



U.S. Department of Homeland Security

EEOC MANAGEMENT DIRECTIVE 715

Equal Employment Opportunity Program Status Report

Fiscal Year 2016



**Homeland
Security**

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For period covering October 1, 2015, to September 30, 2016.

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. 180,728
	2. Enter total number of temporary employees			2. 12,598
	3. Enter total number employees paid from non-appropriated funds			3. 1,375
	4. TOTAL EMPLOYMENT [add lines B 1 through 3]			4. 194,716
PART C Agency Official(s) Responsible for Oversight of EEO Program(s)	1. Head of Agency Official Title		1. John F. Kelly, Secretary	
	2. Agency Head Designee		2. Veronica Venture, Acting Officer for Civil Rights and Civil Liberties (CRCL)	
	3. Principal EEO Director/Official		3. Chrystal Young, Acting Deputy Officer for CRCL, and Acting 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. Denise Moore, Acting Director, Complaints Management and Adjudication Section (CMAS), CRCL	
	7. EEO Staff Statistician		7. Greg Beatty, 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 List of Subordinate Components Covered in This Report	Subordinate Component and Location (City/State)	CPDF and FIPS codes	
	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
- Copies of relevant EEO Policy Statement(s) and/or excerpts from revisions made to EEO Policy Statements
- EEO Plan To Eliminate Identified Barrier [FORM 715-01 PART I] for each identified barrier
- Summary of EEO Plan action items implemented or accomplished
- Statement of Establishment of Continuing Equal Employment Opportunity Programs [FORM 715-01 PART F]
- EEO Plan To Attain the Essential Elements of a Model EEO Program [FORM 715-01PART H] for each programmatic essential element requiring improvement
- Summary of 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]
- 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]
- Copy of Workforce Data Tables as necessary to support Executive Summary and/or EEO Plans
- Organizational Chart
- Copy of Facility Accessibility Survey results as necessary to support EEO Action Plan for building renovation projects
- 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 2016 (FY 2016) outlines the status of the U.S. Department of Homeland Security's (DHS) Equal Employment Opportunity (EEO) Program activities undertaken pursuant to its EEO program responsibilities under Title VII of the Civil Rights Act of 1964. 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 (EEOC) Management Directive 715.

This report highlights DHS's accomplishments in establishing and maintaining a model program by promoting equal employment opportunity for all of its employees and applicants. The report also provides the FY 2017 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 EEOC. Directorates and Headquarters program reports have been amassed and included in this report.

The U.S. Department of Homeland Security

The mission of the DHS is: *"With honor and integrity, we will safeguard the American people, our homeland, and our values."* There are five related 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) Strengthening National Preparedness and Resilience. In addition, DHS specifically focuses on maturing the homeland security enterprise. Since its formation, 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: 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 about policies and avenues of redress; promoting appropriate attention within DHS to concerns and experiences of these individuals or communities; investigating and issuing recommendations regarding 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 EEO programs and promoting workforce diversity and merit system principles. Responsible for this last mission area, CRCL's EEO and Diversity Division (EEOD) includes the following organizational units: Alternative Dispute Resolution Section (ADR); DHS-Headquarters EEO Office (HQ EEO); Diversity Management Section (DMS); and EEO Complaints Management and Adjudication Section (CMAS).

Program Elements

In the EEOC Management Directive 715, six elements serve as the foundation for a model EEO program:

- demonstrated commitment from agency leadership;
- integration of EEO into the agency's strategic mission;
- management and program accountability;
- proactive prevention of unlawful discrimination;
- efficiency; and
- responsiveness and legal compliance.

Essential Element A – Demonstrated Commitment from Agency Leadership

- In the spring of 2014, the DHS Deputy Secretary established the Employee Engagement Steering Committee (EESC), a representative body of employees from across DHS, to address issues of greatest importance to DHS employees. During FY 2015, the Office of the Chief Human Capital Officer (OCHCO), with input from the EESC, developed an Employee Engagement Action Plan for DHS. The major focus areas of the Plan are: (1) selecting and empowering high performing leaders; (2) developing excellent leaders at all levels; and (3) enhancing two-way communication and inclusion utilizing labor management forums, diversity and inclusion councils, and ideation platforms. DHS Components developed their individual action plans. Components shared data, enterprise, and action plans, with CRCL. In FY 2016, OCHCO, in partnership with EESC, focused on two key areas: communication and leadership. Results from the 2016 Federal Employee Viewpoint Survey indicate that engagement efforts are on the right track, with an increased participation rate signaling that employees believe their voices will be heard, and an increased engagement index signaling they believe their leadership has taken action. DHS built upon executive performance plan requirements with specific measures focusing on improving employee engagement.

Megan H. Mack, then CRCL Officer, represented 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 the distinctive concerns of women and girls, including those persons of color and those with disabilities. The Council includes two subgroups: Science, Technology, Engineering, and Mathematics (STEM); and Women Veterans. CRCL staff actively participate on the STEM working group. Further, and consistent with the focus on the advancement of women in nontraditional career fields, CRCL conducted a DHS-wide study on women in law enforcement. The study's findings and 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. Because some of the recommendations relate to the Federal Women's Program, the recommendations were implemented via Special Emphasis Programs at the Components, particularly during Women's History Month.

These programs highlight some of the challenges that women in law enforcement have faced and how women have managed the challenges.

- CRCL's Director for Equal Employment Opportunity and Diversity:
 - Ensured that the diversity team initiated strategic collaboration efforts with the DHS Human Capital Data Analytics Division to develop a comprehensive MD-715 Data Table Dashboard in AXIS, the current data analytics tool. This effort included a core team consisting of DHS leaders in EEO, Diversity and Inclusion, OCHCO and Human Capital Data Analytics. This core team is actively planning to implement a common data analytics tool for the next fiscal year.
 - In September 2016, convened nearly 280 DHS EEOD professionals from across the country for the Department's Inaugural EEO and Diversity Training Conference. The conference theme, *Mission Focused | People Centered*, illuminated the critical role of the Department's EEOD professionals in supporting the Department's mission of safeguarding the American people, our homeland, and our values with honor and integrity. Expert DHS and federal partner leaders addressed core competencies in the fields of EEO and Diversity, via 20 cutting-edge seminars and plenary sessions. EEOD practitioners from all Departmental Components attended workshops on a myriad of topics, including barrier analysis, disability protocols and reasonable accommodation, Special Emphasis Programs, alternative dispute resolution, interpersonal relations and generational diversity, and various technical skills training sessions, including a track for EEO Counselors and EEO Investigators to meet annual training requirements. The conference closed with an awards ceremony recognizing individual and team achievements in the promotion of EEO and Diversity in the Department. The conference, a key action in the Department's EEO and Diversity Strategic Plan, was planned by a diverse team of employees representing every Department Operational Component.
 - Convened the first Lesbian, Gay, Bisexual, and Transgender (LGBT) Employee Forum to officially recognize and establish the DHS LGBT Special Emphasis Program. The Forum was hosted by the Officer for CRCL, with a keynote address by a DHS senior leader. The forum included a panel of employees with diverse law enforcement and other professional backgrounds, who discussed their challenges and the progress that DHS has made with diversity in general, and with the LGBT community, specifically. Employees from throughout DHS participated on site and by teleconference.
 - In partnership with the Department of Education White House Initiative on Historically Black Colleges and Universities, convened a group of 30 students from Historically Black Colleges and Universities (HBCUs) to participate in a special emphasis outreach and career development program. The program, titled: *Back to School Week: "Make Your Impact While DHS Secures the Homeland,"* included a panel discussion with eleven Department experts from HBCUs across the United States.
 - Led the development and issuance of an Instruction on the Procedures for Conducting a Department-Wide Search for a Reassignment as a Reasonable Accommodation of Last Resort.

- Ensured that the Special Program Plan for the Recruitment, Hiring, and Advancement of Individuals with Disabilities continued to be a major effort within every Departmental Component during FY 2016. The Department was involved in recruiting initiatives for persons with disabilities and for Operation War Fighter candidates throughout the year.
- Ensured the compilation and release of a Disability Employment Fact Sheet, which provides Component hiring officials with comprehensive information on increasing the employment of persons with disabilities. The Fact Sheet also serves as a guide to all employees on the disability employment program.
- Convened the DHS Language Access Review Committee, which evaluated and provided input for Sign Language Interpreters, Communication Access Real-time Translation (CART), and other language services, resulting in the award of four blanket purchase agreements now available to all DHS Components. Following the award of the agreements, a training and guidance session on the new DHS language service providers was provided to all Components. This session ensured that Components knew and understood the requirements and their responsibilities related to interpreting and other language services. Overall, from FY 2015 to FY 2016, the Department saw a slight increase in the employment of employees with disabilities.
- Led the development and issuance of a Management Directive establishing the EEO Alternative Dispute Resolution (ADR) Program. The ADR Directive ensures that, when asked to do so, managers and supervisors participate in the mediation process and do so in good faith. Every Component was briefed on the program; documents were reviewed by DHS EEO Council and DHS leadership.
- During FY 2016, the Departmental ADR program added 22 mediators to its Shared Neutrals Roster, bringing the roster total to 54 collateral-duty mediators. Two 90-minute refresher trainings were held via webinar for the mediators on the shared neutrals roster. The DHS Shared Neutrals Program saw a 50 percent increase in the use of the mediators resulting in a significant cost savings of \$52,650 to the Department.
- Ensured that CRCL continued its partnership with OCHCO's Employee Relations Office to provide ADR services to assist in addressing non-EEO workplace disputes. An OCHCO Employee Relations staff member sits on the Department's ADR Council.
- Established and trained a cadre of trainers from within CRCL to deliver EEO and Diversity training to DHS Headquarters Components. The training cadre consists of supervisory and non-supervisory employees.
- Published and disseminated *Focus on EEO and Diversity*, a quarterly newsletter, to the DHS EEOD community. Each edition reported and analyzed significant U.S. Supreme Court, federal court, and administrative decisions affecting the adjudication of EEO complaints; provided relevant and updated instruction on significant case processing issues; and discussed important diversity issues. The newsletter has received a good deal of positive feedback for its content and usefulness for the DHS EEOD community, and is frequently disseminated to other EEO professionals at other government agencies.

- Led the implementation of the Management Directive and Instruction on DHS-wide Special Emphasis Programs (SEP). Departmental SEP leaders met with Components to review the SEP Directive and Instruction; held seminars about the Management Directive; held a Department-wide SEP training session with 200 Component Special Emphasis Program Managers (SEPMs) and Special Emphasis Program Coordinators via Adobe Connect; identified and established relationships with SEPMs at each Component; and compiled and forwarded the first-ever DHS-wide SEP program listing for each commemorative month. Throughout the year, three significant areas of the SEPs were promulgated: observances, outreach, and barrier analysis.

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.
- In FY 2016, the DHS EEO Council led by CRCL EEOD Director, continued its deployment of the EEO Council Strategic Plan FY 2016 – FY 2020. The plan articulates both a strategic vision for the EEO Council and the recommended steps for achieving that vision. The Plan is modeled after the MD-715 Report, with working groups from every Component currently convened around the six essential elements of the model EEO program as their goals. Each goal is owned by an EEO Director.
- DHS continued to implement the U.S. Department of Homeland Security, Diversity and Inclusion (D&I) Plan, Fiscal Years 2012-2015¹. 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 2016, 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 Council 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.

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 Diversity Management Section (DMS) conducted technical assistance sessions and training in-person and using Adobe Connect for all DHS Components. Topics included an EEO Reports Update

¹ The Diversity and Inclusion Strategic Plan is being updated and is currently under review.

on the FY 2015 MD-715 and a preliminary look at the new requirements of the Disability Employment Program Status Report. A briefing was also provided to all program offices on the requirements of the Department of Education (ED) Annual Federal Performance Report on Executive Agency Actions to Assist Minority Serving Institutions (MSIs). ED's MSI lead provided an overview of the MSI Report and Plan. This program and meeting, the first of its kind, provided the DHS MSI team with information and guidance they needed to effectively prepare the MSI report. Representatives from every DHS Component participated in the meeting.

- CRCL DMS briefed 200 DHS SEP managers and coordinators on the role and responsibilities of DHS Special Emphasis Program managers.
- CRCL DMS held Component and Special Emphasis Program meetings throughout the year to review narrative and statistical data covering their MD-715 programs Special Emphasis Programs and Disability Employment Program. Each Component was provided the opportunity to discuss their data and progress.
- The DHS Corporate Recruitment Council (CRC) comprising recruiting personnel from DHS components, coordinated the Department's recruiting presence across its components with the following organizations in FY 2016:
 - Women in Federal Law Enforcement
 - National Asian Peace Officers Association
 - National Organization of Black Law Enforcement Executives
 - National Native American Law Enforcement Association
 - League of United Latin American Citizens
 - Hispanic Associations of Colleges and Universities
- DHS increased its use of the Pathways Programs, the federal government's primary entrance point for students and recent graduates. In FY 2016, DHS hired 373 Pathways student interns, 70 recent Graduates and 33 Presidential Management Fellows, totaling 476 Pathways Program participants. Of these, 40 percent identified as members of a diverse racial or ethnic group, and 54 percent were women.
- DHS signed the DHS Strategic Outreach and Recruitment Plan (SOAR), FY 2016 – 2019 to drive DHS's federal government-leading diversity program. These efforts were key to the General Accountability Office (GAO)'s plan to rate DHS as "Fully Addressed" in the outreach and recruiting outcome in its FY 2017 High Risk Report. To implement the SOAR, DHS components completed Component Recruitment and Outreach Plans (CROP), with a focus on mission-critical occupations. The CROPs include long-term staffing gap projections and planned strategies to fill those gaps. This process requires component recruiters to collaborate with workforce planners to identify staffing gaps for two out-years. An Accountability Checklist was developed and implemented to assess the CROP submissions for accuracy and completion. Recruiting and marketing cost data and activities continue to be collected through the DHS Recruiting and Outreach Cost Tracker.

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.

- Overall results of the FY 2016 DHS-wide Exit Survey indicated the following top three reasons for employee separations: family related/personal reasons, advancement opportunities, and issues with supervisor/management.
- CRCL provided EEO, Harassment, Reasonable Accommodation and Conflict Resolution training for DHS HQ employees. CRCL developed two separate EEO training modules: one appropriate for supervisors and managers and one appropriate for employees. A stand-alone module was developed specifically to cover allegations of harassment, which could be tailored for supervisory or non-supervisory audiences.
- CRCL provided basic EEO training every two weeks to new DHS employees through the OCHCO and the National Protection and Programs Directorate (NPPD) New Employee Orientation programs.
- Each quarter, CRCL provided EEO training for supervisors participating in OCHCO's and the Office of the Inspector General's (OIG) HR Essentials Training programs.
- CRCL also provided EEO training for supervisors in the following DHS Headquarters Components: OIG; NPPD's Infrastructure Security Compliance Division, Mission Support Branch; Domestic Nuclear Detection Office; and U.S. Citizenship and Immigration Services, Ombudsman Office.
- In FY 2016, CRCL began to offer EEO training for employees, supervisors, and managers via webinar. CRCL conducted ten webinars for NPPD's Infrastructure Security Compliance Division, Mission Support Branch.
- CRCL provided harassment prevention training to NPPD's Office of Cybersecurity and Communications, Office of Emergency Communication.
- CRCL provided conflict resolution training to the OIG, Emergency Management Branch.
- CRCL conducted two 90 minute presentations for the Office of the Director of National Intelligence, Office of Equal Employment Opportunity's Annual EEO Conference.
- CRCL's EEO Complaints Management and Adjudication Section (CMAS):
 - CMAS members actively participated in the preparation of the quarterly Equal Employment Opportunity and Diversity (EEOD) newsletter *Focus on EEO and Diversity* by identifying topics of interest for publication and drafting articles;
 - CMAS members participated in one or more of the working groups formed to implement the goals contained in the DHS EEO Council's Strategic Plan. One significant initiative in the Strategic Plan was to hold the Department's Inaugural EEO and Diversity Training Conference. All CMAS members participated in this critical effort by helping with planning, preparing materials, presenting workshops, or otherwise responding to participants' needs. CMAS's participation as members of the DHS EEO Council's Strategic Plan working groups will

continue in FY 2017 and beyond;

- In FY 2016, CMAS led quarterly meetings of the DHS EEO Complaint Managers, presented or arranged for the presentation of topics of interest, and encouraged open discussions within the group. Topics presented during FY 2016 included updated guidance on EEO complaint management and reporting, training on the DHS enterprise EEO database and the mandatory document management system required by the EEOC, case updates from CRCL personnel, information on the DHS Alternative Dispute Resolution Program, and updates on the Inaugural EEO and Diversity Training Conference held in September 2016;
- CMAS continued its internal usage of digital review, signature, transfer, and issuance of final actions resulting in the efficient movement of work products and furthering its goal to provide excellent customer service. These features supported telework and continuity of operations.
- CRCL's Disability Employment Program:
 - In FY 2016, DHS Components provided training on disability awareness, hiring, and Reasonable Accommodations to 5,789 managers and supervisors.
 - In FY 2016, DHS Components processed 4,123 reasonable accommodations requests from applicants, employees, and/or contractors, representing a 57 percent increase from the 2,342 requests in FY 2015. DHS Components granted 2,661 accommodations (65 percent), denied 113 (3 percent), and categorized the remaining 1,346 (32 percent) as "other," pending, administratively closed, or withdrawn. The TSA's 1,425 accommodation requests and U.S. Citizenship and Immigration Service's 1,052 accounted for nearly 60 percent of all DHS accommodations.
 - In FY 2016, DHS established a goal for each Component (except the OIG) to hire at least one student or recent graduate from the Workforce Recruitment Program for College Students with Disabilities (WRP). While DHS did not meet this goal, Components successfully hired three temporary employees and two permanent employees from the program. WRP is a resource available online at www.wrp.gov for federal employees to recruit qualified students with disabilities into either temporary or permanent positions.
 - In FY 2016, DHS hired a total of 158 employees using the Schedule A Hiring Authority under 5 C.F.R. § 213.3102, in addition to TSA's equivalent appointment authority. The 158 Schedule A hires represented a noteworthy increase of 70 percent from the 93 hires in FY 2015².
 - From June 30, 2003, when DHS began its partnership with the U.S. Department of Defense, Computer/Electronic Accommodations Program (CAP), through September 30, 2016, CAP has provided 4,400 accommodation solutions to DHS employees, saving DHS \$1,929,885.87. In FY 2016 alone, CAP provided 544 accommodations solutions to DHS employees saving DHS \$218,923.43.

² DHS Schedule A Hires in FY 2015 were 93 rather than 48 previously reported in the FY 2015 MD 715 EEO Program Status Report.

Essential Element E - Efficiency

- DHS timely submitted to the EEOC the Annual Federal EEO Statistical Report of Discrimination Complaints (EEOC Form 462) (See more details in Essential Element F below). Also, DHS timely submitted to Congress the Annual Notification and Federal Employee Antidiscrimination and Retaliation Act of 2002 (No FEAR Act) report.
- CMAS launched the Report of Investigation (ROI) Feedback Tool. The purpose of the Feedback Tool is to provide an objective assessment of the quality of Components' EEO investigations. CMAS initially piloted the Feedback Tool with two Components, inviting comment on the effectiveness and clarity of the CMAS assessment categories and rating scheme. After incorporating Components' feedback and making minor modifications, the Feedback Tool was launched Department-wide during the second quarter of the year, with CMAS providing feedback reports to each DHS Component on a quarterly basis. Additionally, during the September 2016 Inaugural DHS EEO and Diversity Training Conference, CMAS personnel facilitated a workshop on the Feedback Tool, providing a more in-depth look at the methodology of the assessment process and inviting questions from Component attendees. Overall, the Feedback Tool has been very well received by Components.
- CMAS hosted an enterprise EEO database webinar for EEO personnel across the Department that focused on the preparation of the Annual Federal EEO Statistical Report of Discrimination Complaints (commonly referred to as the "462 Report"). This webinar created an opportunity for new and current Component personnel, some first-time 462 Report preparers, to better understand how to critically evaluate and input complaint data central to the report. The information provided during the webinar also enhanced participants' knowledge of the comprehensive Department-wide EEO complaints tracking and reporting system and enabled them to receive individualized coaching from the DHS database administrator and Senior Complaints Manager. Finally, the webinar brought EEO personnel together to learn, discuss, and refresh on the steps to produce the 462 Report, thus strengthening collaboration across the EEO complaints management program, while also enhancing effectiveness and report accuracy.
- During FY 2016, CRCL received 767 requests for final agency action and issued decisions, or otherwise administratively closed 658 cases. Throughout the year, CRCL continued to place emphasis on adjudicating merit Final Agency Decisions (FADs) and issuing decisions within regulatory timeframes. Merit FADs are issued after a complainant files a formal complaint alleging discrimination, the agency conducts an investigation, and the complainant requests the agency to issue a decision as to whether the discrimination occurred. The EEOC Regulations, at 29 C.F.R. Part 1614, requires merit FADs to be issued within 60 days of election of, or failure to elect a FAD. Upon completion of the investigation in a mixed case complaint, a final decision will be issued within 45 days without a hearing. CRCL experienced a 21 percent increase in FAD requests in FY 2016, receiving 411 requests, up from 339 in FY 2015. Coupled with the aforementioned increase in requests, CRCL experienced a decrease in critical human capital resources: two adjudication team members retired, resulting in a 25 percent decrease in staffing for several months in this specialized area; and the key position of Senior Advisor to the Deputy Officer remained vacant throughout FY 2016, despite diligent recruitment efforts to fill the position. As a result of these vacancies, the office experienced a decrease in both the overall number of FADs issued and the number of regulatory timely FADs issued when compared to the prior year.

Essential Element F - Responsiveness and Legal Compliance

DHS has a goal of full compliance with EEO statutes, regulations, policy guidance, and other written instructions. Agency personnel are held accountable for timely compliance with orders issued by the EEOC 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) is responsible for implementing the requirements of Section 508 of the Rehabilitation Act of 1973, as amended. In addition to implementing Section 508 compliance at the Department, 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, the Human Resources Information Technology initiative 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.

Accomplishments during FY 2016 included:

- *DHS Accessibility Help Desk (AHD):* The DHS Accessibility Help Desk serves as the single point of contact for disability-related issues, especially accommodation needs, relating to electronic and information technology accessibility. In FY 2016, the AHD processed 6,036 help desk requests.
- *Training Development/Delivery:* The OAST Training Program provides awareness and training on Section 508-related topics. OAST offered nine different training courses and logged 8,284 course completions during FY 2016 through online, classroom, one-on-one, and hands-on trainings. Prior to 2015, the DHS Trusted Tester Certification Program successfully certified six to ten Trusted Testers per month. After expanding its training capability by standing up an online version of the Trusted Tester Training and Certification course, the program saw its graduation rate increase to roughly 20 to 30 students per month. Since 2013, OAST has certified 652 students, and in 2016 alone, OAST certified 394.
- In FY 2015, OAST partnered with four Federal agencies as part of a pilot project – the Unified Testing for Accessibility Project (UTAP) – to promote adoption of the DHS Trusted Tester test procedures. Based upon results from that project, OAST released versions 1.0 of both the UTAP Pilot Summary Report and the UTAP Guide to assist other agencies.
- *Application/Document Testing:* OAST is responsible, within Headquarters, for testing commercial off-the shelf (COTS) applications for compliance based on Section 508 accessibility standards and best practices. In FY 2016, OAST tested 177 IT and Web-based applications for Section 508 compliance. OAST also tested 396 electronic documents, which consist of 8,930 pages of content, ranging from simple PDF text-only documents to complex and very detailed documents containing numerous charts and tables.

- *Governance:* OAST worked diligently over the past couple of years to integrate Section 508 requirements within the DHS IT governance processes. During FY 2016, OAST conducted 4,584 change reviews as a member of OCIO Configuration Control Boards (CCBs) and the Headquarters Services Division (HSD) Review and Approval Committee (RAC). OAST also conducted 714 Information Technology Acquisitions Reviews (ITARS) for acquisitions with an individual value of more than \$2.5 million dollars.

Workforce Profile and Trend Analysis

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.

The tables below provide a consolidated view for each gender, race, and ethnic group and for employees who report a disability or a targeted disability. The tables consolidate statistics to convey how the key human resource activities of hiring, promotion, attrition and pay compare to established benchmarks (CLF/RCLF or workforce participation rate). One table is provided for each ERI/G and disability category.

Interpretation of the tables is done with parity as the idealized outcome. In a world of parity, all groups are statistically 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 7.5 percent of the permanent DHS workforce in FY 2016, parity would dictate they would constitute 7.5 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. Seven years of data are provided to allow assessment of trends for each race, gender, and ethnic group and for employees who report a disability or a targeted disability. Successful human capital strategies can have a small effect on the workforce in a particular year. Therefore, analysis of several years of data is often useful in these types of assessments.

The percentages for pay grades listed in the tables are based on employees on all pay plans used across DHS. Rather than attempt to crosswalk the various pay plans, which include broad pay bands, by pay levels, the grade designations are combined regardless of pay plan. For example, Grades 1-4 in the tables includes all GS 1-4 employees but also includes employees from other pay plans that have grade designations of 1, 2, 3 or 4. Combining the pay plan grade designations allows for one set of gender/ERI/disability tables that reflect the full DHS permanent workforce, and allows for trend analysis.

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.

The total permanent DHS workforce increased by 2,940 employees (1.65 percent) from 177,803 in FY 2015 to 180,743 in FY 2016.

DHS Permanent Workforce Seven-Year Trend for Black Males

Year	% of Permanent DHS Workforce	% of Hires	% of Attrition	% of Promotions	Pay Grade				
					% 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%
FY16	7.5%	10.7%	9.0%	7.8%	12.0%	10.0%	5.2%	6.1%	6.3%

Black Males – 7.5% of DHS, 5.5% of National Civilian Labor Force, 4.9% of Relevant Civilian Labor Force

The workforce participation rate and hire rate of Black males at DHS has been trending up over the past seven fiscal years, and remains well above the NCLF and RCLF participation rates. This group has increased representation in higher grades over time, although SES participation dropped in FY 2016. The promotion rate exceeded the participation rate for the first time in seven fiscal years. There is an increase in representation at the lower pay grades and the higher than statistically expected attrition rate is also a concern.

DHS Permanent Workforce Seven-Year Trend for Black Females

Year	% of Permanent DHS Workforce	% of Hires	% of Attrition	% of Promotions	Pay Grade				
					% 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%
FY16	8.2%	12.8%	10.5%	8.2%	14.7%	11.5%	4.7%	7.1%	2.4%

Black Females – 8.2% of DHS, 6.5% of National Civilian Labor Force, 6.2% of Relevant Civilian Labor Force

The workforce participation rate of Black females at DHS has been steadily increasing over the past seven fiscal years, and remains well above the NCLF and CLF participation rates. The group is being hired at a rate that is above the NCLF and CLF. They also have a higher than statistically expected attrition rate. The promotion rate is consistent with their representation in the workforce. This is the case for each year in the time period provided. This group also has lower than statistically expected participation in higher-graded positions and higher participation in lower graded positions. Executive/Senior Leader participation in FY 2016 is the lowest of the seven years reported.

DHS Permanent Workforce Seven-Year Trend for Hispanic Males

					Pay Grade				
Year	% of Permanent DHS Workforce	% of Hires	% of Attrition	% of Promotions	% 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%
FY16	16.1%	14.2%	11.9%	15.1%	15.4%	11.6%	24.7%	11.9%	5.7%

Hispanic Males – 16.1% 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 NCLF and RCLF rates. This is largely due to DHS's law enforcement presence in southern border states. Hispanics constitute 30 percent of the CBPOs and over half of the Border Patrol Agent workforces. 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.

Hires are above the statistically expected rates and attrition is below the workforce representation rate. The promotion rate for Hispanic males increased in FY 2016 but remains slightly below the workforce participation rate. The representation of Hispanic males in Executive/Senior Leader pay grades is the highest it has been over the past seven fiscal years.

DHS Permanent Workforce Seven-Year Trend for Hispanic Females

					Pay Grade				
Year	% of Permanent DHS Workforce	% of Hires	% of Attrition	% of Promotions	% 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%
FY16	5.9%	9.0%	6.6%	6.8%	10.6%	7.6%	5.2%	3.7%	2.1%

Hispanic Females – 5.9% of DHS, 5.2% of National Civilian Labor Force, 3.9% of Relevant Civilian Labor Force

The workforce participation rate and hire rate for Hispanic females are above the NCLF and RCLF participation rates. The workforce participation and hire rates at DHS for Hispanic females has increased in each of the last seven fiscal years. Attrition and promotions increased this year, both exceeding the workforce participation rate.

Hispanic females are significantly overrepresented at lower pay grades and underrepresented at higher pay grades compared to their workforce participation rate.

DHS Permanent Workforce Seven-Year Trend for Asian Males

Year	% of Permanent DHS Workforce	% of Hires	% of Attrition	% of Promotions	Pay Grade				
					% 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%
FY16	3.6%	4.0%	3.3%	3.8%	3.7%	3.8%	4.0%	3.0%	0.7%

Asian Males – 3.6% of DHS, 2.0% of National Civilian Labor Force, 2.6% of Relevant Civilian Labor Force

Asian males are represented in the DHS permanent workforce at a rate above the NCLF and RCLF rates. Their workforce participation rate has gradually increased over the past seven fiscal years. The attrition rate is below statistically expected levels, while the promotion rate increased from parity to above parity.

Asian males are most concentrated in the middle pay grades. In recent years, their participation rate has slowly increased at all grade levels, except grades 1-4 and Executive/Senior Leader grades.

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

DHS Permanent Workforce Seven-Year Trend for Asian Females

Year	% of Permanent DHS Workforce	% of Hires	% of Attrition	% of Promotions	Pay Grade				
					% 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%
FY16	1.8%	2.1%	1.6%	2.0%	1.5%	2.0%	1.5%	2.0%	1.6%
Asian Females – 1.8% of DHS, 1.9% of National Civilian Labor Force, 1.9% of Relevant Civilian Labor Force									

Asian females are fairly close to parity. The participation rate for Asian females is on par with the NCLF and RCLF rates and the hire rate is slightly above. In FY 2016, the attrition rate remains below the participation rate.

Promotions of Asian females are slightly higher than the workforce participation rate. The group is spread proportionately throughout the pay grades.

DHS Permanent Workforce Seven-Year Trend for Native American Males

Year	% of Permanent DHS Workforce	% of Hires	% of Attrition	% of Promotions	Pay Grade				
					% 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%
FY16	0.62%	0.59%	0.64%	0.54%	0.45%	0.57%	0.66%	0.63%	0.59%
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 and RCLF participation rates. Attrition dropped, while promotions increased over FY 2015 levels, even though percentages in the past seven fiscal years do not indicate clear trends.

Native American males are spread evenly throughout the range of pay grades. Caution should be used when drawing inferences from the data due to the small size of the population (1,114 in the workforce), which can produce large swings in percentages that may not be statistically significant.

DHS Permanent Workforce Seven-Year Trend for Native American Females

Year	% of Permanent DHS Workforce	% of Hires	% of Attrition	% of Promotions	Pay Grade				
					% 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%
FY16	0.29%	0.43%	0.46%	0.26%	0.45%	0.45%	0.18%	0.20%	0.00%

Native American Females – 0.29% of DHS, 0.5% of National Civilian Labor Force, 0.45% of Relevant Civilian Labor Force

Native American females have a lower workforce representation rate than the NCLF and RCLF rates. Their attrition rate continues to be higher than statistically expected and promotion rates are slightly below the workforce participation rate. Native American females are disproportionately concentrated at lower pay grades. During the past seven fiscal years, participation in the Executive/Senior Leader pay grades occurred only once. This, along with a higher than statistically expected attrition rate, suggests a possible equal employment barrier. However, as with Native American males, caution should be used when drawing inferences from the data due to the small size of the population (528 in workforce), which can produce large swings that may not be statistically significant.

DHS Permanent Workforce Seven-Year Trend for Pacific Islander Males

Year	% of Permanent DHS Workforce	% of Hires	% of Attrition	% of Promotions	Pay Grade				% of Executive and Senior Leader
					% of Grades 1-4	% of Grades 5-9	% of Grades 10-12	% of Grades 13-15	
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%
FY16	0.34%	0.66%	0.42%	0.35%	0.8%	0.4%	0.3%	0.2%	0.3%

Pacific Islander Males – 0.34% of DHS, 0.1% of National Civilian Labor Force and 0.07% of Relevant Civilian Labor Force

Since FY 2013, Native Hawaiian/Pacific Islander males have had three times the representation of the NCLF rate, and their workforce participation rate continues to increase. The recent increase in representation is due to hiring. The attrition rate has remained relatively low in most fiscal years but saw an increase in FY 2016.

Native Hawaiian/Pacific Islander males are participating at rates above expectation in the lowest pay grades. Promotion rates fluctuate but have been above the workforce participation rate in the past two fiscal years.

Caution should be used when drawing inferences from the data, due to the small size of the population (618 in the workforce), which can produce large swings that may not be statistically significant.

DHS Permanent Workforce Seven-Year Trend for Pacific Islander Females

Year	% of Permanent DHS Workforce	% of Hires	% of Attrition	% of Promotions	Pay Grade				
					% of Grades 1-4	% of Grades 5-9	% of Grades 10-12	% of Grades 13-15	% of Executive and Senior Leader
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%
FY16	0.22%	0.53%	0.33%	0.17%	0.8%	0.4%	0.1%	0.1%	0.0%
Pacific Islander Females – 0.22% of DHS, 0.1% of National Civilian Labor Force and 0.08% Relevant Civilian Labor Force									

Native Hawaiian/Pacific Islander females' participation rate continues to exceed those of the NCLF and RCLF. The increase in representation is due to hiring. The attrition rate stayed relatively low in recent fiscal years but saw an increase in FY 2016.

Native Hawaiian/Pacific Islander females are participating at rates above what is statistically expected in the lower pay grades, while promotion rates have been lower than statistically expected. In the past seven fiscal years, participation in the Executive/Senior Leader pay grades has not occurred.

Caution should be used when drawing inferences from the data, due to the very small size of the population (390 in the workforce), which can produce large swings that may not be statistically significant.

DHS Permanent Workforce Seven-Year Trend for White Males

Year	% of Permanent DHS Workforce	% of Hires	% of Attrition	% of Promotions	Pay Grade				
					% 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%
FY16	39.1%	27.7%	36.3%	38.1%	25.1%	32.5%	41.2%	47.1%	57.1%
White Males – 39.1% of DHS, 38.3 of National Civilian Labor force, 43.9% of Relevant Civilian Labor Force									

The White male workforce participation rate at DHS has continued to decline slowly. It slightly exceeded the NCLF rate, but remained below the RCLF rate. The hiring rate is below the NCLF and

RCLF rates, while promotions dropped below the workforce participation rate for the first time in six fiscal years.

White males are underrepresented at lower pay grades and overrepresented at higher pay grades. At the Executive/Senior Leader grades, White male representation has been decreasing.

DHS Permanent Workforce Seven-Year Trend for White Females

Year	% of Permanent DHS Workforce	% of Hires	% of Attrition	% of Promotions	Pay Grade				% of Executive and Senior Leader
					% of Grades 1-4	% of Grades 5-9	% of Grades 10-12	% of Grades 13-15	
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%
FY16	15.8%	16.2%	18.2%	16.3%	13.2%	18.7%	11.9%	17.6%	22.8%
White Females – 15.8% of DHS, 34.0% of National Civilian Labor force, 29.8% of Relevant Civilian Labor Force									

The White female participation rate is significantly lower at DHS than the NCLF and RCLF rates. The representation of White females has slowly decreased as a percentage of the overall workforce for the past seven years. This is attributed to a higher-than-statistically-expected attrition rate, which has been decreasing since FY 2014. While FY 2014 marked the first year that the White female promotion rate was above the participation rate, the rate dropped in FY 2015 and continued to drop in FY 2016, although still at a level slightly above the participation rate. White females' participation rates are higher at higher pay grades and at the upper end of the lower grades. Their participation is highest at the Executive/Senior Leader pay grades.

DHS Permanent Workforce Seven-Year Trend for Individuals With Disabilities

Year	% of Permanent DHS Workforce	% of Hires	% of Attrition	% of Promotions	Pay Grade					% of Executive and Senior Leader
					% of Grades 1-4	% of Grades 5-9	% of Grades 10-12	% of Grades 13-15		
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%	
FY16	5.5%	6.3%	6.7%	4.6%	2.9%	5.9%	4.9%	5.9%	5.3%	

Individuals With Disabilities – 5.5% of DHS, 9.5% 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 9.5 percent.³ When including all disabled veterans with a Department of Veterans Affairs disability rating of at least 30 percent, some of whom do not otherwise report a disability, the total participation rate increases to 9.1 percent, with the Federal government rate at 14.4 percent.

DHS employees with disabilities have separated at higher rates than their workforce participation rate over the last seven years. Promotion rates in each of the past seven years were lower than statistically expected compared to their workforce participation rate. Employees with disabilities are close to parity across the pay grades and are underrepresented in the lowest pay grades.

³ Disability sources: Report on the Employment of Individuals with Disabilities in the Federal Executive Branch Fiscal Year 2015, OPM. DHS FY 2016 Consolidated Disability Employment Program Status Report, DHS.

DHS Permanent Workforce Seven-Year Trend for Individuals With Targeted Disabilities

Year	% of Permanent DHS Workforce	% of Hires	% of Attrition	% of Promotions	Pay Grade				
					% 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%
FY16	0.40%	0.34%	0.63%	0.30%	0.25%	0.53%	0.37%	0.29%	0.15%

Individuals With Targeted Disabilities – 0.40% of DHS, 1.10 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 workforce⁴ and well below the federal government goal of two percent.

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

⁴ 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 2016⁵. In FY 2016, after six straight years of decline, employee engagement increased three percentage points from 53 percent in 2015 to 56 percent in 2016. DHS exceeded the government-wide rate of employee engagement by 4 percent. The Inclusion Index also increased 3 percent for DHS. Of all the Cabinet level agencies, DHS saw the largest increase but still remains last.

The overall DHS score is largely driven by TSA and CBP employees accounting for 46.8 percent of the Department's completed surveys.⁶ Some DHS Components show higher employee satisfaction than the average, 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 an employee's level of satisfaction. Disability status, however, is a strong predictor, as DHS employees with disabilities provide more negative responses to almost all questions in the survey.

Women in Law Enforcement

Historically, DHS relied on workforce data and did not include employee input when identifying barriers to equal employment opportunity in its workforce. In a report to Congress, the U.S. Government Accountability Office directed the Secretary of Homeland Security to direct the Officer for CRCL to develop a strategy to regularly include employee input from sources as the Federal Human Capital Survey and DHS's internal survey in identifying potential barriers to EEO. Consistent with that mandate, in the spring of 2014, DHS commenced a study to better understand the causes of the low female representation rate within law enforcement positions.

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. Notably, DHS has the largest law enforcement population in the federal government.

The study, along with its findings and recommendations, was circulated throughout DHS's Components and operating divisions. It includes observations and recommendations from women in law enforcement across DHS, identifies perceived barriers to equal employment opportunity and diversity, provides recommendations and strategies for achieving a model workplace, and highlights best practices from within DHS and from other federal law enforcement agencies. Because some of the recommendations relate to the Federal Women's Program, implementation has occurred via Special Emphasis Programs at the various Components, particularly during Women's History Month. These programs highlight some of the challenges that women in law enforcement have faced, and how women have handled those challenges.

⁵ Commencing in 2002, the U.S. Office of Personnel Management began its Government-wide administration of the Federal Human Capital Survey (FHCS). Between 2004 and 2010, the FHCS was administered every other year. In 2010, the FHCS was renamed the Federal Employee Viewpoint Survey (FEVS). From its inception in 2010, the FEVS is administered annually.

⁶ TSA and CBP employees received 55.1% of the surveys issued to Department employees, indicating that they had a lower rate of return than other Components.

Data Sources

The workforce numbers used in this report were generated by the National Finance Center's (NFC's) Insight Oracle-based database, and are based on an extraction from NFC's data for Pay Period 19, which ended October 1, 2016. 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 (OPM) 2015 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-fy2015.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, DHS's case management database, which has the ability to process *ad hoc* queries – the results of which can be used for evaluating all aspects of the EEO case management process. Federal Employee Viewpoint Survey data pertaining to DHS employees was obtained by OPM, then 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.

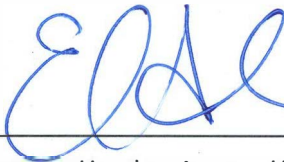
I certify that proper documentation of this assessment is in place and is being maintained for EEOC review upon request.



4/13/17

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



4/17/17

Signature of Agency Head or Agency Head Designee
Elaine Duke
Office of the Deputy Secretary
U.S. Department of Homeland Security

Date

Self-Assessment towards a Model EEO Program Checklist

Essential Element A: Demonstrated Commitment from Agency Leadership Requires the agency head to issue written policy statements ensuring a workplace free of discriminatory harassment and a commitment to equal employment opportunity.

PART G, Essential Element A, Section 1 - Issuance of EEO Policy Statement

Measures	Measure Met?	Comments
A.1.a. Was an EEO policy statement issued within 6 - 9 months of installation of the agency head? (Please list date of agency head installation and date of issuance in the comments column).	Yes	The Secretary was installed on December 23, 2013. The EEO policy statement was issued June 12, 2014.
A.1.b. During the current agency head's tenure, has the EEO policy statement been reissued annually?	Yes	
A.1.c. Are new employees provided a copy of the EEO policy statement during orientation?	Yes	
A.1.d. When an employee is promoted into the supervisory ranks, is he/she provided a copy of the EEO policy statement?	No	HQ has not met this measure.

PART G, Essential Element A, Section 2 - Communication of EEO Policy Statement

Measures	Measure Met?	Comments
A.2.a. Have the heads of subordinate reporting components communicated support of all agency EEO policies through the ranks?	Yes	
A.2.b. Has the agency made written materials available to all employees and applicants, informing them of the variety of EEO programs and administrative and judicial remedial procedures available to them?	Yes	
A.2.c. Has the agency prominently posted such written materials in all personnel and EEO offices, and on the agency's internal website? [29 C.F.R. 1614.102(b)(5)]	Yes	

Essential Element A, Section 3 - Evaluation of Managers and Supervisors on Commitment to EEO Principles

Measures	Measure Met?	Comments
A.3.a. Are managers and supervisors evaluated on their commitment to agency EEO policies and principles?	Yes	
A.3.b. Are managers and supervisors evaluated on their commitment to resolve problems/disagreements and other conflicts in their respective work environments as they arise?	Yes	
A.3.c. Are managers and supervisors evaluated on their commitment to address concerns, whether perceived or real, raised by employees and following up with appropriate action to correct or eliminate tension in the workplace?	Yes	
A.3.d. Are managers and supervisors evaluated on their commitment to support the agency's EEO program through the allocation of mission personnel to participate in community outreach and recruitment programs with private employers, public schools, and universities?	Yes	
A.3.e. Are managers and supervisors evaluated on their commitment to ensure full cooperation of employees under his/her supervision with EEO office officials such as EEO counselors, EEO investigators, etc.?	Yes	
A.3.f. Are managers and supervisors evaluated on their commitment to ensure a workplace that is free from all forms of discrimination, harassment, and retaliation?	Yes	
A.3.g. Are managers and supervisors evaluated on their commitment to ensure that subordinate supervisors have effective managerial communication and interpersonal skills in order to supervise most effectively in a workplace with diverse employees and avoid disputes arising from ineffective communications?	Yes	
A.3.h. Are managers and supervisors evaluated on their commitment to ensure the provision of requested religious accommodations when such accommodations do not cause an undue hardship?	Yes	
A.3.i. Are managers and supervisors evaluated on their commitment to ensure the provision of requested disability accommodations to qualified individuals with disabilities when such accommodations do not cause an undue hardship?	Yes	

Measures	Measure Met?	Comments
A.3.j. Have all employees been informed about what behaviors are inappropriate in the workplace and that this behavior may result in disciplinary actions? If yes, describe what means were utilized by the agency to inform its workforce about penalties for unacceptable behavior in the comments column.	Yes	Intranet and hard copy posting of policy statements, merit system principles, prohibited personnel practices; training sessions including the same.
A.3.k. Have the procedures for reasonable accommodation for individuals with disabilities been made readily available/accessible to all employees by disseminating such procedures during orientation of new employees and by making such procedure available on the World-Wide Web or Internet?	Yes	
A.3.l. Have managers and supervisors been trained on their responsibilities under the procedures for reasonable accommodation?	Yes	

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

Element B requires that the agency's EEO programs be organized and structured to maintain a workplace that is free from discrimination in any of the agency's policies, procedures or practices and support the agency's strategic mission.

PART G, Essential Element B, Section 1 - Reporting Structure for EEO Program

Measures	Measure Met?	Comments
B.1.a. Is the EEO Director under the direct supervision of the agency head? [See 29 C.F.R. 1614.102(b)(4)] For subordinate level reporting components, is the EEO Director/Officer under the immediate supervision of the lower level component's head official? (For example, does the Regional EEO Officer report to the Regional Administrator?)	No	CBP-EEO Director reports to Executive Director, PDO, who is under the direct supervision of the Commissioner. FLETC- EEO Officer reports to COS, Office of Director.
B.1.b. Are the duties and responsibilities of the EEO officials clearly defined?	Yes	
B.1.c. Do the EEO officials have the knowledge, skills, and abilities to carry out the duties and responsibilities of their positions?	Yes	
B.1.d. If the agency has 2nd level reporting components, are there organizational charts that clearly define the reporting structure for EEO programs?	Yes	
B.1.e. If the agency has 2nd level reporting components; does the agency-wide EEO Director have authority for EEO programs within the subordinate reporting components?	Yes	
B.1.f. If no, please describe how EEO program authority is delegated to subordinate reporting components in Part H.	N/A	

PART G, Essential Element B, Section 2 - EEO Communication with Senior Leaders

Measures	Measure Met?	Comments
B.2.a. Does the EEO Director/Officer have a regular, effective means of informing the agency head and other top management of the effectiveness, efficiency, and legal compliance of the agency's EEO program?	Yes	
B.2.b. After submission of the previous Form 715, did the EEO Director/Officer present a State of the Agency briefing to the agency head and other senior officials, including a performance assessment in each of the 6 elements of the Model EEO program, and report agency progress in completing its barrier analysis – including barriers identified, eliminated, or impact reduced?	Yes	

Measures	Measure Met?	Comments
B.2.c. Are EEO officials present during agency pre-decisional deliberations regarding recruitment strategies, vacancy projections, succession planning, selections for training/career development opportunities, and other workforce changes?	No	CIS and HQ have not met this measure.
B.2.d. Does the agency consider whether any group of employees or applicants might be negatively impacted prior to making human resource decisions such as reorganizations and realignments?	No	CIS and HQ have not met this measure.
B.2.e. Are management/personnel policies, procedures and practices examined at regular intervals to assess whether there are any hidden impediments to the realization of equality of opportunity for any group(s) of employees or applicants? [See 29 C.F.R. 1614.102(b)(3)]	No	HQ, ICE, and TSA have not met this measure.
B.2.f. Is the EEO Director included in the agency's strategic planning, especially the agency's human capital plan, regarding succession planning, training, etc., to ensure that EEO concerns are integrated into the agency's strategic mission?	No	CIS has not met this measure.

PART G, Essential Element B, Section 3 - Sufficient EEO Program Staffing

Measures	Measure Met?	Comments
B.3.a. Does the EEO Director have the authority and funding to ensure implementation of agency EEO action plans to improve EEO program efficiency and/or eliminate identified barriers to the realization of equality of opportunity?	Yes	
B.3.b. Are sufficient personnel resources allocated to the EEO Program to ensure that agency self-assessments and self-analyses prescribed by EEO MD-715 are conducted annually and to maintain an effective complaint processing system?	Yes	
B.3.c. Are statutory/regulatory EEO-related Special Emphasis Programs sufficiently staffed?	Yes	
B.3.d. Is the Federal Women's Program sufficiently staffed - 5 U.S.C. 7201; 38 U.S.C. 4214; Title 5 C.F.R., Subpart B, 720.204?	Yes	
B.3.e. Is the Hispanic Employment Program sufficiently staffed Title 5 C.F.R., Subpart B, 720.204?	Yes	
B.3.f. Is the People With Disabilities Program Manager; Selective Placement Program for Individuals With Disabilities sufficiently staffed - Section 501 of the Rehabilitation Act; Title 5 U.S.C. Subpart B, Chapter 31, Subchapter I-3102: 5 C.F.R. 213.3102(u); 5 C.F.R. 315.709?	Yes	

Measures	Measure Met?	Comments
B.3.g. Are other agency Special Emphasis Programs monitored by the EEO Office for coordination and compliance with EEO guidelines and principles such as: FEORP - 5 C.F.R. 720; Veterans Employment Programs; Black or African American; American Indian or Alaska Native; Asian and Native Hawaiian or Pacific Islander Programs?	Yes	

PART G, Essential Element B, Section 4 - Sufficient EEO Program Funding

Measures	Measure Met?	Comments
B.4.a. Are there sufficient resources to enable the agency to conduct a thorough barrier analysis of its workforce, including the provision of adequate data collection and tracking systems?	No	CBP, CIS, HQ, and USCG have not met this measure.
B.4.b. Is there sufficient budget allocated to all employees to utilize, when desired, all EEO programs, including the complaint processing program and ADR, and to make a request for reasonable accommodation? (Including subordinate level reporting components?)	Yes	
B.4.c. Has funding been secured for publication and distribution of EEO materials (e.g. harassment policies, EEO posters, reasonable accommodations procedures, etc.)?	Yes	
B.4.d. Is there a central funding or other mechanism for funding supplies, equipment and services necessary to provide disability accommodations?	Yes	
B.4.e. Does the agency fund major renovation projects to ensure timely compliance with Uniform Federal Accessibility Standards?	No	USCG has not met this measure.
B.4.f. Is the EEO Program allocated sufficient resources to train all employees on EEO programs, including administrative and judicial remedial procedures available to employees?	Yes	
B.4.g. Is there sufficient funding to ensure the prominent posting of written materials in all personnel and EEO offices? [See 29 C.F.R. 1614.102(b)(5)]	Yes	
B.4.h. Is there sufficient funding to ensure that all employees have access to this training and information?	Yes	
B.4.i. Is there sufficient funding to provide all managers/supervisors with training and periodic updates on their EEO responsibilities for ensuring a workplace that is free from all forms of discrimination, including harassment and retaliation?	Yes	

Measures	Measure Met?	Comments
B.4.j. Is there sufficient funding to provide all managers/supervisors with training and periodic updates on their EEO responsibilities to provide religious accommodations?	Yes	
B.4.k. Is there sufficient funding to provide all managers/supervisors with training and periodic updates on their EEO responsibilities to provide disability accommodations in accordance with the agency's written procedures?	Yes	
B.4.l. Is there sufficient funding to provide all managers/supervisors with training and periodic updates on their EEO responsibilities in the EEO discrimination complaint process?	Yes	
B.4.m. Is there sufficient funding to provide all managers/supervisors with training and periodic updates on their EEO responsibilities to participate in ADR?	Yes	

Essential Element C: Management and Program Accountability

Element C requires the Agency Head to hold all managers, supervisors, and EEO Officials responsible for the effective implementation of the agency's EEO Program and Plan.

PART G, Essential Element C, Section 1 - EEO Communication with Managers and Supervisors

Measures	Measure Met?	Comments
C.1.a. Are regular (monthly/quarterly/semi-annually) EEO updates provided to management/supervisory officials by EEO program officials?	Yes	
C.1.b. Do EEO program officials coordinate the development and implementation of EEO Plans with all appropriate agency managers to include Agency Counsel, Human Resource Officials, Finance, and the Chief Information Officer?	Yes	

PART G, Essential Element C, Section 2 - EEO & Human Resources Collaboration and Coordination

Measures	Measure Met?	Comments
C.2.a. Have timetables or schedules been established for the agency to review its Merit Promotion Program Policy and Procedures for systemic barriers that may be impeding full participation in promotion opportunities by all groups?	No	CIS, HQ, and TSA have not met this measure.
C.2.b. Have timetables or schedules been established for the agency to review its Employee Recognition Awards Program and Procedures for systemic barriers that may be impeding full participation in promotion opportunities by all groups?	No	CIS, HQ, ICE, and TSA have not met this measure.
C.2.c. Have timetables or schedules been established for the agency to review its Employee Development/Training Programs for systemic barriers that may be impeding full participation in training opportunities by all groups?	No	CIS, HQ, ICE, and TSA have not met this measure.

PART G, Essential Element C, Section 3 - Disciplinary Action Taken

Measures	Measures Met?	Comments
C.3.a. Does the agency have a disciplinary policy and/or a table of penalties that covers employees found to have committed discrimination?	Yes	

Measures	Measures Met?	Comments
C.3.b. Have all employees, supervisors, and managers been informed of the penalties for being found to perpetrate discriminatory behavior or for taking personnel actions based upon a prohibited basis?	Yes	
C.3.c. Has the agency, when appropriate, disciplined or sanctioned managers/supervisors or employees found to have discriminated over the past two years? If yes, in the Comments column, cite the number found to have discriminated and list penalty/disciplinary action for each type of violation. If yes, cite the number found to have discriminated and list penalty/disciplinary action for each type of violation.	Yes	Seven employees from CBP, FEMA, and ICE were disciplined as a consequence of findings of discriminatory, retaliatory, or harassing conduct.
C.3.d. Does the agency promptly (within the established time frame) comply with EEOC, Merit Systems Protection Board, Federal Labor Relations Authority, labor arbitrators, and District Court orders?	Yes	
C.3.e. Does the agency review disability accommodation decisions/actions to ensure compliance with its written procedures and analyze the information tracked for trends, problems, etc.?	Yes	

Essential Element D, Proactive Prevention of Unlawful Discrimination

Element D requires that the Agency Head makes early efforts to prevent discriminatory actions and eliminate barriers to Equal Employment Opportunity in the workplace.

PART G, Essential Element D, Section 1 - Barrier Analysis Process

Measures	Measures Met?	Comments
D.1.a. Do senior managers meet with and assist the EEO Director and/or other EEO Program Officials in the identification of barriers that may be impeding the realization of equal employment opportunity?	No	CIS and HQ have not met this measure.
D.1.b. When barriers are identified, do senior managers develop and implement, with the assistance of the agency EEO office, agency EEO Action Plans to eliminate said barriers?	No	HQ and TSA have not met this measure.
D.1.c. Do senior managers successfully implement EEO Action Plans and incorporate the EEO Action Plan Objectives into agency strategic plans?	No	CIS has not met this measure.
D.1.d. Are trend analyses of workforce profiles conducted by race, national origin, sex, and disability?	No	HQ has not met this measure.
D.1.e. Are trend analyses of the workforce's major occupations conducted by race, national origin, sex, and disability?	No	HQ has not met this measure.
D.1.f. Are trend analyses of the workforce's grade level distribution conducted by race, national origin, sex, and disability?	No	HQ has not met this measure.
D.1.g. Are trend analyses of the workforce's compensation and reward system conducted by race, national origin, sex, and disability?	No	CIS and HQ have not met this measure.
D.1.h. Are trend analyses of the effects of management/personnel policies, procedures and practices conducted by race, national origin, sex, and disability?	No	CIS and HQ have not met this measure.

PART G, Essential Element D, Section 2 - Alternative Dispute Resolution (ADR) is Encouraged

Measures	Measures Met?	Comments
D.2.a. Are all employees encouraged to use ADR?	Yes	
D.2.b. Is the participation of supervisors and managers in the ADR process required?	No	Although this measure was not met during the reporting period, the DHS ADR Directive issued 12/12/16 now requires management participation.

Essential Element E, Efficiency

Element E requires that the Agency Head ensure that there are effective systems in place for evaluating the impact and effectiveness of the agency's EEO programs as well as an efficient and fair dispute resolution process.

PART G, Essential Element E, Section 1 - Sufficient Resources to Evaluation EEO Program

Measures	Measure Met?	Comments
E.1.a. Does the EEO office employ personnel with adequate training and experience to conduct the analyses required by MD-715 and these instructions?	Yes	
E.1.b. Has the agency implemented an adequate data collection and analysis systems that permits tracking of the information required by MD-715 and these instructions?	No	CIS, TSA, and USCG have not met this measure.
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?	Yes	
E.1.d. Is there a designated agency official or other mechanism in place to coordinate or assist with processing requests for disability accommodations in all major components of the agency?	Yes	
E.1.e. Are 90% of accommodation requests processed within the timeframe set forth in the agency's procedures for reasonable accommodation?	Yes	

PART G, Essential Element E, Section 2 - Effective Complaint Tracking and Monitoring System

Measures	Measure Met?	Comments
E.2.a. Does the agency use a complaint tracking and monitoring system that allows identification of the location and status of complaints and length of time elapsed at each stage of the agency's complaint resolution process?	Yes	
E.2.b. Does the agency's tracking system identify the issues and bases of the complaints, the aggrieved individuals/complainants, the involved management officials and other information to analyze complaint activity and trends?	Yes	
E.2.c. Does the agency hold contractors accountable for delay in counseling and investigation processing times? If yes, briefly describe how.	No	ICE has not met this measure.

Measures	Measure Met?	Comments
E.2.d. Does the agency monitor and ensure that new investigators, counselors, including contract and collateral duty investigators, receive the 32 hours of training required in accordance with EEO Management Directive MD-110?	Yes	
E.2.e. Does the agency monitor and ensure that experienced counselors, investigators, including contract and collateral duty investigators, receive the 8 hours of refresher training required on an annual basis in accordance with EEO Management Directive MD-110?	Yes	

PART G, Essential Element E, Section 3 - Timeliness in EEO Complaint Process

Measures	Measure Met?	Comments
E.3.a. Are benchmarks in place that compare the agency's discrimination complaint processes with 29 C.F.R. Part 1614?	Yes	
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?	No	ICE has not met this measure.
E.3.c. Does the agency provide an aggrieved person with written notification of his/her rights and responsibilities in the EEO process in a timely fashion?	Yes	
E.3.d. Does the agency complete the investigations within the applicable prescribed time frame?	No	ICE has not met this measure.
E.3.e. When a complainant requests a final agency decision, does the agency issue the decision within 60 days of the request?	No	
E.3.f. When a complainant requests a hearing, does the agency immediately upon receipt of the request from the EEOC AJ forward the investigative file to the EEOC Hearing Office?	Yes	
E.3.g. When a settlement agreement is entered into, does the agency timely complete any obligations provided for in such agreements?	Yes	
E.3.h. Does the agency ensure timely compliance with EEOC AJ decisions which are not the subject of an appeal by the agency?	Yes	

PART G, Essential Element E, Section 4 - Efficient and Fair ADR Process

Measures	Measure Met?	Comments
E.4.a. In accordance with 29 C.F.R. 1614.102(b), has the agency established an ADR Program during the pre-complaint and formal complaint stages of the EEO process?	Yes	
E.4.b. Does the agency require all managers and supervisors to receive ADR training in accordance with EEOC (29 C.F.R. Part 1614) regulations, with emphasis on the federal government's interest in encouraging mutual resolution of disputes and the benefits associated with utilizing ADR?	No	HQ and TSA have not met this measure.
E.4.c. After the agency has offered ADR and the complainant has elected to participate in ADR, are the managers required to participate?	No	The DHS ADR Directive requiring participation was issued 12/12/16.
E.4.d. Does the responsible management official directly involved in the dispute have settlement authority?	No	CBP and ICE have not met this measure.

PART G, Essential Element E, Section 5 - Effectiveness of EEO Data Collection Systems

Measures	Measure Met?	Comments
E.5.a. Does the agency have a system of management controls in place to ensure the timely, accurate, complete and consistent reporting of EEO complaint data to the EEOC?	Yes	
E.5.b. Does the agency provide reasonable resources for the EEO complaint process to ensure efficient and successful operation in accordance with 29 C.F.R. 1614.102(a) (1)?	Yes	
E.5.c. Does the agency EEO office have management controls in place to monitor and ensure that the data received from Human Resources is accurate, timely received, and contains all of the required data elements for submitting annual reports to the EEOC?	No	HQ and TSA have not met this measure.
E.5.d. Do the agency's EEO programs address all of the laws enforced by the EEOC?	Yes	
E.5.e. Does the agency identify and monitor significant trends in complaint processing to determine whether the agency is meeting its obligations under Title VII and the Rehabilitation Act?	Yes	

Measures	Measure Met?	Comments
E.5.f. Does the agency track recruitment efforts and analyze efforts to identify potential barriers in accordance with MD-715 standards?	No	HQ and TSA have not met this measure.
E.5.g. Does the agency consult with other agencies of similar size on the effectiveness of their EEO programs to identify best practices and share ideas?	Yes	

PART G, Essential Element E, Section 6 - Elimination of Conflict of Interest with Legal Defense Function

Measures	Measure Met?	Comments
E.6.a. Are legal sufficiency reviews of EEO matters handled by a functional unit that is separate and apart from the unit which handles agency representation in EEO complaints?	Yes	
E.6.b. Does the agency discrimination complaint process ensure a neutral adjudication function?	Yes	
E.6.c. If applicable, are processing time frames incorporated for the legal counsel's sufficiency review for timely processing of complaints?	Yes	

Essential Element F, Responsiveness and Legal Compliance

Element F requires that federal agencies are in full compliance with EEO statutes and EEOC regulations, policy guidance, and other written instructions.

PART G, Essential Element F, Section 1 - Timely Compliance with Administrative Judge Orders

Measures	Measure Met?	Comments
F.1.a. Does the agency have a system of management control to ensure that the agency officials timely comply with any orders or directives issued by EEOC Administrative Judges?	Yes	

PART G, Essential Element F, Section 2 - Timely Completion of Ordered Corrective Action

Measures	Measure Met?	Comments
F.2.a. Does the agency have control over the payroll processing function of the agency? If yes, answer the two questions below.	Yes	
F.2.b. Are there steps in place to guarantee responsive, timely, and predictable processing of ordered monetary relief?	Yes	
F.2.c. Are procedures in place to promptly process other forms of ordered relief?	Yes	

PART G, Essential Element F, Section 3 - Staff Accountability for Legal Compliance

Measures	Measure Met?	Comments
F.3.a. Is compliance with EEOC orders encompassed in the performance standards of any agency employees? If yes, please identify the employees by title in the comments column, and state how performance is measured.	Yes	Included in management official performance plans.
F.3.b. Is the unit charged with the responsibility for compliance with EEOC orders located in the EEO office? If no, please identify the unit in which it is located in the	Yes	
F.3.c. Have the involved employees received any formal training in EEO compliance?	Yes	
F.3.d. Does the agency promptly provide the EEOC Attorney Fee documentation for completing compliance, such as a copy of the check issued for attorney fees and/or a narrative statement by an appropriate agency official, or agency payment order dating the dollar amount of attorney fees paid?	Yes	

Measures	Measure Met?	Comments
F.3.e. Does the agency promptly provide the EEOC awards documentation for completing compliance, such as a narrative statement by an appropriate agency official stating the dollar amount and the criteria used to calculate the award?	Yes	
F.3.f. Does the agency promptly provide the EEOC documentation of back pay and interest for completing compliance, such as computer printouts or payroll documents outlining gross back pay and interest, copy of any checks issued, or narrative statement by an appropriate agency official of total monies paid?	Yes	
F.3.g. Does the agency promptly provide the EEOC documentation regarding compensatory damages for completing compliance, such as the final agency decision and evidence of payment, if made?	Yes	
F.3.h. Does the agency promptly provide the EEOC training documentation for completing compliance, such as the attendance roster at training session(s), or a narrative statement by an appropriate agency official confirming that specific persons or groups of persons attended training on a certain date?	Yes	
F.3.i. Does the agency promptly provide the EEOC personnel action documentation for completing compliance (e.g., reinstatement, promotion, hiring, reassignment), such as copies of SF-50s?	Yes	
F.3.j. Does the agency promptly provide the EEOC documentation of the posting of Notice of Violation for completing compliance, such as the original, signed and dated notice, reflecting the dates of posting? (A copy will suffice if original is not available.)	Yes	
F.3.k. Does the agency promptly provide the EEOC documentation of supplemental investigations, such as: (1) a copy of the letter to complainant acknowledging receipt from the EEOC of a remanded case; (2) a copy of the letter to complainant transmitting the Report of Investigation (not the ROI itself, unless specified); and (3) a copy of the request for a hearing (complainant's request or agency's transmittal letter)?	Yes	
F.3.l. Does the agency promptly provide the EEOC the Final Agency Decision (FAD) or a copy of the complainant's request for a hearing?	Yes	
F.3.m. Does the agency promptly provide the EEOC documentation of restoration of leave, such as a printout or statement identifying the amount of leave restored, if applicable? If no, provide an explanation or statement in the comments column.	Yes	

Measures	Measure Met?	Comments
F.3.n. Does the agency promptly provide the EEOC documentation of civil actions, such as a complete copy of the civil action complaint demonstrating the same issues raised as in compliance matter?	Yes	
F.3.o. Does the agency promptly provide the EEOC with settlement agreements, such as the signed and dated agreement with specific dollar amounts, and appropriate documentation of the relief provided?	Yes	

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
Element A – Demonstrated Commitment from Agency Leadership	Specific deficiencies identified by Components: A.1.d.- When an employee is promoted into the supervisory ranks, is he/she provided a copy of the EEO policy statements?
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
Target Date for Completion of Objective:	Revised to September 30, 2017

Planned Activities Toward Completion of Objective

Planned Activities	Target Date	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.	Revised to 9/30/2017	No	

5. Ensure that DHS Leadership communicates EEO policies throughout DHS Components that will be cascaded throughout the organization	Revised to 9/30/2016	Yes	9/30/2016
6. Make the procedures for requesting reasonable accommodation and religious accommodations available/accessible to all employees by disseminating during orientation and during staff meetings.	9/30/15	Yes	9/30/2015
7. Issue and promote the FY 2016 DHS-wide Hiring Goals for Veterans and Individuals with Disabilities.	3/31/2016	Yes	1/05/2016

REPORT OF ACCOMPLISHMENTS AND MODIFICATIONS TO OBJECTIVE

Modifications:

Description of the identified deficiencies has been modified based on the consolidated results of the FY 2016 Component Self-Assessment towards a Model EEO Program, resulting in compliance with 18 of the 19 measures or 95 percent of all measures compared to 84 percent during FY 2015.

Extended target completion dates to 9/30/2017.

FY 2016 Update:

Of seven planned activities, DHS has completed six or 86 percent. The remaining two planned activities have been extended.

In furtherance of supporting planned activities, the Office of the Chief Human Capital Officer (OCHCO) and the DHS EEO Council communicated goals and objectives to the workforce through senior leadership meetings and teleconferences.

Activity #1 – Completed 9/30/2012

Activity #2 – Completed 9/30/2012 – Continues Annually

Activity #3 – Completed 9/30/2015 – Continues Annually

Activity #4 -- Revised Completion Date 9/30/2017

The DHS (OCHCO) reported the New Employee Orientation (NEO) list for the National Capital Region was released every two weeks. Supervisors were identified with a red “2” in the position column. Also, as of December 2016, the Business Analytics Team in Human Capital Resources Management provided names of all recently assigned supervisors to the MD 715 point of contact.

Activity #5 Completed 9/30/2016 – Continues Annually

As of the end of FY 2015, all Components reported that EEO Policies, including information on Reasonable Accommodations, are provided to all employees in a variety of formats including intranet, email distribution, postings, and hard copy.

Activity #6 – Completed 9/30/2015 – Continues Annually

As of the end of FY 2014, all Components reported that EEO Policies, including information on Reasonable Accommodations, are provided during new employee orientation.

Activity #7 – Completed 1/05/2016 – Continues Annually

The Office of the Chief Human Capital Officer (OCHCO) issued FY 2016 hiring goals for veterans, disabled veterans, Individuals with Disabilities and Individuals with Targeted disabilities. In addition, CRCL and OCHCO collaborated and developed the Disability Employment Fact Sheet outlining a Model EEO Program for Individuals with Disabilities. The Fact Sheet also included the DHS Hiring Goals for Individuals with Disabilities.

Component Updates

CBP

- Commissioner signed an updated Anti-Discrimination and Anti-Harassment Policy Statement.
- Senior leaders issued statements of commitment to EEO principles and building a diverse and inclusive workforce.

USCG

- Re-issued the Equal Opportunity and Anti-Harassment Policy statements on September 15, 2016.
- Employed eight minority high school interns, five men, and three women from the underserved community in Ward 8, in Washington, D.C. to promote their interests in Science, Technology, Engineering, and Mathematics (STEM). This internship program was piloted by the CG in FY 2015.
- The Vice Commandant hosted the launch of a new USCG Mobility Access Program.
- Hosted OPM's first Diversity and Inclusion Collaboration and Innovation Summit. The Commandant delivered a keynote address during the event.
- Established the first internal chapter of the Federal Asian Pacific American Council (FAPAC). The Commandant delivered the keynote speech during the inaugural FAPAC-USCG & Asian Pacific American Institute for Congressional Studies (APAICS) National Leadership Academy conference which focused on the effects of communication and social media on leadership held at the Google, Inc. complex in Washington, D.C.

USCIS

- Received Inaugural 2016 DHS EEO and Diversity and Inclusion Award for exemplary performance and leadership in EEO, Civil Rights, and Diversity and Inclusion.
- Issued Anti-Harassment Procedures Management Directive and revised EEO and Anti-Harassment Policy.
- Distributed annual MD 715 Report to all employees.
- EEO and Policy Statement was signed by the Director and distributed to all employees.
- USCIS developed and implemented an annual program assessment tool to assist managers in gauging EEO and diversity related efforts within their respective organizations and to determine whether measures are being taken to communicate support of EEO policies.

FLETC

- The Director re-issued the Policy Prohibiting Harassment and Discrimination against Employees and Applicants for Employment.
- The EEO and Anti-Harassment Directive and Reasonable Accommodation Procedures were posted on internal and external websites.
- No FEAR Act data was posted on organization's external website in the manner and format prescribed by EEOC Regulations.

Headquarters

- Established HQ EEO Newsletter.
- Facilitated New Employee Orientation training session for all new DHS HQ employees.
- Incorporated elements related to affirmative employment in supervisors' and managers' performance plans.

USSS

- The Director re-issued the EEO and Anti-Harassment Policy statements. Both are revised annually and distributed to all employees including new employees during new employee orientation.
- As part of the restructuring to elevate certain offices to the executive level, demonstrating commitment to the responsibilities of those offices and ensuring that they obtain the necessary resources, the Director appointed the former Director of the Office of Equal Employment Opportunity and Diversity (EEOD) to the SES position of Equity and Employee Support Services Executive. The newly established office, oversees the newly renamed Equity, Diversity and Inclusion Program (EDI) – formerly EEOD; Ombudsman Program; and the Employee Assistance Program.

TSA

- Leadership plays a role in EEO efforts, from the issuance of anti-discrimination messages by individual program offices, to being actively engaged in barrier analysis efforts. This commitment is further demonstrated by the following actions in FY 2016:
 - The TSA Administrator timely issued an updated EEO policy statement;
 - The EEO policy statement was issued to all employees on September 12, 2016;
 - Managers and supervisors are held responsible for misconduct relating to civil rights; and
 - The TSA Administrator issued the ADR policy statement on August 29, 2016.
- Leadership also worked with HQ offices, field locations, the TSA Diversity Advisory Council (DAC) and affinity groups, to encourage engagement at all levels of the organization.

Part H.2– Ensure Management and Program Accountability

Statement of Model Program Essential	Brief Description of Program Deficiency
Element C – Management and Program Accountability	Specific deficiencies identified by Components:
	C.2.a.- Have timetables or schedules been established for the agency to review its Merit Promotion Program Policy and Procedures for systemic barriers that may be impeding full participation in promotion opportunities by all groups?
	C.2.b.- Have timetables or schedules been established for the agency to review its Employee Recognition Awards Program and Procedures for systemic barriers that may be impeding full participation in promotion opportunities by all groups?
	C.2.c.- Have timetables or schedules been established for the agency to review its Employee Development/Training Programs for systemic barriers that may be impeding full participation in training opportunities by all groups?
Program Deficiency Analysis:	Many standard human resources policies were outdated or had never been issued; there was no cost-benefit analysis of recruitment efforts; there was no systemic implementation of reasonable accommodation policies; and human resources and EEO offices were often not coordinating closely.
Objective:	Create accountability for all managers, supervisors, and EEO officials and personnel officers for the effective implementation and management of the DHS EEO program.
Responsible Officials:	CRCL; DHS Components; OCHCO
Date Objective Initiated:	March 30, 2008
Target Date for Completion of Objective:	Revised to September 30, 2017

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 systemic barriers.	Revised to 9/30/2017	No	
5. Establish timetables to review its Employee Recognition Awards Program and Procedures for systemic barriers that may be impeding full participation in the program by all groups.	Revised to 9/30/2017	No	
6. Establish timetables to review Employee Development/Training Program policies and applicant process for systemic barriers that may impede any group from obtaining equal opportunity for employment.	Revised to: 9/30/2017	No	
7. EEO 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 consolidated results of the FY 2016 Component Self-Assessment towards a Model EEO Program, resulting in compliance with seven of the ten measures or 70 percent of all measures compared to 60 percent during FY 2015.

FY 2016 Update

Of the nine planned activities, DHS has completed six or 67 percent. The remaining three have been extended.

CRCL continued to collaborate with OCHCO and other officials on several initiatives and programs, including the strategic goals identified in the Human Capital Strategic Plan, its Addendum, the Annual Operational Plan, the DHS Diversity and Inclusion Strategic Plan and the Annual MD 715 Report.

Activity #1 - Completed 9/30/2013

Activity #2 - Completed 9/30/2013

Activity #3 – Completed 9/30/2013

Activities #4 – Revised Completion Date 9/30/2017

Activity #5 – Revised Completion Date 9/30/2017

DHS OCHCO reported the current DHS awards and recognition policies, as well as supplemental internal component guidance, all of which are reviewed as part of Human Resources Organizational Audits within Components. Although the DHS OCHCO reported that its guidance followed a timetable and is reviewed every two years, it does not establish that DHS sub-Components have established timetables or schedules to review their awards and recognitions policies and programs for systemic barriers to equal opportunity. CRCL will work with Components to ensure that guidance regarding the establishment of timetables or schedules will be developed and deployed to DHS sub-Components.

Activity #6 - Revised Completion Date 09/30/2017

DHS is still in the process of implementing a DHS-wide enterprise Talent Management System, branded as the Performance and Learning Management Systems (PALMS). The phased operational approach has begun. In FY 2016, PALMS was deployed in CBP, Headquarters, ICE, USCIS, and FLETC. PALMS will deploy in the USSS in FY 2017. TSA, FEMA and USCG will not deploy PALMS.

DHS Components continue to promote participation in their career development programs, academic programs, and learning programs sponsored by their organization and/or other government agencies. Seven of the ten DHS Components have formal career development programs. ICE and USCG are currently re-evaluating their offerings and will report on their progress during FY 2017.

DHS employees have or will have access to training/career development courses through:

- **DHS's Senior Executive Service Candidate Development Program** – this program is advertised both internally and externally via email, DHS website, and other avenues of communication to the Department;
- **DHS Fellows Program** – promoted Department-wide via email, DHS website, and other avenues of communication to the Department;
- **SkillSoft** – DHS in partnership with SkillSoft offers almost 20,000 online learning resources. These online resources can be used as quick reference, as practical job aids to gain in-depth knowledge, or to practice skills.
- **Leadership Development Channel** - a resource that includes videos with the most current ideas, information, and know-ho on business and leadership topics to address informal learning needs.

Additionally, the DHS Mentoring Program remained open to all DHS Federal Employees. The Mentoring Program announcement from the DHS Undersecretary for Management was sent to all DHS employees.

Training was provided to mentors in the program. The headquarters program was evaluated and feedback was provided on its successes and recommended areas of improvement.

To assess the diversity in the Department's career development programs, the DHS OCHCO conducted a review of the applicant flow data and provided the following highlights for the Senior Executive Career Development Program (SES CDP) Cohort V:

- 420 applicants applied;
- 348 applicants were found minimally qualified;
- 147 applicants (Top Group) were selected for Structured Telephone Interviews;
- 124 applicants were referred to hiring managers for selection;
- 51 applicants were selected and ratified by the Executive Review Board (including three alternates); and
- 48 enrolled in the Cohort (one selectee declined participation and one selectee was from outside DHS).

Of the applicants from Cohort V:

- Veterans participated at a rate of 34 percent;
- Veterans with Disabilities participated at a rate of 6.4 percent;
- Hispanic/Latino -17 percent (a notable increase from 2.3 percent during Cohort I); and
- Asian participated at a rate of 4.3 percent (increase from 2.0 percent during Cohort IV).

Activity #7 - Completed 9/30/2015

Activity #8 - Completed 9/30/2015

Activity #9 - Completed 9/30/2015

Component Updates

CBP

- Continued to complete planned trend analyses identified in CBP Diversity Reports Schedule FY 2016 – FY 2018, including a trend analysis awards and senior level promotions.
- Provided field senior management officials information about the efficiency and effectiveness of the local EEO and diversity and inclusion programs on a quarterly basis.

USCIS

- Provided comprehensive EEO and diversity snapshots to managers as a tool to monitor EEO and diversity efforts in their organizations.

- Has a Reporting Known or Suspected Misconduct Management Directive which contains several provisions in its accompanying Table of Penalties related to discipline for employees engaging in prohibited discriminatory conduct.

USCG

- Hosted a Senior Executive Leadership Equal Opportunity Seminar (SELEOS) for newly appointed Admirals, Senior Executives, and Master Chiefs. Discussion topics included the promotion of Alternative Dispute Resolution (mediation) and assessment of the overall performance of the CG's EEO Program. Since 2009, 239 senior CG leaders have attended the seminar. In FY 2016, 71 percent of the total senior leadership cadre has attended. The Civil Rights Directorate has planned another seminar in early February 2017.
- 1,808, or 18.6 percent of CG civilian employees, received in-person civil rights training in FY 2016.
- Conducted compliance reviews of all 68 of its recipients of federal financial assistance. The Directorate also conducted a grantee workshop with recipients in 48 states and territories, 20 of which were non-profits. The objective was to emphasize Title VI compliance requirements and inform recipients of the pending implementation of the DHS Disbursement Review Form.
- DHS approved the CG's Language Assistance Plan, which details the various means by which the agency provides access to programs and services for individuals who do not speak English as their primary language or have Limited English Proficiency (LEP).
- Over the last three years, Civil Rights Awareness (CRA) Training has scored a 99.49 percent satisfaction rate from participants, above the target goal of 85 percent.

FEMA

- The Office of Equal Right (OER) (FEMA's EEO Office) continues to collaborate with the Office of the Chief Component Human Capital Officer (OCCHO) on many initiatives and programs, including the strategic goals identified in FEMA's Diversity Strategic Plan.
- The Director of OER and the Human Capital Officer co-chaired the agency's Diversity Management Advisory Council and the Director of OER is a member of the Agency's Human Capital Governance Board.
- OER and OCCHO regularly meet to assess whether personnel programs, policies, and procedures are in conformity with EEOC management directives.
- OCCHO participated in numerous job fairs to support the Agency's hiring goals. Each hiring event provided FEMA with the opportunity to address hiring gaps and meet the challenge of hard to fill vacancies. Additionally, FEMA's recruitment team conducted diversity outreach to a variety of organizations throughout the fiscal year to include:
 - Blinded Veterans Association
 - Disabled Veterans Association
 - Disabled American Veterans
 - Disabled Veterans Chapter 59
 - Wounded Warriors

- Federal Asian Pacific Council
 - League of United Latin American Citizens
 - National Council of La Raza
 - Morgan State University
 - Gallaudet University
 - Women Veterans of Colorado
 - Department of Labor Veterans Employment & Training
 - Clark Atlanta University
 - Morehouse College
 - Savannah State University
- In June 2016, FEMA hosted a Non-Competitive Eligible Hiring Event on June 29-30, open to Schedule A, VRA, and 30% or more disabled veterans. The event included pre-scheduled interviews (79 interviews conducted, 13 selections made) and a Hiring Fair that included 340 attendees and 16 program office participants.

FLETC

- The EEO Office continues to collaborate with Human Capital Office (HCO) on many initiatives and programs, including the strategic goals identified in the Human Capital Strategic Plan.
- The EEO Office, Office of Chief Counsel, and HCO meet throughout the year to assess whether personnel programs, policies, and procedures are in conformity with EEOC management directives, and coordinate recommended training sessions where needed.
- The EEO Office and HCO meet to discuss planned activities and assess recruitment, diversity, and competencies needed to meet the FLETC's mission and achieve equal employment objectives.
- FLETC employees participated in the Office of Personnel Management (OPM) 2016 Federal Employee Viewpoint Survey. Results reveal responses on "My Agency" to include: 597 responses to the question of "Policies and programs promote diversity in the workplace" (57.7 percent positive, 28.8 percent neutral, and 13.5 percent negative). There were 596 responses for the question "Prohibited Personnel Practices" (62.3 percent positive, 16.5 percent neutral, and 21.2 percent negative). Questions regarding "My Supervisor" reveal 591 responses for the question of "My supervisor is committed to a workforce representative of all segments of society" (72.9 percent positive, 18.9 percent neutral, and 8.2 percent negative).
- Between October 2015 and June 2016, 45 employees (30 or 66.67 percent males, 11 or 24.44 percent females, and four or 8.89 percent others, who did not identify their gender), completed the DHS Employee Exit Survey. There were no responses relating the employee's decision to leave as it relates to the diversity/inclusion barrier. (Note: Fourth quarter data was not provided by DHS.)
- During FY 2016, FLETC's Office of Organizational Health (OOH) continued the process of analyzing data from government-wide surveys and data obtained from FLETC components to work collaboratively with its stakeholders to evaluate and recommend systemic solutions that reflect the essential connection between operational effectiveness and a healthy, diverse, and engaged workforce. The OOH is comprised of the CISM Division, Employee Wellness Program, and the Ombudsman Program.

- During FY 2016, the FLETC Ombudsman Program continued to be used by students, employees and managers, as an informal resource to resolve conflict using techniques such as mediation, shuttle diplomacy, and facilitation. During FY 2016, the Ombudsman used Uniform Reporting Categories (adopted from the International Ombudsman Association) to determine trends, make recommendations for training topics, and propose the review or revision of processes. The Ombudsman also incorporated conflict management and coaching as a strategy to manage the many aspects of conflict. Additionally, during FY 2016, the Ombudsman resolved and/or addressed 52 cases involving 276 issues.

USSS

- During FY 2016, consistent with the Secret Service Strategic Plan (FY 2014 – FY 2018) Strategic Goal 2 – Human Capital: “The U.S. Secret Service will focus on forecasting hiring needs, recruiting, training, equipping, and retaining valued employees” the EDI Program Director conducted a follow-up internal EEO Assessment of the office’s internal program operations. The follow-up assessment revealed that the implementation of EEO program benchmarks, performance metrics, and certain management controls continue to result in significant improvements in the overall performance of the EEO program.
- Provided education and training to ensure the workforce is informed on the Reasonable Accommodation program and the Anti-Harassment Policy. In addition to the training programs previously described, information about the Secret Service Reasonable Accommodation Policy Directive is made available to all employees during the new employee orientation training. This information is also maintained on the Secret Service intranet and the external internet websites.
- In FY 2016, the Talent and Employee 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.
- Developed and implemented a Recruitment and Outreach Plan that outlines strategies to ensure that the Secret Service institutes an effective program to build a highly qualified pool of applicants from diverse backgrounds to include minorities, women, and persons with disabilities.
- Participated in 17 career fairs/conferences aimed at recruiting individuals with disabilities and disabled veterans.
- Conducted a two day leadership/management training session for all new first-line supervisors. During this training class, representatives from the EDI Program explained to new Uniformed Division supervisors their roles and responsibilities for successful EDI program implementation. The new Uniformed Division supervisors also received an introduction to resolving workplace conflicts, providing reasonable accommodations, participating in community outreach, recruitment activities, and participating in diversity initiatives.
- On November 14, 2016, the Secret Service Director announced the release of a new report by the National Academy of Public Administration (NAPA), entitled, The United States Secret Service: Review of Organizational Change Efforts. The report provided an assessment of the agency’s progress on implementing recent enhancements to the agency’s business support functions and organizational management. NAPA focused on the Secret Service’s efforts, both undertaken and planned, in addressing

culture and leadership, workforce issues including hiring, training, staffing, attrition, morale, and discipline; budget and technology.

TSA

- Continued vigorous efforts to identify and remove barriers to equality of opportunity in the TSA workplace.
- In FY 2016, a robust barrier analysis on the lower than expected participation rates of women and persons with disabilities was conducted. The root cause analysis resulted in eight overall barriers, with 96 sub-barriers or additional triggers being identified. TSA will spend FY 2017, and potentially FY 2018 - 2020, working to correct identified barriers and to implement the recommendations. Another barrier analysis is planned for FY 2017.
- CRDI also recruited a Disability Program Manager (DPM) in FY 2016 who will work to improve outcomes for applicants and employees with disabilities.
- Initiated an EEO Plan to attain the essential element of a Model EEO Program to establish time-tables/schedules to review Merit Promotion (C.2.a), Employee Recognition Awards (C.2.b), and Employee Development/Training (C.2.c) program policies and procedures for systemic barriers that may be impeding full participation in promotion opportunities for all groups.

Headquarters

- Incorporated performance elements related to affirmative employment in supervisors' and managers' performance plans.
- Conducted monthly EEO Counseling Meetings.
- Formed a Barrier Analysis Workgroup to review Headquarters policies and procedures on an established schedule.

ICE

- Continued to refer managers and supervisors who are found to have acted discriminatorily to its Discipline and Adverse Action Panel for review of the incident and a determination of appropriate disciplinary measures.
- Leadership continued to support mandatory EEO, Diversity Management, and Civil Liberties training provided by the Office of Diversity and Civil Rights (ODCR) for all managers and supervisors.
- To date, successfully completed 40 of 43 objectives contained in its five-year Diversity & Inclusion (D&I) Strategic Plan.
- Conducted an Anti-Harassment Program (AHP) pilot with the Washington, District of Columbia area field offices during the first quarter of FY 2016 that ran for approximately 90 days. The AHP is designed to conform to EEOC anti-harassment enforcement guidance. When the ICE-wide AHP is implemented, it will provide ICE employees with an additional avenue for reporting allegations of harassment and ensure that allegations are addressed in a manner that is thorough, impartial, and expeditious.

- Initiated an EEO Plan to attain the essential element of a Model EEO Program to establish time-tables/schedules to review Employee Recognition Awards Program and Procedures (C.2.b.) for systemic barriers that may be impeding full participation in promotion opportunities for all groups.

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

Statement of Model Program Essential	Brief Description of Program Deficiency
Element E – Efficiency	Specific deficiencies identified by Components:
	E.1.b.- Has the agency implemented an adequate data collection and analysis systems that permits tracking of the information required by MD 715 and these instructions?
	E.2.c.- Does the agency hold contractors accountable for delay in counseling and investigation processing times? If yes, briefly describe how.
	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?
	E.3.d.- Does the agency complete the investigations within the applicable prescribed time frame?
	E.3.e.- When a complaint requests a final agency decision, does the agency issue the decision within 60 days of the request?
	E.4.b.- Does the agency require all managers and supervisors to receive ADR training in accordance with EEOC (29 C.F.R. Part 1614) regulations, with emphasis on the federal government’s interest in encouraging mutual resolution of disputes and the benefits associated with utilizing ADR?
	E.4.c.- After the agency has offered ADR and the complainant has elected to participate in ADR, are the managers required to participate?
	E.4.d.- Does the responsible management official directly involved in the dispute have settlement authority?
	E.5.c.-Does the agency EEO office have management controls in place to motor and ensure that the data received from Human Resources is accurate, timely received, and contains all of the required data elements for submitting annual reports to the EEOC?
	E.5.f.-Does the agency track recruitment efforts and analyze efforts to identify potential barriers in accordance with MD 715 standards?
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 EEO 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 & Director of Equal Employment Opportunity and Diversity; Chief Human Capital Officer
Date Objective Initiated:	March 30, 2008
Target Date for Completion of Objective:	Revised to September 30, 2019

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).	9/30/2017	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.	9/30/2013	Yes	9/30/2013
4. Coordinate barrier analyses across Components through the use of the pending DHS Special Emphasis Program framework.	Revised to 9/30/2017	No	
5. Provide MD-715 Training to ensure compliance and to ensure the document serves as a useful resource for managers/supervisors.	9/30/2016	Yes	9/30/2016
6. Develop a brochure to promote the use of alternative resolutions to address workplace disputes and issues.	Revised to 9/30/2017	No	
7. Develop a multi-year plan to issue final agency decisions within 60 days in accordance with EEOC regulations.	9/30/2019	NEW	

REPORT OF ACCOMPLISHMENTS and MODIFICATIONS TO OBJECTIVE

Modifications:

Description of the identified deficiencies has been modified based on the consolidated results of the FY 2016 Component Self-Assessment towards a Model EEO Program, resulting in compliance with 22 of the 32 measures or 69 percent of all measures compared to 75 percent during FY 2015.

Extended target completion date to meet objective to 9/30/2019.

Added Activity #7

DHS will develop a plan to increase the percentage of merit final agency decisions issued within the 60 day timeframe. The CRCL Complaints Management Adjudication Section reported that the Department suffered a setback with respect to the number and percentage of timely-issued merit final agency decisions (FADs),

which decreased from 120 of 297 (40 percent) in FY 2015 to 96 of 279 (34 percent) in FY 2016. CRCL experienced a 21 percent increase in FAD requests during FY 2016 (411) over those received in FY 2015 (339). This sizable increase in FAD requests, coupled with key staffing shortages, directly contributed to the decrease in timely issued FADs. These challenges further caused CRCL to have an inventory of 22 unassigned FAD requests by the end of FY 2016, the first such inventory since FY 2010.

FY 2016 Update

Of the seven planned activities, DHS has completed three or 43 percent. Of the remaining four, three have been extended and one new activity has been added.

DHS timely submitted both the annual 462 Report and the annual No FEAR Act report.

Launched the Report of Investigation (ROI) Feedback Tool. The purpose of the Feedback Tool is to provide objective assessments regarding the quality of Components' EEO investigations.

Hosted an enterprise EEO database webinar for EEO personnel across the Department that focused on the preparation of the annual 462 Report. This webinar created an opportunity for new and current Component personnel, some first-time 462 Report preparers, to better understand how to critically evaluate and input complaint data central to the report.

Activity #1

DHS remains in the implementation phase of the DHS-wide enterprise Talent Management System, branded as the Performance and Learning Management System (PALMS). Implementation will continue in phases to capture and report on employee participation in career development programs. In FY 2016 PALMS was deployed in CBP, Headquarters, ICE, USCIS, and FLETC. USSS will be deployed in FY 2017. FEMA, TSA and USCG will not be deploying PALMS.

Activity #2, #3: Completed 9/30/2013 – *Continues annually*

With regard to Activity #3, CRCL launched the ROI Feedback Tool, the purpose of which is to provide objective assessments regarding the quality of Components' EEO investigations. CRCL shared its methodology for assessing ROI quality with all Components, including providing a training workshop at the Inaugural EEO and Diversity Conference in September. Feedback was provided to Components on a quarterly basis and can be used by Components to improve the quality of their ROIs and sufficiency reviews.

CRCL led the development and establishment of a Management Directive on the EEO ADR Program, issued 12/12/2016. Every Component was briefed on the program; documents were reviewed by DHS EEO Council and DHS leadership. The ADR Directive ensures that managers and supervisors participate in the mediation process and do so in good faith.

Activity#4: *Revised Completion Date 9/30/2017*

The CRCL DMS conducted technical assistance sessions and training in-person and using Adobe Connect for all DHS Components. Topics included an EEO Reports Update on the FY 2015 MD-715 and a preliminary look at the new requirements of the Disability Employment Program Status Report. A briefing was also

provided to all program offices on the requirements of the Department of Education Annual Federal Performance Report on Executive Agency Actions to Assist Minority Serving Institutions (MSIs). The MSI lead from the Department of Education provided an overview of the MSI Report and Plan. This program and meeting, the first of its kind, provided the DHS MSI team with information and guidance they needed to effectively prepare the MSI report. Representatives from every DHS Component participated in the meeting.

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 EEO 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. Because some of the recommendations relate to the Federal Women's Program, implementation has occurred via Special Emphasis Programs at the various Components, particularly during Women's History Month. These programs highlight some of the challenges that women in law enforcement faced, and how women have managed the challenges.

In addition, CRCL DMS in coordination with the EEO Council Strategic Planning SEPMs Working Group, has scheduled barrier analysis training for DHS SEPMs and EEO professionals to take place during the third and fourth quarters of FY 2017. Scheduled sessions are planned for introductory and advanced courses.

Activity #5: Completed 9/30/2016

DMS completed the EEOC FY 2016 Agency Self-Assessment Checklist which identified areas requiring improvement to achieve a Model EEO Program. DMS held quarterly Component meetings that included reviews and discussions of MD 715 Model EEO program report; Special Emphasis Programs; Disability Employment Program; statistical reports; and emerging guidance, regulations, and program requirements.

In addition, CRCL convened nearly 280 DHS EEO and Diversity professionals from across the country at the Department's Inaugural EEO and Diversity Training Conference. Expert DHS and Federal partner leaders addressed core competencies in the field of EEO and Diversity, via 20 cutting-edge seminars and plenary sessions. EEO and Diversity practitioners from all Departmental Components attended workshops on a myriad of topics, including barrier analysis, disability protocols and reasonable accommodation. The EEO and Diversity Training Conference included a track for EEO Counselors and EEO Investigators that allowed them to meet their yearly training requirements.

In FY 2016, CRCL partnered with OCHCO Diversity and Inclusion staff and the Office of Human Capital Data Analytics to provide training and guidance to Component level EEO and HR Professionals. The training included the data systems available to support MD 715 reporting requirements specifically DHS's Business Intelligence system powered by AXIS, NFC Insight, and USA Staffing Cognos.

Activity #6: Revised Completion Date 9/30/2017

DHS released its EEO ADR Program Directive Number 065-04 on 12/12/2016. The directive states that full participation by managers and supervisors in ADR is required. A Departmental ADR brochure was prepared, is under review, and is expected to be published in FY 2017.

CRCL continues to lead the DHS ADR Manager's Council. Each Component, along with the OCHCO, is represented on the Council. The ADR Council oversees the effectiveness of the DHS ADR Shared Neutrals program, establishes certification for mediators on the shared neutrals roster, and provides oversight for the cadre of collateral duty mediators.

During FY 2016, the Departmental ADR program added 22 mediators to the ADR Shared Neutrals Roster bringing the roster total to 54 collateral duty mediators. Two 90 minute refresher trainings were held, via webinar, for the mediators on the shared neutrals roster. The DHS ADR Shared Neutrals Program saw a 50 percent increase in the use of the mediators. This increase of use resulted in a significant costs savings to the Department.

Component Updates

CBP

- In FY 2016, 100 percent of EEO informal counseling requests were completed within regulatory timeframes.
- In FY 2016, 98.79 percent of EEO investigations were completed within regulatory timeframes.
- Completed a "Barriers to Executive Level Positions" analysis which included reviewing internal promotions data for long-term trends (FY 2011- FY 2015) and developing benchmarks.
- Completed an analysis of exit surveys covering a five year period, from FY 2011 through FY 2015, by ERI, sex, and disability status to identify trends in reasons cited for separation from CBP.
- Completed a trend analysis covering a three year period, from FY 2013 through FY 2015, of employee awards (cash and time off) by ERI, sex, and disability status.
- Completed compilation and scrubbing of FY 2013 – FY 2015 discipline data. Identified an issue with current data tracking and adopted an objective to develop standardized processes.
- Continued to explore methods to improve the collection and utilization of applicant flow data to inform recruitment strategies.
- Completed a trend analysis of component-wide senior level promotions from FY 2011 - FY 2015.
- Developed and implemented a process to monitor the employment status of Schedule A appointees and to remind supervisors/managers of eligibility for conversion to competitive service.

USCIS

- USCIS utilized the iComplaints web-based database for tracking EEO complaints and the ACMS, a database administered by DHS, to track reasonable accommodation requests. These systems provide for real time tracking and allow for reporting as required by this report's essential element compliance measures.
- Continued to utilize a central fund for employee and job applicant disability accommodation expenses, a method cited by the EEOC as a best practice.

- Processed 98 percent of informal EEO cases and 96 percent investigations within EEOC's established regulatory timeframes, exceeding both DHS and federal government-wide averages.
- Increased the informal case alternative dispute resolution (ADR) settlement rate to 37 percent from 17 percent in FY 2015 and improved the ADR resolution rate to 53 percent from 51 percent.
- Developed and implemented an annual Program Assessment process as a tool to help managers in program offices and directorates evaluate the status of EEO and Diversity within their respective organizations and communicate support of EEO policies.

USCG

- The USCG Partnership in Education (PIE) Program enhances educational opportunities and provides career awareness for the Nation's youth through direct participation by workforce members in U.S. classrooms. To date, 179 Coast Guard units have participated in the PIE Program. The program's 7,208 volunteers dedicated over 77,000 hours at 270 schools and reached over 80,000 students in FY 2016. Since FY 2011, student participation in PIE has grown 100 percent and volunteer hours have increased by almost 83 percent.
- USCG continues to grow its Community Outreach Program with new partnerships with the Organization of Black Airline Pilots (OBAP) and relationships with 20 other minority focused organizations such as Great Minds in Science, Technology, Engineering, and Mathematics (GMiS) and Patriot Technology Training Center.
- USCG established membership on the White House Council on Women and Girls in STEM Working Group in FY 2016 and enrolled two employees in the Council's STEM Role Model Train-the-Trainer Program to promote Women and Girls in STEM in the USCG workforce.
- The USCG barrier analysis process is being studied by the DHS EEO Council's Data Group as a model for the entire Department.

FEMA

- The Office of Equal Rights (OER) developed an internal plan to improve its efficiency in reducing the backlog of aged cases, which includes expedited telephonic investigations and increased use of mediation to resolve complaints pending investigation.
- Successfully issued 35% of the acceptance/dismissal letters for backlog and new complaints.
- FEMA OER successfully secured support from other DHS components to assist with investigating aged complaints. The DHS components have each agreed to investigate four cases in FY 17.
- OER successfully completed five new Blanket Purchase Agreements for new investigation contractors.

FLETC

- FLETC timely submitted its annual 462 Report and annual No FEAR Act Report
- The EEO Office was provided access to the National Finance Center (NFC) data bank and has the ability to internally collect, track, and analyze workforce data required by MD-715 throughout the year.

- All FLETC EEO Counselors received the basic 40-hour requirement or the eight hour annual refresher training, as required, in accordance with EEO Management Directive MD-110.

ICE

- Resolved 47 percent of all informal cases referred to ADR, resulting in the increased resolution of employee concerns and issues being handled at the lowest possible level.
- Continued to improve the timeliness of EEO complaint processing by reviewing and improving current processes, and instituting oversight and compliance processes.
- Timely submitted the following reports: annual 462 Report and the No FEAR Act Report. (Quarterly and annually).
- ICE continues to participate in the DHS ADR Shared Neutrals Program.

USSS

- The USSS Early Dispute Resolution Program (EDRP) is an ADR process that provides all employees with an opportunity to raise allegations of discrimination and resolve these matters at the lowest level possible. EDRP is also available for non-EEO matters. The EDRP is available to current Secret Service employees, applicants for employment, and former employees.
- Continued to monitor the complaints processing functions.
- Conducted the FY 2016 follow-up assessment which revealed that the implementation of EEO program benchmarks, performance metrics, and certain management controls continued to yield significant improvements in the overall performance of the EEO complaints program.

TSA

- Implemented the following to improve the efficiency of its EEO Program related processes:
 - Transitioned 0260-Series employees in the EEO Branch to Generalists, by providing cross-training on all functions, to facilitate a ‘cradle-to-grave’ case management approach;
- Through ‘cradle-to-grave’ case management, Tiger Teams and stand-downs, eliminated various case processing backlogs to virtual zero;
 - Continued to leverage technology in mediations to provide more flexibility and accessibility for all parties;
 - Developed a new ADR brochure to increase awareness and benefits of the program; and
 - Established a new method in case log processing that will help to decrease average processing times.

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 RCLF.

A review of workforce data indicates various groups are below the RCLF percentage, and the federal average and DHS hiring goals, respectively.

BARRIER ANALYSIS:

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

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 NCLF or National RCLF are due to the geographic location of the jobs.

The barrier leading to gender disparity has not yet been fully identified. It is expected that the study on women in law enforcement positions at DHS conducted in FY 2014 will provide insight into why females participate in lower than expected rates in DHS law enforcement positions.

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 2018. Monitoring of the condition will continue.

PLANNED ACTIVITIES TOWARD COMPLETION OF OBJECTIVE	TARGET DATE
<p>1. CRCL will identify Ethnicity Race Indicator/Gender groups underrepresented compared to the RCLF for occupations over 100, including major/mission critical occupations.</p> <p>Track and report net change quarterly.</p>	<p>1. Quarterly beginning 6/30/2011</p> <p>Revised Target Date: Quarterly, beginning 6/30/2017</p>
<p>2. DHS Components and facilities will research where to conduct outreach for these groups in occupations with underrepresentation.</p> <p>a. Identify community colleges, colleges and universities with substantial populations of underrepresented groups, including: Historically Black Colleges and Universities; American Indian and Alaska Native Education; Hispanic Serving Institutions; and all-female colleges and universities in appropriate majors for underrepresented occupations.</p> <p>b. Identify relevant job fairs in the service area.</p> <p>c. Identify focused media outlets to supplement national recruitment with local outreach.</p> <p>d. Identify relevant local affinity groups and community groups for Special Emphasis Program managers to visit.</p> <p>e. Conduct focus group meetings with employees from underrepresented groups to determine how to improve recruitment and retention.</p> <p>f. Establish coordination with other Components regarding recruitment.</p> <p>g. Report Component recruitment needs to OCHCO.</p>	<p>2. Completed in FY 2012 and continues.</p> <p>a) Annually</p> <p>b) Annually</p> <p>c) Annually</p> <p>d) Annually</p> <p>e) Annually, with six-month progress reviews</p> <p>f) Annually</p> <p>g) Annually</p>
<p>3. OCHCO will implement a multi-year plan (beyond national posting) for targeted recruitment of applicants from the underrepresented groups in these occupations. (DHS Workforce Strategy Objective 2.2: Develop a collaborative, targeted recruitment strategy to promote public service and to ensure outreach to diverse populations).</p> <p>As appropriate, update goals annually for:</p> <ul style="list-style-type: none"> ▪ Intern programs ▪ Job fairs ▪ Local advertising ▪ Contacts with affinity and community organizations ▪ Coordination on recruitment efforts 	<p>3. Annually, beginning 9/30/2011</p> <p>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> <p>a. Conduct pilot with USA Staffing.</p> <p>b. Acquire data from Monster Government Solutions.</p> <p>c. Integrate data analysis into DHS component barrier analysis.</p>	<p>a) 7/31/2015</p> <p>b) 9/30/2016</p> <p>c) 9/30/2016</p> <p>Data acquired in 2014, analysis is ongoing.</p>

5. **OCHCO will continue to use and promote DHS's enterprise-wide solutions to DHS-wide recruitment to:**
- Access DHS-wide recruitment activities
 - Coordinate DHS-wide participation in recruitment events
 - Develop DHS-wide recruitment strategies and activities for cross-cutting occupations
- Quarterly, beginning 6/30/2011 Completed in FY 2011 and continues. Quarterly progress reports.
6. **DHS Components will use the following recruitment programs, as applicable, to increase the number of minority and female candidates applying for positions suitable for external recruitment:**
- Hispanic Association of Colleges and Universities Internship Program
 - 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.
- Annually, beginning 3/31/2011 Completed in FY 2012, continues annually.
7. **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, continues annually.
8. **DHS Components will conduct an assessment of the following and report any action items:**
- Immediate and longer range job openings for each occupational grade-level grouping for which underrepresentation has been determined
 - Hiring authorities which may be used to fill such jobs
 - The possible impact of its actions on underrepresentation
- Annually, beginning 3/31/2011 Completed in FY 2012 and continues.

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 groups marked with an asterisk (*) had lower than expected permanent workforce participation when compared to the relevant civilian labor force and/or the occupational civilian labor force:

Major Occupational Categories	Workforce Participation Rate	Occupational CLF	Relevant CLF
1802-Compliance, Inspection, and Support			
Hispanic Males	12.80%	4.37%	4.99%
Hispanic Females	9.09%	4.33%	3.89%
White Males*	27.53%	41.05%	43.88%
White Females*	17.41%	32.18%	29.45%
Black Males	11.13%	4.26%	4.89%
Black Females	13.39%	6.89%	6.10%
Asian Males	4.08%	2.89%	2.64%
Asian Females*	1.82%	2.11%	1.93%
Native Hawaiian/Pacific Islander Males	0.60%	0.05%	0.07%
Native Hawaiian/Pacific Islander Females	0.50%	0.10%	0.08%
American Indian/Alaska Native Males*	0.51%	0.63%	0.60%
American Indian/Alaska Native Females*	0.46%	0.52%	0.45%
Two or More Races Males	0.39%	0.31%	0.33%
Two or More Races Females*	0.29%	0.30%	0.28%
1801-General Inspection, Investigative Enforcement and Compliance			
Hispanic Males	13.18%	4.37%	4.99%
Hispanic Females	4.71%	4.33%	3.89%
White Males	47.01%	41.05%	43.88%
White Females*	14.87%	32.18%	29.45%
Black Males	7.31%	4.26%	4.89%
Black Females*	4.85%	6.89%	6.10%
Asian Males	3.95%	2.89%	2.64%
Asian Females	2.32%	2.11%	1.93%
Native Hawaiian/Pacific Islander Males	0.22%	0.05%	0.07%
Native Hawaiian/Pacific Islander Females	0.11%	0.10%	0.08%
American Indian/Alaska Native Males	0.81%	0.63%	0.60%
American Indian/Alaska Native Females*	0.26%	0.52%	0.45%
Two or More Races Males*	0.23%	0.31%	0.33%

Two or More Races Females*	0.17%	0.30%	0.28%
1895-Customs and Border Protection Officers			
Hispanic Males	24.24%	4.37%	4.99%
Hispanic Females	6.20%	4.33%	3.89%
White Males	44.34%	41.05%	43.88%
White Females*	8.39%	32.18%	29.45%
Black Males	5.52%	4.26%	4.89%
Black Females*	2.30%	6.89%	6.10%
Asian Males	5.85%	2.89%	2.64%
Asian Females*	1.10%	2.11%	1.93%
Native Hawaiian/Pacific Islander Males	0.48%	0.05%	0.07%
Native Hawaiian/Pacific Islander Females	0.10%	0.10%	0.08%
American Indian/Alaska Native Males	0.71%	0.63%	0.60%
American Indian/Alaska Native Females*	0.17%	0.52%	0.45%
Two or More Races Males	0.41%	0.31%	0.33%
Two or More Races Females*	0.18%	0.30%	0.28%
1896-Border Patrol Agents			
Hispanic Males	48.31%	10.11%	4.99%
Hispanic Females*	2.82%	2.20%	3.89%
White Males*	42.68%	62.49%	43.88%
White Females*	2.13%	8.54%	29.45%
Black Males*	1.66%	9.02%	4.89%
Black Females*	0.09%	3.54%	6.10%
Asian Males*	1.05%	1.95%	2.64%
Asian Females*	0.06%	0.24%	1.93%
Native Hawaiian/Pacific Islander Males	0.20%	0.19%	0.07%
Native Hawaiian/Pacific Islander Females*	0.02%	0.02%	0.08%
American Indian/Alaska Native Males*	0.73%	0.88%	0.60%
American Indian/Alaska Native Females*	0.03%	0.14%	0.45%
Two or More Races Males*	0.21%	0.55%	0.33%
Two or More Races Females*	0.03%	0.13%	0.28%
1811-Criminal Investigators			
Hispanic Males	13.08%	8.24%	4.99%
Hispanic Females*	2.20%	3.01%	3.89%
White Males	65.20%	57.85%	43.88%
White Females*	8.72%	15.30%	29.45%
Black Males*	5.12%	7.45%	4.89%
Black Females*	1.25%	4.35%	6.10%
Asian Males	2.97%	1.58%	2.64%
Asian Females*	0.53%	0.52%	1.93%
Native Hawaiian/Pacific Islander Males	0.16%	0.07%	0.07%
Native Hawaiian/Pacific Islander Females*	0.01%	0.03%	0.08%

American Indian/Alaska Native Males*	0.53%	0.80%	0.60%
American Indian/Alaska Native Females*	0.06%	0.29%	0.45%
Two or More Races Males*	0.13%	0.35%	0.33%
Two or More Races Females*	0.02%	0.16%	0.28%
0301-Miscellaneous Administration and Programs			
Hispanic Males	4.72%	2.86%	4.99%
Hispanic Females	9.94%	5.87%	3.89%
White Males	27.59%	27.06%	43.88%
White Females*	30.47%	43.85%	29.45%
Black Males	5.84%	3.60%	4.89%
Black Females	14.52%	8.89%	6.10%
Asian Males*	1.91%	2.57%	2.64%
Asian Females*	3.22%	3.64%	1.93%
Native Hawaiian/Pacific Islander Males	0.09%	0.03%	0.07%
Native Hawaiian/Pacific Islander Females	0.27%	0.05%	0.08%
American Indian/Alaska Native Males*	0.49%	0.33%	0.60%
American Indian/Alaska Native Females*	0.37%	0.62%	0.45%
Two or More Races Males*	0.21%	0.26%	0.33%
Two or More Races Females*	0.36%	0.39%	0.28%
0343-Management and Program Analysis			
Hispanic Males*	2.48%	2.46%	4.99%
Hispanic Females	3.42%	2.14%	3.89%
White Males*	29.65%	49.01%	43.88%
White Females*	28.88%	32.56%	29.45%
Black Males	9.07%	3.03%	4.89%
Black Females	19.27%	3.80%	6.10%
Asian Males*	2.33%	3.33%	2.64%
Asian Females	3.07%	2.46%	1.93%
Native Hawaiian/Pacific Islander Males	0.17%	0.02%	0.07%
Native Hawaiian/Pacific Islander Females	0.14%	0.04%	0.08%
American Indian/Alaska Native Males	0.43%	0.31%	0.60%
American Indian/Alaska Native Females	0.51%	0.32%	0.45%
Two or More Races Males*	0.17%	0.27%	0.33%
Two or More Races Females	0.42%	0.24%	0.28%
2210: Information Technology Specialists			
Hispanic Males	4.47%	5.39%	4.99%
Hispanic Females*	0.99%	2.17%	3.89%
White Males	47.85%	52.21%	43.88%
White Females*	14.89%	20.89%	29.45%
Black Males	12.78%	6.61%	4.89%
Black Females	6.99%	4.50%	6.10%
Asian Males	6.91%	5.14%	2.64%

Asian Females	3.15%	1.55%	1.93%
Native Hawaiian/Pacific Islander Males	0.28%	0.10%	0.07%
Native Hawaiian/Pacific Islander Females	0.13%	0.05%	0.08%
American Indian/Alaska Native Males	0.64%	0.53%	0.60%
American Indian/Alaska Native Females	0.30%	0.29%	0.45%
Two or More Races Males	0.38%	0.38%	0.33%
Two or More Races Females	0.23%	0.18%	0.28%
0401: General Natural Resources Management and Biology**			
Hispanic Males	17.19%	2.44%	4.99%
Hispanic Females	9.97%	2.17%	3.89%
White Males*	30.69%	44.27%	43.88%
White Females*	18.88%	39.49%	29.45%
Black Males	5.09%	1.39%	4.89%
Black Females	3.94%	1.59%	6.10%
Asian Males	8.70%	3.17%	2.64%
Asian Females	3.90%	4.15%	1.93%
Native Hawaiian/Pacific Islander Males	0.29%	0.05%	0.07%
Native Hawaiian/Pacific Islander Females	0.21%	0.05%	0.08%
American Indian/Alaska Native Males	0.49%	0.48%	0.60%
American Indian/Alaska Native Females*	0.16%	0.35%	0.45%
Two or More Races Males	0.33%	0.19%	0.33%
Two or More Races Females	0.16%	0.20%	0.28%
0080: Security Administration			
Hispanic Males	4.75%	2.86%	4.99%
Hispanic Females*	1.11%	5.87%	3.89%
White Males	49.24%	27.06%	43.88%
White Females*	12.68%	43.85%	29.45%
Black Males	17.27%	3.60%	4.89%
Black Females	10.86%	8.89%	6.10%
Asian Males*	1.67%	2.57%	2.64%
Asian Females*	0.51%	3.64%	1.93%
Native Hawaiian/Pacific Islander Males	0.20%	0.03%	0.07%
Native Hawaiian/Pacific Islander Females	0.10%	0.05%	0.08%
American Indian/Alaska Native Males	1.11%	0.33%	0.60%
American Indian/Alaska Native Females*	0.05%	0.62%	0.45%
Two or More Races Males*	0.15%	0.26%	0.33%
Two or More Races Females*	0.30%	0.39%	0.28%
0905-General Attorney			
Hispanic Males	3.13%	2.52%	4.99%
Hispanic Females	5.00%	1.85%	3.89%
White Males*	38.85%	59.68%	43.88%
White Females	35.76%	26.68%	29.45%

Black Males	2.09%	2.13%	4.89%
Black Females	5.54%	2.60%	6.10%
Asian Males	3.23%	1.82%	2.64%
Asian Females	5.36%	1.74%	1.93%
Native Hawaiian/Pacific Islander Males	0.14%	0.02%	0.07%
Native Hawaiian/Pacific Islander Females	0.14%	0.01%	0.08%
American Indian/Alaska Native Males*	0.14%	0.31%	0.60%
American Indian/Alaska Native Females	0.36%	0.23%	0.45%
Two or More Races Males*	0.14%	0.22%	0.33%
Two or More Races Females*	0.14%	0.18%	0.28%

**We observed higher than expected participation in the permanent workforce among the following groups: Hispanic males and females, Black males and females, Asian males and females, and Native Hawaiian /Pacific Islander males and females, American Indian/Alaska Native females and Two or more races, females.

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 (CRC) brings together key recruiting personnel from across DHS. The Council develops annually 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 the positions at DHS. Additionally, recruiting and marketing cost data and activities continue to be collected through the DHS Recruiting and Outreach Cost Tracker.

DHS entered into 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, the Senior Executive Candidate Development Program, and the DHS Cyber and Tech Fair hosted in July 2016.

DHS also has 27 recognized Employee Associations (EAs), which are recognized as one of the leading practices for advancing diversity and inclusion and improving communication between employees and management. EAs 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. EAs add benefits such as enhancing outreach (for example they send out job announcements to their membership), providing professional development for employees, and building a channel to attract diverse talent for the agency. Examples of DHS-wide EAs include: 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. The Middle Eastern Law Enforcement Officers Association received the Secretary’s Award for Diversity Management at the Secretary’s Awards Ceremony that was held October 26, 2016.

Activity #3

The Department recently signed the DHS Strategic Outreach and Recruitment Strategy (DHS SOAR). The strategy has the dual goals of increasing outreach to diverse groups and enhancing efficiencies in recruiting across the Department. The implementation is also focused on greater partnership between Component recruiting and workforce planning teams. As a result of the adoption of DHS SOAR and sustained activity to support the goals and objectives within, the Government Accountability Office advanced the Department’s rating within its High Risk Report from “Mostly addressed” to “Fully Addressed” in the Human Capital Management/Targeted Outreach and Recruitment section. Additionally, recruiting and marketing cost data continues to be collected through the DHS Recruiting and Outreach Cost Tracker.

Activity #4

In FY 2015, Components and Headquarters program offices, where applicable, were encouraged to focus on their mission critical occupations. Given the importance of applicant flow data, in FY 2016, the Department developed a Framework for Applicant Flow Data Analysis. This Framework is important because it helps identify and address potential recruitment and outreach barriers. It is expected that as the Department's requirements evolve, this framework will evolve annually. This Framework covers the following areas – how applicant flow data (AFD) works (Data Source, Demographic Questions, DHS AFD System), Guidelines (User Access and Roles and Responsibilities), Reports, and Resources.

Example of Fiscal Year 2016 Applicant Flow Data Highlights

Senior Executive Career Development Program (SES CDP) Cohort V:

- 420 applicants applied for this cohort;
- 348 applicants were found minimally qualified;
- 147 applicants (Top Group) were selected for Structured Telephone Interviews;
- 124 applicants were referred to hiring managers for selection; and
- 51 applicants were selected and ratified by the Executive Review Board (including three alternates), and 48 enrolled in the cohort. One selectee declined participation while another was outside DHS, although sponsored by DHS.

Notably, Veterans and Veterans with Disabilities accounted for 34.0 percent and 6.4 percent respectively. Hispanic/Latino has increased since Cohort I, from 2.3 percent to 17 percent. From Cohort IV to Cohort V, Asian American participation has increased from 2.0 percent to 4.3 percent. The Department's AFD analysis included a breakdown of each part of the selection process by race, ethnicity, and gender to identify potential barriers.

In FY 2017, the Department will

- Enhance the AFD Framework annually;
- Conduct more robust Department-wide analysis;
- Continue to foster partnerships with the U.S. Office of Personnel Management (OPM) and Monster Government Solutions;
- Continue to inform Department stakeholders on AFD capabilities, resources, roles and responsibilities, etc.; and
- Crosswalk the AFD systems (Monster Government Solutions and USA Staffing).

Activity #5

This activity is conducted regularly through the CRC. 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 three years to the GAO, GAO closed the only recommendation stemming from GAO audit 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* in October 2015. In addition, as a result of the sustainable processes put in place and executed by DHS,

the GAO removed OCHCO from the High Risk List regarding Human Capital Management Outcome #3, Targeted Outreach and Recruitment.

In addition, the CRC, comprising recruiting personnel from DHS Components, assists in implementing the Coordinated Recruitment and Outreach Strategy. In FY 2016, the Council continued to maintain a Top 25 list of recruiting events to attend. From this list, a priority subset was identified for Department-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 2016: 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); League of United Latin American Citizens (LULAC); Hispanic Association of Colleges and Universities (HACU); Hispanic American Police Command Officer Association (HAPCOA); and Society for American Indian Government Employees (SAIGE).

Activity #6

DHS increased its use of the Pathways Programs, the federal government's primary entrance point for students and recent graduates. In FY 2016, DHS hired 373 Pathways student interns, 70 Recent Graduates and 33 Presidential Management Fellows, totaling 476 Pathways Program participants. Of these, 40 percent identified as members of a minority racial or ethnic group, and 54 percent were women. To improve the participation rates of minority ethnic and racial groups in the STEM areas, DHS continued sponsorship of the DHS Summer Research Team (SRT) Program for MSIs; the DHS Homeland Security Related Science, Technology, Engineering, and Mathematics (HS-STEM) 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

DHS Components completed Component Recruitment and Outreach Plans (CROPs), one of the key tools to execute the Department's SOAR Strategy. The CROPs focused on mission critical occupations (MCOs). The CROPs include long-term staffing gap projections and planned strategies to fill those gaps. This process requires Component recruiters to collaborate with workforce planners and Diversity and Inclusion and Equal Employment Opportunity staff to identify staffing gaps for two out-years. OCHCO Diversity and Inclusion staff developed and evaluated the CROPs through an Accountability Checklist to assess the CROP submissions for accuracy and completion.

Activity #9

Again, CROPs are one of the key tools to execute the DHS SOAR. CROPs were completed and analyzed and accountability checklists were completed for FY 2016 in preparation for the FY 2016 recruiting season. In addition, the FY 2017 templates for the CROPs were revised to include long-term competency and capacity gap projections.

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.
- Federal Employee Viewpoint Survey results are annually examined on the Diversity and Inclusion Index (New Inclusion Quotient) to identify opportunities and develop strategic workforce diversity and inclusion goals and action items.
- Surveys are conducted after all commemorative events and supervisory leadership training sessions to solicit improvements for incorporation into future programs.
- Diversity considerations are included in all recruitment and outreach materials to brand CBP as a diverse and inclusive organization and an employer of choice.
- In FY 2016, participated in 166 African American career days/job fairs/hiring events; initiated five onsite outreach/recruitment events at Historically Black Colleges and Universities (HBCUs); participated in 269 electronic HBCU outreach/recruitment events.
- Participated in 156 women's career days/job fairs/hiring events and 238 electronic outreach/recruitment events.
- Began implementation of its Diversity and Inclusion Strategic Plan FY 2016 – FY 2020 including developing a framework to position Special Emphasis Program Committees as strategic partners in diversity and inclusion; initiating no- or low-cost methods to effectively recognize employee performance ("Values-in-Practice" peer recognition program); and including diversity and inclusion criteria in human capital and EEO audits (CBP's "Self-Inspection" Program).
- Completed review of and closed and audited certificates for entry level Border Patrol Agent (BPA) job opportunity announcements from January 2015 through May 2016. Applicant data indicated that African Americans accounted for 6.5 percent of the total applicants who disclosed ethnicity race indicators (ERI). This exceeds the FY 2016 African American representation rate in the BPA occupation (1.8 percent), but is below the RCLF of 12.6 percent. Applicant data revealed that women accounted for 9.4 percent of the total applicants who disclosed their sex. This exceeds the FY 2016 female representation rate in the BPA occupation (5.2 percent), but is below the RCLF of 14.8 percent.
- Completed review closed and audited certificates for entry level CBPO job opportunity announcements from January 2015 through May 2016. Applicant data for CBPOs indicated that African Americans accounted for 9.0 percent of the total applicants who disclosed ERI. This exceeds the FY 2016 African American representation rate in the CBPO occupation (7.8 percent), but is below the RCLF of 11.2 percent. CBPO applicant data also revealed that women accounted for 14.7 percent of the total applicants who

disclosed their sex. This is below the FY 2016 female representation rate in the CBPO occupation (18.4 percent) and is below the RCLF of 46.4 percent.

- Developed and deployed a new Agency-wide mentoring program under the motto, “Build, Lift, and Empower.” This updated program is based on a new national framework that empowers CBP employees to navigate their careers and balance work and personal growth through mentoring. All phases of the program’s roll out were completed in June 2016. At the end of FY 2016, African Americans accounted for 10.0 percent of program participants (8.1 percent of mentors and 11.6 percent of mentees). At the end of FY 2016, women accounted for 32.1 percent of program participants (30.9 percent of mentors and 33.1 percent of mentees).
- Developed a Diversity Reports Schedule FY 2016 – FY 2018 identifying scheduled trend analysis of workforce statistics and employment processes to identify potential barriers to EEO. Scheduled analyses include applicant flow; EEO complaints; and training academy attrition.
- Completed a trend analysis of CBP-wide senior level promotions from FY 2011 – FY 2015. No triggers were found for senior level promotions for African Americans.
- Completed a trend analysis of CBP-wide attrition from FY 2012 – FY 2014 by ERI, sex, and disability status. Attrition analysis was conducted by all occupations (Agency-wide), by major occupations, and by all other occupations (aggregated). African Americans had a slightly higher attrition rate than the overall average rate observed within CBP (4.3 percent vs. 3.7 percent). However, retirements were found to constitute a higher percentage of African American attrition than the overall average for attrition due to retirement within CBP.
- Developed several benchmarks for use in barrier analysis based on participation rates for various workforce groups in the RCLF. These benchmarks will be updated, as necessary, based on changes in the Civilian Labor Force.
- Completed the development of workforce profiles for CBP’s workforce by: SES; supervisory and non-supervisory employees; program office; and major occupations. From FY 2011 – FY 2015, overall African American representation within CBP experienced an increase from 6.9 percent to 7.1 percent. African American representation further increased from 7.1 percent in FY 2015 to 7.2 percent in FY 2016. In addition, 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).

USCIS

- In FY 2016, OEOI partnered with subject matter experts in the Office of Policy and Strategy (OPS) to initiate a barrier analysis. OPM delivered applicant flow data training to OEOI and OPS. The statement of work is being finalized with OPS with the goal that in FY 2017, a comprehensive applicant flow analysis will be completed.
- The second USCIS EEO and Diversity Climate Survey was administered in FY 2016 and results will be analyzed in FY 2017 with baseline results from the first survey conducted in FY 2014. Results will be used to evaluate key triggers including potential retention issues for groups with lower than expected participation rates.

- In FY 2016, OEOI finalized a questionnaire with EEO and diversity-related questions that was distributed to program offices and directorates in USCIS. All program offices and directorates responded, demonstrating support for agency EEO policies. Many of the responses reveal that organizations within USCIS are actively providing diversity and inclusion training for managers, encouraging attendance at special emphasis program events and activities, promoting the use of special hiring authorities like Schedule A.
- During FY 2016, OEOI and HCT initiated a series of meeting to establish the groundwork for further collaboration in FY 2017 and to begin preparing USCIS' first diversity and inclusion strategic plan, which will provide a framework, and serve as a road map, to guide the agency's efforts to make USCIS a model agency in creating and sustaining a high performing workforce. Additionally, OEOI worked with the HCT staff to prepare the FY 2017 DHS Coordinated Recruitment and Outreach Plan (CROP).
- USCIS participated in the Office of Personnel Management's (OPM) multi-agency Applicant Flow Data Working Group to learn best practices for using Applicant Flow Data in MD-715 reporting and to gain better understanding of the capabilities and limitations of applicant flow data.
- Conducted a preliminary review of the Applicant Flow Data Summary Report from Cognos. Cognos summarizes AFD by demographic information combined with milestones in the hiring process (Applied, Qualified, Referred and Selected). The report was filtered by the agency as a whole (USCIS), by applicants for vacancies inclusive of Grades GS13-15 and by closing date of announcements, starting October 1, 2015 to September 30, 2016).

FEMA

- The Office of Equal Rights, the Office of the Chief Component Human Capital Officer (OCCHCO) and the Diversity Management Council collaborated to initiate FEMA's Employee Resource Group program, focused on establishing 8 employee resource groups to assist the agency with its diversity and inclusion initiatives and to promote and educate the workforce on cultural awareness and the benefits of a diverse and inclusive workplace.

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-13 grade level, one Asian male participated. At the GS-14 level, one African American male, two African American females, and one White female participated. At the GS-15 grade level, one White female participated.
- Tuition Assistance Program: One African American male, one Asian male, and one Two or More Races male participated at the GS-13 level. One African American female participated at the GS-14 grade level.
- Internal Selections for Senior Level Positions: One Hispanic male, two White females, and one Asian male were selected at the GS-15 grade level.

- Competitive Promotions/Reassignments at senior level positions: Based on data through third quarter FY 2016, there were a total of 38 competitive promotions in the GS-13 to GS-15 grade levels. Fifteen (39.48 percent) were from low participation groups. At the GS-13 grade level, there were two Black or African American females, five White females, one Hispanic male, and one Asian male were promoted. At the GS-14 grade level, four White females and one Black or African American female were promoted. At the GS-15 grade level, one White female was promoted.
- Noncompetitive Promotions: Based on FY 2016 third quarter data, one White female was promoted at the GS-13 grade level.
- New Hires at the Senior Level Positions: Based on FY 2016 third quarter data, at the GS-13 grade level, two Black or African American males, one African American female, one White female, and one Two or More Races male were hired. At the GS-14 level, four White females were hired.

ICE

- Established Women Executives at ICE (WE@ICE), a women's advocacy group that DHS created to help identify issues concerning the hiring, promotion and retention of women at DHS. Three subgroups were created that addressed (1) communication skills and understanding strengths and interests; (2) career planning and development/mentoring; (3) creation of the WE@ICE charter and bylaws.
- Worked with military transition counselors, Special Operations Command (SOCOM), and the Army Reserves to ensure they know about the opportunities in ICE for women.
- Recruits for female agents each year at the Women in Federal Law Enforcement (WIFLE) Conference. ICE has given classes at WIFLE on the agency and processes to become a Law Enforcement Officer at ICE.
- Worked with military transition counselors, Special Operations Command (SOCOM), and the Army Reserves to ensure they know about the opportunities in ICE for women.
- The ICE Executive Diversity Advisory Council (EDAC), held its first employee engagement bringing together 60 Field SEPMs to discuss and develop recommendations for topics related to low participation rate of women in senior position; low representation of persons with disabilities in the ICE SES Corps and mission critical occupations, particularly law enforcement position; as well as the challenges identified in the 2015 Federal Employee Viewpoint Survey New IQ benchmarks of fairness, openness, cooperation, supportiveness and empowerment of employees.
- To ensure all eligible ICE applicants are aware and able to apply for SES positions, ICE is currently working with its program offices to ensure employees are notified whenever an SES vacancy is announced.
- ICE will conduct several information sessions with GS-14 and GS-15 employees primarily in Enforcement and Removal Operations and Homeland Security Investigations to educate them on the SES recruitment process. ICE conducted one session in September 2016 for Homeland Security Investigations (HSI) senior leadership and the Office of the Principal Legal Advisor sponsored a session for its attorneys, both of which were well attended.
- The Office of Human Capital has instituted changes to the Senior Executive Service Selection Process that ensures a transparent and consistent process. These processes ensure that ICE can sufficiently differentiate among eligible candidates on the basis of knowledge, skills, and abilities and other job-related factors in the

qualification standards for the position. This standardized process ensures that the best qualified candidates are selected while maximizing transparency and minimizing litigation risk by documenting the processes and ending with justified selection recommendations.

USSS

- The Equity, Diversity and Inclusion Program (EDI) 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 2016 targeted recruitment strategies as outlined in the TAD/ORB's FY 2016 Recruitment Plan.
- The EDI staff posted demographic data to the EDI 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

- Established the first internal chapter of the Federal Asian Pacific American Council (FAPAC). The Commandant delivered the keynote speech during the inaugural FAPAC-USCG & Asian Pacific American Institute for Congressional Studies (APAICS) National Leadership Academy conference which focused on the effects of communication and social media on leadership held at the Google Inc. complex in Washington, District of Columbia.
- Hosted the U.S. Office of Personnel Management's (OPM's) first Diversity and Inclusion Collaboration and Innovation Summit. The mission of this training summit was to provide concrete strategies and best practices to recruit, hire, include, develop, retain, engage, and motivate a diverse, results-oriented, and high-performing workforce. Attendees included over 350 Senior Leaders, Diversity and Inclusion Professionals, Special Emphasis Program Managers, Employee Resource Groups, and EEO Specialists.
- Held a three-day Diversity-Centered Leadership Training event for 30 workforce members, hosted by Guardian Quest. This interactive training provided participants with a working understanding of diversity and inclusion, teamwork, and leadership. The Guardian Quest Team utilized class activities, videos, exercises, and personal assessments to create an atmosphere that both engage and challenged the participants.

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 5.49 percent, markedly lower than the overall federal average of 9.5 percent. DHS Individuals with Targeted Disabilities are represented at 0.40 percent, well below the federal average of 1.10 percent and the two percent federal goal. In FY 2015, the DHS new hire goal for Individuals with Disabilities was 10 percent and two percent for Individuals with Targeted Disabilities. (Workforce percentages have been updated to reflect FY 2016 participation rates and the Federal average based on FY 2015.)

BARRIER ANALYSIS:

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

Data was analyzed via NFC Insight, 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 that 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 hiring flattens 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 are 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 stringent physical requirements of Transportation Security Officer positions 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.

Focus on recruitment, retention, and outreach events and opportunities to increase the hiring of individuals with disabilities/individuals with targeted disabilities. Continue barrier analysis (review of exit survey data, conduct interviews, etc.) to develop an understanding of the causes of higher attrition rates.

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

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:
 - 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.
 - 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.
 - 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.
 - d. Develop mandatory training on hiring Individuals with Disability/Individuals with Targeted Disabilities.
 - e. Establish performance targets and numerical goals for major areas and occupations.
 - f. Develop employment counseling program to help match career aspirations of Individuals with Disabilities/Individuals with Targeted Disabilities.
 - g. Design a system to report regularly to the President, heads of agencies, and public on DHS's progress on implementing its plans and objectives.
 - h. CRCL will review and analyze workforce data regarding Individuals with Disabilities/Individuals with Targeted Disabilities.
 - Identify trends regarding Individuals with Disabilities/Individuals with Targeted Disabilities (hires, awards, promotions, separations, etc.).

a) March 8, 2011 Completed

b) Completed 9/30/2016

c) Completed 2012

d) Completed 09/15/2016

e) Completed in 2013

f) Completed 09/30/2016

g) Completed 3/01//2016

h) Completed 2012 – Continues annually.

- Compare onboard and hires to government averages by occupation.
 - Identify occupations growing without proportionate growth in Individuals with Disabilities/Individuals with Targeted Disabilities.
 - Review Individuals with Disabilities/Individuals with Targeted Disabilities in DHS career development programs. Use data tools being developed by CRCL.
 - Implement quarterly tracking of Individuals with Disabilities/Individuals with Targeted Disabilities hires, onboard and separations.
- i. CRCL will review applicant flow data when it becomes available to identify trends regarding Individuals with Disabilities/Individuals with Targeted Disabilities.
- j. CRCL will identify any triggers from the above sources, and develop a plan to address them.
- 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.
- l. OCHCO will identify career fairs in the service area(s).
- m. OCHCO and CRCL will establish goals for the WRP.
- n. OCHCO and CRCL will monitor the management Performance Appraisal System diversity element.
- o. OCHCO and CRCL will establish relations with local potential sources (e.g., state Rehabilitation Office, affinity groups, professional organizations and associations).
- p. OCHCO will identify and train Selective Placement Coordinators.
- q. OCHCO will coordinate Component's recruitment.
- r. Review DHS process for qualifying and referring Schedule A applications submitted in response to vacancy announcements.
- i) Annually beginning 9/30/2011 Revised to 9/30/2017
- j) Annually, beginning 6/30/2011 Revised to 9/30/2017
- k) Annually, beginning 9/30/2011 Completed in 2013 – Ongoing
- l) Annually, beginning 6/30/2011 Completed
- m) Annually, beginning 9/30/2012 Completed 1/05/2016
- n) Annually, beginning 9/30/2011 Completed – Ongoing
- o) Annually, beginning 9/30/2011 Completed – Ongoing
- p) Annually, beginning 9/30/2011 Completed 4/30/2012
- q) Annually – Completed 9/30/2014
- r) Completed 9/30/2014

2. Establish an effective program for reasonable accommodations.

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- | | |
|---|------------------------|
| a. Survey Components for current status | a. 9/30/2011 Completed |
| b. Develop systematic plan | b. 9/30/2011 Completed |
| c. Implement plan | c. 9/30/2013 Completed |
-
3. Implement a training plan to be provided to managers regarding Individuals with Disabilities/Individuals with Targeted Disabilities responsibilities, authorities, Computer/Electronic Accommodation.
- | | |
|--|---|
| a. Training for new managers/supervisors within 90 days of entrance on duty. | a. Annually Beginning 6/30/2011 Completed FY 2012 |
| b. Refresher training to all manager/supervisors biannually. | b. Ongoing beginning 9/30/2011 Completed |
| c. Mandatory training for all manager/supervisors, including toolkits. | c. Ongoing, beginning 9/30/2011 Completed |
| d. Training for HR Specialists regarding special hiring authorities. | d. Annually, beginning 9/30/2011 Completed |

REPORT OF ACCOMPLISHMENTS AND MODIFICATIONS TO OBJECTIVE

Modifications:

The initial target date for completion of the objective has been revised from September 30, 2011 and annually thereafter to September 20, 2018. The plan towards completion of this objective is 91 percent (22 out of 24 planned activities) complete.

Activity #1a – Completed March 8, 2011 – Continues annually.

OCHCO will lead with the assistance from CRCL in drafting and issuing a *new* DHS Disability Plan for Individuals with Disabilities and Targeted Disabilities for FY 2017 to 2019 in accordance with Executive Order 13548. While recruiting at DHS for these groups can pose challenges because of the high numbers of law enforcement related positions, work will continue. To further support this effort, OCHCO issues hiring goals annually.

The goals for FY 2016 included:

- **Individuals with Disabilities (IWD)** should comprise 12 percent of all new hires DHS-wide. For purposes of this goal, IWDs include those who self-identify, those who were hired via the Schedule A hiring authority for Individuals with Disability (who did not self-identify) as well as veterans hired through the 30 percent or more disabled veteran hiring authority (who did not self-identify).

While we did not meet the 12 percent goal during FY 2016, DHS reached a record high of 11.1 percent of new hires for individuals with disabilities. This is the first time DHS has surpassed 11 percent.

Individuals with Targeted Disabilities (IWTD) should comprise 1.5 percent of all new hires in non-law enforcement and non-TSO positions.

In FY 2016, 0.34 percent of DHS's new hires were IWTDs. When excluding the Law Enforcement Officer (LEO), LEO-Related, and TSO positions as covered in the goal, IWTD new hires represented 0.9 percent of the new hires. 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 are provided with 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 2016, veterans with disabilities constituted 8.6 percent of new hires; the figure for fourth quarter alone was 8.9 percent. The Department continues to work toward its goal of 10 percent and will re-implement and/or devise new strategies to assist the Components with this goal.

OCHCO Diversity and Inclusion staff participated in the two-day workshop at Penn State University regarding the Workforce Recruitment Plan (WRP) and the application of Schedule A Hiring Authority. The audience consisted of 45 deaf and hard of hearing high school students, and the workshop provided an open forum for students to ask questions about the WRP program, internships and applying for jobs at DHS.

Activity #1b - *Completed 09/30/2016 – Continues annually.*

To remove any financial disincentives to supervisors and managers of hiring or accommodating Individuals with Disabilities, USCIS, USSS, FEMA, ICE and USCG used some form of centralized funding to support their reasonable accommodation programs. USCG has a contractual agreement with the Department of Transportation's Disability Resource Center, and FEMA continues to use central funding for new employees and managers during their first year, and for sign language interpreter services. Effective FY 2016, costs of providing all ICE reasonable accommodations are paid from a centralized funding source managed by its Office of Diversity and Civil Rights.

Activity #1c - *Completed in 2012 – Continues annually.*

Activity #1d *Completed 09/30/2016 – Continues annually.*

All Components provide reasonable accommodation and hiring of individuals with disabilities training to managers and supervisors.

CBP

- As part of CBP's plan to increase the employment of individuals with disabilities, all hiring managers and human resources professionals are required to take a web-based training module on the employment of individuals with disabilities entitled "A Roadmap to Success: Hiring, Retaining and Including People with Disabilities." The module was originally rolled out in May 2012. In FY 2016, 268 supervisors completed the web-based training, bringing the total to 5,826 CBP supervisors since its launch; CBP had 10,474 supervisors onboard at the end of FY 2016. Also during FY 2016, 159 CBP supervisors completed a web-based training module entitled "Employment of People with Disabilities" designed to provide supervisors with resources, strategies, and tips for successfully hiring and managing civilian and veteran employees with disabilities.
- CBP is committed to the training and leadership development of all its managers and supervisors. As part of this commitment, all new supervisors are required to complete "Supervisor Leadership Training" (SLT). SLT is a foundational course for all new CBP supervisors. During the SLT, participants are required to complete a module on EEO 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 Job Accommodation Network (JAN). During FY 2016, 704 new supervisors completed the SLT course.
- CBP also offered several virtual learning courses to introduce supervisors and managers to their roles and responsibilities with regard to the EEO program. These additional courses provided valuable information on the principles of nondiscrimination and diversity and inclusion and help facilitate understanding of how

CBP can benefit from applying these principles. During FY 2016, the diversity and EEO related courses offered and their completion rates (indicated in parentheses) were:

- Diversity and Inclusion Awareness (3,040)
- EEO Awareness for Supervisors and Managers 1: Supporting EEO (355)
- EEO Awareness for Supervisors and Managers 2: Preventing Discrimination (306)
- EEO Awareness for Supervisors and Managers 3: Responding to EEO Complaints (207)
- Equal Employment Opportunity Awareness Training for Supervisors (1,376)

FEMA

- FEMA trained a total of 1,349 employees (supervisory/non-supervisory). Training included USERRA, Veterans Employment Training for Federal Hiring Managers and Human Resource Professionals and Employment of People with Disabilities: A Roadmap to Success.

FLETC

- FLETC provided training to 215 managers and supervisors, exceeding the total number of permanent managers and supervisors onboard (159), indicating that many managers and supervisors received more than one instance of training. FLETC provided mandatory training to managers and supervisors through the following training courses: “Employment of People with Disabilities: A Roadmap to Success,” New Supervisors Training, Reasonable Accommodation Process for CTMD, Executive Team & Senior Leadership and Training Directorates.

HQ

- HQ EEO provided reasonable accommodation training to approximately 384 managers and supervisors.

ICE

- ICE trained 76 percent of its managers and supervisors on reasonable accommodations. Through the ICE ODCR, ICE continued to provide mandatory training to managers and supervisors on the reasonable accommodation process. This training was offered online as “ICE Disabilities 201” on DHS PALMS. In addition, ODCR expanded the use of equivalent in-person classroom training in FY 2016.

USCIS

- USCIS provided mandatory disability accommodation training to 31 percent or 778 of its managers and supervisors. In addition, USCIS conducted 15 training sessions for 1,102 employees nationwide on reasonable accommodation and deaf awareness.

USSS

- USSS provided mandatory training to 8.5 percent or 153 of its managers and supervisors. USSS provided the training through the following programs: Supervisors and Managers Cornerstone Training; 1st Line Supervisor's Training; and Studies in Leadership.

Activity #1e - Completed in FY 2013 – Continues annually.

DHS established the following hiring goals as outlined above:

- **IWD** 12 percent of all new hires DHS-wide.
- **IWTD** 1.5 percent of all new hires (in non-law enforcement and non-TSO positions).
- **Veterans with Disabilities** 10 percent of all new hires DHS-wide.

Activity #1f - Completed in 09/30/2016

All managers and supervisors are encouraged to promote the career development of employees, including IWD and IWTD. OCHCO and CRCL will be providing guidance and resources to encourage implementing informal mentoring to Components.

Activity #1h - Completed in 09/30/2016- continues annually

In FY 2016, CRCL developed and implemented the Disability Employment Program Status and Reasonable Accommodation Program Status Reports. These comprehensive reporting tools are used to manage and track disability employment and reasonable accommodation program goals, strategies, and promising practices. The Disability Employment Program Status Report includes a two-year comparison of the total workforce by disability category; new hires by disability (including veterans with a VA disability rating of 30 percent or greater); total Schedule A hires and conversions; and disability employment training for supervisors and human resource professionals. Summaries of both reports will be shared with DHS senior EEO leaders; disability employment program managers; reasonable accommodation coordinators; selective placement program coordinators; and Operation Warfighter program managers.

Activity #1i – Revised target date to 09/30/2017

OCHCO is working with OPM and Monster Government Solutions to acquire applicant flow data (AFD) by disability. OPM expects to have AFD based on disability available to Federal agencies who use USA Staffing within the next year. Upon availability of data, CRCL will review data to identify trends regarding IWD/IWTD.

Activity #1j– *Revised target date to 09/30/2017*

In FY 2016, the following DHS Components used the USA Staffing online recruitment and applicant management system: CBP, USCIS, ICE, NPPD, OIG, and DHS Headquarters. All other Components used Monster Government Solutions. As indicated above, when AFD on disability becomes available, DHS will review to identify any potential triggers and develop necessary plans to address.

Activity #1k – *Completed in 09/30/2011- continues annually*

The Council of State Administrators of Vocational Rehabilitation (CSAVR) Spring Conference, the National Technical Institute for the Deaf Job Fair, and FEDSFirst (Federal Employees with Disabilities) have been added to the DHS Top 25 List of recruiting events to increase recruiting efforts for Individuals with Targeted Disabilities.

Activity #1l – *Completed in 09/06/2011- continues annually*

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, California State Northridge and the National Technical Institute for the Deaf.

Activity #1m – *Completed in 09/30/2012- continues annually*

In FY 2016, DHS issued a goal that each Component (except OIG) should select/hire at least one student from the WRP database. CRCL issued a data call to determine the results of this goal. The department plans on issuing the same goal for FY 2017.

Activity #1n – *Completed in 09/30/2011- continues annually*

The FY 2016 DHS FEORP Report indicates the following with regard to a D&I element in performance plans: 4 of 10 components reported having a D&I element in employee performance plans; 9 of 10 components reported having a D&I element in management/supervisor performance plans; and 10 of 10 components reported having a D&I element in SES performance plans.

Activity #1o – *Completed in 09/30/2011- continues annually*

DHS maintains strategic partnerships with national disability advocacy groups and provides Components with recruitment resources for IWD/IWTD. DHS attended recruiting events at Gallaudet University, California State Northridge and the National Technical Institute for the Deaf. 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 2017.

Activity #1p– *Completed in 04/30/2012- continues annually*

In FY 2016 CRCL conducted a review to evaluate training needs for Selective Placement Program Coordinators (SPPCs). As a result, four of the nine Components indicated that SPPCs received training on Disability Employment including training on the Schedule A Appointment Authority. CRCL plans to

coordinate efforts with OCHCO to recommend implementing a mandatory requirement, requiring that all identified SPPCs complete the Selective Placement Program Coordinator Online Training available through HR University.

Activity #1q– *Completed in 04/30/2014 - continues annually*

OCHCO leads the DHS CRC to coordinate targeted recruitment activities with Components. Meetings are held on a regular basis and reporting requirements are also in place. The CRC participated in recruiting events at Gallaudet University, California State Northridge, the National Technical Institute for the Deaf, and 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, including:

CBP

- FY 2016, CBP conducted 122 instances of electronic outreach to institutions of higher learning for students with disabilities. In addition, CBP participated in no less than 29 recruitment events, 14 electronic recruitment events, 10 informational sessions, and 1 national-level partnership event targeting individuals or veterans with disabilities.
 - During FY 2016, CBP hired a total of 36 interns; seven (7) or 21.8 percent self-identified as having a disability.
 - CBP filled 16 positions with candidates from the Veterans Affairs (VA), Non-Paid Work Experience Program. Seven (7) were converted to full-time positions. At the conclusion of FY 2016, 17 veterans were completing the background investigation process.
 - During FY 2016, CBP participated in 1,004 veterans'/disabled veterans' recruitment, information, and outreach events located throughout the nation and abroad. Through this participation, CBP facilitated the placement of 18 service members into the OWF intern program. Additionally, CBP hired one service member through the OWF program into a permanent, full-time position.

FEMA

- Conducted outreach through its Recruitment Branch. The branch members engaged with internal FEMA hiring managers to realize their hiring objectives to perform strategic outreach. Additionally, the branch conducted general outreach to build relationships with professional organizations, veteran organizations, local labor departments and universities. Recruitment branch team members conducted briefings for VA patients to inform them of employment opportunities within FEMA, how to apply, and the available resources to assist them in their transition.
- Conducted a non-competitive eligible hiring event open to applicants who qualified for Schedule A or VRA appointments and those with disability ratings of 30 percent or greater. The event included pre-scheduled interviews (79 interviews conducted, 13 selections made).

FLETC

- Distributed vacancy announcements to organizations via the Diversity Initiative Notification option within QuickHire. Additionally, Senior EEO Specialists sent job vacancy announcements to colleges, local community organizations, and local disability-related organizations by email.
- Held the first annual college tour. Invited college students and students with disabilities from the local area and surrounding counties. Participants were criminal justice or public affairs majors interested in law enforcement careers.
- Developed and implemented recruitment strategies that prioritized participation in recruitment outreach events and activities specifically targeting IWDs and IWTDs to included attendance at the 2016 Annual Spring Fling with the Mayor's Committee for Services for the Disabled, Inc., in Brunswick, Georgia, and the Tri-Base Job Fairs in Jacksonville, Florida.

ICE

- Partnered with Military Installations and America Job Centers to conduct over 90 Outreach and Recruitment events in the District of Columbia metro area aimed at attracting veterans and IWDs.
- Continued to support the ICE Human Exploitation Rescue Operative (HERO) Corps Program. Established in April 2013, the HERO Program that recruits and trains wounded, ill, or injured individuals from special operations forces for employment to support law enforcement in the areas of child exploitation investigation, child victim identification, traveling child sex offenders, and digital forensics. To date, the program has conducted six classes and graduated 115 veterans. ICE intends to duplicate this effort in FY 2017.
- Continued to build on the success of the ICE HSI Cadet Program. Since 2013, HSI headquarters in the District of Columbia has partnered with CBP and MedStar Georgetown University Hospital (MedStar Georgetown) to recruit, educate, and potentially hire students with disabilities (ranging in age from 15 to 19) into positions within HSI and CBP. In FY 2016, the 4th class of cadets participated in the program, which was expanded to include HSI Philadelphia as well as HSI headquarters in the District of Columbia. Fifteen cadets were enrolled in the program in 2016. Since its establishment, 42 cadets have graduated the program and one cadet was permanently hired. HSI intends to continue this program once again in FY 2017.
- Led DHS efforts in providing internship opportunities for Operation Warfighter (OWF) by providing 41 OWF internships in FY 2016.

USCG

- Fostered relationships with disability organizations by attending recruiting events such as the Abilities Exposition and job fair sponsored by the National Federation for the Blind. Through a partnership with GettingHired, Inc., an online resource for job seekers with disabilities, USCG HR found new ways to leverage its recruitment and outreach resources using technology. The USCG promoted and interviewed applicants from the Office of Personnel Management's (OPM) internet-based Shared List of Individuals with Disabilities and conducted an annual self-assessment to ensure accessibility for people with disabilities in its facilities.

- 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.
- 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

- Continued to build effective partnerships with veterans and disability organizations, colleges and universities to increase disability outreach efforts for USCIS's recruitment needs. For example, USCIS Participated with Gallaudet University in a workshop panel titled "Best Practices for Hiring and Working with Deaf and Hard of Hearing Employees."
- Continued to use the Workforce Recruitment Program (WRP) to help recruit students with disabilities:
- USCIS employees served as WRP recruiters for FY 2016 and assisted with interviewing 24 WRP students. This was the first time USCIS was included among WRP recruiters.
- Collaborated with HCT and expanded the FY 2016 USCIS Summer Enrichment Program to include the WRP as an option for managers and supervisors to recruit students with disabilities.

USSS

- Provided a tour of Secret Service Headquarters to the Gallaudet University Communication Studies Department's media students and professors. The tour consisted of meeting with the media, photography, and graphic design departments within the Forensic Services Division; an overview of equipment and service-specific processes; an information session on internship opportunities and utilization of the Schedule A Hiring Authority; and a tour of the Secret Service museum.
- Participated in Careers & the dDisabled Career Expo, Gallaudet University Job Fair, and Walter Reed OWF Employment and Education Fair.

Activity #2c – Completed in 2013 – Continues annually

CRCL continued to explore options to implement a single DHS-wide effective tracking mechanism for capturing all Component reasonable accommodations. The Equal Employment Opportunity and Diversity Program and the Office of Accessible Systems and Technology, collaborated to provide multiple demonstrations of ACMS to Components and encouraged implementation. As a result, four out of nine Components are now utilizing the system to manage and track all reasonable accommodation requests. Efforts will continue in FY 2017.

In summary, DHS Components reported a total of 4,123 requests for reasonable accommodations from applicants, employees, and contractors during FY 2016. Of the total requests received, DHS Components granted 2,661 (64.54 percent), denied 113 (2.74 percent), and categorized 1349 (32.72 percent) as "other", i.e., closed, pending, no assistance required, and withdrawn. Of the total accommodations granted in FY 2016, USCIS's 1,052 and TSA's 1,425 accounted for 60 percent of all DHS accommodations. The total

costs funded by DHS for reasonable accommodations reported during FY 16 totaled \$2,920,441.56. In addition, the Computer/Electronic Accommodations Program provided accommodations valued at 218,923.43. Expenditures for reasonable accommodations by the Department and CAP for DHS employees totaled just over nearly 3 million dollars in FY 2016

The following table provides a summary of reasonable accommodation requests by Component:

Component	Total Requests	Total Granted	Total Denied	Pending/Closed or Withdrawn	Processing Time	Average number of days	Cost Reported
FLETC	70	52	1	17	486	6.94	\$ 2,169.62
USCG	225	220	5	0	2052	9.12	\$ 90,074.00
ICE	591	420	18	153	4226	7.15	\$ 130,084.71
USCIS	1052	1015	36	1	17206	16.36	\$ 1,382,709.40
USSS	26	25	0	1	222	8.54	\$ 2,843.00
FEMA	531	528	0	3	9558	18	\$ 1,279,900.14
HQs	76	59	6	11	5319	69.99	\$ 15,543.69
CBP	127	88	9	30	1620.85	12.76	\$ 17,117.00
TSA*	1425	254	38	1133			
Totals	4123	2661	113	1349	40689.85	9.87	\$ 2,920,441.56

* Incomplete information provided by the component.

As a result of EEOC's recent final rule amending 29 C.F.R. § 1614.203, to clarify affirmative action obligations under Section 501 of the Rehabilitation Act, DHS plans to review all existing reasonable accommodation procedures to ensure all new requirements are incorporated.

Activity #3a-d – Completed in 2011 – continues annually

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

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.

How was the condition recognized as
a potential barrier?

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.

Statistical data on separation rates was reviewed and analyzed.

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.

DHS has not yet identified the specific policy, procedure or practice that has been determined to be the barrier or cause of higher-than-expected non-retirement separations. Low OPM Employee Viewpoint Survey satisfaction ratings across DHS suggest that low satisfaction is a driver of non-retirement separations.

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, 2017 (Revised)

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. | a. 3/31/2011 - Completed and continues. |
| b. OCHCO will conduct preliminary review of results. | b. Quarterly, beginning 6/30/2011
Completed in FY 2012 and continues. |
| c. OCHCO will conduct first major review of results. | c. Annually, beginning 12/31/2011
Completed in 2012 and continues. |
| d. OCHCO will update or augment methods as needed. | d. Annually, beginning 3/31/2012
Completed in FY 2012 and continues. |
| e. OCHCO and CRCL will identify retention interventions. | e. Annually, beginning 6/30/2012
Completed and continues. |
| f. OCHCO and CRCL will implement these interventions <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 | f. Beginning 12/30/2012
Completed and continues. |

2. **Use Employee Viewpoint survey to identify changes needed to improve employee satisfaction.**

- | | |
|--|---|
| a. CRCL will provide annual Federal Employee Viewpoint Survey results (and new yearly survey results as they become available) to DHS Components | a. Within two months of results publication
Completed in 2013 and continues. |
| b. OCHCO, CRCL and Components will work jointly to develop plan for needed changes | b. Within four months of results publication
Completed in 2013 and continues. |

3. Review promotion data.	Completed and continues.
a. CRCL will determine if there are areas or occupations with triggers in promotions.	a. Annually, beginning 6/30/2011
b. CRCL will determine if theses correlate with higher resignation rates	b. Annually, beginning 9/30/2011
c. If yes, CRCL will work with OCHCO to identify interventions <ul style="list-style-type: none"> • Track interventions through this plan • Evaluate as yearly data become available • Make any needed corrections 	c. Annually, beginning 3/30/2013
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: <ul style="list-style-type: none"> • 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 	Annually, beginning 3/31/2011 Completed in FY 2013 and continues.
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 grade levels where there is substantial underrepresentation to identify skills, knowledge and abilities by occupation, employees' training needs, and applicable career development programs.	Annually, beginning 3/31/2011

REPORT OF ACCOMPLISHMENTS AND MODIFICATIONS TO OBJECTIVE

Activity #1

DHS continued its usage of the DHS-wide web-based Exit Survey. The top reasons separating non-SES employees (excluding those who were retiring) 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 are based on completed exit surveys. The USSS and TSA do not participate in the Department-wide survey. Instead, each Component administers its own.

Activity #2

In FY 2016, employee engagement after six straight years of decline, increased three percentage points from 53 percent in 2015 to 56 percent in 2016. DHS exceeded the government-wide rate of employee engagement by four percent. The Inclusion Index also increased three percent for DHS. Of all the Cabinet level agencies, DHS saw the largest increase but still remains at the bottom. OCHCO, with input from the Employee Engagement Steering Committee, developed an Employee Engagement Action Plan for the Department. The major areas of focus are (1) Select and empower high performing leaders; (2) Develop excellent leaders at all levels; and (3) Communications. DHS Components have also developed individual action plans.

Activity #3

Promotions increased slightly for Black males and females, with males being promoted above their DHS workforce participation rate. Black females have a higher than expected attrition rate and are being promoted at a rate consistent with their representation in the overall DHS workforce.

Hispanic males continue to be promoted below their DHS workforce participation rate. Promotion of Hispanic females increased above their DHS workforce participation rate.

White males are promoted below their DHS workforce participation rate while White females are promoted above their workforce participation rate. White females tend to be concentrated at the higher grades of the pay spectrum, with fewer White females in the middle 10-12 grades. Their concentration is highest at the Executive/Senior Leader pay grades.

Promotion rates are below DHS workforce participation rates and attrition is above DHS workforce participation rates for Native Americans and Pacific Islander females. We note that caution should be used when drawing inferences from the data, due to the extremely small size of these populations in the overall DHS workforce.

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 the nine DHS Components have a formal career development program.

Activity #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 from the DHS Undersecretary for Management to all DHS HQ employees. Training is provided to mentors who participate in the program. The Headquarters program is evaluated and feedback is provided on its successes and suggested 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 V commenced June 2016. The participation rate of women decreased from Cohort I (34.1 percent) to Cohort V (23.4 percent).
- Hispanic/Latino participation rates have significantly increased from Cohort I (2.3 percent) to Cohort V (17.0 percent).
- Participation rates for Blacks/African Americans decreased from 13.7 percent to 8.5 percent, a drop from last year's rate of 14.3 percent.
- Asian American participation rates decreased from 6.8 percent in Cohort I to 4.3 percent in Cohort V.
- IWDs increased from 2.35 percent to 4.3 percent from Cohort I to V.
- Veterans with Disabilities represented 6.4 percent of participants in Cohort V.

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 2016		... end of FY 2016		Net Change	
		Number	%	Number	%	Number	Rate of Change
	Total Work Force	189,998	100.00	194,711	100.00	4,713	2.48%
	Reportable Disability	10,445	5.50	11,104	5.70	659	6.31%
	Targeted Disability*	790	0.42	812	0.42	22	2.78%
	* 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. (B8: <i>New Hires by Type of Appointment</i>)					98		

Part III Participation Rates in Agency Employment Programs

Other Employment/ Personnel Programs	TOTAL	Reportable Disability		Targeted Disability		Not Identified		No Disability	
		#	%	#	%	#	%	#	%
3. Competitive Promotions (supplemental data source: <i>NFC Reporting tool</i>)	25,050	1,221	4.87%	74	0.30%	3,181	12.70 %	18,999	82.43%
4. Non-Competitive Promotions (employees eligible) (supplemental data source: <i>NFC Reporting tool</i>)	11,412	880	7.71%	64	0.56%	692	6.06%	9,840	86.23%
5. Employee Career Development Programs	Career development training is currently not tracked for all Components on an enterprise 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)	1,049,718	77,270	7.36%	5,270	0.50%	54,154	5.16%	918,294	87.48%
6.b. Cash Awards (Total \$ awarded)	\$206,033,003	\$8,703,938	4.22%	\$518,615	0.25%	\$11,385,784	5.53%	\$185,943,281	92.88%
6.c. Quality-Step Increase	1,003	109	10.87%	10	1.00%	22	2.19%	872	86.94%

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 these purposes, targeted disabilities may be considered as a group. Agency goals should be set and accomplished in such a manner as will affect measurable progress from the preceding fiscal year. Agencies are encouraged to set a goal for the hiring of individuals with targeted disabilities that is at least as high as the anticipated losses from this group during the next reporting period, with the objective of avoiding a decrease in the total participation rate of employees with disabilities.

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

PLANNED ACTIVITIES TOWARD COMPLETION OF OBJECTIVE

TARGET DATE

Planned Activities:

1. Recruitment, Hiring and Retention:

- Develop and implement a revised affirmative action plan for the hiring, placement, and advancement of individuals with disabilities, as required under 29 U.S.C. § 791(b) as amended by EEOC's final rule amending 29 C.F.R. § 1614.203 clarifying the affirmative action obligations und Section 501 of the Rehabilitation Act.
- Continue to collect, monitor, and summarize DHS Component accomplishments and promising practices pursuant to Executive Order (EO) 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.
- Monitor progress on hiring goals for major areas and occupations on a quarterly basis.
- 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 IWD and IWTD.
- Continue efforts 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.
- Conduct in-depth analysis on separations for IWD and IWTD.

2. Training:

- Provide attitudinal training to address possible unconscious biases (e.g., myths and stereotypes about the qualifications of IWD).
- Provide mandatory training to managers on hiring IWD and IWTD.
- Continue to provide training opportunities to Human Resources and EEO Specialists, DHS staff, Disability Program Managers, Reasonable Accommodations Program Managers, Selective Placement Program Coordinators, and Hiring Managers on all aspects of disability employment including: recruiting, interviewing, using hiring authorities, career development, providing reasonable accommodations, and utilizing CAP.
- Provide training on EEOC's final rule amending 29 C.F.R. § 1614.203 and clarifying the affirmative action obligations under Section 501 of the Rehabilitation Act.

3. Career Development/Promotion:

- Explore sponsoring a career-counseling event for employees with disabilities, modeled on a new program instituted at FEMA for all employees.
- Identify and disseminate strategies and resources to increase participation of employees with disabilities in existing mentoring programs.
- 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.

ACCOMPLISHMENTS

- Issued *Procedures for Conducting a Department-Wide Search for a Reassignment as a Reassignment as a Reasonable Accommodation of Last Resort*, Instruction Number: 259-01-002. Procedures provide a standard framework and minimum requirements to develop and implement component Specific policies and procedures to facilitate Departmental reassignment efforts when Component efforts are unsuccessful.
- Developed and released a comprehensive Disability Employment Fact Sheet that provides Component managers and supervisors and hiring officials with information to increase the employment of persons with disabilities. The Fact Sheet also serves as a guide to all employees on the disability employment program. This tool includes DHS' Commitment; Disability Recruitment and Retention Strategic Goals; DHS Hiring Goals for IWD, IWTD, Disabled Veterans, and hires through the WRP for College Students with Disabilities; Schedule A Hiring Authority and the Selective Placement Program; Reasonable Accommodations; WRP; Operation Warfighter Program; Disability Employment Program Resources; and a Disability Employment Program Contacts list.
- Convened the DHS Language Access Review Committee that evaluated and provided input for Sign Language Interpreters, CART, and other language services, resulting in the award of four blanket purchase agreements now available to all DHS Components. Following the award, training and guidance was provided to all Components on the new DHS language service providers. This session ensured that Components knew and understood the requirements and their responsibilities related to interpreting and other language services.
- Held Quarterly Disability Employment Advisory Council Meetings with all Component level Disability Employment Program Managers, Reasonable Accommodation Coordinators, Selective Placement Program Coordinators, and Operations Warfighter Program Managers. This strategic effort continues to strengthen and support disability employment program efforts.
- Developed and implemented a revised comprehensive reporting tool to better manage and track disability employment program goals, strategies and promising practices. Additionally, the reporting requirement includes a two year comparison of the total workforce by disability category, new hires by disability and 30% or more Veterans, total Schedule A hires and conversions, and disability employment training for supervisors and human resource professionals.
- Began efforts to explore the feasibility of implementing mandatory use of the DHS ACMS by all Components for consistent, uniform tracking and monitoring of DHS's reasonable accommodation program. The EEOD Program and the Office of Accessible systems and Technology, collaborated to provide multiple demonstrations of ACMS to Components and encouraged implementation. As a result, four out of nine Components are now utilizing the

system to manage and track all reasonable accommodation requests. Efforts will continue in FY 2017.

- EEOD and OCHCO participated in deliberations in the issuance of FY 2016 annual disability hiring goals for IWD (12%), IWTD (1.5%), Disabled Veterans (10%), and hires through the (WRP for College Students with Disabilities (1 hire per Component).
- EEOD began an in-depth five year analysis of separations by disability to review high separation rates among IWD and IWTDs. This review includes voluntary and involuntary separations by type. Over the past five years, separations among IWD and IWTD continue to increase with total percentages for each category exceeding their respective workforce participation rates. Efforts will continue to include review of available exit survey results, participation in career development programs, promotions, conversions to competitive service, and FEVS results.

COMPONENT ACCOMPLISHMENTS

HQ

- Continued to utilize the DHS ACMS database to manage and track 100 percent of all reasonable accommodation requests.
- Developed plan to improve timely provision of reasonable accommodations.

CBP

- Implemented procedures to convert employees from excepted service (Schedule A) to competitive service appointments after successful completion of the two year requirement.
- Notified 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, and provided a link to procedures and instructions for initiating such requests.
- Issued a Sources of Qualified Schedule A Applicants memo to all CBP officials engaged in sourcing, recruitment and hiring.
- Conducted 122 instances of electronic outreach to institutions of higher learning for students with disabilities. In addition, CBP participated in 29 recruitment events, 14 electronic recruitment events, 10 informational sessions, and one national-level partnership event targeting individuals or veterans with disabilities.
- Filled a full time SEPM for the Disability Employment Program, previously designated as a collateral duty assignment.
- Maintained its public internet webpage (CBP.gov) to promote CBP's disability employment program. The first outreach program identified on 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 updated its accessible 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.

USCIS

- Continued to utilize a central fund for employee and job applicant disability accommodation expenses, a method cited by the EEOC as a best practice.
- Provided mandatory disability accommodation training to 778 supervisors and managers.
- The USCIS Director issued the U.S. Citizenship and Immigration Services Equal Employment Opportunity and Anti-Harassment Policy, which was sent to all employees directly by email along with an accompanying message. The policy is posted on OEIO's intranet page, along with other information concerning the agency's EEO programs, policies, and procedures, including those related to disability accommodation request processing, the process for initiating a discrimination complaint, and guidance on special emphasis program activities and objectives.
- Conducted 15 training sessions for 1,102 employees nationwide on reasonable accommodations and deaf awareness.
- EEO and HR officials collaborated to address discrepancies in Schedule A hiring by developing a process to ensure that the Schedule A hiring policies, procedures, and practices are effective and data on Schedule A hires is captured correctly.
- Continued to provide senior leaders with demographic snapshots (dashboards) of their workforce data, including veterans and disability data, and provided some guidance on addressing possible triggers. In FY 2017, OEIO plans to develop more tools for following up with managers to assist them with workforce planning in support of the 2 percent federal hiring goal for veterans with disabilities and individuals with targeted disabilities.
- Hosted a "*Webinar on Etiquette for Communicating with Deaf and Hard of Hearing Individuals*" that was open to all USCIS employees and focused on teaching appropriate terminology, effective communication, and common accommodations for individuals who are deaf and hard of hearing. There were 270 employees in attendance.

USCG

- Developed and distributed *Tips for Hiring and supporting Individuals with Disabilities (IWDs) and Individuals with Targeted Disabilities (IWTDs)*. The tip sheet highlighted links to the CAP, the Department of Transportation Disability Resource Center (DRC), online training modules for managers and contact information for the Selective Placement Coordinator.
- Fostered relationships with disability organizations by attending recruiting events such as the Abilities Exposition and job fair sponsored by the National Federation for the Blind. Through a partnership with GettingHired, Inc., an online resource for job seekers with disabilities, USCG HR found new ways to leverage its recruitment and outreach resources using technology. The USCG promoted and interviewed applicants from OPM's internet-based Shared List of Individuals with Disabilities and conducted an annual self-assessment to ensure accessibility for people with disabilities in its facilities.
- In FY16, 23 percent of the USCG's 1,023 supervisors and managers completed training modules with instruction in two sessions on Schedule A hiring, Disabled Veteran hiring, Veteran's Administration vocational rehabilitation programs, and reasonable accommodations for applicants and employees with disabilities.

- Published Advisory Notices to alert the workforce on the availability of personnel tools and resources. The Career Enhancement Guide includes questions and answers describing how employees and applicants with disabilities can request a reasonable accommodation.
- Established a Mobility Program at USCG HQ that provided motorized scooters on a temporary basis to 23 employees with mobility needs. The program enabled these employees to have immediate access to scooters while awaiting fulfillment of purchase requests for any permanent accommodations. USCG plans further implementation as FY 2017 funding allows.

FEMA

- Conducted outreach through its Recruitment Branch. The branch members engaged with internal FEMA hiring managers to realize their hiring objectives to perform strategic outreach. Additionally, the branch conducted general outreach to build relationships with professional organizations, veteran organizations, local labor departments and Universities. Recruitment branch team members conducted briefings for VA patients to inform them of employment opportunities within FEMA, how to apply, and the available resources to assist them in their transition.
- Conducted a Non-Competitive Eligible Hiring event open to Schedule A, VRA, and 30% or more disabled veterans. The event included pre-scheduled interviews (79 interviews conducted, 13 selections made).

FLETC

- Distributed vacancy announcements to organizations via the Diversity Initiative Notification option within QuickHire. Additionally, Senior EEO Specialists sent job vacancy announcements to colleges, local community organizations, and local disability-related organizations by email.
- Held the first annual college tour. Invited college students and students with disabilities from the local area and surrounding counties. Participants were criminal justice or public affairs majors interested in law enforcement careers.
- Developed and implemented recruitment strategies that prioritized participation in recruitment outreach events and activities specifically targeting IWD and IWTD to included attendance at the 2016 Annual Spring Fling with the Mayor's Committee for Services for the Disabled, Inc., in Brunswick, Georgia and the Tri-Base Job Fairs in Jacksonville, Florida.
- The EEO Office created signage and performed educational presentations regarding proper etiquette for individuals encountering service animals in the workplace. The presentation was given to 12 staff members and one supervisor. Notices were disseminated to employees located in the building and to individuals requiring access to the building to bring awareness to FLETC's obligation to comply with federal laws that require facilities be accessible to service animals.
- During FY 2016, 131 managers and supervisors and 20 HCO professionals received training on *Employment of People with Disabilities: A Roadmap to Success*.
- Cultivated partnerships through the Selective Placement Program Coordinator's meeting with the Veterans Advisory Board of the Georgia Department of Labor, Veterans Administration, Disabled Veterans Outreach Program/disabled veterans' employment representatives, Florida State College, Veterans Career Development and Military Transition Assistance Programs at United States (U.S.) Navy, U.S. Army, U.S. Air Force, and U.S. Marine Corps in Georgia and Florida.

ICE

- Through the ICE ODCR, ICE continued to provide mandatory training to managers and supervisors on the reasonable accommodation process. The training was offered online as “*ICE Disabilities 201*” on the DHS PALMS. In addition, ODCR expanded the use of equivalent in-person classroom training in FY 2016. Overall, ODCR provided in-depth reasonable accommodation training to 2,212 managers and supervisors in FY 2016.
- Formalized an outreach relationship between ODCR and Human Capital by meeting bi-weekly to share resources, including the utilization of Field Special Emphasis Program Managers at recruitment events and the development of targeted recruitment plans for increasing the representation of IWTDs.
- Partnered with Military Installations and America Job Centers to conduct over 90 Outreach and Recruitment events in the DC metro area aimed at attracting veterans and IWDs.
- Continued to support the ICE HERO Corps Program. Established in April 2013, the HERO Program recruits and trains wounded, ill, or injured individuals from special operations forces for employment to support law enforcement in the areas of child exploitation investigation, child victim identification, traveling child sex offenders, and digital forensics. To date, the program has conducted six classes and graduated 115 veterans. ICE intends to duplicate this effort in FY 2017.
- Continued to build on the success of the ICE HSI Cadet Program. Since 2013, HSI headquarters in the District of Columbia has partnered with CBP and MedStar Georgetown University Hospital (MedStar Georgetown) to recruit, educate, and potentially hire students with disabilities (ranging in age from 15 to 19) into positions within HSI and CBP. In FY 2016, the 4th class of cadets participated in the program, which was expanded to include HSI Philadelphia as well as HSI headquarters in the District of Columbia. Fifteen cadets were enrolled in the program in 2016. Since its establishment, 42 cadets have graduated the program and one cadet was permanently hired. HSI intends to continue this program once again in FY 2017.
- Led DHS efforts with providing internships opportunities for Operation Warfighter, providing 41 OWF internships in FY 2016.
- Establishing a dedicated internship program for IWTDs. The intent is to initially partner with NTID and Gallaudet University to establish a pilot program in FY 2017 to place deaf and hard of hearing students in various ICE program offices in Washington, D.C., and establish a pipeline for permanent employment at ICE.
- Initiated a Central Accommodation Fund (CAF) to centralize funding for reasonable accommodations for qualified, employees with disabilities and applicants for employment.
- In large part due to the publishing of the *ICE Procedures to Facilitate the Provision of Reasonable Accommodation* and the introduction of the CAF, the number of reasonable accommodation requests submitted by employees has more than doubled, from 163 in Fiscal Year 2015 to 351 (representing 591 accommodations) in FY 2016. ODCR is instituting a continuous system of process improvement by developing case checklists, developing dashboards, and a new method of monitoring cases to keep up with the higher volume and increase efficiency and timeliness of the overall reasonable accommodation process.
- As a result of an ongoing partnership with the U.S. Department of Veterans Affairs (VA) to announce ICE vacancies, in FY 2016 ICE was able to obtain applications for over 50 veterans to consider for noncompetitive appointments using the Schedule A and/or 30% or more disabled veteran hiring authorities.

USSS

- Provided reasonable accommodation and disability awareness training to 153 managers and supervisors.
- Provided a collateral duty Selective Service Placement coordinator to assist in applying special hiring authorities during the recruitment and hiring process.
- A total of 24 employees were hired under Schedule A Hiring Authority.
- Revised the reasonable accommodation policy to incorporate recommended changes that are in line with the Americans with Disabilities Act Amendments Act (ADAAA) of 2008.
- Provided a full-time staff sign language interpreter to provide services for employees who are deaf and hard of hearing.
- Provided a tour of Secret Service Headquarters to Gallaudet University Communication Studies Department's media students and professor. The tour consisted of meeting with the media, photography, and graphic design departments within the Forensic Services Division, an overview of equipment and service specific processes, an information session on internship opportunities and utilization of the Schedule A Hiring Authority, and a tour of the Secret Service museum.
- Participated in Careers & the disabled Career Expo, Gallaudet University Job Fair, and Walter Reed OWF Employment and Education Fair.
- Issued a new policy statement on Increasing Employment of IWDs and IWTDs in support of Executive Order 13538.
- Developed a strategic plan for increasing employment of IWTDs.

TSA

- Hired a full time Disability Employment Program Manager.
- Conducted a barrier analysis to determine the root cause of the underrepresentation of IWTDs. This barrier analysis examined the recruiting, hiring and promotions process for TSOs, Federal Air Marshals (FAMs), and Transportation Security Executive Service (TSES) positions through an evaluation of various data sources, internal policies, focus groups, interviews, agency workforce data, policies, procedures, and personnel actions. The barrier analysis identified the following barriers:
 - Limited recruitment, marketing, and outreach for TSOs, FAMs and TSES.
 - Medical/physical requirements for TSOs and FAMs.
 - Limited knowledge of reasonable accommodation among employees, managers, supervisors and executives.
 - False perception of the ability of IWTDs to fulfill job requirements for TSO and FAM positions.
 - No incentives for TSOs and FAMS to disclose a disability.

Specific recommendations were developed to either eliminate the identified barriers or limit their impact. They include:

- Develop an internal targeted recruitment initiative.
- Develop a 'Schedule A' like authority for TSOs and FAMs.

- Include disability language on all job announcements.
 - Develop a targeted recruitment plan, and track/evaluate its effectiveness.
 - Institute an agency-wide disability hiring goal (Anticipated in 2017).
 - Develop collaborative relationship with OLE/FAMs, OSO, and the selective placement coordinator for disabilities.
 - Establish a disability hiring task force.
 - Develop a system to track and report disability hiring.
 - Establish a talent bank/database (Begun and ongoing).
 - Develop a webpage communicating TSA's commitment to individuals with disabilities.
 - Host an IWTD session with key leadership (Begun).
 - Involve disability SME in job requirements evaluation (Begun).
 - Educate applicants and current employees on reasonable accommodations (Begun and ongoing).
 - Provide unconscious bias training to all employees (Begun).
 - Review standard operating procedures and identify opportunities for change.
 - Champion the use of TSA's newly established Disability Program (Begun).
 - Explore establishing a medical review board.
 - Resurvey TSA employees to anonymously identify as an IWD (Done December 2016).
 - Communicate current examples of reasonable accommodations (Done 2014-2017).
- Developed an IWD Recruitment & Outreach Plan, to increase employment of IWDs. This recruitment campaign focuses on three key configurable areas to ensure that TSA effectively recruits IWDs to include attending IWD career fairs, developing strong National IWD media campaign, and partnering with Colleges and Universities.
 - Provided training to supervisors and HR professionals using an on-line training module, brown bag session, and class room training.
 - Updated Reasonable Accommodation pamphlets for dissemination during the on-boarding process for new hires.