving that vision. In FY 2015, planning commenced for the inaugural Equal Employment Opportunity and Diversity Training Conference that will be held in Washington, District of Columbia in FY 2016.

Essential Element C – Management and Program Accountability

- CRCL continued to collaborate with OCHCO on several initiatives and programs, including the strategic goals identified in the Human Capital Strategic Plan, its Addendum, the Annual Operational Plan for FY 2015 and the DHS Diversity and Inclusion Strategic Plan.
- CRCL conducted technical assistance and training sessions at FEMA and ICE on each Component’s FY 2013 MD-715, the FY 2013 Annual Federal Performance Report on Executive Agency Actions to Assist Minority Serving Institutions (MSI), and a briefing on the new DHS Special Emphasis Programs Framework.
- CRCL provided training on how to collaborate with Tribal Colleges and Universities using periodic meetings of the DHS Tribal Colleges and Universities Program Council. This Council is comprised of DHS Component Tribal Colleges and Universities Program Managers.

- The DHS Corporate Recruitment Council developed the Coordinated Recruiting and Outreach Strategy FY 2012- 2017 to increase outreach to diverse groups and enhance efficiencies in recruiting across DHS. As a result, in FY 2015, the Corporate Recruitment Council:
 - Continued to maintain a Top 25 list of recruiting and outreach events targeting diverse populations and events focused on law enforcement, DHS’s largest mission critical occupation representing approximately 40 percent of the workforce;
 - Continued its utilization of national and regional recruitment initiatives to increase the effectiveness of cross-functional recruiting activities. Specifically, the Corporate Recruitment Council coordinated a DHS presence at eight recruiting events focused on law enforcement, women and diverse populations: Women in Federal Law Enforcement (WIFLE); National Asian Peace Officers Association (NAPOA); National Organization of Black Law Enforcement Executives (NOBLE); National Native American Law Enforcement Association (NNALEA); Congressional Black Caucus Foundation (CBC); League of United Latin American Citizens (LULAC); Hispanic Associations of Colleges and Universities (HACU); and Hispanic American Police Command Officer Association (HAPCOA);
 - Revised Component Recruitment and Outreach Plans (CROP) to enhance recruiting efforts to meet current and long-term needs. The CROP is used to assess and evaluate Components outreach efforts to underrepresented groups with a focus on mission-critical occupations. Components completed the revised templates for FY 2014 to include long-term staffing gap projections and planned strategies to fill those gaps. This process required Component recruiters to collaborate with workforce planners to identify staffing gaps for two out-years. The FY 2016 CROPs were issued to Components and are scheduled to be evaluated then finalized in preparation for the new fiscal year. Additionally, an Accountability Checklist was developed and implemented to assess the CROP submissions for accuracy and completion.

Overall results of the FY 2015 DHS-wide exit survey indicated the following top three reasons for employee separations: lack of advancement opportunities, problems with supervisor/management, and family related/personal reasons. The results are based on completed exit surveys. The United States Secret Service (USSS) and the Transportation Security Administration (TSA) opted not to participate in the DHS-wide survey. Instead, each of these Components administered their own electronic exit survey. Similar to prior years, respondents were most dissatisfied with their second level managers, 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 of its affirmative employment programs; identify areas where barriers may operate to exclude racial, national origin, gender groups, or qualified individuals with disabilities; and to develop strategic plans to mitigate or eliminate these identified barriers.
- CRCL provided equal employment opportunity training to supervisory and non-supervisory employees within the DHS Office of the Chief Information Officer. CRCL also provided anti-harassment and reasonable accommodation training to staff from the DHS Domestic Nuclear Detection Office. In addition, CRCL provided equal employment opportunity training to staff in the DHS Office of Intelligence and Analysis and supervisory staff in the National Protection and Programs Directorate, Office of Infrastructure Protection. CRCL staff provided sexual harassment

prevention training to staff in the DHS Office of the Executive Secretary and equal employment opportunity training for managers to new supervisors in the Federal Protection Service. CRCL trained the USCIS Equal Employment Opportunity staff on the significance of the EEOC's decision in *Reams v. Homeland Security* regarding the legitimate nondiscriminatory reason requirement.

- CRCL's Complaints Management and Adjudication Section (CMAS):
 - Led a number of collaborative initiatives in FY 2015 and continued to strengthen partnerships between CRCL and other DHS Components. Several CMAS employees continued to serve on the EEOD training team and conducted EEO anti-harassment and diversity training for managers, supervisors, and non-supervisory employees within DHS Headquarters. This training was often provided at the invitation of DHS Headquarters Component heads and was instrumental in increasing awareness of EEO laws, individuals' rights, and managers' responsibilities to maintain a workplace free from discriminatory actions and conduct;
 - Refined and issued guidance to EEO offices at all DHS Components regarding best practices for conducting effective EEO investigations;
 - Developed an online tool to enable CRCL to provide detailed feedback on the quality of Component conducted EEO investigations. It is anticipated that the feedback tool will be piloted and launched in FY 2016;
 - Continued its administration of a detail program that affords participants an opportunity to receive mentoring as they learn to draft final agency decisions in EEO complaints. This year, two EEO Specialists from the U.S. Coast Guard (USCG) participated in the program through 60-day details to CRCL;
 - During FY 2015, led Component EEO Complaint Managers quarterly meetings and presented or arranged for the presentation of topics of interest and encouraged open discussions among the group. Topics included guidance on EEO complaint management and reporting; training on the DHS enterprise EEO database and document management system; legal updates given by CRCL attorney-advisors; and the DHS Alternative Dispute Resolution program;
 - Participated in the Commission's Office of Federal Operations pilot program implementing the new Federal Sector Portal (FedSEP) for digital case submission to the Commission. The FedSEP portal enhanced the Commission's web-based reporting system by adding a hearing and appeals feature allowing federal agencies to upload documents directly to the Commission. CMAS volunteered to test this feature prior to its full implementation and launch, providing valuable input and feedback to the Commission on the design features and ease of use of the FedSEP business tool. Many of the recommendations made by CMAS were adopted and implemented by the Commission; and
 - Continued its internal usage of digital review, signature, transfer, and issuance of final actions resulting in the efficient movement of work product, thereby maintaining its successes in furtherance of its goal to provide excellent customer service. These features support telework and continuity of operations.

- In FY 2015, DHS Components provided training on disability awareness, hiring, and reasonable accommodation to 11,867 DHS managers and supervisors. This is a substantial increase from the 7,072 managers and supervisors trained by DHS Components in FY 2014.
- In FY 2015, DHS Components provided 2,342 reasonable accommodations to applicants, employees, and contractors. DHS Components granted 1,866 (79 percent) accommodations, denied 121 (5.2 percent), and categorized 717 (30.6 percent) as “other,” i.e., administratively closed, pending, and withdrawn. Of the total accommodations provided in FY 2015, DHS HQ’s 476 and USCIS’s 926 accounted for 60 percent of all DHS accommodations.
- DHS Components hired four temporary employees from the Workforce Recruitment Program for College Students with Disabilities (WRP). DHS has issued a goal that each Component except the Office of the Inspector General should select/hire at least one student in FY16 from the WRP database. The Workforce Recruitment Program Database is available on-line at www.wrp.gov for federal agencies to recruit qualified students with disabilities into either temporary or permanent positions.
- In FY 2015, using Schedule A Hiring Authority under 5 C.F.R. § 213.3102, DHS hired 48 Individuals with Disabilities DHS-wide, a decrease from 56 in FY 2014.
- Since June 30, 2003, when DHS began its partnership with the U.S. Department of Defense, Computer/Electronic Accommodations Program (CAP), through September 30, 2015, CAP has issued 3,814 accommodation solutions to DHS employees, saving DHS \$1,684,166.85. In FY 2015 alone, CAP issued 415 accommodations solutions to DHS employees, saving DHS \$169,572.01.

Essential Element E - Efficiency

- DHS timely submitted to the Commission the annual Federal Equal Employment Opportunity Statistical Report of Discrimination Complaints (EEOC Form 462) (see more details in Element F, below). Also, DHS timely submitted to Congress the Annual Notification and Federal Employee Antidiscrimination and Retaliation (No FEAR) Act of 2002 report.
- CMAS developed and deployed an initiative to benchmark and identify best practices for conducting effective equal employment opportunity investigations. As a result, CMAS refined and issued guidance to EEO offices at all DHS Components regarding best practices for conducting effective EEO investigations.
- In FY 2015, CMAS led the Component Complaint Managers in quarterly meetings, during which DHS-wide guidance was shared. Training on iComplaints (EEO database) was offered, and best practices were identified. CMAS hosted two iComplaints user update trainings for EEO personnel across DHS. These sessions created an opportunity for Component personnel to enhance their knowledge and effective use of this comprehensive tracking and reporting system, and to receive individualized coaching from the DHS database administrator and Senior Complaints Manager. This resulted in more accurate data input and also enabled Component personnel to better utilize the system’s advanced reporting features.
- In FY 2015, DHS completed 865 Equal Employment Opportunity investigations, a decrease from the 940 completed in FY 2014. The percentage of timely investigated complaints decreased by eight percent from 70 percent in 2014 and 2013 to 62 percent in FY 2015.

- With respect to adjudications, in FY 2015, the overall percentage of timely merit Final Agency Decision (FAD) issuances decreased between FY 2014 (53 percent) and FY 2015 (41 percent), while overall numbers dropped both in terms of total FADs issued and total FADs timely issued when comparing those two years. Staffing shortages within this specialized area of CRCL during FY 2015 impacted CRCL's issuance of merit FADs and its ability to meet the goal of issuing 45 percent timely merit FADs. In addition to resource challenges, CRCL's role in leading strategic efforts within the Department's EEO and Diversity program initiatives required that CRCL managers and staff members become involved in broader strategic initiatives.

Essential Element F - Responsiveness and Legal Compliance

DHS has a goal of 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 the Commission and CMAS has implemented procedures to ensure timely completion of ordered corrective actions and timely submission of compliance reports.

Section 508 of the Rehabilitation Act

The DHS Office of Accessible Systems & Technologies (OAST) implements Section 508 of the Rehabilitation Act of 1973, as amended. OAST ensures equal access to information and data for employees and customers with disabilities for several federal shared services, including the Financial Systems Modernization project with the Department of the Interior, Human Resources Information Technology, with the United States Department of Agriculture National Finance Center, and the e-Travel program with the General Services Administration. In each case, OAST achieved successful outcomes by using a combination of IT governance to ensure accessibility; certified Trusted Testers to set baselines of Section 508 conformance; and Trusted Tester training to enable federal partners to continue with accessibility responsibilities moving forward. OAST's Accessibility Helpdesk also serves as a single point of contact at DHS for all electronic and information technology accessibility and accommodation needs.

Accomplishments during FY 2015 included:

- Processed 2,739 DHS Accessibility Helpdesk requests from across DHS as well as eight other federal agencies and public entities using its Accessibility Compliance Management System, a Web-based program to track accessibility-related assistance.
- Remediated 28,510 pages (631 document files) of content consisting of forms, policy documents, newsletters, Frequently Asked Questions, memoranda, schedules, budget files, handbooks, flyers, schedules, and reports from across DHS. Of those, 49 documents were compliant while the remaining 582 were non-compliant.
- Trained 2,504 personnel across DHS and its Components, as well as personnel at other government agencies through the Section 508 Awareness Training Program. To date, OAST has graduated 224 testers under the most recent iteration of the DHS Trusted Tester Certification Program.
- Performed 4,993 Section 508 compliance reviews including change control, IT Acquisitions, Enterprise Architecture, and Network change requests for LAN A.
- Tested 214 IT and Web-based applications consisting of 205 non-mobile and nine mobile (iOS and Android) applications.

- Processed 66 reasonable accommodation requests; these requests were for technology-related accommodations only.
- Partnered with other federal agencies to promote adoption of the Trusted Tester process as a pilot effort to learn how best to integrate accessibility within varying organizational structures. OAST is currently documenting the lessons learned, case studies for each agency, and a Conducting Your Own Unified Testing for Accessibility Project (UTAP) guide; key resources for expanding the process to other federal agencies.
- The Accessibility Compliance Center of Excellence (ACCOE) conducted seven Accessibility Compliance Reviews with various DHS Component program management teams. The ACCOE enhanced the Accessibility Compliance Reviews in FY 2015 by implementing the “Accessibility Scorecard” and the “Findings and Recommendations” documents that provided more clarity and specification of program successes and shortcomings.

Workforce Profile and Trend Analysis

With 177,803 permanent civilian employees, DHS is the third-largest Executive Branch agency. The total permanent workforce decreased by 1,453 employees, or 0.81 percent, during FY 2015.

The DHS workforce trend analysis discussed below was conducted on the permanent employee workforce. Temporary employees were not included because they are normally hired for temporary needs, their separation is pre-destined, and their makeup can change significantly from year to year, which makes their inclusion in Ethnicity/Race Indicator, sex, and disability less relevant to our analysis of employees as they move through the human capital lifecycle.

Interpretation of the tables below is done with parity as the idealized outcome. In a world of parity, all groups are expected to move through the human capital lifecycle in proportion to their size. In the tables below, parity would result if each row in the table contained essentially the same number across the board. For example, assuming Black males are 7.3 percent of the permanent DHS workforce in FY 2015, parity would dictate they would constitute 7.3 percent of attrition, promotions, low pay grades, middle pay grades, and high pay grades as well. If this is not occurring, it constitutes a trigger and may be suggestive of a possible equal employment barrier. Multiple years (six years) of data are provided below to give a glimpse into the trends for each particular race, gender, and ethnic 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 (CLF) and Relevant CLF (RCLF) statistics are provided as benchmarks. The National CLF consists of all persons over 16 years of age, who are not institutionalized or on active duty in the armed forces, and who either have a job or want a job. The RCLF is a weighted average of demographic statistics pertaining only to occupations seen within DHS.

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
FY10	7.0%	8.2%	7.8%	5.1%	10.7%	8.6%	5.3%	5.7%	6.2%
FY11	7.1%	8.7%	8.0%	5.4%	10.3%	9.0%	5.4%	5.8%	6.8%
FY12	7.1%	7.2%	8.3%	5.6%	9.4%	9.3%	5.4%	5.9%	6.6%
FY13	7.2%	9.1%	8.0%	6.2%	10.5%	9.4%	4.9%	5.7%	6.7%
FY14	7.2%	9.2%	8.1%	6.8%	10.4%	9.6%	5.2%	6.5%	6.4%
FY15	7.3%	9.7%	8.5%	7.0%	11.4%	9.7%	5.1%	5.8%	7.5%

Black Males – 7.3% of DHS, 5.5% of National Civilian Labor Force, 4.9% of Relevant Civilian Labor Force

While the workforce participation rate of Black males at DHS has been relatively stable over the past six fiscal years, and remains well above the NCLF participation rate, they are increasing in higher grade levels over time. However, the lower than expected promotion rate suggests a possible barrier to upward mobility for this group.

DHS Permanent Workforce Six-Year Trend for Black Females

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
FY10	7.5%	8.5%	9.9%	4.8%	12.9%	9.9%	5.0%	6.5%	3.3%
FY11	7.7%	9.7%	8.8%	6.0%	12.1%	10.6%	4.9%	6.6%	3.5%
FY12	7.7%	9.8%	9.4%	6.1%	12.9%	11.1%	4.8%	6.7%	3.8%
FY13	7.8%	10.7%	9.5%	7.1%	12.8%	10.3%	4.7%	6.8%	3.6%
FY14	7.9%	11.0%	9.2%	8.2%	15.3%	11.5%	4.6%	6.6%	2.8%
FY15	7.9%	10.7%	9.8%	7.6%	13.6%	11.3%	4.6%	7.0%	3.3%

Black Females – 7.9% of DHS, 6.52% of National Civilian Labor Force, 6.3% of Relevant Civilian Labor Force

While the workforce participation rate of Black females at DHS has been relatively stable over the past six fiscal years, and remains well above the NCLF participation rate, they are being hired at a rate that is higher than their onboard workforce participation rate. They are also attriting at a higher than expected rate. This is the case for each year in the time period provided.

DHS Permanent Workforce Six-Year Trend for Hispanic Males

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
FY10	15.5%	11.3%	10.2%	25.7%	11.3%	13.1%	22.8%	10.9%	4.1%
FY11	15.6%	13.3%	10.8%	20.7%	15.8%	11.7%	23.1%	11.3%	4.5%
FY12	15.5%	10.1%	10.4%	18.6%	14.9%	10.9%	23.4%	11.4%	5.1%
FY13	15.6%	11.0%	10.4%	15.8%	13.1%	10.8%	24.9%	11.8%	4.5%
FY14	15.7%	11.1%	10.8%	12.6%	11.7%	7.2%	24.7%	11.4%	4.0%
FY15	15.9%	13.6%	11.0%	14.0%	15.9%	10.8%	25.3%	11.8%	4.6%

Hispanic Males – 15.9% of DHS, 5.2% of National Civilian Labor Force, 5.0% of Relevant Civilian Labor Force

The workforce participation rate for Hispanic males is significantly above the rate seen in the NCLF. This is largely due to DHS’s law enforcement presence in southern border states. Hispanics constitute 30 percent of CBP Officers, almost half of Border Patrol Agents, and a quarter 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 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 shown a steady increase in the last three years. The attrition rate continues to remain well below the workforce representation rate. Hispanic males’ promotion rates have increased significantly when compared to FY 2014 nearly 2 percent. As the chart above indicates, in FY 2015, Hispanic males comprised 11.8 percent of grades 13-15, much higher than in FY 2010, when

Hispanic males comprised 15.5 percent of the permanent workforce, yet only 10.9 percent were in grades 13-15.

DHS Permanent Workforce Six-Year Trend for Hispanic Females									
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
FY10	5.2%	4.0%	4.1%	5.6%	6.8%	6.6%	5.2%	3.2%	1.0%
FY11	5.2%	5.2%	4.5%	5.1%	8.1%	6.6%	5.1%	3.2%	1.2%
FY12	5.3%	6.1%	5.4%	5.0%	9.6%	6.6%	5.1%	3.2%	1.2%
FY13	5.5%	7.6%	5.4%	5.5%	9.9%	6.3%	5.2%	3.5%	1.5%
FY14	5.5%	7.8%	6.1%	6.0%	11.6%	7.2%	5.2%	3.3%	1.9%
FY15	5.7%	8.7%	6.0%	5.7%	12.3%	7.2%	5.2%	3.7%	2.2%

Hispanic Females – 5.7% of DHS, 5.2% of National Civilian Labor Force, 5.0% of Relevant Civilian Labor Force

The workforce participation rate for Hispanic females is slightly above the NCLF participation rate. The workforce participation rate at DHS for Hispanic females has increased in each of the last six fiscal years as hires tended to outpace attrition. 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. For instance, almost 40 percent of those in pay bands that are at the GS-9 equivalent level or lower, are Hispanic females. Representation at the highest grade levels has, however, been trending towards parity over the past four years.

DHS Permanent Workforce Six-Year Trend for Asian Males									
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
FY10	3.2%	2.8%	2.5%	3.6%	2.9%	3.3%	3.7%	2.5%	1.5%
FY11	3.2%	3.3%	2.8%	3.2%	3.5%	3.2%	3.7%	2.6%	1.1%
FY12	3.3%	3.2%	2.6%	3.3%	3.5%	3.2%	3.8%	2.7%	1.4%
FY13	3.3%	3.8%	2.7%	3.3%	3.6%	3.2%	3.8%	2.8%	1.5%
FY14	3.4%	4.1%	2.7%	3.3%	4.1%	3.5%	3.8%	2.8%	1.2%
FY15	3.5%	4.4%	3.5%	3.5%	4.9%	3.6%	4.0%	2.9%	0.5%

Asian Males – 3.5% of DHS, 2.0% of National Civilian Labor Force, 2.7% of Relevant Civilian Labor Force

Asian males are represented in the DHS permanent workforce at a rate well above the NCLF rate. Their workforce participation rate continued to increase over the past six fiscal years, which is due in large part to their lower attrition rates, with the exception of FY 2015, when the attrition rate was at

parity with the workforce participation rate.

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 been increasing in recent years.

Transportation Security Officers at TSA and Customs and Border Protection Officers at CBP account for nearly 50 percent of all Asian males in the DHS workforce.

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
FY10	1.6%	1.5%	1.4%	1.2%	1.2%	1.7%	1.6%	1.5%	1.3%
FY11	1.6%	1.6%	1.2%	1.4%	1.4%	1.7%	1.5%	1.6%	1.2%
FY12	1.6%	1.9%	1.5%	1.6%	1.6%	1.8%	1.5%	1.7%	1.2%
FY13	1.7%	1.8%	1.6%	1.7%	1.7%	1.6%	1.6%	1.8%	1.2%
FY14	1.7%	2.3%	1.4%	1.8%	2.4%	1.9%	1.5%	1.7%	1.1%
FY15	1.8%	2.0%	1.7%	1.9%	1.7%	1.9%	1.5%	1.9%	1.5%

Asian Females – 1.8% of DHS, 1.9% of National Civilian Labor Force, 2.0% of Relevant Civilian Labor Force

The participation rate for Asian females is lower than the NCLF rate. However, their participation rate continues to slowly increase. Hiring rates over the last six years have exceeded attrition rates, and 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, with notable increases in all grade categories.

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
FY10	0.70%	0.56%	0.66%	0.72%	0.75%	0.64%	0.70%	0.75%	0.30%
FY11	0.68%	0.52%	0.88%	0.64%	0.51%	0.62%	0.70%	0.73%	0.41%
FY12	0.66%	0.44%	0.70%	0.65%	0.46%	0.59%	0.69%	0.71%	0.52%
FY13	0.66%	0.51%	0.70%	0.55%	0.46%	0.61%	0.74%	0.66%	0.64%
FY14	0.64%	0.44%	0.89%	0.49%	0.28%	0.54%	0.72%	0.68%	0.74%
FY15	0.62%	0.56%	0.81%	0.38%	0.50%	0.54%	0.70%	0.63%	0.61%

Native American Males – 0.62% of DHS, 0.6% of National Civilian Labor Force, 0.6% of Relevant Civilian Labor Force

Native American males have approximately the same workforce participation rate as the NCLF participation rate. Hires, attrition, and promotions for Native American males vary in ways that are not statistically significant, which is to be expected when considering such a small population.

Native American males are spread roughly throughout the middle range of pay grades and are underrepresented at the lower grades (1-9). 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 may not be statistically significant.

DHS Permanent Workforce Six-Year Trend for Native American Females									
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
FY10	0.34%	0.27%	0.50%	0.25%	0.64%	0.49%	0.23%	0.23%	0.00%
FY11	0.32%	0.26%	0.43%	0.30%	0.33%	0.52%	0.21%	0.23%	0.00%
FY12	0.32%	0.40%	0.47%	0.22%	0.39%	0.52%	0.21%	0.22%	0.00%
FY13	0.31%	0.37%	0.47%	0.28%	0.29%	0.47%	0.19%	0.22%	0.00%
FY14	0.30%	0.33%	0.55%	0.28%	0.24%	0.48%	0.18%	0.23%	0.12%
FY15	0.30%	0.34%	0.41%	0.29%	0.40%	0.46%	0.18%	0.20%	0.00%

Native American Females – 0.30% of DHS, 0.5% of National Civilian Labor Force, 0.6% of Relevant Civilian Labor Force

Native American females have a lower workforce representation rate than the NCLF rate. Their attrition rate continues to be higher than expected, given their workforce representation rate. This constitutes a trigger and may be suggestive of a possible equal employment barrier.

Native American females are disproportionately concentrated at lower pay levels. This, along with lower-than-expected promotion rates, could indicate a lack of upward mobility and explain the higher-than-expected attrition 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 may not be statistically significant.

DHS Permanent Workforce Six-Year Trend for Pacific Islander Males									
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
FY10	0.21%	0.39%	0.08%	0.23%	0.3%	0.2%	0.2%	0.1%	0.1%
FY11	0.25%	0.44%	0.17%	0.20%	0.7%	0.2%	0.2%	0.1%	0.4%
FY12	0.27%	0.47%	0.32%	0.26%	0.7%	0.3%	0.2%	0.1%	0.4%
FY13	0.29%	0.55%	0.26%	0.36%	0.7%	0.3%	0.3%	0.1%	0.4%
FY14	0.31%	0.77%	0.34%	0.27%	0.9%	0.4%	0.3%	0.2%	0.4%
FY15	0.32%	0.43%	0.30%	0.38%	0.7%	0.4%	0.3%	0.2%	0.3%

Pacific Islander Males – 0.32% of DHS, 0.1% of National Civilian Labor Force and Relevant Civilian Labor Force

As of FY 2013, Native Hawaiian/Pacific Islander males have three times the representation of the NCLF rate. 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 participating at rates above expectation in the lowest pay grades and the Executive grades. Promotion rates fluctuate, which is common with very small populations. During FY 2015, Native Hawaiian/Pacific Islander males experienced the highest rate of promotions of the six years represented, as indicated in the table above.

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 may not be statistically significant.

DHS Permanent Workforce Six-Year Trend for Pacific Islander Females									
Year	% of Permanent DHS Workforce	% of Hires	% of Attrition	% of Promotions	Pay level				% of Executive and Senior Leader
					% of Grades 1-4	% of Grades 5-9	% of Grades 10-12	% of Grades 13-15	
FY10	0.12%	0.13%	0.08%	0.08%	0.2%	0.2%	0.1%	0.0%	0.0%
FY11	0.15%	0.30%	0.12%	0.11%	0.4%	0.2%	0.1%	0.1%	0.0%
FY12	0.17%	0.39%	0.17%	0.12%	0.6%	0.3%	0.1%	0.1%	0.0%
FY13	0.18%	0.52%	0.30%	0.15%	0.7%	0.3%	0.1%	0.1%	0.0%
FY14	0.18%	0.23%	0.16%	0.15%	0.4%	0.4%	0.1%	0.1%	0.0%
FY15	0.20%	0.37%	0.19%	0.15%	0.6%	0.4%	0.1%	0.1%	0.0%

Pacific Islander Females – 0.20% of DHS, 0.1% of National Civilian Labor Force and Relevant Civilian Labor Force

Native Hawaiian/Pacific Islander females’ participation rate continues to exceed that of the NCLF. The increase in representation is due to hiring; moreover, the attrition rate stayed relatively low in recent fiscal years.

Native Hawaiian/Pacific Islander females are participating at rates above what is expected in the lowest pay grades, and while promotion rates have been +lower than expected for the past six years, during FY 2015 they have reached parity in this area.

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 may not be statistically significant.

DHS Permanent Workforce Six-Year Trend for White Males

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
FY10	41.5%	44.7%	41.5%	39.9%	32.2%	35.4%	41.4%	51.0%	59.9%
FY11	41.2%	40.0%	41.3%	41.9%	30.7%	34.9%	41.6%	50.3%	58.6%
FY12	41.0%	38.6%	40.0%	43.2%	26.9%	34.3%	41.9%	49.9%	58.7%
FY13	40.7%	35.3%	39.3%	42.3%	28.1%	37.2%	41.1%	48.8%	58.1%
FY14	40.6%	35.3%	38.7%	41.4%	22.9%	32.9%	41.5%	49.7%	59.5%
FY15	40.6%	31.4%	38.2%	42.0%	22.5%	34.1%	40.8%	47.8%	57.4%

White Males – 40.6% of DHS, 38.3 of National Civilian Labor force, 43.3% of Relevant Civilian Labor Force

The White male workforce participation rate at DHS has continued to decline; it slightly exceeded that seen in the NCLF rate, but it remained below the RCLF rate. The hiring, attrition, and promotion rates are roughly in line with the overall workforce representation rate and are not otherwise statistically 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. As White males retire, it is common for their replacements to come from a more diverse feeder pool.

DHS Permanent Workforce Six-Year Trend for White Females

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
FY10	16.9%	17.1%	20.8%	12.4%	19.3%	19.5%	13.4%	17.4%	22.2%
FY11	16.6%	16.0%	20.7%	14.7%	15.2%	20.4%	12.9%	17.1%	22.2%
FY12	16.6%	20.6%	20.2%	14.9%	18.0%	20.7%	12.5%	17.1%	21.1%
FY13	16.4%	17.9%	20.9%	16.3%	17.0%	19.2%	12.0%	17.4%	21.5%
FY14	16.2%	16.5%	20.5%	18.4%	15.2%	20.2%	11.8%	16.5%	21.6%
FY15	15.9%	16.7%	19.4%	16.4%	14.4%	19.2%	11.9%	17.4%	21.6%

White Females – 15.9% of DHS, 34.0 of National Civilian Labor force, 30.1% of Relevant Civilian Labor Force

The White females' participation rate is significantly lower at DHS than the NCLF rate. The representation of White females decreased as a percentage of the overall workforce for the past six years, due to a higher-than-expected attrition rate, which reached an all-time high in FY 2013. While FY 2014 marked the first year that White females' promotion rate is not below their participation rate, the rate dropped significantly in FY 2015, by 2 percent. 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.

DHS Permanent Workforce Six-Year Trend for Individuals With Disabilities									
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
FY10	4.1%	4.7%	6.1%	2.6%	3.4%	4.9%	3.3%	3.7%	4.1%
FY11	4.3%	4.7%	6.3%	2.8%	2.6%	5.3%	3.5%	4.1%	4.5%
FY12	4.6%	5.9%	6.1%	3.2%	2.5%	5.8%	3.7%	4.6%	4.6%
FY13	4.7%	5.6%	6.0%	3.8%	2.4%	5.6%	4.0%	4.9%	4.3%
FY14	5.2%	5.0%	6.8%	4.2%	2.8%	5.8%	4.3%	4.8%	4.6%
FY15	5.3%	5.4%	6.8%	4.9%	2.0%	5.8%	4.8%	5.6%	5.5%

Individuals With Disabilities – 5.3% of DHS, 8.9% of the Federal Government

The percentage of the DHS workforce that self-identify as having a disability is lower than the average seen in the permanent federal workforce’s 8.9 percent. Within non—law enforcement positions, the percentage of the workforce with a disability is roughly one full percentage point higher than the total workforce, but this is still below the federal average of 8.9 percent.

Employees with disabilities have separated at higher rates than their workforce participation rate over the last six years—common throughout both federal and private sectors.

Promotion rates in each of the past six years were lower than expected given the size of the onboard workforce with reportable disabilities. Employees with disabilities are fairly evenly dispersed across the pay grade levels, with the exception of grades 1–4, where they are below expected participation rates.

DHS Permanent Workforce Six-Year Trend for Individuals With Targeted Disabilities									
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
FY10	0.38%	0.33%	0.50%	0.22%	0.47%	0.53%	0.30%	0.23%	0.00%
FY11	0.38%	0.30%	0.42%	0.25%	0.35%	0.58%	0.28%	0.26%	0.14%
FY12	0.37%	0.36%	0.55%	0.24%	0.29%	0.60%	0.29%	0.23%	0.26%
FY13	0.37%	0.45%	0.57%	0.29%	0.26%	0.53%	0.30%	0.25%	0.26%
FY14	0.42%	0.23%	0.56%	0.32%	0.48%	0.55%	0.33%	0.26%	0.25%
FY15	0.41%	0.34%	0.54%	0.29%	0.40%	0.54%	0.36%	0.31%	0.17%

Individuals With Targeted Disabilities – 0.41% of DHS, 1.07% of the Federal Government

The percentage of the DHS workforce that self-identifies as having a targeted disability is lower than the average seen in the permanent federal workforce.¹ Within non—law enforcement positions, the

percentage of workers with targeted disabilities is roughly a tenth of a percentage point higher than the general population. This is still less than the 1.07 percent across the federal government, and well below the federal government goal of 2 percent.

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

¹ Targeted Disabilities, a subset of reportable disabilities, are considered the most severe disabilities. As a matter of policy, the federal government has initiated a special emphasis on recruiting, hiring, and retaining people with targeted disabilities. Categories on OPM's Standard Form 256 that make up targeted disabilities include: deafness, blindness, missing extremities, partial or complete paralysis, epilepsy, severe intellectual disability, psychiatric disability, and dwarfism. See <http://www.opm.gov/policy-data-oversight/disability-employment/reference-materials/sf256.pdf> for the form itself.

The Best Places to Work in the Federal Government

DHS administered the U.S. Office of Personnel Management Survey between 2005 and 2015. In FY 2015, DHS continued on a downward trend, ranking last among all large Departments with respect to employee job satisfaction.

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 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 questions in the survey.

Women in Law Enforcement

Women occupy approximately 8.4 percent of law enforcement positions at DHS. This female participation rate is substantially lower than the rate of law enforcement positions across the federal government, and even lower than that seen in the Civilian Labor Force's benchmark for criminal investigators. In the spring of 2014, DHS commenced a study to better understand the causes of the low female representation rate within law enforcement positions. This study, and its findings and recommendations, were circulated throughout the DHS's Components and operating divisions. The study includes observations and recommendations from women in law enforcement across DHS; identifies perceived barriers to equal employment opportunity and diversity; provides recommendations and strategies to achieve a model workplace; and highlights best practices from within DHS and from other federal law enforcement agencies. The study, which is being finalized, calls for, among other things, the establishment of an interagency mentoring group for women in law enforcement—a new initiative for DHS.

Data Sources

The workforce numbers used in this report were generated by DHS's new Oracle-based AXIS database, and are based on an extraction from the National Finance Center's data for Pay Period 19, which ended on October 3, 2015. DHS employees voluntarily submitted all race, national origin, gender, and disability data relied upon in this report. Statistics on Individuals with Disabilities/Individuals with Targeted Disabilities in the federal government were obtained from the U.S. Office of Personnel Management's 2014 Report on the Employment of Individuals with Disabilities in the Federal Executive Branch, found at: <https://www.opm.gov/policy-data-oversight/diversity-and-inclusion/reports/disability-report-fy2014.pdf>.

NCLF statistics were compiled using the Census Bureau's American Community Survey data. RCLF statistics were compiled using American Community Survey data, along—with the distribution of DHS personnel across occupations.

EEO complaint numbers were obtained via complaint data collected by DHS and its Components and stored in iComplaints, the DHS's case management software program. EEO Specialists at the DHS Components enter information into the program, and the program has the ability to process ad hoc queries—the results of which can be used for evaluating all aspects of the Equal Employment Opportunity case management process.

Federal Employee Viewpoint Survey data pertaining to DHS employees. The survey data was 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. This report identified accomplishments, but also identified several challenges still requiring attention: establishing an effective career development program; establishing a retention strategy; correcting significantly 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.

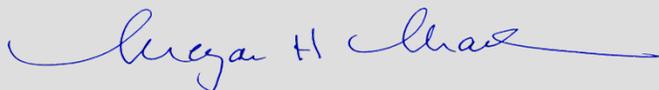
I certify that proper documentation of this assessment is in place and is being maintained for EEOC review upon request.



3/30/16

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

Date



3/30/16

Signature of Agency Head or Agency Head Designee
Megan H. Mack
Officer for Civil Rights and Civil Liberties
U.S. Department of Homeland Security

Date

**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.

[Redacted Signature Area]

[Redacted Date Area]

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

Date

[Redacted Signature Area]

[Redacted Date Area]

Signature of Agency Head or Agency Head Designee
Megan H. Mack
Officer for Civil Rights and Civil Liberties
U.S. Department of Homeland Security

Date

EEO Plans for Attaining the Essential Elements of a Model EEO Program

Part H.1– Embrace Best Practices in Equal Employment Opportunity Leadership

Statement of Model Program Essential	Brief Description of Program Deficiency
	Specific deficiencies identified by Components:
	A1d-When an employee is promoted into the supervisory ranks, is he/she provided a copy of the EEO statement?
Element A – Demonstrated Commitment from Agency Leadership	A2a-Have the Heads of subordinate reporting components communicated support of all agency EEO policies through the ranks?
	A3f-Are managers and supervisors evaluated on their commitment to ensure a workplace that is free from all forms of discrimination, harassment and retaliation?
Program Deficiency Analysis:	Lack of consistent communication regarding the Equal Employment Opportunity policies and program procedures.
Objective:	Employ the EEO Council and working group members to clarify and revise communications and actions from the senior leadership to ensure that knowledge of leadership commitment to Equal Employment Opportunity is spread throughout the DHS.
Responsible Officials:	OCHCO; CRCL; DHS Components
Date Objective Initiated:	March 30, 2008 (modified January 2016)
Target Date for Completion of Objective:	September 30, 2016

Planned Activities Toward Completion of Objective

Planned Activities	Target	Completed?	Completion Date
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.	9/30/2011 Revised to: 9/30/2012	Yes	9/21/2012
2. Components will develop and provide executives and managers with necessary training, tools, and resources to leverage diversity.	Annually, starting: 9/30/2012	Yes	9/30/2012
3. DHS EEO offices will provide updates to EEO policies and will communicate these updates to managers, supervisors, and employees. This communication includes distribution to new employees during orientation.	9/30/2015	Yes	9/30/2015
4. Human Capital Officials will establish protocol to provide EEO offices with names of employees promoted to supervisory positions in support of the requirement to communicate current EEO policies to newly appointed supervisors with 45 days of appointment.	12/30/2015 Revised to: 9/30/2016	No	

5. Ensure that DHS Leadership communicates EEO policies throughout DHS Components that will be cascaded throughout the organization.	9/30/2015 Revised to: 9/30/2016	No	
6. Make the procedures for requesting reasonable accommodation and religious accommodations available/accessible to all employees by disseminating during orientation and during staff meetings.	9/30/2015	Yes	9/30/2015
7. Issue and promote the FY 2016 DHS-wide Hiring Goals for Veterans and Individuals with Disabilities.	3/31/2016		

REPORT OF ACCOMPLISHMENTS AND MODIFICATIONS TO OBJECTIVE

Modifications:

Description of the identified deficiencies has been modified based on the results of FY 2015 Component Self-Assessment towards a Model EEO Program, resulting in compliance with 16 of the 19 measures or 84 percent of all measures compared to 68 percent during FY 2014.

Added Planned Activity #7. Issue and promote the FY 2016 DHS-wide Hiring Goals for Veterans and Individuals with Disabilities.

Extended Target Completion date to meet Objective 9/30/2016.

FY 2015 Update:

Planned Activity #1:

Completed 9/21/2012. OCHCO and CRCL worked in partnership with DHS Components to develop a communication strategy to reach across organizational boundaries.

In continuance of this activity, CRCL released the DHS EEO Council Strategic Plan, with input from EEO Directors and other practitioners from all Components to unify the Equal Employment Opportunity/Civil Rights/Diversity (EEO/CR/D) efforts across the DHS. DHS and its Components stood up six Goal Groups, each led by at least one Component EEO/CR/D Executive. FY 2016 Goals consists of:

- Goal 1: Leadership: Securing and Sustaining Commitment by Leadership within the DHS and its Components
- Goal 2: Integrating EEO/CR/D into Departmental and Component Strategic Plans
- Goal 3: Promoting Voluntary Resolution of Workplace Disputes Involving EEO Issues
- Goal 4: Preventing Unlawful Discrimination
- Goal 5: Ensuring Coordination Effectiveness and Efficiency of Departmental and Components EEO/CR/D Programs
- Goal 6: Ensuring Responsive and Legal Compliance by Departmental and Component EEO/CR/D Programs

In furtherance of supporting this planned activity, OCHCO issued the FY 2016 Hiring Goals for Individuals with Disabilities, Targeted Disabilities and Veterans. The goals were communicated to the DHS workforce by the DHS Human Capital Leadership Council.

COMPONENT UPDATES

The USCG Commandant delivered the keynote address at the annual Federal Asian Pacific American Council (FAPAC) Conference.

The FLETC's Leadership Institute conducted a "Women in Law Enforcement Leadership Training Program" (WLELTP) at the St. John's County Sheriff's Office located in St. Augustine, Florida. The training was coordinated and supported by the State, Local, and Tribal Division. The participants received training related to leadership concepts, communication styles, gender differences, emotional intelligence, work-life harmony, and situational leadership. At the conclusion of the program, the executive panel discussed qualities and traits of effective leadership and addressed the issues and challenges facing law enforcement leaders. Members of this panel included FLETC Director Connie Patrick, Jacksonville Sheriff's Office Chief of Patrol East Michelle Cook, and Jacksonville Sheriff's Office Chief of Homeland Security/Narcotics and Vice Ron Lendvay.

TSA's new Administrator issued an EEO Policy statement within 30 days of installment.

Planned Activity #2:

Completed 9/30/2012. Efforts were made to assist with equipping managers with training and tools.

- With the establishment of the Office of Academic Engagement, DHS expanded efforts to equip managers with additional resources to leverage diversity through the implementation of five Memoranda of Understanding with organizations representing a diverse network of Higher Education Associations including:
 - Hispanic Associations of Colleges and Universities;
 - National Association of Equal Opportunity in Higher Education;
 - American Indian Higher Education Consortium;
 - Asian American Pacific Islander American Association of Colleges and Universities; and
 - American Association of Community Colleges.
- DHS issued a Directive and Instruction to establish a framework for Special Emphasis Programs.
- The DHS EEO Strategic Council Working Group has begun preliminary logistics to provide the first DHS EEO/Diversity Training Conference for EEO practitioners to ensure these officials remain skilled to address the emerging concerns of a diverse work place.
- A variety of EEO and Diversity training was provided to supervisory and non-supervisory employees throughout DHS and its Components.

COMPONENT UPDATES:

CBP

- CBP requested and obtained authorization from OPM to conduct targeted recruitment of women for CBP's Border Patrol Agent law enforcement positions in the Southwest Border region.

USCG

- USCG released a special video message by the Commandant communicating his position on diversity and inclusion. The video was presented as part of USCG-wide training.
- USCG implemented a tracking mechanism, resulting in 100 percent conversion rate of Schedule A hires from temporary to permanent appointments for employees who had completed the required two years of satisfactory performance.

FLETC

- FLETC provided training for senior staff members on EEO processes, including appeals; ADR/mediation; hearings; harassment; protected classes; retaliation; management inquiries; lesbian, gay, bisexual, and transgender (LGBT) issues; and case law updates. Training was presented by the DHS Deputy Officer for Civil Rights and Civil Liberties, Director for EEO and Diversity Programs.

TSA

- TSA conducted “Why Not You” diversity panels, comprised of senior leaders at various airports throughout the country, providing employees with valuable insight into career development and advancement information along with the opportunity to participate in hands-on career mentoring sessions.

ICE

- ICE developed a required training course for managers and supervisors to provide further education on its revised reasonable accommodation policy and procedures. Training was launched in FY 2016.
- ICE conducted a successful pilot for a Centralized Accommodation Fund, resulting in the implementation of a FY 2016 Centralized Accommodation Fund.
- ICE expanded their award-winning HERO Child Rescue Corps Program, providing 22 disabled veterans the opportunity to train as Computer Forensics Analysts interns and apply for non-competitive appointments. In addition ICE piloted the Fugitive Enforcement Detention Support Program in the Washington, District of Columbia Field Office.

USSS

- USSS issued a new policy statement on “Increasing Employment of Individuals with Disabilities and Targeted Disabilities.” In addition, through coordinated efforts, a Strategic Plan for Increasing the Employment of Individuals with Disabilities was developed.

Planned Activity #3, 5, and 6:

As of FY 2015, all DHS Components reported that EEO Policies, including information on Reasonable Accommodations, are provided during Employee Orientation.

COMPONENT UPDATES:

FLETC

- FLETC issued the Component Policy Prohibiting Harassment and Discrimination against Employees and Applicants for Employment.

USCG

- USCG re-issued equal opportunity and anti-harassment policy statements.

CBP

- CBP issued updated Anti-Discrimination and Anti-Harassment Policy Statements. Both policies were distributed electronically to all employees and transmitted with a link to the Component's Standards of Conduct and Table of Offenses and Penalties.

USCIS

- USCIS Director issued an Equal Employment Opportunity (EEO and Diversity Policy Statement that was sent to all employees. The policy is posted on OEOI's intranet page along with other information concerning the agency's EEO programs, policies, and procedures, including materials regarding disability accommodation request processing, the process by which to initiate a discrimination complaint, as well as guidance on special emphasis program activities and objectives.

ICE

- ICE published its revised Reasonable Accommodation Standard Operating Procedure to improve the processing of reasonable accommodation requests.

USSS

- USSS issued the EEO policy statement encompassing the EEO policy and anti-harassment policy requirements.

Planned Activity #4:

Modified to extend the target date for completion to 9/30/2016.

In support of the requirement to communicate current EEO policies to newly appointed supervisors within 45 days of appointment, DHS Human Capital Officials are in the process of establishing protocols to provide EEO offices with names of employees promoted to supervisory positions.

Part H.2– Ensure Management and Program Accountability

Statement of Model Program Essential	Brief Description of Program Deficiency
Element C – Management and Program Accountability	<p>Specific deficiencies identified by Components:</p> <p>C.2.a–c Have timetables or schedules been established for the agency to review its Merit Promotion Policy and Procedures, Employee Recognition Awards Program and Procedures, and Employee Development/Training Programs for systematic barriers that may be impeding full participation for all groups?</p> <p>C.3c Has the agency, when appropriate, disciplined or sanctioned managers/supervisors, or employees found to have discriminated over the past two years?</p>
Program Deficiency Analysis:	<p>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 accommodation policies; and human resources and Equal Employment Opportunity offices were often not coordinating closely.</p>
Objective:	<p>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.</p>
Responsible Officials:	OCHCO; CRCL; DHS Components
Date Objective Initiated:	March 30, 2008 (Modified January 2016)
Target Date for Completion of Objective:	September 30, 2015 – Revised to September 30, 2016

Planned Activities Toward Completion of Objective

Planned Activities	Target Date	Completed?	Completion Date
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.	9/30/2011 Revised to: 9/30/2013	Yes	9/30/2013
2. Revise and update Reasonable Accommodation Procedures.	9/30/2011	Yes	9/30/2013
3. Follow up with the components on the status of their Reasonable Accommodation Procedures.	9/30/2011	Yes	9/30/2013
4. Establish timetables to review the Merit Promotion Program and Procedures for systematic barriers.	3/31/2015 Revised to: 9/30/2016	No	

5. Establish timetables to review its Employee Recognition Awards Program and Procedures for systematic barriers that may be impeding full participation in the program by all groups.	6/30/2015 Revised to: 9/30/2016	No	
6. Establish timetables to review Employee Development/Training Program policies and applicant process for systematic barriers that may impede any group from obtaining equal opportunity for employment.	9/30/2015 Revised to: 9/30/2016	No	
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. Discussion around the topic will be incorporated with Complaints Management and Adjudication Section Component briefings and updates.	12/30/2014	Yes	09/30/2015
8. The Disability Program managers will meet with managers and supervisors to discuss the Reasonable Accommodation Policy and the processing of accommodation requests.	12/30/2015	Yes	09/30/2015
9. EEO practitioners/staff members will meet with managers and supervisors to emphasize the importance of hiring, developing and retaining, and effectively communicating with employees. Discussions will include review of workforce demographic, complaint activity and use of alternative dispute resolution.	6/30/2015	Yes	9/30/2015

REPORT OF ACCOMPLISHMENTS and MODIFICATIONS TO OBJECTIVE

Modifications:

Description of the identified deficiencies has been modified based on the results of FY 2015 Component Self-Assessment towards a Model EEO Program, resulting in compliance with six of the ten measures or 60 percent of all measures compared to 40 percent during FY 2014.

Extended target completion date to meet objective 9/30/2016.

FY 2015 Update

To help ensure that EEO and Diversity are factored into all future deliberations on policy changes affecting all aspects of employment, collaborative efforts continue with senior officials establishing and participating in working groups to review and assess policies, practices, and procedures related to career development, training, outreach, workforce changes, and the overall employment process. Additionally, dialogue began between EEO and Human Capital Practitioners to enhance communication regarding employment equity.

Activity #1 – Completed 9/30/2013

Activity #2 – Completed 9/30/2013

Activity #3 – Completed 9/30/2012

Activities #4 and 5

In support of scheduled reviews for the DHS Merit Promotion Program and Employee Recognition Awards Program and Procedures, on June 30, 2015, DHS, OCHCO, HCPP reported no barriers to any employee group being eligible to receive any monetary or non-monetary (honorary) DHS award. This is supported by the current DHS awards and recognition policy, as well as supplemental internal component guidance, all of which are reviewed as part of regular Human Resources Organizational Audits for all Components.

Activity #6

DHS is currently implementing a DHS-wide enterprise Talent Management System, branded as the Performance and Learning Management Systems (PALMS). Once this system is operational, the DHS-wide automated system will be available to capture and report on employee participation in career development programs. Currently PALMS has deployed to CBP (July 2015) and Headquarters (October 2015). Preparations are underway for operational deployment for FLETC, USCIS, ICE and USSS, in FY 2016. TSA and USCG implementations are planned for FY 2017. Review of the Employee Development/Training Programs for systemic barriers that may impede full participation will be conducted in a phased approach after implementation of the new system.

As part of this phased approach, DHS, OCHCO conducted an initial analysis of the DHS Senior Executive Service Candidate Development Program applicant flow activity which revealed a total of 832 applicants. Of the applicants, DHS received 58.4 percent (486) of the flow data records; an increase from Cohort III, which collected approximately 25 percent. Applicant flow data on Ethnicity, Race, Gender, and Veterans Status were provided by 80.3 percent (390) of the applicants, resulting in 42.1 percent of applicants claiming Veteran's Preference, and 22 percent identifying as a veteran with a disability. Additional analysis revealed:

- Women's participation rates have decreased from Cohort I 34.1 percent to Cohort IV 22.4 percent.
- Hispanic/Latino participation has significantly increased from Cohort I 2.3 percent to Cohort IV 12.2 percent.
- Blacks/African American participation has also increased from 13.7 percent to 14.3 percent.
- Asian American participation rates have decreased from 6.8 percent in Cohort I to 2 percent in Cohort IV.

Activity #7 - Completed 9/30/15 and on-going

Modified planned activity to transfer action from the EEO Diversity Management Section to the Complaints Management and Adjudication Section.

Focused discussions related to findings and disciplinary actions captured in Component monthly reports are led by the CMAS on a monthly basis. All Component EEO offices are required to report monthly to CRCL EEO on the progress of implementing relief ordered in findings. Reports include whether or not disciplinary action was imposed and, if not the reason for not imposing action.

Activity #8

Reasonable Accommodation training for managers and supervisors was provided and reported by all DHS Components throughout the fiscal year in a variety of formats and through the use of both internal and external resources, resulting in over 12,000 managers and supervisors reported to have received training during FY 2015.

COMPONENT UPDATES:

CBP

- CBP trained 510 supervisors, utilizing the web-based training module on employment of individuals with disabilities titled “A Roadmap to Success: Hiring, Retaining and Including People with Disabilities.”
- CBP trained 537 new supervisors through the required “Supervisor Leadership Training” (SLT). SLT includes a module on Equal Employment Opportunity Awareness, incorporating a section on the reasonable accommodation process, resources available through the Computer/Electronics Accommodation Program (CAP) and the Job Accommodation Network (JAN).
- CBP provided training to 183 new employees on services available through CAP during new employee orientation training.

USCIS

- USCIS conducted mandatory live disability accommodation training in collaboration with the Commission, resulting in approximately 517 supervisors and managers completing training during FY 2015.
- USCIS arranged a wide variety of EEO and diversity training opportunities for 12,152 employees on topics such as deaf awareness, anti-harassment, fostering an inclusive and respectful workplace, EEO basics, and disability accommodation processing for supervisors.
- USCIS coordinated and sponsored a total of six deaf awareness training sessions that were conducted by training consultants from Gallaudet University with over 150 attendees. Training sessions included discussions on common types of accommodations strategies for deaf and hard of hearing employees.
- USCIS conducted over ten training sessions, with over 1,000 employees (supervisory and non-supervisory) trained in FY 2015, in an effort to promote awareness of the revised reasonable accommodation procedures. In addition to the training sessions, supplemental guidance for processing and requesting reasonable accommodations was issued and posted as a companion to the revised procedures.

USCG

- The USCG provided training and resources to educate the workforce on employment programs for people with disabilities, resulting in over 900 managers/supervisors and 15 non-supervisors receiving training; several Brown Bag Lunch sessions focused on reasonable accommodations; various disability awareness webinars were available to practitioners; and several subject matter articles were featured in the Civil Rights Directorate’s monthly newsletter.

FEMA

- FEMA trained a total of 2,908 employees (supervisory/non-supervisory) on disability programs, covering topics such as: processing and providing timely reasonable accommodations; recruitment and hiring of individuals with disabilities; and hiring flexibilities.

FLETC

- FLETC provided disability training to 121 new and existing supervisors utilizing the *Employment of People with Disabilities: A Roadmap to Success*.

ICE

- ICE provided disability (including reasonable accommodation) training and resources to 6,324 managers and supervisors.
- ICE established *Disability 201*, an additional required training course for managers/supervisors to provide further education on reasonable accommodations and to increase awareness and minimize misperceptions.

USSS

- The USSS provided reasonable accommodation and disability awareness training to 397 managers and supervisors through a variety of leadership development training courses.
- The USSS held an informative training session “Deaf Culture and Deaf Awareness,” conducted by Gallaudet University presenters. In addition, the Staff Interpreter presented a session on “Protocols for Requesting Interpreting Services.”

TSA

- TSA hosted 11 webinars covering “What You Need to Know about Reasonable Accommodations for Disabilities,” and a variety of other EEO and Diversity related topics.

Activity #9

EEOD established and trained a cadre of trainers from within CRCL to deliver EEO and Diversity training to employees of HQ Components. More than 200 Headquarters and FLETC employees completed the training. The evaluations received from participants were overwhelmingly positive.

The CRCL, EEOD developed and established a management directive, instruction, and standard operating procedures on DHS-wide Special Emphasis Programs (SEPs).

The DHS Office of Intelligence and Analysis (I&A) focused efforts on developing its leadership and holding its leaders accountable. The Under Secretary published his performance plan to the entire workforce and ensured every senior executive’s goals aligned with his. Additionally, all GS 14s, 15s, SLs and SESs were required to complete a series of leadership courses over the period of one month. Courses included, how to develop high-trust behaviors and how to hold team members accountable. I&A also reviewed its diversity statistics by office and worked with hiring managers to ensure diverse candidates were available.

COMPONENT UPDATES:

CBP

- CBP provided quarterly information sessions about the efficiencies and effectiveness of the local EEO and Diversity and Inclusion programs to senior management officials in the field.

USCIS

- USCIS developed comprehensive EEO and Diversity Snapshots as a management and program accountability tool to notify managers and supervisors in program offices and directorates about the status of EEO and diversity within their respective organizations. The EEO and Diversity Snapshots include workforce statistics by ethnicity, racial identity, gender, grade, occupation series, and disability status as well as the new IQ Inclusion Index score. The Snapshots were distributed on an *ad hoc* basis and posted on the intranet. Additionally, offices that requested Snapshots were offered follow-up assistance on the areas addressed.
- During FY 2015, workforce statistics, USCIS FY 2014 EEO & Diversity Climate Survey results, and IQ Inclusion Index scores were made available on the intranet with subordinate organization reports provided by request. OEOI also prepared and posted a USCIS mid-year demographic profile on its intranet site and is planning to continue to post these reports on a bi-annual basis. The results of the FY 2014 EEO and Diversity Climate Survey were presented to USCIS executive leadership on June 2, 2015. Survey results were then distributed to all program offices and directorates for review. The results were used to engage management and ensure program accountability by using employee perceptions of the work climate.

USCG

- The USCG hosted the annual Senior Executive Leadership Equal Opportunity Seminar (SELEOS) for newly appointed Admirals, Senior Executives and Master Chiefs. Discussion topics include the promotion of Alternative Dispute Resolution and assessment of the overall performance of the agency's EEO Program.
- The USCG engaged Senior Diversity Consultant, Dr. Samuel Betances, to conduct diversity and inclusion training for senior executives and Flag Officers. This seminar focused on the challenges of working effectively across generational lines to foster respect and collaboration in view of changing demographics and distractions; and best practices for creating an inclusive work environment to inspire leaders to act boldly in meeting this leadership challenge.

FEMA

- FEMA's Administrator approved the Diversity and Inclusion Implementation Plan for FY 2015 through 2019. The plan includes elements that are measurable, allowing senior leaders to evaluate progress and success regularly.
- The Center for Domestic Preparedness (CDP), established a Diversity Committee to assist in organizing cultural awareness events and has advised senior management officials on the importance of diversity in the workforce. CDP also ensured that all employees completed mandatory diversity training and opened the majority of CDP's vacancy announcements to all sources.

FLETC

- The Office of the Health Director conducted "State of the Directorate" briefings for the Assistant Directors. During these sessions, the EEO Officer briefed the Regional and International Training and Centralized Training Management Directorates on the "State of the Directorate." Additionally, an overview brief was presented to the new Cheltenham Site Director. The briefings and site visits included a breakdown of EEO cases, reasonable accommodation cases, and demographics of race, gender, and national origin.

ICE

- ICE leadership continues to support mandatory EEO, DM, and CL training provided by the ICE Office of Diversity and Civil Rights (ODCR) for all managers and supervisors.
- ODCR staff met with ICE Executive Associate Directors to provide Model Workplace Briefings that were specific to their Directorate's workforce. The Model Workplace Briefings outlined triggers and barriers to EEO and identified specific strategies for senior executives to implement to overcome the barriers.
- ICE trained 92 percent of its managers and supervisors by conducting the FY 2015 ICE EEO and Diversity Management Update Training for Managers and Supervisors. The curriculum included: EEO, ADR, Policy Updates, Anti-Harassment, Reasonable Accommodation Case Study Updates, Civil Liberties and Diversity Management.

USSS

- The Secret Service Uniformed Division, Office of the Chief, conducts a two day leadership/management training session for all new first-line supervisors. During this training class, representatives from the Secret Service EEOD explain to new Uniformed Division supervisors their roles and responsibilities for successful EEOD program implementation. The new Uniformed Division supervisors also get an introduction into resolving workplace conflicts, providing reasonable accommodations, participating in community outreach, recruitment activities, and participating in diversity initiatives.
- The Office of Professional Responsibility, Inspection Division, regularly conducts office inspections and EEOD provides information for inclusion in the resulting compliance inspection reports.
- The Talent and Acquisition Management Division (TAD) hosted 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 and Inclusion, and EEO.

TSA

- The TSA conducted targeted in-person training for managers and supervisors across the organization to address issues routinely seen in EEO complaints.
- The TSA conducts internal audits to assess the effectiveness and efficiency of the agency's Title VII and Rehabilitation Act programs. Vigorous efforts continue to identify and remove barriers to equality of opportunity in the TSA workplace.

Part H.4– Ensure Sufficiency of Data/Document Collection or Analysis

Statement of Model Program Essential	Brief Description of Program Deficiency
Element E – Efficiency	<p>Specific deficiencies identified by Components:</p> <p>E.1.b - Has the agency implemented and adequate data collection and analysis system that permits tracking of the information required by Management Directive 715 instructions?</p> <p>E.1.c - Have sufficient resources been provided to conduct effective audits of field facilities efforts to achieve a model EEO program and eliminate discrimination under Title VII and the Rehabilitation Act?</p> <p>E.1.e - Are 90% of accommodation requests processed within the time frame set forth in the agency procedures for reasonable accommodation?</p> <p>E.3.b – Does the agency provide timely EEO counseling within 30 days of the initial request or within an agreed upon extension in writing, up to 60 days?</p> <p>E.3.d - Does the agency complete the investigations within the applicable prescribed time frame?</p> <p>E.3.e - When a complainant requests a final agency decision, does the agency issue the decision within 60days of the request?</p> <p>E.4.c - After the agency has offered ADR and the complainant has elected to participate in ADR, are the managers required to participate?</p> <p>E.4.d – Does the responsible management official directly involved in the dispute have settlement authority?</p>
Program Deficiency Analysis:	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.
Objective:	Expand and clarify the data collection process in order to allow DHS to perform accurate and comprehensive analyses in the future.
Responsible Officials:	Deputy Officer for Equal Employment Opportunity Programs; Chief Human Capital Officer
Date Objective Initiated:	March 30, 2008
Target Date for Completion of Objective:	September 30, 2011 – Revised to September 30, 2017

Planned Activities Toward Completion of Objective

Planned Activities	Target Date	Completed?	Completion Date
1. Develop DHS-wide automated system to capture career development programs. (Table A/B12 - Participation in Career Development).	9/30/2011 Revised to: 9/30/2017	No	
2. Coordinate with DHS Components to develop supplemental internal controls regarding timeliness of investigations.	9/30/2013	Yes	9/30/2013
3. Coordinate with DHS Components to develop streamlined review processes to expedite issuance of Reports of Investigation.	9/30/13	Yes	9/30/2013
4. Coordinate barrier analyses across Components through the use of the pending DHS Special Emphasis Program framework.	6/31/2015 Revised to: 6/31/2017	No	
5. Provide Management Directive 715 Training to ensure compliance and to ensure the document serves as a useful resource for managers/supervisors.	10/31/2015 Revised to: 9/30/2016	No	
6. Develop a brochure to promote the use of alternative resolutions to address workplace disputes and issues.	6/30/2016	No	

REPORT OF ACCOMPLISHMENTS and MODIFICATIONS TO OBJECTIVE

Modifications:

Description of the identified deficiencies has been modified based on the results of FY 2015 Component Self-Assessment towards a Model EEO Program, resulting in compliance with 24 of the 32 measures or 75 percent of all measures compared to 59 percent during FY 2014.

Extended Target Completion date to meet Objective: 9/30/2017

Activity #1:

DHS is currently implementing a DHS-wide enterprise Talent Management System, branded as the Performance and Learning Management Systems (PALMS). Once this system is operational, the DHS-wide automated system will be able to capture and report on employee participation in career development programs. To date, PALMS has been deployed in CBP (July 2015) and Headquarters (Oct 2015). Preparations are underway for operational deployments for FLETC, USCIS, ICE and USSS in FY 2016. TSA and USCG deployments are planned for FY 2017.

Activity # 2-3:

The Complaint Management and Adjudication Section participated in collaborative initiatives that continue to strengthen partnerships between CRCL and DHS Components as demonstrated when it:

- Refined and issued guidance to all DHS Component EEO Offices regarding best practices for conducting effective EEO investigations.
- Developed an electronic feedback tool that enabled CRCL to provide more detailed feedback

regarding the quality of Component investigations. The feedback tool is scheduled to be piloted and launched during FY 2016.

- Continued to administer a detail program which resulted in expressed interest from two Component EEO specialists who served separate 60-day details provided employees with mentoring on how to prepare Final Agency Decisions.
- Led quarterly meetings of the DHS EEO Complaint Managers and presented and/or arranged for the presentation of the topics of interest and encouraged open discussions amongst the group. Topics presented included updated guidance on EEO complaint management and reporting, training on the DHS enterprise EEO database and document management system, legal updates from CRCL attorney-advisors, and the DHS Alternative Dispute Resolution program.
- Participated in preparation of the quarterly Equal Employment Opportunity Diversity publication, *FOCUS on EEO and Diversity* by identifying and writing about topics of interest for publication.

Activity #4:

On August 31, 2015, DHS issued the Special Emphasis Programs Directive, establishing the DHS policy and requirements. The DHS SEP Framework consists of three major parts: the Management Directive; Implementing Instructions; and a Resource guide/Standard Operating Procedures. The SEP Framework provides structure for Components by establishing standardized terms, roles, and responsibilities; DHS SEP Committees, chaired by CRCL and populated by subject matter experts from across DHS; and formalized and established a DHS Lesbian, Gay, Bisexual, and Transgender (LGBT) SEP.

Through collaborative efforts in addressing goals outlined in the Strategic Plan, the DHS EEO Council, Special Emphasis Programs Working Group in collaboration with the Diversity Management Staff, have developed barrier analysis training materials to expand emphasis on incorporating SEP Managers and Coordinators in the barrier analysis process. Training will be conducted during FY 2016. The target audience for the training includes EEO and Diversity practitioners and full time and collateral duty Special Emphasis Program Managers. Sessions are being planned for the National Capital Area and at least two field locations.

In addition, CRCL conducted a DHS-wide study on women in law enforcement. The study, the findings and recommendations were circulated throughout the DHS's components and operating divisions. The study includes observations and recommendations from women in law enforcement across the DHS; identifies perceived barriers to equal employment opportunity and diversity; provides recommendations and strategies to achieve a model workplace; and highlights best practices from within the DHS and from other federal law enforcement agencies. The study, which is being finalized, calls for the establishment of an inter-agency mentoring group for women in law enforcement - a new initiative for the Department of Homeland Security.

Activity #6:

DHS CRCL, EEOD established an ADR Program Manager's Council, represented by each Component, with a Council Charter drafted and approved by all Components. The ADR Council will oversee the effectiveness of the DHS Shared Neutral's program, establish certification for mediators on the shared neutrals roster, and provide support and guidance for each Component's respective program.

Two classes were held, certifying 35 DHS-wide mediators, and an ADR webpage was stood-up to provide DHS managers and employees with information regarding the ADR program. Additionally, CRCL partnered with OCHCO's Employee Relations, providing them with ADR services to assist in addressing

non-EEO workplace disputes; a representative of OCHCO Employee Relations sits on the Council.

The ADR brochure is under final review and is expected to be finalized and made available to all DHS employees during FY 2016.

COMPONENT UPDATES:

CBP

- CBP completed development of an Alternative Dispute Resolution (ADR) training presentation module titled “*What Managers and Supervisor Can Expect During Mediation.*”
- CBP completed an update to its Diversity and Equal Opportunity Awareness training module provided to all new supervisors during Supervisory Leadership Training. The module discusses the benefits of ADR, explains the processes and requirements of the Agency’s ADR program, and identifies the roles and responsibilities of supervisors and managers participating in ADR.

USCIS

- USCIS expanded its ADR program into a stand-alone program, resulting in a positive impact on the efficiency of the overall EEO program. Notably, the informal EEO complaint process ADR participation rate rose to 68 percent from 57 percent in FY 2014, with a resolution rate of 51 percent.
- USCIS is an active participant in the new DHS Office for Civil Rights and Civil Liberties (DHS CRCL) ADR Council to implement a DHS-wide Shared Neutrals Program in FY 2016. Through its efforts in these areas, USCIS hopes to further increase ADR settlement and resolution rates in FY 2016.

USCG

- At USCG, one hundred percent of individuals initiating pre-complaints were offered Alternative Dispute Resolution (ADR); and 54 percent accepted ADR, resulting in a 13 point increase from FY 2014, and a 30 point increase from FY 2013. In FY 2014, the ADR division implemented a process to assess and improve upon attempts at resolution during counseling; and a mediation training and experience requirement for Civil Rights Service Providers. These initiatives yielded desired results, with resolution rates above the federal average.

FLETC

- FLETC collaborated with CRCL to present training for senior staff members on EEO processes including ADR and mediation among other EEO topics.
- The FLETC Ombudsman Program continued to be available for students, employees, and managers as an informal resource to resolve conflict using techniques such as mediation and facilitation. During FY 2015, the Ombudsman used Uniform Reporting Categories to determine trends, make recommendations for training topics, and propose the review or revision of processes. Additionally, during FY 2015, the Ombudsman resolved/and or addressed 60 employees with 243 issues.

- FLETC participated in ADR mediations in five formal EEO cases. After the complainants participated in mediation, only two matters failed to result in a settlement. Later, one of the two cases was successfully resolved at no cost to the government.
- The costs for conducting the mediations totaled \$2,195.00 in FY 2015, \$1,002.00 in FY 2014, and \$2,910.00 during FY 2013. FLETC has enjoyed great success after establishing a cost-effective approach through the use of Federal Emergency Management Agency mediators to resolve cases.

ICE

- ICE trained 92 percent of its managers and supervisors by conducting the FY 2015 ICE *EEO and Diversity Management Update* training for Managers and Supervisors. The curriculum included: EEO, ADR, Policy Updates, Anti-Harassment, Reasonable Accommodation Case Study Updates, Civil Liberties and Diversity Management.
- In coordination with CRCL, ICE participated in establishing a DHS-wide Shared Neutrals Program in support of ADR.
- ICE continued to provide ADR training to its managers and supervisors and encourage both the complainant and the responsible management official to participate in ADR to improve informal resolution rates.
- ICE plans to increase emphasis of ADR to encourage its use by managers and employees to resolve disputes in hopes of increasing the resolution rate for those who participate; and improve the ADR program marketing plan to increase employee exposure to the program, thereby increasing participation.

USSS

- USSS established the Early Dispute Resolution Program (EDRP) in FY 2015 to ensure that the agency can effectively implement and offer an Alternative Dispute Resolution (ADR) Program for employees and managers throughout the Secret Service. Although the EDRP is separate and distinct from the Secret Service's Ombudsman Program, it also offers mediation as a form of ADR, in hopes of effecting an early and mutually agreed to resolution of EEO concerns and other issues previously raised with EEOD. The EDRP provides ADR for resolution of any type of workplace dispute.

TSA

- At TSA, to expand ADR efforts and provide additional flexibilities and in support increased accessibility, mediation conducted through video-conferencing is now available as an option.

Part I: EEO Plans To Eliminate Identified Barriers

Part I-1: Lower Than Expected Participation

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

Provide a brief narrative describing the condition at issue.

How was the condition recognized as a potential barrier?

Women and several ethnic and racial groups have low participation rates in the overall workforce, and low hiring rates for certain major occupations, when compared to the Relevant Civilian Labor Force.

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.

Workforce data are analyzed at the DHS level, at the Component level, and by major occupations. Applicant flow data became available for all DHS Components in FY 2014, and are also being used to assess the cause of the observed disparities.

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.

It appears that many of the racial disparities between the DHS workforce and the National Civilian Labor Force or National Relevant Civilian Labor Force are due to the geographic location of the jobs.

The gender disparity has not yet been fully identified, although a study on women in law enforcement positions at DHS conducted in FY 2014, has provided some insight into why DHS law enforcement positions may differ from law enforcement positions elsewhere.

OBJECTIVE:

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

For total workforce participation/new hires:

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

For major occupations:

Increase outreach methods using news media.

RESPONSIBLE OFFICIAL:

OCHCO; CRCL; DHS Components

DATE OBJECTIVE INITIATED:

February 1, 2011

TARGET DATE FOR COMPLETION OF OBJECTIVE:

It is anticipated that this Part I will be closed in FY 2016. The condition will continue to be monitored, and this Part I will be replaced with one that is less general and more targeted.

PLANNED ACTIVITIES TOWARD COMPLETION OF OBJECTIVE:	TARGET DATE
<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. Track and report net change quarterly.</p>	<p>1. Quarterly beginning 6/30/2011 Revised Target Date: Quarterly, beginning 3/31/2016</p>
<p>2. DHS Components and facilities will research where to conduct outreach for these groups in occupations with underrepresentation.</p> <ul style="list-style-type: none"> 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. b. Identify relevant job fairs in the service area. c. Identify focused media outlets to supplement national recruitment with local outreach. d. Identify relevant local affinity groups and community groups for Special Emphasis Program managers to visit. e. Conduct focus group 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. 	<p>2. Completed in FY 2012 and continues.</p> <ul style="list-style-type: none"> a) Annually b) Annually c) Annually d) Annually e) Annually, with six-month progress reviews f) Annually g) Annually
<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 9/30/2011 Completed in 2012 and continues for goal updates and six-month progress reviews of plan implementation outcomes.</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. c. Integrate data analysis into DHS component barrier analysis. 	<p>a) 7/31/2015 b) 9/30/2016 c) 9/30/2016 Data acquired in 2014, analysis is ongoing.</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"> ▪ Access DHS-wide recruitment activities ▪ Coordinate DHS-wide participation in recruitment events 	<p>Quarterly, beginning 6/30/2011 Completed in FY 2011 and continues. Quarterly progress reports.</p>

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

6. DHS Components will use the following recruitment programs, as applicable, to increase the number of minority and female candidates applying for positions suitable for external recruitment:

Annually, beginning 3/31/2011

Completed in FY 2012-2014 and continues annually

- 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 Program
- (TSA) Resident Program
- 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
- Establish hiring goals for use of Schedule A.

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:

Annually, beginning 3/31/2011

Completed in FY 2012, continues annually

- 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

8. DHS Components will conduct an assessment to identify any occupations that may require bilingual or bicultural capabilities and include findings and activities.

Annually, beginning 3/31/2011

Completed in FY 2012 and continues annually

9. DHS Components will conduct an assessment of the following and report any action items:

Annually, beginning 3/31/2011

Completed in FY 2012 and continues

- Immediate and longer range job openings for each occupational grade-level grouping for which underrepresentation has been determined
- Hiring authorities which may be used to fill such jobs
- The possible impact of its actions on underrepresentation

REPORT OF ACCOMPLISHMENTS AND MODIFICATIONS TO OBJECTIVE

Activity #1

Modified planned activity to streamline areas of focus to the ten major occupational categories identified on Workforce Data Table A6. The initial review showed that the following groups had lower than expected permanent workforce participation when compared to the relevant civilian labor force and the occupational civilian labor force:

Major Occupational Categories	Workforce Participation Rate	Occupational CLF	Relevant CLF
1802: Compliance, Inspection and Support			
White Males	28.98%	41.05%	44.07%
White Females	18.30%	32.18%	29.49%
Asian Females	1.84%	2.11%	1.94%
American Indian/Alaska Native Males	0.52%	0.63%	0.61%
American Indian/Alaska Native Females	0.48%	0.52%	0.45%
Two or More Races Females	0.25%	0.30%	0.27%
1801: General Inspection, Investigative Enforcement and Compliance			
White Females	14.72%	32.18%	29.49%
Black Females	4.65%	6.89%	6.14%
American Indian/Alaska Native Females	0.28%	0.52%	0.45%
Two or More Races Males	0.23%	0.31%	0.33%
Two or More Races Females	0.15%	0.30%	0.27%
1895: Customs and Border Protection Officers			
White Females	8.46%	32.18%	29.49%
Black Females	2.19%	6.89%	6.14%
Asian Females	1.09%	2.11%	1.94%
American Indian/ Alaska Native Females	0.17%	0.52%	0.45%
Two or More Races Females	0.18%	0.30%	0.27%
1896: Border Patrol Agents			
White Males	43.27%	62.49%	44.07%
White Females	2.09%	8.54%	29.49%
Black Males	1.68%	9.02%	4.29%
Black Females	0.07%	3.54%	6.14%
Asian Males	1.03%	1.95%	2.66%
Asian Females	0.04%	0.24%	1.96%
Native Hawaiian/Pacific Islander Females	0.01%	0.02%	0.08%
American Indian/Alaska Native Females	0.03%	0.14%	0.45%
Two or More Races Males	0.20%	0.55%	0.33%
Two or More Races Females	0.02%	0.13%	0.27%
1811: Criminal Investigators			
Hispanic Females	2.21%	3.01%	3.93%

White Females	8.95%	15.30%	29.49%
Black Males	5.10%	7.45%	4.92%
Black Females	1.33%	4.35%	6.14%
Native Hawaiian/Pacific Islander Females	0.02%	0.03%	0.08%
American Indian/Alaska Native Males	0.56%	0.80%	0.61%
American Indian/Alaska Native Females	0.07%	0.29%	0.45%
Two or More Races Males	0.13%	0.35%	0.33%
Two or More Races Females	0.02%	0.16%	0.27%
0301: Miscellaneous Administration and Programs			
White Females	31.41%	43.85%	29.49%
Asian Males	1.70%	2.57%	2.66%
Asian Females	2.88%	3.64%	1.94%
American Indian/Alaska Native Females	0.36%	0.62%	0.45%
Two or More Races Males	0.21%	0.26%	0.33%
0343: Management and Program Analysis			
White Males	29.55%	49.01%	44.07%
White Females	29.01%	32.56%	29.49%
Asian Males	2.39%	3.33%	2.66%
Two or More Races Males	0.19%	0.27%	0.33%
2210: Information Technology Specialists*			
Hispanic Males	4.19%	5.39%	5.05%
Hispanic Females	0.91%	2.17%	3.93%
White Males	48.76%	52.21%	44.07%
White Females	14.82%	20.89%	29.49%
0401: General Natural Resources Management and Biology**			
White Males	31.24%	44.27%	44.07%
White Females	19.24%	39.49%	29.49%
Asian Females	3.78%	4.15%	1.94%
American Indian/Alaska Native Females	0.35%	0.35%	0.45%
Two or More Races Females	0.08%	0.20%	0.27%
0080: Security Administration			
Hispanic Females	1.04%	5.87%	3.93%
White Females	12.28%	43.85%	29.49%
Asian Males	1.65%	2.57%	2.66%
Asian Females	0.47%	36.40%	1.94%
Native Hawaiian/Pacific Islander Females	0.00%	0.05%	0.08%

*We observed higher than expected participation in the permanent workforce among the following demographics: Blacks, Asians, Native Hawaiian/Pacific Islanders, American Indians/Alaska Natives and Two or More Races.

** We observed higher than expected participation in the permanent workforce among the following groups: Hispanic men and women; Black men and women; Asian males; American Indian/Alaska Native males and Two or More Races, males.

Activity #2

This planned activity was completed in FY 2012 and continues as part of our annual workforce recruitment strategy led by the DHS OCHCO.

The DHS Corporate Recruitment 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, including those that are focused on law enforcement, which represent approximately 40 percent of positions at DHS. Additionally, recruiting and marketing cost data and activities continue to be collected through the DHS Recruiting and Outreach Cost Tracker.

The DHS entered memoranda of understanding (MOUs) with organizations that represent diverse Higher Education Associations including the Hispanic Association of Colleges and Universities (HACU), National Association for Equal Opportunity in Higher Education (NAFEO), American Indian Higher Education Consortium (AIHEC), Asian Pacific Islander American Association of Colleges and Universities (APIACU), and American Association of Community Colleges (AACC). DHS has used these MOUs to distribute large vacancy announcements such as the CBP Officer positions and the Senior Executive Candidate Development Program.

Through a partnership between DHS OCHCO and DHS Office of the Chief Procurement Office, DHS established two Blanket Purchase Agreements for Third Party Providers with the Hispanic Association of Colleges and Universities and The Washington Center. Partnering with third party providers complements the Pathways Programs by providing an additional avenue for students to gain exposure to the federal government and can supplement diversity efforts for internships and recent graduates.

The DHS also has eighteen recognized employee associations. The utilization of employee associations is recognized as one of the leading practices for advancing diversity and inclusion and improving communication between employees and management in the workplace. Employee associations are employee organizations with a common set of interests and goals that can partner with an agency to achieve strategic departmental and human capital goals. Employee associations add benefits such as enhancing outreach, providing professional development for employees, and building a channel to attract diverse talent for the agency. Examples of DHS-wide employee associations include the DHS Asian American and Pacific Islander Network; DHS Blacks in Government; DHS Emerging Leaders; DHS PRIDE; Homeland Security Employee Association; and Women Executives at DHS.

Activity #3

The DHS continues to actively implement the DHS Coordinated Recruiting and Outreach Strategy (CROS). The strategy has the dual goals of increasing outreach to diverse groups and enhancing efficiencies in recruiting across the DHS. The implementation has also focused on greater partnership between Component recruiting and workforce planning teams. Currently, the DHS CROS is being updated to better align the goals and objectives with the DHS Human Capital Strategic Plan (FY 2015- FY 2019), enhance the performance metrics, and incorporate other updates commensurate to the current fiscal environment. The revised CROS, retitled as the DHS Strategic Outreach and Recruiting (SOAR) Plan, is in the approval process with DHS leadership. While the DHS SOAR is in the clearance process, the CROS will be used to meet the DHS’s overall recruiting and outreach objectives, including increasing the diversity of applicant pools, reducing duplication of effort, decreasing agency outreach and recruiting

costs where appropriate, and presenting a unified DHS image. Recruiting and marketing cost data continues to be collected through the DHS Recruiting and Outreach Cost Tracker.

Activity #4

The summer of 2014 marked the first time that CRCL acquired access to applicant flow data for all DHS Components. All Components within the DHS now have the capability to run and export canned reports (e.g., Table A7: Applicants and Hires for Major Occupations-Distribution by Race/Ethnicity and Sex (Permanent)), with fixed metrics and dimensions or parameters, and more aggregate ad hoc applicant flow data reports, using their various systems. DHS Components use the following online recruitment and applicant management systems:

USA Staffing:

- U.S. Customs and Border Protection
- U.S. Citizenship and Immigration Services
- Immigration and Customs Enforcement
- National Protection and Programs Directorate
- Office of the Inspector General
- DHS Headquarters

Monster Government Solutions:

- Federal Law Enforcement Training Centers
- Transportation Security Administration
- U.S. Coast Guard
- U.S. Secret Service
- Federal Emergency Management Agency

Due to the abundance of applicant flow data, in FY 2015, the DHS's analysis concentrated on the following segments of the DHS workforce to include:

- Senior Executive Service Career Development Program
- Cyber Student Volunteer Initiative

In FY 2016, the DHS's analysis of applicant flow data will also examine the following groups:

- Senior Executive Service
- Women in law enforcement

In FY 2015, Components were also encouraged to focus on their mission critical occupations. Given the importance of applicant flow data, in FY 2015, the DHS hosted a meeting for all Components who use the USA Staffing system. Discussion topics included the new applicant flow data USA Staffing Cognos reporting tool, MD-715 and Federal Equal Opportunity Recruitment Program Plan (FEORP) reporting, agency best practices, and available applicant flow data resources. Participants included the Office of Personnel Management USA Staffing team and DHS headquarters and Component human capital and EEO professionals. OPM USA Staffing stakeholders conveyed that such a meeting is considered to be an agency best practice due to the collaboration and information sharing among Components.

Example of Fiscal Year 2015 Applicant Flow Data Highlights:

Senior Executive Service Career Development Program (SES CDP) Cohort IV:

- 832 applicants applied for this cohort

- DHS received 58.4 percent (486) of the flow data records; an increase from Cohort III, which collected approximately 25 percent of the records
- 390 (80.3 percent of the 486) applicants provided Race and/or Ethnicity data
- 42.1 percent applicant records claimed veterans preference
- 22.6 percent applicant records identified as a veteran with a disability

The DHS's applicant flow data analysis included a breakdown of each part of the selection process by race, ethnicity, and gender to identify potential barriers.

In FY 2016, the DHS will host a meeting with the Monster Government Solutions to further discuss its system's applicant flow data capabilities and the refinement of parameters based on DHS's needs. The DHS will continue to analyze applicant flow data in an effort to identify barriers and best practices.

Additionally, DHS will continue to partner with OPM and Monster Government Solutions to refine and expand applicant flow data parameters to ensure consistency in reporting and to better export and track demographic applicant flow data.

Activity #5

This activity is conducted regularly through the Corporate Recruitment Council. A Microsoft Excel spreadsheet is used to better track recruiting and marketing costs across DHS and to assist with assessing recruiting and marketing activities. The data collected will also identify recruiting activities across DHS. Based on OCHCO submitting recruiting costs for the last two years to the Government Accountability Office (GAO), in October 2015 GAO closed the only recommendation stemming from its audit, GAO-13-742, *DHS Recruiting and Hiring: DHS Is Generally Filling Mission-Critical Positions, but Could Better Track Costs of Coordinated Recruiting Efforts: September 17, 2013*.

The DHS Corporate Recruiting Council, comprised of recruiting personnel from DHS Components, assists in implementing the Coordinated Recruitment and Outreach Strategy. In FY 2015, the Council continued to maintain a Top 25 list of recruiting events to attend. From this list, a priority subset was identified for DHS-wide coordination focusing on DHS mission critical occupations, notably law enforcement. As a result, OCHCO coordinated participation across all DHS Components with the following organizations in FY 2015: WIFLE; NAPOA; NOBLE; NNALEA; LULAC; HACU; HAPCOA and the Society for American Indian Government Employees (SAIGE).

Activity #6

The DHS substantially increased its use of the Pathways Programs, the federal government's primary entrance point for students and recent graduates. In FY 2015, DHS hired 310 Pathways student interns, 86 Recent Graduates and 32 Presidential Management Fellows, totaling 428 Pathways Program participants. Through a partnership between DHS OCHCO and DHS Office of the Chief Procurement Office, DHS established two Blanket Purchase Agreements for Third Party Providers. The two Third Party Providers, Hispanic Association of Colleges and Universities and The Washington Center supplement the Pathways Program by affording an alternative means for students from diverse backgrounds to gain exposure to the federal government through paid internships while supporting the existing workforce. To improve the participation rates of diverse ethnic and racial groups in the Science, Technology, Engineering, and Mathematics (STEM), DHS continued sponsorship of the DHS Summer Research Team (SRT) Program for Minority Serving Institutions; the 2015 DHS HS-STEM Summer Internship Program; the DHS Summer Research Experiences for Federal Service Academies in DHS University Centers of Excellence; the Nuclear Forensics Undergraduate Summer School; the Seaborg Institute Nuclear Science Summer

Internship Program and the Office of Health Affairs Volunteer Scholars Program. The goal of these programs is to strengthen the talent pool of scientists and engineers.

Activity #7

One of the key tools to execute the DHS Coordinated Recruiting and Outreach Strategy is the Component Recruitment and Outreach Plans (CROPs). In FY 2015 the CROP template was revised to enhance recruiting efforts to meet current and long-term needs. The CROPs are used to develop Component outreach efforts for groups with low participation rates with a focus on mission-critical occupations. Components completed the revised templates for FY 2015 to include long-term staffing gap projections and planned strategies to fill those gaps. This process required Component recruiters to collaborate with workforce planners to identify staffing gaps for two out-years. The FY 2016 CROPs were issued to Components to include long-term competency gap projections and were finalized and evaluated in preparation for the new fiscal year. Additionally, an Accountability Checklist was implemented to assess the CROP submissions for accuracy and thoroughness.

COMPONENT ACCOMPLISHMENTS

CBP

- CBP provided recognition for executives and managers who demonstrated outstanding leadership in support of CBP's diversity and inclusion management initiative. A Commissioner's EEO/Diversity Award is annually given to recognize an employee or team of employees who have championed CBP's commitment of a bias-free work environment; particularly those efforts which exemplify the principle of equal opportunity and recognize the diversity of its workforce/customers.
- CBP reviewed applicant data for Border Patrol Agent (BPA) and CBP Officer (CBPO) positions, CBP's top two major occupations, to conduct a preliminary assessment of the impact of targeted recruitment and outreach efforts.
- CBP included diversity goals as a part of CBP's strategic plan and align with the DHS Strategic Plan. CBP established and regularly issued a quarterly diversity dashboard which provides workforce statistics (i.e., ERI, sex, and disability status) by senior grades, supervisory status, and program office; supporting the leadership development tracks for CBP's five major occupations; and including diversity and inclusion criteria in human capital and EEO audits (CBP's "Self-Inspection" Program).
- CBP regularly reviewed criteria for hiring, promoting, assigning, training, rewarding, or disciplining employees to determine impact on African Americans.
- CBP developed a Diversity Reports Schedule FY 2014 to FY 2016 identifying scheduled trend analysis of workforce statistics and employment processes to identify potential barriers to EEO. Scheduled analyses include: applicant flow; discipline; and training academy attrition.
- CBP completed a trend analysis of participation in succession management programs from FY 2011 to FY 2013. From FY 2011 to FY 2013, African Americans applied for the CBP Leadership Institute Program at a higher rate than their representation in the eligible applicant pool (13.2 percent vs. 9.4 percent). In addition, African Americans were selected at slightly higher rate than their representation in the eligible candidate pool (14.3 percent vs. 11.5 percent).
- CBP reviewed current occupational benchmarks to ensure appropriate comparisons were being made to the Relevant Civilian Labor Force. CBP completed the development of workforce profiles

for CBP's workforce by: SES, supervisory and non-supervisory employees; program office; and major occupations. From FY 2010 to FY 2014, overall African American representation within CBP experienced a decrease from 7.1 percent to 6.9 percent. Between FY 2010 and FY 2013, African American representation experienced a decline from 7.1 percent in FY 2010 to 6.8 percent in FY 2013. However overall African American representation has increased annually since FY 2013. Additionally, since FY 2011, African American representation in the SES has continued to slightly exceed their overall representation in CBP (9.8 percent vs. 7.0 percent in FY 2015).

- CBP regularly sought and reviewed employee input and developed strategies to address identified workforce and workplace issues and concerns. Federal Employee Survey results are annually examined on the Diversity and Inclusion Index to identify opportunities and develop strategic workforce diversity and inclusion goals and action items. Surveys are conducted after all commemorative events and training sessions for supervisory leadership training which solicit improvements to incorporate in future programs.
- CBP continued a unified CBP recruitment structure for all positions to target African American applicants. Diversity considerations are included in all recruitment and outreach materials to brand CBP as a diverse and inclusive organization and an employer of choice.
- CBP developed and employed strategies to leverage the use of the mentoring program to assist in the development of African Americans in the workplace.
- CBP conducted analysis of attrition of CBP's major occupations to assess whether systematic barriers or practices that were in place resulted in African Americans leaving the CBP workforce at a higher rate than other ethnic or racial groups. The trend analysis of CBP-wide attrition from FY 2012 to FY 2014 by ERI, sex, and disability status by all occupations (Agency-wide), by major occupations, and by all other occupations (aggregated) showed that African Americans had a slightly higher attrition rate than the overall average rate observed with CBP. However retirements were found to constitute a higher percentage of African American attrition than the overall average for attrition due to retirement within CBP.

USCIS

- USCIS's Office of Equal Opportunity and Inclusion (OEOI) acquired the ability to extract and analyze applicant data through the use of USA Staffing's new Cognos tool and access to the new AXIS system which houses all workforce data in November 2014.
- USCIS's OEOI successfully launched its first EEO and Diversity climate survey administered by the Office of Personnel Management. With an aggressive marketing campaign, more than 50 percent of the workforce participated.
- USCIS completed a study of the agency's Merit Promotion Program.
- USCIS to improve the advertising of its career development program: improved its *Career Development Connect* pages; developed an interactive *Career Compass* that enables employee to track their development progress; identified self-study resources; created sample Individual Development Plans; and launched *Leadership Development Connect* site with self-assessments.

FLETC

FLETC, to improve the participation rates for grades 13 to 15 which are feeder groups to the Senior Executive Service, utilized the following initiatives:

- FLETC New Supervisor Training Program — At the GS-14 grade level, one African American female, one African American male, and one White female participated. At the GS-15 grade level, one African American male participated.
- Tuition Assistance Program — Two African American females and one White female participated at the GS-13 level.
- Federal Executive Institute — One African American female participated at the GS-15 level.
- SES Candidate Program - Currently, there are two females participating, one White female and one Hispanic female.
- Internal Selections for Senior Level Positions — One Hispanic male and one Hispanic female were selected at the GS-13 grade level, as well as one African American male. At the GS-15 grade level, one Hispanic female and one White female were selected.
- Competitive Promotions/Reassignments at senior level positions — Based on data through third quarter 2015, there were a total of 19 competitive promotions in the GS-13 to GS-15 grade levels. Five (26.32 percent) were from low participation groups. At the GS-13 grade level, one Hispanic male and one White female were promoted. At the GS-14 grade level, one Hispanic male, one Black or African American female, and one Black or African American male were promoted. At the GS-15 grade level, there was one White female.
- Noncompetitive Promotions — Based on FY 2015, Q3 data, three employees were noncompetitively promoted in the GS-13 to GS-15 levels with two or 66.67 percent representing low participation groups. At the GS-13 grade level, one Black or African American female while one White female at the GS-14 grade level was promoted.
- New Hires at the senior level positions — Based on third quarter data at the GS-13 grade level, one Hispanic male, two Black or African American females and one White female were hired. At the GS-14 grade level, one Black or African American female, one Black or African American male and one White female were hired. At the GS-15 grade level, one Black or African American male was hired.

FEMA

- In FY 2015, the agency continued to engage in strategic activities aimed at attracting and retaining Hispanics in its workforce. Despite budget constraints, FEMA remained visible by embracing “no cost” recruiting and outreach efforts to bridge diversity gaps and to augment Hispanic/Latino recruitment and outreach initiatives. FEMA formed alliances with professional organizations such as:
 - Society of Hispanic Professional Engineers (SHPE)
 - National Society of Hispanic MBA’s (NSHMBA)
 - Association of Latino Professionals in Financial and Accounting (ALPFA)
 - Society of Hispanic/Chicano and Native America Scientists (SACMAS)

- The National Fire Academy sends direct e-mail notices of USFA vacancies announced “All Sources” to:
 - International Association of Hispanic Firefighters (IAHF)
 - National Association of Hispanic Firefighters (NAHF)
 - North American Fire Training Directors (NAFTD)
 - Training Resources and Data Exchange (TRADE) – training officers of the largest “metro” fire departments in the country
 - National Fire Academy has increased its efforts to recruit minority contract instructors by holding student briefings each class cycle on the process of becoming an NFA contract instructor

Additional educational and outreach activities included:

- The United States Fire Academy (USFA) has over 50 downloadable versions of fire safety public education materials in *Fire Prevention and Education Exchange* in Spanish.
- FEMA Region V produced two videos featuring information on how to be ready and winter travel preparedness tips and distributed them to Hispanic media.

- Agency program areas continued focusing on enhancing awareness to ethnic groups of Emergency Management career opportunities, while strengthening disaster awareness in ethnic communities through the following activities.
 - In February 2015, the FEMA Office of External Affairs Intergovernmental Affairs partnered with LULAC during the Latino Emerge Conference. Information regarding vacancies, internship opportunities and FEMA Corps was available for young Latino professionals. The Deputy Assistant Administrator for Recovery and an External Affairs Officer talked to participants about job opportunities at FEMA. More than 300 individuals participated.

 - Prior to the FEMA Corps registration deadline in March 2015, the FEMA Office of External Affairs – Public Affairs conducted outreach with the Spanish media to promote the program among young Hispanics. The media interviews conducted more than seven million Hispanic households in the U.S.

- In September 2015, the Deputy Assistant Administrator for Recovery participated in LULAC's Federal Training Institute Partnership Senior Executive Service (SES) roundtable coaching and mentoring exercise event to talk about SES competencies, performance expectations as a senior leader, and maximizing career opportunities to enhance SES skills.
- FEMA Region IX WHIAAPI RIWG members attended the Annual Regional Working Group National Gathering in Seattle, Washington in December 2014. Working groups facilitated increased engagement with federal programs with Asian American and Pacific Islander communities.
- Region IX Pacific Area Office coordinated participation of a speaker from the White House Initiative on Asian Americans and Pacific Islanders for a grants workshop conducted for the Guam Homeland Security/Office of Civil Defense.
- FEMA Region V provided AP and Ready materials to the Chinese American Service League for Asian American and Pacific Islanders History Month with 100 attendees held on May 26, 2015.

USSS

- The Office of Equal Employment Opportunity and Diversity (EEOD) staff worked closely with the Office of Human Resources' Talent and Employee Acquisition Management Division's Outreach Branch (TAD/ORB) personnel in support of established FY 2015 targeted recruitment strategies as outlined in the TAD/ORB's FY 2015 Recruitment Plan.
- The EEOD staff posted demographic data to the EEO website. Workforce demographic updates are provided to organizational Components throughout the year sharing information on workforce representation of all Secret Service employees.
- The Secret Service will continue to use various hiring authorities to fill job openings.

USCG

- The Coast Guard updated its Office of Leadership website, incorporated Career enhancing information into employee engagement meetings, and developed a marketing brochure on all Office of Leadership resources.
- An employee engagement action plan was launched in June 2014, by the Office of Civilian Human Resources designed to enhance the understanding of employees and supervisors of the civilian hiring process. *Advisory Notices from Civilian Human Resources* (ANCHRs) were issued to the workforce in FY 2013 and 2014. The ANCHRs addressed a number of topics to include: job search tips for USAJOBS (June 2014); guidance available through the Civilian Human Resources (HR) website (June 2014); job interviewing tips (June 2014); information in the *Civilian Career Enhancement Guide* (June 2014); issuance of a revised *Civilian Career Enhancement Guide* (November 2014); and resume writing tips (February 2015).
- Coast Guard — wide diversity and inclusion training began in October 2014 and continued through September 2015. Eighty-five percent of Coast Guard employees received diversity and inclusion training with unconscious gender bias as one of the discussion topics.
- The Coast Guard has available mentoring resources to include an online mentoring course and provides mentoring assistance through the Leadership Development Center Leader Assist program.

Part I-2: Lower Than Expected Participation of Individuals with Disabilities/Targeted Disabilities

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

Provide a brief narrative describing the condition at issue.

How was the condition recognized as a potential barrier?

DHS has a permanent workforce representation of Individuals with Disabilities of 5.32 percent markedly lower than the overall federal average of 13.56 percent. Individuals with Targeted Disabilities are represented at 0.41 percent, well below the federal average of 1.07 percent and the two percent federal goal. In FY 2015, the DHS new hire goal of Individuals with Disabilities was 10 percent and two percent for Individuals with Targeted Disabilities.

BARRIER ANALYSIS:

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

Data was analyzed vis DHS's AXIS database, revealing the low rate of participation and hires of Individuals with Disabilities and Individuals with Targeted Disabilities, compared to the federal averages.

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 percent higher than their workforce participation rate would predict. As hiring flattens out in the face of new budget constraints, this high attrition rate will have more 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. As the nation's largest law enforcement agency, the relatively high number of law enforcement related positions at DHS creates employment challenges for many individuals with disabilities. The Transportation Security Officer position which represents the majority of the TSA workforce has statutory physical requirements. The significant number of law enforcement officer related positions along with the Transportation Security Office positions with stringent physical requirements creates a greater challenge for individuals with targeted disabilities specifically.

OBJECTIVE:

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

Increase the representation of Individuals with Disabilities/Individuals with Targeted Disabilities.

RESPONSIBLE OFFICIAL:

OCHCO; CRCL; DHS Components

TARGET DATE FOR COMPLETION OF OBJECTIVE:

September 30, 2011 and annually thereafter

PLANNED ACTIVITIES TOWARD COMPLETION OF OBJECTIVE:	TARGET DATE
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- | | |
|--|--|
| 1. Implement plan for recruitment and retention of Individuals with Disabilities and 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. | |
|--|--|

- | | |
|---|--|
| 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: <ul style="list-style-type: none">▪ Designate a senior-level agency official to be accountable for enhancing employment opportunities for Individuals with Disabilities/Individuals with Targeted Disabilities.▪ Establish hiring goals for use of Schedule A. | a) March 8, 2011 Completed |
| 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 9/30/2016 |
| 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 Disability/Individuals with Targeted Disabilities. | d) Revised to 6/30/2016 |
| 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 9/30/2016 |
| 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 9/30/2016 OPM routinely reports to the White House on federal progress in hiring and promoting IWD/TDs |
| h. CRCL will review and analyze workforce data regarding Individuals with Disabilities/Individuals with Targeted Disabilities. <ul style="list-style-type: none">• 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. | h) Every six months beginning 3/31/2011 and reporting by 6/30/2011 - Completed in 2012 and continues. New data program unavailable in FY 2014. This activity will commence FY 2016. |

i. CRCL will review applicant flow data when they become available to identify trends regarding Individuals with Disabilities/Individuals with Targeted Disabilities.	i) Annually, beginning 9/30/2011 Revised to 9/30/2016
j. CRCL will identify any triggers from the above sources, and develop a plan to address them.	j) Annually, beginning 6/30/2011 Revised to 9/30/2016
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.	k) Annually, beginning 9/30/2011 Completed in FY 2013
l. OCHCO will identify career fairs in the service area(s).	
m. OCHCO and CRCL will establish goals for the WRP.	l) Annually, beginning 6/30/2011 Revised to 9/30/2016
n. OCHCO and CRCL will monitor the management Performance Appraisal System diversity element.	m) Annually, beginning 9/30/2012 Revised to 9/30/2016
o. OCHCO and CRCL will establish relations with local potential sources (e.g., state Rehabilitation Office, affinity groups, professional organizations and associations).	n) Annually, beginning 9/30/2011
p. OCHCO will identify and train Selective Placement Coordinators.	
q. OCHCO will coordinate Component's recruitment.	o) Annually, beginning 9/30/2011 Completed – Ongoing
r. Review DHS process for qualifying and referring Schedule A applications submitted in response to vacancy announcements.	p) Annually, beginning 9/30/2011 Completed 4/30/2012; Revised to 4/30/2016
	q) 9/30/2013, Revised to 9/30/2014 Completed 9/30/2014
	r) 9/30/2016
2. Establish an effective program for reasonable accommodations.	
a. Survey Components for current status	a) 9/30/2011 Completed
b. Develop systematic plan	b) 9/30/2012 Completed
c. Implement plan	c) 9/30/2013 Revised to 9/30/2016
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 Object 2.4: Use current flexibilities and incentives, and seek new authorities where needed).	
a. Training for new managers/supervisors within 90 days of entrance on duty.	a) Ongoing, beginning 6/30/2011 Completed in FY 2012 and continues

b. Refresher training to all manager/supervisors biannually.	b) Ongoing, beginning 9/30/2011
c. Mandatory training for all manager/supervisors, including toolkits.	c) Ongoing, beginning 9/30/2011
d. Training for HR Specialist regarding special hiring authorities.	d) Annually, beginning 9/30/2011

REPORT OF ACCOMPLISHMENTS AND MODIFICATIONS TO OBJECTIVE

Activity #1a

OCHCO will assist CRCL in drafting and issuing a new DHS Disability Plan for individuals with disabilities and targeted disabilities for FY 2016 to 2019 in accordance with Executive Order 13548. Recruiting at DHS for these groups can pose challenges because of the high numbers of law enforcement related positions. However, work will continue in this area including continuing the issuance of hiring goals. OCHCO issues hiring goals at the beginning of each fiscal year.

The goals for FY 2015 were:

- Individuals with Disabilities should comprise 10 percent of all new hires DHS-wide. For purposes of this goal, IWDs include those who self-identify as well as veterans hired through the 30 percent or more disabled veteran hiring authority. In FY 2015, DHS reached a record high of 10.6 percent of new hires for individuals with disabilities. This is the first time DHS surpassed the goal of 10 percent.
- Individuals with Targeted Disabilities should comprise 1.5 percent of all new hires in non—law enforcement and non-Transportation Security Officer (TSO) positions. For FY 2015, DHS had 0.7 percent Individuals with Targeted Disabilities new hires. (For Individuals with Targeted Disabilities, the DHS goal excludes law enforcement officer (LEO), LEO-Related, and Transportation Security Officer positions. This goal simply recognizes that it might be harder to meet firm hiring goals in law enforcement and TSO positions for individuals with targeted disabilities. However, all candidates must be given the opportunity to demonstrate that they can fulfill the essential functions of the job with or without a reasonable accommodation.
- Veterans with Disabilities should comprise 10 percent of all new hires DHS-wide. In FY 2015, the new hire percentages resulted in DHS records- both for any given quarter (Q4:11.2 percent) and full year results (9.7 percent). While 9.7 percent is slightly below the goal of 10 percent, this is the closest the DHS has ever come to this challenging stretch goal.

Activity #1b

To remove any financial disincentives to supervisors and managers of hiring or accommodating Individuals with Disabilities, USCIS, USSS, and FEMA used central funds in their reasonable accommodations program. FEMA uses central funding for new employees and managers during their first year, and for sign language interpreter services. In June 2015, ICE implemented a successful 90-day Pilot Centralized Accommodation (CAF) Program providing centralized funds to cover the costs of reasonable accommodations for individuals with disabilities. Effective October 1, 2015, costs of providing all ICE reasonable accommodations will be paid from a centralized funding pool managed by its Office of Diversity and Civil Rights.

Activity #1d

The FLETC, USSS, CBP, USCIS, ICE, and USCG provided mandatory training programs to managers and supervisors.

CBP:

CBP requires all hiring managers and human resources professionals to take a training module on the employment of Individuals with Disabilities. All new CBP supervisors are required to complete “New Supervisor Orientation” and SLT. The SLT, a foundational course, is mandated for all new CBP supervisors. During the SLT, participants are required to complete a module on Equal Employment Opportunity Awareness. Within the module is a section on the reasonable accommodation process, which includes an overview of the resources available through the CAP and the JAN. In FY 2015, 537 new supervisors took the required SLT course.

FEMA:

FEMA trained a total of 2,908 employees (supervisory/non-supervisory) on disability programs, covering topics such as: processing and providing timely reasonable accommodations; recruitment and hiring of individuals with disabilities; and hiring flexibilities.

FLETC:

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. OPM’s new training program modeled after the DHS CRCL’s Employment of People with Disabilities: A Roadmap to Success, mandatory for all employees that recommend, initiate, take, or approve any personnel actions. The OPM online course explores recruitment, interviewing, reasonable accommodation, and hiring individuals with disabilities.

HQ:

HQ EEO provided reasonable accommodation training to the DHS Office of the Chief Information Officer.

ICE:

ICE trained 92 percent of its managers and supervisors by conducting the FY 2015 *ICE EEO and Diversity Management Update Training for Managers and Supervisors*. The curriculum included: EEO, ADR, Policy Updates, Anti-Harassment, Reasonable Accommodation Case Study Updates, Civil Liberties and Diversity Management. ICE continues to offer its Disability 101 course through Virtual University for all employees. In January 2015, ICE published a Reasonable Accommodation Standard Operating Procedure to standardize and improve the processing and resolution of reasonable accommodation requests. ICE also established an additional training requirement for managers and supervisors in its Disability 201 course that provides further education on reasonable accommodations while increasing awareness and minimizing misperceptions.

USCIS:

USCIS, in partnership with the EEOC, continued providing mandatory disability accommodation training for managers and supervisors. In FY 2015, 517 supervisors and managers received the training, with more than 3,500 supervisors now having received this training since FY 2011.

USSS:

USSS also provided mandatory training to 397 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 Agent Supervisors' Orientation Training; and Uniformed Division Newly Promoted Sergeants Training. All newly promoted supervisors are required to take Schedule A training which is included in the First Line Supervisors course. In FY 2015, three, four-hour seminars, entitled *Disability Hiring Awareness and You: Your Roadmap to Effectively Hiring Individuals with Disabilities* were held, and 115 supervisors and managers participated in-residence and 89 participated remotely via video teleconference.

Activity #1e

DHS established a goal of 1.5 percent for Individuals with Targeted Disabilities among all new hires in non — law enforcement positions.

Activity #1f

All managers and supervisors are encouraged to promote the career development of employees, including individuals with disabilities and individuals with targeted disabilities. OCHCO is not exploring a counseling program for individuals with disabilities at this time as the cost of starting a new program would be prohibitive.

Activity #1j

In FY 2015, the following DHS Components, U.S. Customs and Border Protection; U.S. Citizenship and Immigration Services; Immigration and Customs Enforcement; the National Protection and Program Directorate; Office of the Inspector General; and DHS Headquarters used the USA Staffing online recruitment and applicant management system. Due to the abundance of applicant flow data, the DHS's analysis concentrated on the following segments of the DHS workforce to include the Senior Executive Services Career Development Program and the Cyber Student Volunteer Initiative. In FY 2016, the DHS's analysis of applicant flow data will also examine the Senior Executive Service and women in law enforcement.

Activity #1k

California State Northridge has been added to the DHS Top 25 List of recruiting events to increase recruiting events to increase recruiting efforts for Individuals with Targeted Disabilities.

Activity #1l

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 and California State Northridge.

Activity #1m

DHS will issue a goal that each Component (except OIG) should select/hire at least one student in FY 2016 from the WRP database.

Activity #1n

The FY 2015 DHS FEORP Report indicates the following with regard to a Diversity and Inclusion (D&I) element in performance plans: Three of nine Components report having a D&I element in employee performance plans; eight of nine Components report having a D&I element in management/supervisor performance plans; and nine of nine Components report having a D&I element in Senior Executive Service performance plans.

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 and California State Northridge. In addition, OCHCO met with the Deaf and Hard of Hearing community within DHS to discuss the process of starting an Employee Association. This group is working toward formal recognition as an Employee Association in FY 2016.

Activity #1p

CRCL and OCHCO will provide training for Selective Placement Coordinators, in FY 2016.

Activity #1q

- The Corporate Recruitment Council participated in recruiting events 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 626 veterans'/disabled veterans' recruitment, information, and outreach events located throughout the United States and abroad. Through this participation, CBP facilitated the placement of 14 service members into the OWF intern program. Additionally, CBP hired one service member through the OWF program into a permanent, full-time position.
 - FEMA continued outreach and recruiting efforts for people with disabilities, Veterans and Disabled Veterans, by embracing "no cost" recruiting and outreach efforts. Opportunities to bridge diversity gaps included participation in 14 events. FEMA partnered with the Office of Personnel Management, the Department of Veterans Administration, and other organizations serving individuals with disabilities to recruit qualified candidates. Recruiters participated in numerous activities such as the Department of Disability and Rehabilitation Services job fair, the Congresswoman Donna Edwards Annual Schedule A Job Fair, and the Hiring Our Heroes Veteran and Spouse Job Fair.
 - FLETC implemented a recruitment strategy to prioritize participation in recruiting outreach events and activities specifically targeting individuals with disabilities and targeted disabilities. Recruitment events included: the 2015 Annual Spring Fling with the Mayor's Committee for Services for the Disabled, Inc., Brunswick Georgia; Gallaudet Career Fair, Washington, District of Columbia; and the Tri-Base Job Fair, Jacksonville Florida.
 - ICE continues to lead DHS in the recruitment of veterans with disabilities through its participation in the Operation Warfighter (OWF) Program and the ICE Human Exploitation Rescue Operative

(HERO) Program, resulting in 38 OWF and eight HERO placements during FY 2015. Since 2013 in its ICE Homeland Security Investigations' Cadet Program, Homeland Security Investigations (HSI) has partnered with U.S. Customs and Border Protection (CBP) and MedStar Georgetown University Hospital to recruit, educate, and potentially hire students with disabilities (ranging in age from 15 to 19) into positions within HSI and CBP. Three classes consisting of 29 cadets have participated in the program since its inception, two of whom have been hired or extended offers of employment within HSI.

- TSA established partnerships with Maryland, Virginia, and the District of Columbia's Rehabilitation Service offices. TSA also made improvements to the TSA HR Access web page focused specifically on the recruitment of Veterans and Individuals with Disabilities and Individuals with Targeted Disabilities.
- USCG continued to foster partnerships with disability organizations by attending several recruiting events including the Abilities Exposition; the National Federation for the Blind; and two Operation Warfighter events. USCG partnered with Getting Hired, an online resource for job seekers with disabilities and Penngood to develop a multi-tiered media and outreach plan designed to reach a diverse audience consisting of Hispanics, individuals with disabilities, individuals with targeted disabilities, Veterans and women.
- USCIS participated in Gallaudet University's mock interview sessions. As part of these sessions, five managers conducted mock interviews and completed evaluations that provided valuable feedback to improve students interviewing skills. These sessions also provided an opportunity for managers to interact with individuals with disabilities, resulting in increased awareness. As a result of this effort, one student was hired as Staff Assistant, GS-0301-7/9(FPL);
- USSS participated in five Career Fairs/Conferences aimed at recruiting individuals with disabilities and disabled veterans, specifically, Operation Warfighter Outreach Event, Fort Belvoir, Virginia; Gallaudet University Spring Internship & Job Fair, Washington, District of Columbia; Operation Warfighter Fort Belvoir Networking Event, Fort Belvoir, Virginia; CAREER & the disabled Career Fair, Washington, District of Columbia and Quantico Sounded Warrior Paralympics, Quantico, Virginia.

Activity #2c

CRCL continued to explore options to implement a single DHS-wide effective tracking mechanism for capturing all Component reasonable accommodations.

DHS provided 2,342 reasonable accommodations to applicants, employees, and contractors DHS-wide in FY 2015. DHS Components granted 1,866 or 79 percent, denied 121 or 5.2 percent, and categorized 717 or 30.6 percent as "other", i.e., closed, remanded, pending, no assistance required, and withdrawn. Of the total accommodations provided in FY 2015, DHS HQ's 476 and USCIS's 926 accounted for 60 percent of all DHS accommodations.

USCIS:

- Of the 963 requests for reasonable accommodations, USCIS granted 926 or 96.1 percent.
- Spent \$1,821,286.72 on reasonable accommodations using central funding.

CBP:

- Of the 56 requests received during FY 2015, 48 were approved, and eight were denied.
- Spent \$32,684.05 on reasonable accommodations.

USCG:

- Received 69 requests for reasonable accommodations in FY 2015. Of the 69, 10 were denied.
- Spent \$ 280,000.00 on reasonable accommodations.

FEMA:

- Received and granted 439 reasonable accommodation requests in FY 2015.
- Spent \$1,782,153.00 on reasonable accommodations requested.

FLETC:

- Received 60 and granted 48 requests for reasonable accommodations. Of the 60, two were denied while ten were administratively closed, withdrawn or pending.
- Spent \$4,000 on reasonable accommodations requests.

HQ:

- DHS HQ shifted operations from an all-paper system of recording to an all-digital system within one quarter. By the end of FY15, 100 percent of HQ EEO's reasonable accommodation requests were into and tracked on the DHS's Accessibility Compliance Management System (ACMS), and a complementary in-house system was also created to satisfy internal reporting needs and to house sensitive information. The Disability Program/RA Manager (HQ DPM) also enhanced the quality of information and guidance provided to management officials and requestors, resulting in increased trust and an increase in requests for accommodations.
- In FY 2015, HQ EEO received 485 requests for accommodations. Of the 485, 476 were granted, nine were denied.
- These requests for accommodation were processed in an average of 28 days.
- HQ spent \$55,108 on reasonable accommodation requests.

ICE:

- Received 198 requests received for reasonable accommodations, 125 were granted, 11 were denied, with 62 withdrawn or closed. ICE launched its Disability 201 (Reasonable Accommodation Course) as a mandatory course for managers.
- Spent \$24,661.58 on reasonable accommodation requests in FY 2015.

TSA:

- Received 879 requests for reasonable accommodations. Of the 879, 186 requests were granted, 48 were denied, and the remaining 645 were designated as administratively closed, withdrawn, or pending.
- 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 Personnel Management of an On-Line Learning Center Course, teleconferences, agency-developed webinars and by providing educational material and communications. TSA will continue to explore other methods of training delivery.

USSS:

- Received 40 requests for reasonable accommodations, approved 35 and denied five.
- Spent \$ 3,784.00 on requested reasonable accommodations. The Component's policy is that a decision to grant or deny must be made within 20 business days of receipt of the request for an accommodation.

Activity #3a-d

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

CBP:

- CBP trained 510 managers and supervisors using the disability employment training program, Road Map to Success: Employment of People with Disabilities.

USCG:

- USCG trained 915 managers, supervisors, and human resources specialists on disability program areas.

FEMA:

- FEMA trained 2,908 employees (supervisory/non-supervisory) on disability programs, covering topics such as: processing and providing timely reasonable accommodations; recruitment and hiring of individuals with disabilities; and hiring flexibilities.

FLETC:

- FLETC provided disability training to 121 new and existing supervisors utilizing the *Employment of People with Disabilities: A Roadmap to Success*, a DHS course designed to provide DHS managers and supervisors with resources, strategies, and tips for successfully hiring and managing civilian and veteran employees with disabilities.

HQ:

- DHS HQ trained 30 managers and supervisors on disability awareness, hiring, and accommodating employees with disabilities.

ICE:

- ICE scheduled quarterly tours for managers and supervisors to the Computer/Electronic Accommodation Program Technology Center in the Pentagon.

USSS:

- USSS trained 407 managers on topics related to disability employment.
- While visiting Gallaudet University, our agency's employees participated in a historical walking tour, received an educational briefing on deaf cultures, and gained additional insight about sign language classes, academic programs, and other interesting university-related facts.
- USSS provided reasonable accommodation and disability awareness training to managers, supervisors, and employees. Below is a list of training courses and seminars:
 - First Line Supervisors
 - Human Capital Division Managers and Supervisors
 - New Employee Orientation
 - First Line Supervisors (Uniformed Division, Special Agents, Administrative,

- Professional and Technical Supervisors)
- Uniformed Division Supervisor's Orientation

In these training sessions, the Equal Employment Opportunity office provided information on MD 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 was also provided on the Computer/Electronic Accommodation Program.

- USSS conducted a review of its Reasonable Accommodations Policy. As a result, a working group was established to revise the reasonable accommodations policy to incorporate recommended changes in support of the Americans with Disabilities Act Amendments Act of 2008. A draft policy will be finalized in FY 2015.

TSA:

- TSA trained managers and supervisors on reasonable accommodations.

Part I-3: High Employee Non-Retirement Separations

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

Provide a brief narrative describing the condition at issue.

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.

How was the condition recognized as a potential barrier?

Review of separation rates.

BARRIER ANALYSIS:

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

DHS will perform an analysis by 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 FY 2011, 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.

RESPONSIBLE OFFICIAL:

OCHCO; CRCL; DHS Components

TARGET DATE FOR COMPLETION OF OBJECTIVE:

September 30, 2015

PLANNED ACTIVITIES TOWARD COMPLETION OF OBJECTIVE:

TARGET DATE

1. Develop and Implement Exit Survey. (DHS Workforce Strategy Objectives 3.1 and 3.5: Use employee feedback to influence workplace policies and practices in order to improve employee satisfaction; Enhance employee recognition and work-life balance initiatives to improve employee satisfaction and retention.)

- a. OCHCO will implement exit survey DHS-wide.
- b. OCHCO will conduct preliminary review of results.
- c. OCHCO will conduct first major review of results.
- d. OCHCO will update or augment methods as needed.

- a) 3/31/2011 - **Completed and continues**
- b) Quarterly, beginning 6/30/2011 **Completed in FY 2012 and continues**
- c) Annually, beginning 12/31/2011 **Completed in 2012 and continues**
- d) Annually, beginning 3/31/2012 **Completed in FY 2012 and continues**

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| <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>e) Annually, beginning 6/30/2012 Completed and continues</p> <p>f) Beginning 12/30/2012 Completed and continues</p> |
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2. Use Employee Viewpoint survey to identify changes needed to improve employee satisfaction.

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| <p>a. CRCL will provide FY 12 Employee Viewpoint Survey results (and new yearly survey results as they become available) to DHS Components</p> <p>b. OCHCO, CRCL and Components will work jointly to develop plan for needed changes</p> | <p>a) Within two months of results publication Completed in 2013 and continues.</p> <p>b) Within four months of results publication Completed in 2013 and continues.</p> |
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3. Review Promotion Data.

Completed and continues.

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| <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>a) Annually, beginning 6/30/2011</p> <p>b) Annually, beginning 9/30/2011</p> <p>c) Annually, beginning 3/30/2012</p> |
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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:

Annually, beginning 3/31/2011
Completed in FY 2013 and continues.

- DHScovery
- Online Courses
- Online Books
- (CBP) Leadership Institute
- (USCIS) Training Academy
- (ICE) Virtual University
- (FEMA) Employment Development Division
- (FLETC) Learning Management System
- (TSA) Online Learning Center
- DHS CRCL Institute
- Naval Post Graduate School

5. DHS will continue to promote/advertise DHS-wide the Senior Executive Service Candidate Development and Fellows Program

Annually, beginning 3/31/2011
Completed in FY 2013 and continues.

6. DHS components will use their agency's Mentoring Program, if applicable, as another career development tool.

Annually, beginning 3/31/2011
Completed in FY 2013 and continues.

7. DHS Components will conduct an assessment of occupations and

Annually, beginning 3/31/2011

grade levels where there is substantial underrepresentation to identify skills, knowledge and abilities by occupation, employees' training needs, and applicable career development programs.

Completed in FY 2013 and continues.

Completed in FY 2013 and continues.

REPORT OF ACCOMPLISHMENTS AND MODIFICATIONS TO OBJECTIVE

Activity #1

- DHS implemented and deployed a DHS-wide web-based exit survey. The top reasons separating employees listed for leaving were similar to reasons given in prior years:
 - Lack of advancement opportunities
 - Problems with supervisor/management, and
 - Family related/personal reasons.
- Results based off of completed exit surveys; USSS and TSA do not participate in the DHS-wide survey.

Activity #2

- The 2015 Federal Employee Viewpoint Survey continued on a downward trend with respect to DHS employee job satisfaction. OCHCO performed a preliminary data analysis and shared the results with leadership and Components. OCHCO, with input from the Employee Engagement Steering Committee, developed an Employee Engagement Action Plan for the DHS. The major areas of focus are: (1) Select and empower high performing leaders; (2) Develop excellent leaders at all levels; and (3) Communications. The data, enterprise action plan and Component action plans have been shared with CRCL.

Activity #3

- Review of separation data showed little variation from prior years. The rates of non-voluntary separation by Black males and Black females were identified as trigger for further analysis.
- A review of promotion data shows little variation from prior years. One encouraging finding is that for the second consecutive year, White females were promoted at a 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 provides advice and recommendations to the Secretary and senior leadership 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, advertised both internally and externally to the DHS;

- 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

- Advertising for Senior Executive Service Candidate Development Program is ongoing via email, the DHS website, and other avenues of communication. OCHCO Diversity and Inclusion will continue its outreach efforts to help ensure a diverse application pool for this program. The DHS Fellows Program has not been funded since FY 2014.

Activity #6

- The DHS Headquarters Mentoring Program is open to all DHS federal employees. The mentoring announcement is sent out by DHS Management to all of DHS HQ and training is provided to mentors. The Headquarters program is evaluated and feedback is provided on its successes and areas of improvement.

Activity #7

Analysis was conducted of the Senior Executive Service Candidate Development Program applicant flow:

- The DHS SES Candidate Development Pool Cohort IV commenced May 2015.
- The participation rate of women decreased from Cohort I (34.1 percent) to Cohort IV (22.4 percent).
- Hispanic/Latino participation rates have significantly increased from Cohort I (2.3 percent) to Cohort IV (12.2 percent).
- Participation rates for Blacks/African Americans have also increased from 13.7 percent to 14.3 percent.
- Asian American participation rates have decreased from 6.8 percent in Cohort I to 2 percent in Cohort IV.

Part J – Employment of Individuals with Disabilities

PART I Department or Agency Information	1. Agency: U.S. Department of Homeland Security					
	1.a. 2 nd Level Component:					
PART II Employment Trend and Special Recruitment for Individuals With Targeted Disabilities	Enter actual number at the beginning of FY 2015		... end of FY 2015		Net Change
		Number	%	Number	%	Number Rate of Change
	Total Work Force	191,471	100.00	189,998	100.00	-1,473 -0.77%
	Reportable Disability	10374	5.42	10445	5.50	71 0.68%
	Targeted Disability*	813	0.42	790	0.42	-23 -2.83%
* 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).						
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.					48	

Part III Participation Rates in Agency Employment Programs

Other Employment/ Personnel Programs	TOTAL	Reportable Disability		Targeted Disability		Not Identified		No Disability	
		#	%	#	%	#	%	#	%
3. Competitive Promotions <i>(supplemental data source: NFC Reporting tool)</i>	22292	1082	4.85%	64	0.29%	2211	9.92%	18999	85.23%
4. Non-Competitive Promotions (employees eligible) <i>(supplemental data source: NFC Reporting tool)</i>	12899	779	6.04%	52	0.40%	491	3.81%	11629	90.15%
5. 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.								
5.a. Grades 5-12									
5.b. Grades 13-14									
5.c. Grade 15/SES									
6. Employee Recognition and Awards									
6.a. Time-Off Awards (Total hours awarded)	64,338	4,104	6.38%	306	0.48%	3,515	5.46%	56,719	88.16%
6.b. Cash Awards (total \$ awarded)	131,876,597	6,007,984	4.56%	389,252	0.30%	3,380,518	2.56%	122,488,095	92.88%
6.c. Quality-Step Increase	983	103	10.48%	3	0.31%	26	2.64%	854	86.88%

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

Part IV Identification and Elimination of Barriers

Agencies with 1,000 or more permanent employees MUST conduct a barrier analysis to address any barriers to increasing employment opportunities for employees and applicants with targeted disabilities using FORM 715-01 PART I. Agencies should review their recruitment, hiring, career development, promotion, and retention of individuals with targeted disabilities in order to determine whether there are any barriers.

Part V 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 the 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.

Established Numerical Hiring Goal	Goal Used?	Goal (# or %)
Types of Numerical Goals		
% of individuals with Targeted Disabilities in Total Workforce	Yes	2%
% of Individuals with Targeted Disabilities in New Hires	Yes	1.5% <i>(in non—law enforcement related positions and non—transportation security officer positions)</i>
% of Individuals with Disabilities in New Hires	Yes	12%

Planned Activities:

1. Recruitment, Hiring and Retention:

- Develop and implement a five year collaborative, targeted recruitment, hiring and retention strategy for FY 2016 to 2020, 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.
- Develop standardized language for all job announcements covering information and instructions to include procedures applying under special hiring authorities, i.e., Schedule A; statement encouraging applicants with disabilities to apply; and information and instructions on how to request reasonable accommodations to include identifying a point-of-contact.
- Continue to enhance and maintain the [DHS Careers](#) page on Individuals with Disabilities/ Disability Accommodations.
- Expand social media recruitment efforts to promote DHS as a Model EEO Employer.
- Monitor progress on hiring goals for major areas and occupations on a quarterly basis.

- Establish and monitor targets by Components to fully participate in the Workforce Recruitment Program.
- Increase outreach and participation with Operation Warfighter Program.
- Establish and enhance national contacts to expand disability program outreach and recruitment efforts beyond the National Capital Area.
- Ensure that tentative job offers include information about availability of reasonable accommodations.
- Expand education and awareness through continuous training and robust marketing efforts on recruiting and best practices for employing and retaining Individuals with Disabilities and Individuals with Targeted Disabilities.
- Explore feasibility of implementing mandatory use of the DHS Accessibility Compliance Management System by all Components for consistent, uniform tracking and monitoring of DHS's reasonable accommodation program by the end of FY 2017.
- Explore feasibility of implementing the Federal Communications Commission's (FCC's) direct video communications solution — launching an ASL Consumer Support Line — the first of its kind in the federal government as a core component of all DHS call centers.
- Develop and enhance training and marketing materials to increase awareness on reasonable accommodations.
- Promote the CAP and the JAN to accommodate and retain employees with 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 disability employment including: recruiting, interviewing, using hiring authorities, career development, providing reasonable accommodations, and utilizing the Computer/Electronic Accommodations Program.

3. Career Development/Promotion:

- Ensure all employees, including employees with disabilities, are encouraged and provided training opportunities at the beginning and throughout their careers.

- Explore sponsoring a career-counseling event for employees with disabilities, modeled on a new program instituted at FEMA for all employees.
- Explore formal mentoring programs for all employees with disabilities; instituting a program for all new hires under Schedule A.
- Identify and disseminate strategies to increase participation of employees with disabilities in existing mentoring programs.
- Conduct a review of employees with disabilities and targeted disabilities in career ladder positions.
- Ensure equal access to all training and career development opportunities.
- Require all training and program announcements include statements that reasonable accommodations are available upon request.

COMPONENT ACCOMPLISHMENTS

HQ:

- Utilized the DHS Accessibility Compliance Management System (ACMS) database to manage and track 100 percent of all reasonable accommodation requests.
- Decreased the average processing time for reasonable accommodation requests from 65 days in FY 2014 to 25 days in FY 2015.
- Transitioned to a paperless centralized accommodation process to increase the efficiency of the process through the use of a virtual file room.
- Established weekly meetings with DHS HQ Employee Relations officials to facilitate discussions regarding reasonable accommodation concerns raised by HQ employees and to provide consistent guidance on reasonable accommodations to HQ managers/supervisor.
- Increased the total number of accommodations processed by 78 percent from FY 2014 to FY 2015 as a result of training provided to managers and supervisors.

CBP:

- CBP trained 510 supervisors, utilizing the web-based training module on the employment of individuals with disabilities titled *A Roadmap to Success: Hiring, Retaining and Including People with Disabilities*.
- CBP trained 537 new supervisors through the required SLT. SLT includes a module on Equal Employment Opportunity Awareness, incorporating a section on the reasonable accommodation process, resources available through the CAP and the JAN. .
- During FY 2015, 100 percent of reasonable accommodation requests were process within the time frame set forth in CBP's *Standard Operating Procedures for Processing Reasonable Accommodation Requests*.
- CBP completed an updated draft of CBP Directive No. 51713-007A, *Reasonable Accommodation Procedures for Applicants and Employees with Disabilities*. Directive will be circulated for

review and concurrence during FY 2016.

- CBP continues to employ two Selective Placement Program Coordinators (SPPC), who are assigned to each of the Office of Human Resources Hiring Centers. The SPPCs also serve as liaisons between CBP and applicants requesting reasonable accommodations and supervisors requiring information and guidance.
- Participated in 626 veterans'/disabled veterans' recruitment, information, and outreach events located throughout the Nation and abroad. Through this participation, CBP facilitated the placement of 14 service members into the OWF intern program. Additionally, CBP hired one service member through the OWF program into a permanent, full-time position.
- Educated a total of 183 new employees on services available through CAP during new employee orientation training.
- CBP developed and promoted a webinar entitled *Disability Etiquette*. The webinar was the result of a successful partnership with the JAN and provides guidance on effectively interacting with individuals with disabilities, addresses myths and stereotypes, and includes tips on improving accessibility.
- CBP hired 76 individuals with disabilities, including four individuals with targeted disabilities, representing 3.36 percent and 0.18 percent respectively of all new hires.
- CBP notifies prospective employees of their right to request reasonable accommodations to perform job duties or receive benefits or privileges of employment in their final selection letters. In addition, a web link to the CBP internet is included in the letter to the procedures for receiving and facilitating requests and submitting an electronic request form.
- CBP conducted 434 instances of electronic outreach to institutions of higher learning for students with disabilities. In addition, CBP participated in twelve onsite career fairs, two hiring events, eight electronic recruitment events, and four informational sessions targeting individuals or veterans with disabilities.
- CBP sponsored 53 programs around the country in support of National Disability Employment Awareness Month, which had a total of 3,808 attendees, including 47 managers. Additionally, CBP distributed materials on its intranet website (CBP.net) and publically on its internet website (CBP.gov) to honor the contributions of workers with disabilities.
- CBP developed and launched an internal Disability Resources webpage to advance awareness of disability-related programs and resources.
- CBP continues to maintain its public internet webpage (CBP.gov) to promote CBP's disability employment program. The public facing page provides information on the steps to apply for a position with CBP using the Schedule A hiring authority, information on reasonable accommodations, and various links to disability employment related resources. The internet webpage can be accessed at www.cbp.gov/careers.
- CBP continued to promote its all-employee mentoring program. The program provides opportunities for all CBP employees to seek career advice for reaching their fullest potential from trained mentors they have personally selected. CBP will work to ensure that employees with disabilities are afforded every opportunity to participate in the mentoring program. IWDs

represented 4.2 percent of participants in the mentoring program, which exceeds their representation in the overall workforce.

- CBP produced a resource guide titled, *EEO: Questions and Answers about the Disability Program*. The guide provides an overview of relevant laws related to individuals with disabilities, information on the reasonable accommodation process, and guidance on interacting with individuals with disabilities.
- CBP recruited and selected a collateral duty Disability Program Coordinator (DPC). The DPC is responsible for:
 - Examining personnel data and other information to identify barriers to full employment of people with disabilities/targeted disabilities;
 - Providing training on disability laws and regulations related to people with disabilities;
 - Conducting targeted outreach to institutions of higher learning and interest groups and communities regarding employment opportunities; and,
 - Coordinating all diversity and inclusion events relating to individuals with disabilities.
- CBP initiated staffing efforts to fill an Equal Employment Opportunity Specialist, at the GS-13 level to serve as a technical advisor on disability issues.

USCIS:

- USCIS continued to utilize a central fund for employee and job applicant disability accommodation expenses, a method cited by the Commission as a best practice.
- USCIS expanded use of the Schedule A appointing authority and demographic coding re-surveying campaign resulting in the number of individual with targeted disabilities (IWTDs) in the permanent workforce increasing by 19.17 percent compared to only a 7.86 percent increase in the USCIS permanent workforce. The permanent workforce participation rates of IWTDs increased from 0.92 percent to 1.02 percent.
- USCIS arranged a wide variety of EEO and diversity training opportunities for 12,152 employees on topics such as deaf awareness, anti-harassment, fostering an inclusive and respectful workplace, EEO basics, and disability accommodation processing for supervisors.
- USCIS provided mandatory live disability accommodation training in collaboration with the Commission to approximately 517 supervisors and managers. More than 3,500 managers and supervisors having received training since this initiative was introduced in FY 2011.
- USCIS established a partnership with OPM to deliver Schedule A appointing authority training for managers and supervisors with approximately 100 hiring officials trained.
- USCIS coordinated and sponsored a total of six deaf awareness training sessions that were conducted by training consultants from Gallaudet University with over 150 attendees.
- USCIS participated in Gallaudet University's mock interview sessions. As part of these sessions, five managers conducted mock interviews and completed evaluations that provided valuable feedback to improve students' interviewing skills. These sessions also provided an opportunity for

managers to interact with individuals with disabilities, resulting in increased awareness. As a result of this effort, one student was hired as Staff Assistant, GS-0301-7/9(FPL).

- USCIS issued and posted revised disability accommodations procedures, as well as supplemental guidance, regarding the processes for requesting and processing disability accommodation requests.
- USCIS conducted over ten training sessions, with over 1,000 employees trained in FY 2015, in an effort to promote awareness of the revised reasonable accommodation procedures.
- USCIS promoted the use of the Workforce Recruitment Program (WRP) through the agency's internal newsletter, USCIS Today, as well as by conducting internal outreach to management officials to discuss the benefits of utilizing the WRP database as a hiring tool to fill permanent and summer positions. As a result, one WRP student was hired, and one student's appointment was extended from the prior year. As a standard practice, OEOI will continue to promote WRP as a hiring resource for IWDs and IWTDs.
- USCIS refined language incorporated into all vacancy announcements to help clarify and provide detailed instructions to applicants who wish to be considered under Schedule A appointing authority when applying to public job notices.
- USCIS developed a proposal to allow new hires to submit the completed SF-256 form directly to HCT as an alternative to providing to local staff. The proposal is currently under review.
- USCIS Office of Equal Opportunity and Inclusion (OEOI) and the Human Capital and Training collaborated to create and implement a tracking system to monitor the conversion of Schedule A appointing authority hires to Career Conditional status and to remind supervisors when these individuals are eligible for conversion.
- USCIS took steps to ensure earlier Schedule A appointing authority hires had proper disability status coding and that new hires under the Schedule A appointing authority properly complete the SF-256 to identify their disability status.
- USCIS's OEOI promoted a campaign that encouraged employees to review and, if appropriate, update their disability coding.

USCG:

- USCG with 1.85 percent of onboard participation of individuals with targeted disabilities nearly met the federal goal of 2 percent.
- USCG has a 100 percent on time conversion rate of Schedule A hires from temporary to permanent status upon completion of the two year satisfactory performance.
- USCG entered a contract with the U.S. Department of Transportation, Disability Resource Center (DRC) to serve as its centralized resource center for technology, technical assistance support, and training and outreach accommodations. Through this partnership, the DRC serviced 196 assignments, offering more than 600 hours of interpreting services.
- USCG hired three WRP interns as part of the summer hire program.

- USCG continued to foster partnerships with disability organizations by attending several recruiting events including the Abilities Exposition, the National Federation for the Blind, and two Operation Warfighter events.
- USCG partnered with Getting Hired, an online resource for job seekers with disabilities and Penngood to develop a multi-tiered media and outreach plan designed to reach a diverse audience consisting of Hispanics, individuals with disabilities, individuals with targeted disabilities, Veterans and women.
- USCG established a Disability Mobility Pilot Scooter Pool at key entrances of the main building.
- USCG provided training and resources to educate the workforce on employment programs for people with disabilities, resulting in over 900 managers/supervisors and 15 non-supervisors receiving training; several Brown Bag Lunch sessions focused on reasonable accommodations; various disability awareness webinars for practitioners; and featured several subject matter articles in the Civil Rights Directorate's monthly newsletter.

FEMA:

- FEMA established a non-competitive resume database and established a share drive with an automatic receipt of acknowledgement (FEMA-Recruit-Outreach) for non-competitive eligible candidates.
- FEMA continued outreach and recruiting efforts for people with disabilities, Veterans and Disabled Veterans, by embracing "no cost" recruiting and outreach efforts. Opportunities to bridge diversity gaps included participation in 14 events.
- FEMA partnered with the Office of Personnel Management, the Department of Veterans Administration, and other organizations serving individuals with disabilities to recruit qualified candidates. Recruiters participated in numerous activities such as the Department of Disability and Rehabilitation Services job fair, the Congresswoman Donna Edwards Annual Schedule A Job Fair, and the Hiring Heroes Veteran and Spouse Job Fair.
- FEMA hosted two job fairs that were open to non-competitive candidates including individuals with disabilities and individuals with targeted disabilities.
- FEMA provided Operation Warfighter program training to hiring managers and HR personnel to increase awareness and hiring efforts.
- FEMA updated and published the agency's reasonable accommodation procedures. The update includes additional guidance on the use of Service Animals, Telework and many other Disaster Workforce-related accommodations.
- FEMA trained a total of 2,908 employees (supervisory/non-supervisory) on disability programs, covering topics such as: processing and providing timely reasonable accommodations; recruitment and hiring of individuals with disabilities; and hiring flexibilities.
- FEMA sponsored 13 individuals from the Operation Warfighter program, and hired one program participant.

FLETC:

- FLETC implemented Component-specific hiring goal for its mission critical occupation (GS-1801) for individuals with targeted disabilities, set for one percent and a numerical goal of 11 on board by the end of FY 2016.
- FLETC utilized Diversity Initiative Notification distribution option through QuickHire to expand recruitment outreach.
- FLETC distributed vacancy announcements to colleges, local community organization, and local disability-related organization by email.
- FLETC established and maintained a partnership with Sorenson Communications, resulting in video relay services and equipment provided to several employees.
- FLETC participated in the CAP Public Accessibility and Communication (PAC) Initiative, to increase access to FLETC federal programs and services for members of the general public and employees at Artesia, Charleston, Cheltenham, and Glynco facilities.
- FLETC, as a result of efforts initiated by the Diversity and Inclusion Council, implemented a recruitment strategy, to prioritize participation in recruitment outreach events and activities specifically targeting individuals with disabilities and targeted disabilities. Recruitment events included: the 2015 Annual Spring Fling with the Mayor's Committee for Services for the Disabled, Inc., Brunswick Georgia; Gallaudet Career Fair, Washington, District of Columbia; and the Tri-Base Job Fair, Jacksonville Florida.
- FLETC provided disability training to 121 new and existing supervisors utilizing the *Employment of People with Disabilities: A Roadmap to Success*, a DHS course designed to provide DHS managers and supervisors with resources, strategies, and tips for successfully hiring and managing civilian and veteran employees with disabilities. In addition, 138 supervisors and managers successfully completed *Diversity on the Job: The Importance of Diversity and the Changing World* training course, to further promote the importance of diversity and inclusion.
- FLETC hosted Special Olympics for children with disabilities.

ICE:

- ICE enhanced the reasonable accommodation program through successful completion of a Centralized Accommodation Fund pilot program, resulting in the implementation of a FY 2016 centralized fund.
- ICE issued revised procedures for processing reasonable accommodations.
- ICE continued to lead DHS in the recruitment of veterans with disabilities through participation in the Operation Warfighter (OWF) Program and the ICE Human Exploitation Rescue Operative (HERO) Program, resulting in 38 OWF and eight HERO placements during FY 2015.
- ICE implemented a reminder alert notification process for the conversion of Schedule A appointed employees who perform satisfactorily to permanent status prior to the end of their two year term.

As a result, at the end of FY 2015, all Schedule A employees meeting this criteria have been converted.

- ICE hired a full-time Disability Employment Program Manager.
- ICE established (Disability 201) an additional required training course for manager/supervisors to provide further education on reasonable accommodations and to increase awareness and minimize misperceptions.

USSS:

- USSS provided reasonable accommodation and disability awareness training to 397 managers and supervisors through a variety of leadership development training courses.
- USSS hiring officials are routinely educated by human resource specialists regarding special hiring authorities during the job analysis phase. Additionally, through coordinated efforts with the Selective Placement Program Coordinator, human resource specialists refer qualified applicants for consideration to the hiring official from a variety of sources to include the Workforce Recruitment Program (WRP), Vocational Rehabilitation Specialists, OPM's disability register, and other Veteran's organizations.
- USSS conducted a thorough review of the reasonable accommodation policy and procedures. The review resulted in the establishment of a working group tasked to revise the accommodation policy and procedures to align with the ADAAA of 2008.
- USSS held an informative training session "Deaf Culture and Deaf Awareness," conducted by Gallaudet University presenters. In addition, the Staff Interpreter presented a session on "Protocols for Requesting Interpreting Services."
- USSS participated in career/job fairs to recruit individuals with disabilities and disabled veterans to include: OWF Outreach Event, Fort Belvoir; Gallaudet University Spring Internship & Job Fair; OWF Fort Belvoir Networking Event; Career's and the disABLED Career Fair; and Quantico Sounded Warriors Paralympics.
- USSS sponsored six individuals from the Operation Warfighter program.

TSA:

- TSA conducted a thorough analysis of agency workforce data, policies, procedures, and practices to determine what, if any, potential barriers exist that may be contributing to the lower than expected participation rates for IWD and IWTD. Areas addressed through this effort include:
 - Barrier Analysis Assessment Team providing the following recommendations:
 - Non Competitive hiring;
 - Adding a link to the Civil Rights, Diversity and Inclusion webpage to HCM Policy. 300-28 *Hiring Individuals with Disabilities*;
 - Selective Placement Coordinator and the Affirmative Employment Branch team coordinated and drafted a *Non Competitive Hiring of Individuals with Disabilities Handbook*;

- Office of Human Capital briefed the Business Management Office Council on special hiring authorities and met with individual offices regarding special placement;
- Reasonable Accommodation Training titled, “What You Need to Know About Reasonable Accommodations for Disabilities;” and
- Communicating and working with IWDs; conducted a webinar titled, *Hiring and Working with Persons with Disabilities*.
- TSA, through coordinated efforts led by the Office of Civil Rights & Liberties, Ombudsman and Traveler Engagement with the Office of Human Capital and the Office of Chief Counsel, made modifications to TSA’s procedures for addressing requests for reassignment from employees who become medically unable to continue in a particular position. Changes made to the procedures are expected to result in gradual improvements in the overall retention rates.
- TSA increased IWD recruitment and outreach efforts by 10 percent.
- TSA established partnerships with Maryland, Virginia, and the District of Columbia’s rehabilitation service offices.
- TSA made improvements to the HR Access web page focused specifically on the recruitment of Veterans and IWDs.
- TSA established a hiring goal of 5 percent for individuals with disabilities for FY 2016.