



U.S. DEPARTMENT OF HOMELAND SECURITY
HEADQUARTERS

EEOC MANAGEMENT
DIRECTIVE 715

*Equal Employment Opportunity Program Status Report
Fiscal Year 2023*

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**U.S. Equal Employment Opportunity Commission
FEDERAL AGENCY ANNUAL
EEO PROGRAM STATUS REPORT**

Parts A - D: Agency Identifying Information

For period covering October 1, 2022 to September 30, 2023

PART A Department or Agency Identifying Information	1. Agency		1. U.S. Department of Homeland Security, Headquarters	
	1.a. 2 nd level reporting component		N/A	
	1.b. 3 rd level reporting component		N/A	
	1.c. 4 th level reporting component		N/A	
	2. Address		2. 2707 Martin Luther King Jr, Ave, SE	
	3. City, State, Zip Code		3. Washington, DC 20528-0192	
	4. CPDF Code	5. FIPS code(s)	4. TR 93	5. 22
PART B Total Employment	1. Enter total number of permanent full-time and part-time employees			1. 6,532¹
	2. Enter total number of temporary employees			2. 389
	3. Enter total number employees paid from non-appropriated funds			3. 0
	4. TOTAL EMPLOYMENT [add lines B 1 through 3]			4. 6,921
PART C Agency Official(s) Responsible for Oversight of EEO Program(s)	1. Head of Agency		1. Alejandro N. Mayorkas Secretary	
	2. Agency Head Designee		2. Veronica Venture Deputy Officer for CRCL; Director of EEO and Diversity	
	2. Principal EEO Director/Official		2. John Sim² HQ EEO Director	
	3. Title VII Affirmative EEO Program Official		3. Anthony Pledger HQ EEO Affirmative Employment Program Manager	
	4. Section 501 Affirmative Action Program Official		4. Darlene Avery HQ EEO Disability/Reasonable Accommodation Program Manager	
	5. Complaint Processing Program Manager		5. Sabrina Noel HQ EEO Complaints Program Manager	
	6. Disability Program Manager		6. Darlene Avery HQ EEO Disability/Reasonable Accommodation Program Manager	
	7. Special Emphasis Program Manager		7. Anthony Pledger HQ EEO Affirmative Employment program Manager	
8. Anti-Harassment Program Manager		8. Nicole Swann HQ EEO Anti-Harassment Program Manager		

¹ The workforce data used in this report was supplied by U.S. Department of Homeland Security's Office for Civil Rights and Civil Liberties (CRCL).

² John Sim was HQ Director from October 2022 – June 2023, followed by interim directors until the position was filled February 2024

**U.S. Equal Employment Opportunity Commission
FEDERAL AGENCY ANNUAL
EEO PROGRAM STATUS REPORT**

EEOC FORM 715-02 PARTS A - D		<i>U.S. Equal Employment opportunity Commission</i> FEDERAL AGENCY ANNUAL EEO PROGRAM STATUS REPORT FY 2023	
PART D			
EEOC Forms and Documents Included with this Report			
*Executive Summary [FORM 715-02 PART E], that includes the following:	✓	*Optional Annual Self-Assessment Checklist Against Essential Element [FORM 715-02 PART G]	✓
Brief paragraph describing the Agency's mission and mission-related functions	✓	*EEO Plan To Attain the Essential Element of a Model EEO Program [FORM 715-02 PART H] for each programmatic essential element requiring improvement	✓
Summary of results of Agency's annual self-Assessment against MD-715 "Essential Element"	✓	*EEO Plan To Eliminate Identified Barrier [FORM 715-02 PART I] for each identified barrier	✓
Summary of Analysis of Work Force Profiles including net change analysis and comparison to RCLF	✓	*Special Program Plan for the Recruitment, Hiring, and Advancement of Persons with Targeted Disabilities for agencies with 1,000 or more employees [FORM 715-02 PART J]	✓
Summary of EEO Plan objectives planned to eliminate identified barriers or correct program deficiencies	✓	*Copy of Workforce Data Tables as necessary to support Executive Summary and/or EEO Plans	✓
Summary of EEO Plan action items implemented or accomplished	✓	*Copy of data from 462 Report as necessary to support action items related to Complaint Processing Program deficiencies, ADR effectiveness, or other compliance issues	✓
*Statement of Establishment of Continuing Equal Employment Opportunity Programs [FORM 715-02 PART F]	✓	*Copy of Facility Accessibility Survey results as necessary to support EEO Action Plan for building renovation projects	
*Copies of relevant EEO Policy Statement(s) and/or excerpts from revisions made to EEO Policy Statements	✓	*Organizational Chart	✓

Part E: Executive Summary

Introduction

As of the latest reporting period in Fiscal Year (FY) 2023, the U.S. Department of Homeland Security's (DHS) Headquarters (HQ) Equal Employment Opportunity (EEO) Program remains steadfast in its commitment to fostering equal employment opportunities for all its employees. This includes prioritizing the advancement of females, minorities, persons with disabilities (PWD), and persons with targeted disabilities (PWTD) within its workforce.

In alignment with the mandates outlined by the U.S. Equal Employment Opportunity Commission's Management Directive 715 (MD-715), DHS HQ continues to rigorously assess its employment policies and practices. The objective is to identify and eliminate barriers to EEO systematically.

Throughout FY 2023, DHS HQ has made significant strides in fulfilling the six essential elements of a model EEO program. These elements include demonstrating unwavering leadership commitment, seamlessly integrating EEO principles into the agency's strategic mission, and actively preventing instances of unlawful discrimination.

The report for FY 2023 not only highlights the progress achieved by DHS HQ but also evaluates the effectiveness of initiatives aimed at identifying and removing obstacles to equal employment and participation. Additionally, it outlines strategic plans to address emerging challenges and set new objectives for the upcoming periods.

Furthermore, recognizing the unique challenges faced by smaller agencies in complying with MD-715, the report offers tailored recommendations and insights. These suggestions aim to assist smaller agencies in navigating the complexities of EEO compliance while striving to ensure equal employment opportunities for all individuals.

In conclusion, the FY 2023 report underscores DHS HQ's unwavering commitment to fostering an inclusive workplace environment. It emphasizes the agency's dedication to eliminating discriminatory practices and promoting diversity, while also providing guidance for smaller agencies to enhance their EEO programs.

U.S. Department of Homeland Security Agency's Mission

DHS's mission is to protect the nation from a wide range of threats, including terrorism, cyber-attacks, natural disasters, and pandemics. To accomplish this mission, DHS has a diverse workforce of over 240,000 employees working across various Departments and agencies.

DHS follows five guiding principles to keep America safe, including championing "relentless resilience" against threats and hazards, reducing the nation's risk to homeland security dangers, promoting citizen engagement and trusted partnerships, upholding privacy and civil liberties, and ensuring mission-driven Management and integration. Through a comprehensive and collaborative approach, DHS ensures its operators and employees have the necessary tools, resources, and authorities to execute its mission.

Overall, by adhering to these five guiding principles, DHS strives to protect the American people, the homeland, and the nation's values with honor and integrity.

Specifically, DHS's Office for Civil Rights and Civil Liberties (CRCL) has a mission to secure the nation while preserving individual liberty, fairness, and equality under the law. CRCL integrates civil rights and civil liberties into all the Department activities by:

- Promoting respect for civil rights and civil liberties in policy creation and implementation by advising Department leadership and personnel, and state and local partners;
- Communicating with individuals and communities whose civil rights and civil liberties may be affected by Department activities, informing them about policies and avenues of redress, and promoting appropriate attention within the Department to their experiences and concerns;
- Investigating and resolving civil rights and civil liberties complaints filed by the public regarding Department policies or activities, or actions taken by Department personnel; and
- Leading the Department's equal employment opportunity programs and promoting workforce diversity and merit system principles.

Responsible for this last mission area, CRCL's EEO and Diversity (EEO/D) Division includes the following organizational units: Diversity Management Section (DMS); EEO Complaints Management and Adjudication Section (CMAS); Alternative Dispute Resolution (ADR) Section; the HQ Anti-Harassment Unit (AHU); and the HQ EEO Office.

The HQ EEO Office underscores its unwavering commitment to fostering equal employment opportunities (EEO) in the workplace by adhering to the six essential elements delineated by the U.S. Equal Employment Opportunity Commission (EEOC) to embody a "Model EEO Agency." These elements encompass: 1) Demonstrated Leadership Commitment, 2) Integration of EEO into the Agency Strategic Mission, 3) Management and Program Accountability, 4) Proactive Prevention of Discriminatory Actions, 5) Efficiency of EEO Operations, and 6) Responsiveness and Legal Compliance.

As the vanguard of this effort, the HQ EEO Office spearheads the evaluation of HQ's management infrastructure concerning EEO, scrutinizing policies, procedures, and practices. This evaluation aims to pinpoint challenges to EEO and craft actionable strategies to mitigate them effectively. The office administers various programs dedicated to combatting discrimination and harassment, overseeing the EEO complaints process, promoting Alternative Dispute Resolution, managing a distinct Anti-Harassment Program, and offering HQ-wide guidance on reasonable accommodations.

Moreover, the HQ EEO Office is actively instituting and enhancing several proactive initiatives geared toward preventing discrimination. These initiatives include a Disability Program, a Special Emphasis Program, and ongoing workforce data analyses to conduct barrier assessments. Collaborating closely with the Department's Component EEO Offices and engaging with a diverse array of partners and stakeholders, the HQ EEO Office ensures the seamless integration of EEO principles into the Agency's Strategic Plans and Human Capital Plans. This collaborative approach strengthens the foundation for fostering a more inclusive and equitable work environment across the organization.

Annual Model Equal Employment Opportunity (EEO) Program Self-Assessment

The EEO Program Status Report for Fiscal Year 2023 provides a comprehensive overview of the activities undertaken by the HQ EEO Office, as mandated by MD-715. This report serves as a mechanism to showcase the progress and outcomes of initiatives previously discussed in DHS HQ's submissions, facilitating a comparative analysis of demographics with previously reported participation and distribution rates. Additionally, it aims to formulate strategies to achieve outstanding and newly established objectives.

Furthermore, the report evaluates DHS HQ's advancements in attaining objectives geared towards identifying and dismantling barriers to equal employment and participation across all segments of the workforce. This inclusive approach encompasses females, minorities, persons with disabilities, and persons with targeted disabilities within the DHS HQ workforce.

By meticulously documenting the status of EEO efforts and outlining actionable plans to address existing challenges and forge ahead with new objectives, the report plays a pivotal role in advancing the agency's commitment to fostering an inclusive and equitable workplace environment.

Self-Assessment and Workforce Profile Analysis

Throughout FY 2023, the HQ EEO Office and HQ program offices, the DHS Office of the Inspector General (OIG), and the Human Resources Management and Services Office (HRMS) carefully examined DHS HQ programs against the essential element of a model EEO Program. The Agency's review revealed that while DHS HQ is compliant under many of the self-assessment indicators, there are some areas that will require further attention during FY 2024 and beyond. These areas are addressed in Part H and Part I of this report and will be closely monitored.

This self-assessment process hinges on DHS HQ's endeavor to attain a Model EEO Program, centered on six essential elements: 1) Demonstrated Leadership Commitment, 2) Integration of EEO into the Agency Strategic Mission, 3) Management and Program Accountability, 4) Proactive Prevention of Discriminatory Actions, 5) Efficiency of EEO Operations, and 6) Responsiveness and Legal Compliance.

The HQ EEO Office is dedicated to pinpointing challenges associated with the six essential elements of a Model EEO Program across DHS HQ. Moreover, it will conduct a thorough analysis of workforce data, including demographic information, personnel actions, outcomes from DHS Diversity and Inclusion (D&I) surveys, and data gleaned from the Federal Employees Viewpoint (FEV) surveys. This multifaceted analysis aims to identify areas where EEO groups may encounter disparities or distinct experiences compared to other groups within DHS HQ.

Subsequently, the HQ EEO Office will leverage this information to formulate targeted strategies and actions to address the identified challenges effectively. These strategies are strategically designed to attract and advance a highly skilled, competent, and diverse workforce, thereby fostering an inclusive and equitable work environment across DHS HQ.

Workforce Profile and Trend Analysis

Data Source: The National Finance Center (NFC) workforce profile tables provide demographic data on the DHS total workforce grouped by race, gender, grade, ethnicity, and disability status. These tables also highlight statistics on human resources activities in recruitment, hiring, promotion, attrition and pay (i.e., bonus and awards) compared to established benchmarks (civilian labor force CLF)/regional civilian labor force (RCLF) and/or workforce participation rate). The CLF and RCLF statistics are benchmarks that were established in FY 2010, that consist 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.

DHS HQ has 6,532 (94.38%) Permanent Full-Time (PFT) employees and 389 Temporary (TE) employees that represent 5.62% of the **total workforce**. In FY 2023, DHS’s total workforce increased by 309 employees, up from 6,612 in FY 2022 to 6,921 employees in FY 2023.

DHS HQ largest employee group of the total workforce, by race for FY 2023 is Whites representing 56.57% (3,915) of the total workforce followed by African Americans 28.31% (1,955), Asian American/Pacific Islanders 7.08% (490), Hispanics 6.21% (430), American Indian /Alaska Natives 0.88% (61), two or more races 0.72% (50) and Native Hawaiian or Other Pacific Islander 0.23% (16). Of the total workforce, 58.17% are Male (4,026) and 41.83% are Female (2,895).

Overall, the participation rate of Female in the agency’s total workforce has increased from 40.77% in FY 2022 to 41.83%. Over the past four years, that rate remains below their availability of 48.3% in the CLF. Over the past four years Hispanic Males have continued to represent 4.02% of the total workforce to include remaining below their availability of 6.8% in the CLF. DHS HQ exceeds the Section 501of the Rehabilitation Act goal to employ persons with disabilities. The most significant increase occurred within the Asian female populations of 3.09% (214) in FY23 up from 2.2% (153) in FY22 a 22.29% net change. Of the total workforce, 62.65% (4,336) employees reported having no disabilities, 6.65% (460) did not identify a disability, 30.07% (2,125) have a reportable disability, and 2.63% (182) have targeted disabilities. The chart below displays the net change in the number of people employed in DHS HQ total workforce for FY 2023 compared to FY 2022 by race, ethnicity gender and disability status.

DHS HQ Total Workforce Population		FY 2023		FY 2022		Net Change		CLF
		Number	Percent	Number	Percent	Number	Net Change	
Total DHS HQ Workforce		6921	100%	6,612	100.00%	309	4.67%	100%
Male		4026	58.17%	3,916	59.23%	110	2.81%	51.8%
Female		2895	41.83%	2,696	40.77%	199	7.38%	48.3%
Hispanic or Latino	Male	278	4.02%	2,495	38.80%	12	4.51%	6.8%
	Female	152	2.20%	1,261	18.47%	-1	-0.65%	6.2%
White	Male	2543	36.74%	818	12.64%	48	1.92%	35.7%
	Female	1372	19.82%	1,057	15.67%	111	8.80%	31.8%

African American	Male	855	12.35%	266	3.81%	37	4.52%	5.7%
	Female	1104	15.95%	175	2.58%	47	4.45%	6.6%
Asian	Male	276	3.99%	266	3.96%	10	3.76%	2.2%
	Female	214	3.09%	153	2.20%	39	22.29%	2.2%
Native Hawaiian or Other Pacific Islander	Male	10	0.14%	12	0.14%	-2	-16.67%	0.1%
	Female	6	0.09%	6	0.08%	0	0.00%	0.1%
American Indian or Alaska Native	Male	39	0.56%	36	0.54%	3	8.33%	0.3%
	Female	22	0.32%	21	0.36%	1	4.76%	0.3%
2 or More Races	Male	25	0.36%	23	0.36%	2	8.70%	1.0%
	Female	25	0.36%	23	0.40%	2	8.70%	1.1%
Reported Disability		2,125	30.70%	1,891	28.60%	234	12.37%	12.00%
Targeted Disability		182	2.63%	177	2.68%	5	2.82%	2.00%

I. Permanent Workforce Summary

In the fiscal year 2023, the demographic breakdown of the permanent workforce at the Department of Homeland Security (DHS) reveals significant trends. Whites constitute the largest racial group, comprising 56.32% (3,679 individuals), followed by African Americans at 28.77% (1,879), Asians at 6.87% (397), Hispanics at 6.31% (449), American Indian/Alaska Natives at 0.92% (60), individuals identifying with two or more races at 0.72% (47), and Native Hawaiian or Other Pacific Islanders at 0.23% (15).

Despite observed increases in the representation of White females, Hispanics, and Native Hawaiian or Other Pacific Islander females within the permanent workforce, their participation rates remain below their availability in the Civilian Labor Force (CLF). DHS has made notable progress in the recruitment and retention of Persons with Disabilities (PWD) and Persons with Targeted Disabilities (PWTD) within the permanent workforce, with a net increase in PWD of 10.16% (185) and PWTD of 2.35% (4).

The data presented in the following chart illustrates the net change in the number of individuals employed within the DHS permanent workforce for fiscal year 2023 in comparison to fiscal year 2022. This data is categorized by race, ethnicity, gender, and disability status, offering insights into the evolving composition of the DHS workforce and highlighting areas of progress and opportunity in promoting diversity and inclusion initiatives.

DHS HQ Permanent Workforce Population		FY 2023		FY 2022		Net Change		CLF
		Number	Percent	Number	Percent	Number	Change	
Total DHS HQ Permanent Workforce		6,532	100%	6,273	100%	259	4.13%	100%
Male		3,779	57.85%	3,718	59.27%	61	1.64%	51.80%
Female		2,753	42.15%	2,555	40.73%	198	7.75%	48.30%
Hispanic	Male	259	3.97%	239	3.81%	5	1.97%	6.80%
	Female	144	2.20%	158	2.52%	2	1.41%	6.20%
White	Male	2,388	36.56%	2,369	37.77%	19	0.80%	35.70%
	Female	1,291	19.76%	1,184	18.87%	107	9.04%	31.80%
African American	Male	808	12.37%	788	12.56%	20	2.54%	5.70%
	Female	1,071	16.40%	1,022	16.29%	49	4.79%	6.60%
Asian	Male	252	3.86%	254	4.05%	13	5.44%	2.20%
	Female	197	3.02%	142	2.26%	39	24.68%	2.20%
American Indian/Alaska Native	Male	10	0.15%	10	0.16%	0	0.00%	0.10%
	Female	5	0.08%	5	0.08%	0	0.00%	0.10%
Native Hawaiian or Other Pacific Islander	Male	39	0.60%	36	0.57%	3	8.33%	0.30%
	Female	21	0.32%	21	0.33%	0	0.00%	0.30%
2 or More Races	Male	23	0.35%	22	0.35%	1	4.55%	1.00%
	Female	24	0.37%	23	0.37%	1	4.35%	1.10%
Reported Disability		2,006	30.71%	1,821	29.03%	185	10.16%	12.00%
Targeted Disability		174	2.66%	170	2.71%	4	2.35%	2.00%

New Hires and Separations/Retention

The chart below displays the DHS HQ new hires and separation by race, ethnicity, and gender to the permanent workforce (PWF) and CLF.

Low Entry High Exit Cluster		New Hires		Total Separations		Net Change		CLF
		Number	Percent	Number	Percent	Number	Percent	
Total DHS HQ PWF		701	100%	527	100%	174	0.0%	100%
Male		355	50.64%	311	59.01%	44	-8.4%	51.80%
Female		346	49.36%	216	40.99%	130	8.4%	48.30%
	Male	25	3.57%	27	5.12%	-2	-1.6%	6.80%

Hispanic or Latino	Female	9	1.28%	12	2.28%	-3	-1.0%	6.20%
White	Male	217	30.96%	195	37.00%	22	-6.0%	35.70%
	Female	163	23.25%	96	18.22%	67	5.0%	31.80%
Black or African American	Male	75	10.70%	60	11.39%	15	-0.7%	5.70%
	Female	128	18.26%	97	18.41%	31	-0.1%	6.60%
Asian	Male	28	3.99%	21	3.98%	7	0.0%	2.20%
	Female	40	5.71%	7	1.33%	33	4.4%	2.20%
Native Hawaiian or Other Pacific Islander	Male	2	0.29%	0	0.00%	2	0.3%	0.10%
	Female	0	0.00%	0	0.00%	0	0.0%	0.10%
American Indian or Alaska Native	Male	6	0.86%	4	0.76%	2	0.1%	0.30%
	Female	4	0.57%	3	0.57%	1	0.0%	0.30%
Two or More Races	Male	2	0.29%	4	0.76%	-2	-0.5%	1.00%
	Female	2	0.29%	1	0.19%	1	0.1%	1.10%

In Fiscal Year 2023, the comprehensive examination of data within the Department of Homeland Security (DHS) unveils discernible trends regarding entry and exit patterns across demographic groups. Specifically, the analysis reveals a notable disparity in entry and exit rates among Hispanics and individuals identifying as Two or More Races, hinting at potential barriers to recruitment or retention within these communities. Additionally, the absence of Native Hawaiian or Other Pacific Islander female employees for consecutive fiscal years, both in FY22 and FY23, underscores an alarming trend that warrants attention and action.

During the fiscal year, DHS HQ welcomed a total of 701 new hires into its permanent workforce. Among these hires, 217 (30.96%) were White males, constituting the largest cohort, yet also displaying the highest separation rate at 37%. This phenomenon may largely be attributed to retirements from federal service, reflecting a dynamic shift within the workforce composition. Conversely, females accounted for 346 (49.36%) of the total hires, experiencing a separation rate of 40.99% for FY23, suggesting potential challenges in retaining female talent within the agency.

Notably, several demographic groups surpassed their representation in the Civilian Labor Force (CLF) for FY23, including Total workforce females, Black males and females, Asian males and females, Native Hawaiian or Other Pacific Islander males, and American Indian or Alaska Native males and females. This disparity underscores the need for proactive measures to ensure equitable representation and opportunities for all demographic groups within the DHS workforce.

Throughout FY 2023, DHS HQ witnessed the departure of 527 permanent employees, with 311 (59.01%) being male and 216 (40.99%) female. Of concern, certain groups exhibited separation rates higher than their representation in the permanent workforce, particularly males, White males, and American Indian females. This disparity underscores the imperative to address underlying factors contributing to attrition and to implement targeted strategies aimed at fostering a more inclusive and supportive work environment for all employees.

Of particular note, the proportion of new male hires in the DHS HQ permanent workforce fell below the CLF at 51.8%, resulting in a net loss for males (-8.4%) overall. The most significant loss was observed among male employees identifying as White, Black, and Two or More Races, constituting 49.15% of separated male employees. These findings underscore the complexity of workforce dynamics and highlight the critical need for ongoing assessment and intervention to promote diversity, equity, and inclusion across all levels of the DHS workforce.

Awards

The analysis of cash award distribution within organizations serves as a critical lens through which to examine the dynamics of recognition, reward allocation, and equity among employees. In this section, we delve into a comprehensive exploration of a data table detailing the distribution of cash awards across various demographic groups within an organization. Through careful examination of the data, we aim to uncover insights into patterns, trends, and disparities in cash award allocations, shedding light on potential areas for improvement and strategies to promote fairness, inclusivity, and transparency in reward systems. By understanding the nuances of cash award distribution and its implications for employee engagement, satisfaction, and organizational culture, we can glean valuable insights to inform decision-making and drive positive change within organizations.

The chart below contains a breakdown of cash awards given to DHS HQ employees by award type, race, ethnicity, and sex.

Type of Award	All		Hispanic or Latino		White		Black or African American		Asian		Native Hawaiian or Other Pacific		American Indian or Alaska Native		Two or More Races	
	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female
Cash Awards - \$500 and Under	54.79%	45.21%	3.89%	2.69%	34.43%	20.06%	11.98%	19.16%	4.19%	2.69%	0%	0%	0.30%	0.30%	0%	0.30%
Cash Awards - \$501 - \$999	62.44%	37.56%	4.33%	2.42%	38.47%	17.12%	14.00%	14.30%	4.63%	3.32%	0.20%	0%	0.60%	0%	0.20%	0.40%
Cash Awards - \$1,000 - \$1,999	64.60%	35.40%	5.50%	1.98%	40.34%	15.35%	14.36%	15.28%	3.08%	1.91%	0.26%	0.11%	0.66%	0.37%	0.40%	0.40%
Cash Awards - \$2,000 - \$2,999	55.72%	44.28%	4.18%	1.71%	34.54%	17.89%	12.20%	20.90%	4.46%	2.74%	0%	0%	0.07%	0.62%	0.27%	0.41%
Cash Awards - \$3,000 - \$3,999	51.48%	48.52%	2.41%	2.41%	34.91%	19.54%	10.21%	22.94%	2.63%	2.52%	0.22%	0%	0.33%	0.33%	0.77%	0.77%
Cash Awards - \$4,000 - \$4,999	60.03%	39.97%	4.46%	2.71%	41.88%	24.20%	8.92%	10.51%	4.14%	1.59%	0%	0%	0.48%	0.48%	0.16%	0.48%
Cash Awards - \$5,000 or More	56.86%	43.14%	2.14%	2.01%	41.01%	24.15%	9.06%	12.33%	3.90%	3.52%	0%	0.13%	0.50%	0.13%	0.25%	0.88%
PFW Benchmark	57.85%	42.15%	3.97%	2.20%	36.56%	19.76%	12.37%	16.40%	3.86%	3.02%	0.15%	0.08%	0.60%	0.32%	0.35%	0.37%

Disparity in Higher Award Categories:

- There appears to be a notable disparity in the distribution of cash awards, particularly in higher monetary ranges. For example, while White employees receive a higher proportion of cash awards overall, this trend seems more pronounced in the "\$2,000 - \$2,999" and "\$3,000 - \$3,999" categories, where White males and females consistently receive a significant percentage of the awards compared to other demographic groups.

Low Participation Rates of Minority Groups:

- The data suggests an underrepresentation of minority groups, such as Hispanic or Latino, Black or African American, and American Indian or Alaska Native, across various award categories. Despite their presence in the workforce, these groups tend to receive a lower proportion of cash awards, indicating potential disparities in recognition or reward allocation.

Gender Disparities in Award Distribution:

- While males generally receive a higher percentage of cash awards across most categories, there are noticeable differences in the distribution patterns between male and female recipients. For instance, in certain award brackets, such as "\$4,000 - \$4,999" and "\$5,000 or More," the percentage of male recipients exceeds that of females by a significant margin.

Consistency in Distribution Patterns:

- The distribution patterns of cash awards seem to remain relatively consistent across different fiscal years and award categories. This consistency suggests the presence of underlying systemic factors influencing the allocation of rewards within the organization.

Benchmark Discrepancies:

- Comparisons with the PWF benchmark reveal disparities in the distribution of cash awards among different demographic groups. Certain groups, such as Hispanic or Latino and female employees, receive a lower percentage of awards compared to their representation in the PWF, highlighting potential areas for improvement in equity and inclusivity.

In conclusion, the analysis of the data table regarding cash award distribution within the organization offers valuable insights into the dynamics of recognition and reward allocation across different demographic groups. The findings underscore several key points regarding disparities, trends, and areas for improvement.

Firstly, there is a noticeable disparity in the distribution of cash awards among various racial and ethnic groups, with White employees consistently receiving a higher proportion of awards across different monetary ranges. This trend raises questions about the fairness and equity of reward allocation processes and highlights the need for DHS HQ Offices to examine potential biases and barriers that may exist within their systems.

Moreover, the underrepresentation of minority groups, such as Hispanic or Latino, Black or African American, and American Indian or Alaska Native, in cash award distributions is concerning. Despite their presence in the workforce, these groups receive a disproportionately lower percentage of awards, indicating systemic challenges that may hinder their recognition and advancement within the organization.

Furthermore, gender disparities in award distribution are evident, with male employees generally receiving a higher percentage of cash awards compared to their female counterparts. This disparity underscores the importance of promoting gender equity and inclusivity in reward allocation processes and ensuring that all employees have equal opportunities for recognition and advancement.

Overall, the findings from the data table emphasize the importance of implementing strategies to promote fairness, transparency, and inclusivity in reward systems within organizations. By addressing underlying biases, promoting diversity and inclusion initiatives, and fostering a culture of equity and recognition, DHS HQ can create environments where all employees feel valued, appreciated, and empowered to contribute to their fullest potential. Moving forward, it is essential for DHS HQ to continue monitoring and evaluating reward systems to ensure that they reflect the principles of fairness, equity, and diversity.

II. Part I Focus Areas Summary

Disability (Permanent)

Still meeting the Federal Goal of 2.0%, of persons with targeted disabilities (PWTd) in the DHS HQ workforce in FY 2023.

Although the participation rate of PWTd decreased to 2.66% (174) for FY2023, it remains higher than the Federal Goal of 2.0%.

Still meeting the Federal Goal 12% of persons with disabilities in the DHS HQ workforce in FY 2023.

From FY 2022 to FY 2023, DHS HQ experienced an increase in the number of PWD from 1891 to 2125 employees, yielding a net change of 12.37% (234).

Still meeting the Federal Goal 12% for PWD and 2% and PWTd by grade level cluster in the DHS HQ workforce in FY 2023.

Using the goal of 12% as the benchmark, DHS HQ exceeds the PWD goal by grade level cluster GS 1 to 10 and GS 11 to SES. The percentage of PWTd in the GS 1 to 10 and GS 11 to SES clusters in the permanent workforce also exceeded the 2% goal.

Grade Level Cluster	PWD	PWTd
GS-15 and above	23.77%	1.94%
Grades GS-13 and 14	34.08%	3.10%
Grades GS-12 and below	42.67%	2.76%
Federal Goal	12%	2%

Barriers to Senior Executive Services (SES)

Participation Rates at the SES level							
Race, National Origin, Sex of SES Workforce		FY23		FY22		Difference	
		# of SES	% of DHS HQ SES Workforce	# of SES	% of DHS HQ SES Workforce	#	%
Male		121	59.90%	113	58.85%	8	1.05%
Female		81	40.10%	79	41.15%	2	- 1.05%
Hispanic or Latino	Male	4	1.98%	4	2.08%	0	- 0.10%
	Female	9	4.46%	8	4.17%	1	0.29%
White	Male	96	47.52%	89	46.35%	7	1.17%
	Female	54	26.73%	55	28.65%	- 1	- 1.92%
Black or African American	Male	11	5.45%	10	5.21%	1	0.24%
	Female	12	5.94%	11	5.73%	1	0.21%
Asian	Male	8	3.96%	8	4.17%	0	- 0.21%
	Female	6	2.97%	5	2.60%	1	0.37%
Native Hawaiian or Other Pacific Islander	Male	1	0.50%	1	0.52%	0	- 0.02%
	Female	0	0.00%	0	0.00%	0	0.00%
American Indian or Alaska Native	Male	1	0.50%	1	0.52%	0	- 0.02%
	Female	0	0.00%	0	0.00%	0	0.00%
Two or More Races	Male	0	0.00%	0	0.00%	0	0.00%
	Female	0	0.00%	0	0.00%	0	0.00%
Total		202	100%	192	100%	Total increase of 10	

Summary of Low Participation in SES Permanent Workforce Data FY2023:

The SES permanent workforce data reflects similar trends observed in the GS grades, indicating persistent disparities in representation across racial/ethnic categories and gender within the organization's highest echelons of leadership.

Firstly, the low representation rates of Hispanic or Latino individuals in SES roles mirrors their limited presence in lower GS grades, with only 1.98% of SES positions held by individuals from this demographic group. This underrepresentation suggests systemic challenges that may hinder the advancement of Hispanic or Latino professionals to senior leadership positions, potentially stemming from barriers related to recruitment, promotion, and retention.

Similarly, the low participation rates of females in SES roles underscore broader gender disparities in leadership representation. Despite efforts to promote gender diversity and inclusion, females occupy only 40.10% of SES positions, indicating significant underrepresentation at the highest levels of leadership.

Moreover, the disparities in SES representation across racial/ethnic categories highlight the need for comprehensive diversity and inclusion initiatives aimed at addressing systemic inequities and fostering a more representative leadership pipeline. By prioritizing diversity in senior leadership recruitment, DHS HQ can cultivate a culture of inclusion and belonging, where individuals from diverse backgrounds feel empowered to contribute their unique perspectives and talents.

Furthermore, the disparities in SES representation underscore the importance of intersectional approaches to diversity and inclusion, recognizing that individuals may experience multiple forms of marginalization based on factors such as race, ethnicity, gender, and socio-economic background. By adopting intersectional frameworks, DHS HQ can better understand and address the complex interplay of identity and privilege that shapes individuals' experiences in the workplace.

In conclusion, the disparities in SES representation underscore the ongoing need for proactive efforts to promote diversity, equity, and inclusion at all levels of the organization. By fostering a culture of inclusivity and belonging, DHS HQ can harness the full potential of its diverse talent pool, driving innovation, resilience, and organizational excellence.

Workforce & Inclusion Directorate: Diversity Recruitment Efforts

DHS recognizes the pivotal role of cultivating a diverse and inclusive workforce that resonates with the diverse communities we serve. It is imperative that we remain steadfast in our commitment to attracting and retaining a talented, diverse, and forward-thinking workforce. Our approach to recruitment and outreach must be multifaceted, encompassing various strategies to ensure that we draw in the best and brightest candidates from all walks of life.

By prioritizing the recruitment of top-quality candidates, particularly for critical positions, we lay the foundation for DHS HQ to fulfill its essential mission effectively. Moreover, by fostering an inclusive work environment, we not only enhance the employee experience but also promote greater collaboration and ultimately achieve our mission objectives more effectively.

The Office of the Chief Human Capital Officer, along with HRMS and servicing components, is actively engaged in developing Strategic Plans and Diversity Plans. These plans will serve as blueprints, outlining clear goals and strategies for recruitment and hiring initiatives, especially for individuals with disabilities and those from underrepresented demographics.

Through these concerted efforts, DHS is poised to build a workforce that reflects the rich tapestry of our society and is equipped to meet the evolving challenges of the 21st century. By embracing diversity and inclusion as core values, we reinforce our commitment to excellence and innovation, ensuring that DHS remains a beacon of service and integrity in the communities we serve.

Mission Critical Occupations (MCO) FY 2023:

Identified below are DHS HQ mission critical occupations needed for the agency to fulfill its mission. These occupations also tend to be the most heavily populated at HQ and typically follow a career path to senior leadership positions.

FY23 Participation Rates in Mission Critical Occupations by Race, National Origin and Sex													
		0343 - Management and Program Analyst			2210 - Information Technology Specialist			0301 - Miscellaneous Administration and Program			0080 - Gsecurity Administration		
		#	%	CLF	#	%	CLF	#	%	CLF	#	%	CLF
Total DHS HQ PWF		1,074	100%	100%	517	100%	100%	870	100%	100%	224	100%	100%
Male		472	43.95%	57.60%	352	68.09%	74.30%	401	46.09%	45.60%	138	61.61%	45.60%
Female		602	56.05%	42.30%	165	31.91%	25.70%	469	53.91%	54.30%	86	38.39%	54.30%
Hispanic or Latino	Male	20	1.86%	3.50%	16	3.09%	7.10%	30	3.45%	4.40%	9	4.02%	4.40%
	Female	28	2.61%	2.80%	8	1.55%	2.30%	30	3.45%	5.50%	3	1.34%	5.50%
White	Male	308	28.68%	45.50%	190	36.75%	51.60%	253	29.08%	32.50%	76	33.93%	32.50%
	Female	274	25.51%	31.10%	72	13.93%	17.00%	223	25.63%	36.40%	27	12.05%	36.40%
Black or African American	Male	109	10.15%	3.50%	90	17.41%	7.10%	94	10.80%	4.00%	45	20.09%	4.00%
	Female	241	22.44%	4.10%	65	12.57%	3.70%	183	21.03%	7.20%	54	24.11%	7.20%
Asian	Male	31	2.89%	3.90%	50	9.67%	6.30%	18	2.07%	3.50%	6	2.68%	3.50%
	Female	48	4.47%	3.20%	17	3.29%	1.90%	23	2.64%	3.50%	1	0.45%	3.50%
Native Hawaiian or Other Pacific Islander	Male	0	0%	0%	0	0%	0.10%	0	0%	0.10%	1	0.45%	0.10%
	Female	1	0.09%	0%	0	0%	0%	2	0.23%	0.10%	0	0%	0.10%
American Indian or Alaska Native	Male	2	0.19%	0.10%	5	0.97%	0.30%	3	0.34%	0.20%	1	0.45%	0.20%
	Female	4	0.37%	0.10%	2	0.39%	0.10%	3	0.34%	0.30%	0	0%	0.30%
Two or More Races	Male	2	0.19%	1.10%	1	0.19%	1.80%	3	0.34%	0.90%	0	0%	0.90%
	Female	6	0.56%	1.00%	1	0.19%	0.70%	5	0.57%	1.30%	1	0.45%	1.30%

FY23 Participation Rates in Mission Critical Occupations by Race, National Origin and Sex										
		1801 - General Inspection Investigation, Enforcement and Compliance			0132 - Intelligence			1102 - Contracting		
		#	%	CLF	#	%	CLF	#	%	CLF
Total DHS HQ PWF		716	100%	100%	564	100%	100%	317	100%	100%
Male		665	92.88%	47.50%	371	65.78%	51.50%	128	40.38%	47.30%
Female		51	7.12%	52.70%	193	34.22%	48.50%	189	59.62%	52.80%
Hispanic or Latino	Male	58	8.10%	5.10%	32	5.67%	4.30%	9	2.84%	4.30%
	Female	4	0.56%	5.10%	11	1.95%	4.50%	5	1.58%	4.60%
White	Male	394	55.03%	34.10%	268	47.52%	40.10%	73	23.03%	37.00%
	Female	24	3.35%	36.40%	139	24.65%	35.90%	78	24.61%	39.20%
Black or African American	Male	170	23.74%	4.50%	46	8.16%	3.70%	37	11.67%	3.30%
	Female	20	2.79%	6.70%	27	4.79%	3.60%	91	28.71%	5.20%
Asian	Male	23	3.21%	2.40%	15	2.66%	1.80%	7	2.21%	1.90%
	Female	1	0.14%	2.90%	14	2.48%	2.20%	9	2.84%	2.40%
Native Hawaiian or Other Pacific Islander	Male	7	0.98%	0.10%	1	0.18%	0%	0	0%	0%
	Female	2	0.28%	0.10%	0	0%	0.10%	0	0%	0.10%
American Indian or Alaska Native	Male	7	0.98%	0.30%	6	1.06%	0.60%	1	0.32%	0.20%
	Female	0	0%	0.30%	2	0.35%	0.50%	3	0.95%	0.30%
Two or More Races	Male	6	0.84%	1.00%	3	0.53%	1.00%	1	0.32%	0.60%
	Female	0	0%	1.20%	0	0%	1.70%	3	0.95%	1.00%

The analysis of FY23 participation rates in mission critical occupations at DHS HQ by race, national origin, and sex unveils several noteworthy trends and disparities.

In the key mission-critical occupations, there is a notable gender disparity, with males occupying a higher percentage of positions compared to females across all categories. For instance, in occupations such as Management and Program Analyst (0343) and Information Technology Specialist (2210), males constitute the majority of the workforce. This gender gap persists despite efforts to promote gender diversity and equity within the workforce.

Similarly, there are disparities among racial and ethnic groups. White individuals tend to hold a larger proportion of positions in mission-critical occupations compared to other racial or ethnic groups. This trend is particularly evident in roles such as Management and Program Analyst and Contracting.

Conversely, Black or African American individuals are underrepresented in certain mission-critical occupations relative to their representation in the civilian labor force (CLF). Despite comprising a significant portion of the CLF, they hold a smaller percentage of positions in key roles like General Inspection Investigation, Enforcement, and Compliance (1801) and Intelligence (0132).

Furthermore, Hispanic or Latino individuals also face underrepresentation in critical occupations such as Intelligence and Contracting, highlighting the need for targeted recruitment and retention strategies to promote diversity and inclusion.

The data also underscores the importance of considering national origin in workforce demographics. For example, Asian individuals are proportionally represented in some mission-critical occupations like Information Technology Specialist, while they remain underrepresented in others such as General Inspection Investigation, Enforcement, and Compliance.

Overall, the analysis highlights the need for proactive measures to address disparities and promote greater diversity and inclusion within DHS HQ's mission-critical workforce. By implementing targeted recruitment initiatives and fostering an inclusive work environment, DHS can enhance representation across all demographic groups and strengthen its ability to fulfill its vital mission effectively.

Summary of the Low Participation Rates in MCO positions Workforce Data FY23:

Participation Rates for MCO 0343– **Management and Program Analysis** show low participation rates (triggers) for males, Hispanics, Whites, Asian males, and individuals who identify as having two or more races compared to the CLF.

Participation Rates for MCO 2210– **Information Technology Specialist** show low participation rates (triggers) for females, Hispanics, Black or African American males and females, and individuals who identify as having two or more races compared to the CLF.

Participation Rates for MCO 0301– **Miscellaneous Administration and Program** indicate low participation rates (triggers) for males, Hispanics, Blacks or African Americans, Native Hawaiian or Other Pacific Islanders, American Indian or Alaska Natives, and individuals who identify as having two or more races compared to the CLF.

Participation Rates for MCO 0080– **Security Administration** suggest low participation rates (triggers) for females, Hispanics, Asians, Native Hawaiian or Other Pacific Islanders, American Indian or Alaska Natives, and individuals who identify as having two or more races compared to the CLF.

Participation Rates for MCO 1801– **General Inspection Investigation, Enforcement, and Compliance** show low participation rates (triggers) for females, Hispanics, Asians, Native Hawaiian or Other Pacific Islanders, American Indian or Alaska Natives, and individuals who identify as having two or more races compared to the CLF.

Participation Rates for MCO 0132– **Intelligence** indicate low participation rates (triggers) for females, Hispanics, Asians, Native Hawaiian or Other Pacific Islanders, American Indian or Alaska Natives, and individuals who identify as having two or more races compared to the CLF.

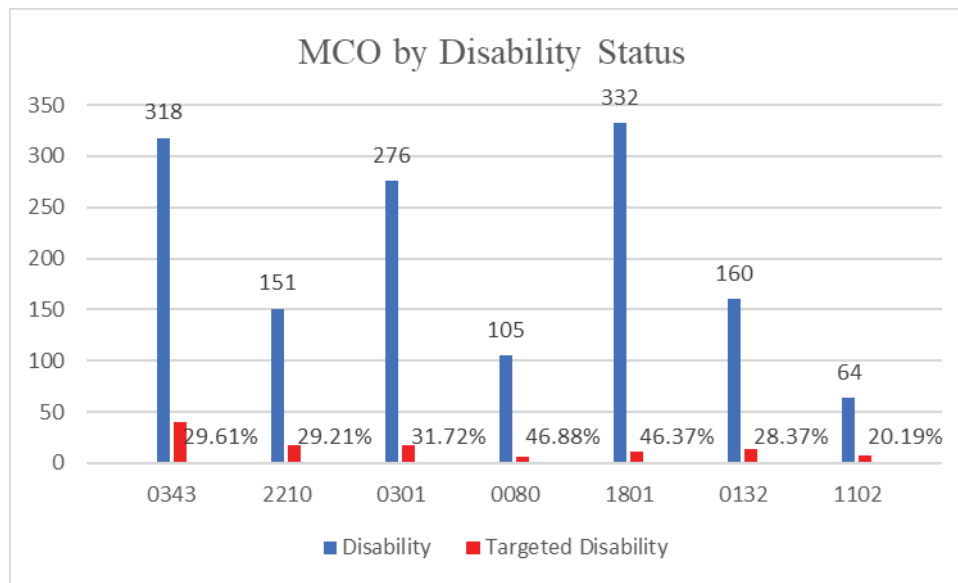
Participation Rates for MCO 1102– **Contracting** highlight low participation rates (triggers) for females, Hispanics, Blacks or African Americans, Native Hawaiian or Other Pacific Islanders, American Indian or Alaska Natives, and individuals who identify as having two or more races compared to the CLF.

After an analysis of the participation rates in mission-critical occupations (MCO) at DHS HQ, several trends become evident across various MCO series numbers. For instance, in MCO 0343– Management and Program Analyst, there is a notable disparity in participation rates for males (43.95%), Hispanics

(1.86%), Whites (28.68%), Asian males (2.89%), and individuals identifying with two or more races (0.19%) compared to the Civilian Labor Force (CLF). Similarly, in MCO 2210– Information Technology Specialist, females (31.91%), Hispanics (3.09%), Black or African American males (17.41%) and females (22.44%), and individuals identifying with two or more races (0.19%) exhibit lower participation rates compared to the CLF. In MCO 0301– Miscellaneous Administration and Program, males (46.09%), Hispanics (3.45%), Blacks or African Americans (10.80%), Native Hawaiian or Other Pacific Islanders (0.23%), American Indian or Alaska Natives (0.34%), and those with two or more races (0.34%) show lower participation rates. Furthermore, MCO 0080– Security Administration demonstrates lower participation rates among females (53.91%), Hispanics (3.45%), Asians (2.64%), Native Hawaiian or Other Pacific Islanders (0.23%), American Indian or Alaska Natives (0.34%), and those identifying with two or more races (0.34%). The patterns persist across other MCOs, including MCO 1801– General Inspection Investigation, Enforcement, and Compliance, MCO 0132– Intelligence, and MCO 1102– Contracting.

In conclusion, the analysis underscores significant underrepresentation and low participation rates across key mission-critical occupations at DHS HQ. Addressing these disparities is crucial for fostering a diverse and inclusive workforce that reflects the communities served by the agency. Strategies aimed at enhancing recruitment, retention, and career advancement opportunities for underrepresented groups are imperative to ensure the agency's ability to fulfill its mission effectively. Additionally, targeted initiatives focusing on diversity, equity, and inclusion are essential for creating a workplace culture that values and leverages the unique perspectives and talents of all employees across MCOs.

Disability Mission Critical Occupational (MCO)



The analysis of disability representation across various MCO series in comparison to the agency's goals reveals several insights into the current state of disability inclusion within the organization.

MCO 0343 Management and Program Analysis: Analysis: MCO 0343 demonstrates a significant gap between actual disability representation and the agency's goal. The current representation is

substantially higher than the targeted goal, indicating a positive trend toward greater disability inclusion within this MCO series.

MCO 2210 Information Technology Specialist: Analysis: Similar to MCO 0343, MCO 2210 also displays a notable disparity between actual and targeted disability representation. The percentage of employees with disabilities exceeds the agency's goal, indicating proactive efforts in disability inclusion within this MCO series.

MCO 0301 Miscellaneous Administration and Program: Analysis: MCO 0301 exhibits a considerable gap between actual disability representation and the agency's goal. The current representation significantly surpasses the targeted goal, reflecting positive strides toward disability inclusion.

MCO 0080 Security Administration: Analysis: MCO 0080 demonstrates a substantial overrepresentation of employees with disabilities compared to the agency's goal. The current representation far exceeds the targeted goal, highlighting a commendable commitment to disability inclusion within this MCO series.

MCO 1801 General Inspection Investigation, Enforcement, and Compliance: Analysis: Similar to MCO 0080, MCO 1801 displays a significant overrepresentation of employees with disabilities in comparison to the agency's goal. The current representation exceeds the targeted goal, indicating proactive measures in disability inclusion.

MCO 0132 Intelligence: Analysis: MCO 0132 exhibits a moderate disparity between actual disability representation and the agency's goal. While the current representation falls below the targeted goal, there is room for improvement in disability inclusion efforts within this MCO series.

MCO 1102 Contracting: Analysis: MCO 1102 demonstrates a notable gap between actual disability representation and the agency's goal. The current representation falls significantly below the targeted goal, highlighting areas for improvement in disability inclusion initiatives.

In summary, while some MCO series show positive strides toward achieving disability inclusion goals, others exhibit notable disparities. Addressing these disparities requires targeted efforts, including improved recruitment strategies, accommodation policies, and fostering a more inclusive work environment conducive to individuals with disabilities. Continuing to prioritize disability inclusion initiatives can help the agency achieve its overarching goal of fostering diversity and inclusivity across all MCO series.

Schedule A Hires

The analysis of employment tenure by subcomponent reveals interesting trends in the representation of employees with and without disabilities across various categories.

Prior FY vs. Current FY:

- In the prior fiscal year, there were 187 Schedule A identified employees and the current fiscal year increased to 253 a noticeable increase of 66 individuals.

Disability Types:

- The representation of employees with targeted disabilities fluctuated across different categories. Notably, the representation of individuals with developmental disabilities decreased by 6.28%, while the representation of individuals with mobility impairments increased by 2.37%.
- The net change in the representation of employees with specific disabilities varied. For instance, there was a 40% decrease in individuals with paralysis, while the representation of employees with significant disfigurement increased by 33.33%.

Overall Trends:

- The data indicates a notable shift in employment tenure towards greater inclusion of individuals with disabilities. While the percentage of employees without disabilities decreased, the representation of individuals with disabilities increased, albeit with fluctuations across specific disability categories.
- The net change percentages highlight areas where the representation of specific disability types has either increased or decreased, suggesting potential areas of focus for diversity and inclusion initiatives.

In summary, the analysis underscores the importance of tracking employment tenure by disability subcomponents to assess progress in fostering a diverse and inclusive workforce. The observed trends indicate positive strides towards greater disability inclusion within the organization, while also highlighting areas where targeted efforts may be needed to ensure equitable representation across all disability categories. Continued monitoring and proactive measures can further enhance diversity and inclusion initiatives, fostering a more inclusive work environment for employees of all abilities.

Complaint Activity at the End of Each Fiscal Year

Fiscal Year	Number of Formal Complaints Filed	Number of Complainants
2017	36	36
2018	63	60
2019	67	65
2020	100	98
2021	86	82
2022*	70	67
2023	63	61

**2022 was the first year CISA was excluded from DHS HQ filing data*

Complainants Processing Summary

The data presented outlines the number of formal complaints filed at DHS HQ over a four-year period, with a specific focus on the inclusion or exclusion of complaints from the Cybersecurity and Infrastructure Security Agency (CISA). Here's an analysis of the trends:

During FY 2023, the HQ EEO Office processed a total of 96 informal complaints, indicating concerns raised by employees regarding potential discrimination or workplace issues. Among these, the office

conducted investigations into 45 formal complaints, suggesting a significant subset required further examination or resolution beyond the informal stage. The associated cost for handling these formal complaints amounted to \$183,940.00, reflecting the financial resources allocated to addressing workplace grievances and ensuring compliance with EEO regulations.

Additionally, the agency internally managed 6 complaints during the fiscal year, incurring a cost of \$46,030.60. This internal complaint process signifies the organization's commitment to addressing internal issues and maintaining a fair and equitable work environment.

It's noteworthy that FY23 marked the first year where HQ discontinued including CISA complaints in its reporting metrics. Consequently, the volume of complaints processed during this period reflects a direct adjustment to exclude CISA-related cases, which may have previously contributed to the overall caseload. This shift in reporting methodology underscores the need for transparent and consistent reporting practices to accurately reflect the scope and nature of workplace concerns addressed by the EEO Office.

Top Bases of Formal Complaints Filed in FY 2023

Top Bases	# of Complaints
Reprisal	60
Race	41
Disability	45
Sex	38

The comparison between FY22 and FY23 regarding the top bases of complaints reveals interesting shifts in the types and frequency of complaints filed within the organization:

Reprisal Complaints: There was a noticeable increase in reprisal complaints from FY22 to FY23, with the number rising from 55 to 60. This suggests a potential escalation in instances where individuals felt they faced retaliation for reporting misconduct or voicing concerns.

Race Complaints: Race-based complaints decreased from 47 in FY22 to 41 in FY23. While this reduction may indicate progress in addressing issues related to racial discrimination, it's essential to investigate the underlying reasons behind the change and ensure ongoing efforts to foster an inclusive and equitable workplace.

Disability Complaints: Disability-related complaints saw a significant increase from 32 in FY22 to 45 in FY23. This rise suggests potential challenges or issues related to disability accommodation, accessibility, or discrimination within the workplace that need to be addressed proactively.

Sexual Discrimination Complaints: Complaints related to sex discrimination also increased from 30 in FY22 to 38 in FY23. This uptick underscores the importance of continued efforts to prevent and address sexual harassment and discrimination, creating a safe and respectful work environment for all employees.

The information highlights the significance of continuously monitoring and analyzing trends in formal complaints to recognize patterns, tackle systemic issues, and cultivate a welcoming and equitable workplace environment at DHS HQ. By comparing data between FY22 and FY23 regarding the most frequently alleged bases and issues for complaints, we gain valuable insights into any changes or consistencies. This examination helps us better understand the core concerns raised by employees and enables us to take proactive steps toward fostering diversity, equity, and inclusion within our organization:

Bases of Complaints:

Reprisal: In both FY22 and FY23, reprisal stands out as one of the most commonly alleged bases for complaints, indicating potential concerns regarding retaliation against employees for reporting misconduct or grievances.

Race: Race-related complaints were consistently among the top alleged bases in both FY22 and FY23, highlighting ongoing challenges or issues related to racial discrimination within the organization.

Disability and Sex: While disability was a commonly alleged base in FY23, sex became a more prevalent basis in FY22. This shift suggests potential changes in the nature of complaints or the focus of employees' grievances over the fiscal years.

Issues of Complaints:

Non-Sexual Harassment: Non-sexual harassment consistently emerged as a prevalent issue in both FY22 and FY23, indicating a persistent challenge within the workplace environment that requires attention and intervention.

Other Terms/Conditions of Employment: Complaints related to other terms and conditions of employment were common in FY22, whereas promotion/non-selection and disciplinary action became more prominent issues in FY23. This shift may reflect changes in organizational policies, practices, or employee experiences during the fiscal years.

Performance Evaluations: Performance evaluations remained a significant issue in both FY22 and FY23, suggesting potential concerns regarding the fairness, transparency, or effectiveness of the performance management process within DHS HQ.

Overall, while some consistency exists in the top bases and issues of complaints across FY22 and FY23, certain variations and shifts indicate evolving dynamics within the organization. Recognizing and addressing these trends can help DHS HQ better understand employee concerns, improve workplace policies and practices, and foster a more inclusive and respectful work environment.

Based on the continued high volume and type of complaints filed, training for Supervisors and Managers continues to be essential. These complaint volumes also support identifying additional staffing for investigations.

In summary, while there were fluctuations in the number of complaints across different bases from FY22 to FY23, certain trends emerged, indicating areas that may require increased attention and intervention. The rise in reprisal, disability, and sexual discrimination complaints highlights the need for proactive measures to address underlying issues and foster a workplace culture that prioritizes diversity, inclusion, and respect for all employees. By analyzing and responding to these trends effectively, DHS HQ can mitigate risks, promote a positive work environment, and uphold its commitment to equity and fairness for all employees.

Barrier Analysis (Phase I) – Identifying Triggers

*A **Trigger** is an observed or measurable trend, disparity, or anomaly that suggests the need for an inquiry into an employment policy, practice, procedure, or condition. Triggers can be found in workforce statistics, complaints data, conversations with EEO and HR staff, anecdotes from employees, employee groups, and managers, results of surveys, focus groups, and exit interviews, or reports by outside organizations, among others.*

Phase I: Although there were several areas of concern within DHS HQ workforce, the following triggers were found in the workforce statistics.

1. Low Participation Rates in Permanent Workforce Data by Race/Ethnicity:

- Trigger: Disparities in the representation of various racial and ethnic groups across different grade levels within the permanent workforce.
- Explanation: This trigger suggests potential inequities in recruitment, hiring, and promotion practices, indicating the need for further investigation into barriers to diversity and inclusion.

2. Low Participation in Mission Critical Occupations (MCOs):

- Trigger: Discrepancies in participation rates across different mission critical occupations (MCOs) based on race, national origin, sex, and disability status.
- Explanation: The disparities in participation rates highlight potential barriers to access and advancement in critical roles within the agency, indicating the need for targeted efforts to promote diversity and equal opportunity.

3. Disability Representation in Workforce Tenure:

- Trigger: Differences in employment tenure among employees with and without disabilities, including various targeted disabilities.
- Explanation: Variances in tenure rates may signal challenges related to accommodations, accessibility, and inclusive practices within the workplace, underscoring the importance of fostering a supportive environment for employees with disabilities.

4. Complaint Trends Over Fiscal Years:

- Trigger: Changes in the number and nature of complaints filed over fiscal years, including allegations related to reprisal, race, disability, and sex discrimination.
- Explanation: Fluctuations in complaint trends may indicate emerging issues, persistent concerns, or shifts in organizational culture, necessitating ongoing monitoring and proactive measures to address underlying issues and promote a respectful work environment.

5. Gender Disparities in Mission Critical Occupations:

- Trigger: Significant differences in the representation of males and females across various MCOs.
- Explanation: Gender imbalances within MCOs may indicate systemic biases in recruitment, selection, and career progression, highlighting the need for gender-inclusive policies and practices.

6. Low Participation Rates of Minority Groups in Leadership Roles within MCOs:

- Trigger: Lack of diversity among senior leadership positions within MCOs, particularly concerning minority groups.
- Explanation: Limited representation of minority groups in leadership roles within MCOs may reflect barriers to advancement, implicit biases, and systemic inequities in talent development and succession planning.

7. Discrepancies in Participation Rates by Disability Status in MCOs:

- Trigger: Variation in participation rates among individuals with disabilities across different MCOs.
- Explanation: Differences in participation rates may signal accessibility challenges, lack of accommodations, and limited opportunities for individuals with disabilities to engage in critical roles within the organization, necessitating efforts to promote disability inclusion and accommodation.

8. Low Participation Rates of Specific Ethnic or Racial Groups in High-Demand MCOs:

- Trigger: Low representation of certain ethnic or racial groups in MCOs that are crucial for fulfilling the agency's mission.
- Explanation: Underrepresentation of specific ethnic or racial groups in high-demand MCOs may indicate systemic barriers, unequal access to training and development opportunities, and disparities in recruitment and hiring practices, highlighting the need for targeted diversity initiatives and outreach efforts.

These identified triggers serve as indicators of potential areas of concern within the DHS HQ workforce, prompting further inquiry, analysis, and action to address systemic inequities, enhance diversity, and foster an inclusive workplace culture.

*A **Barrier** is any employment policy, procedure, practice, or condition that effectively limits employment opportunities for individuals of a particular race, ethnic background, gender, or for individuals with disabilities.*

Phase II: The HQ EEO Office has identified the above triggers and will investigate the triggers to begin assessing root causes of anomalies found and report out on progress toward eliminating those barriers. The HQ EEO Office launched a Barrier Analysis Team (BAT) in FY 2023 to lay out a plan to address barriers in future years. The following are potential barriers from FY23:

1. Gender Disparities in Mission Critical Occupations (MCOs):

- Barrier: Employment policies or practices that may favor one gender over another, limiting opportunities for individuals of a particular gender to access critical roles.
- Explanation: Gender disparities in MCOs may reflect systemic barriers such as biased hiring practices, gender stereotypes, and limited access to leadership development programs for certain genders.

2. Low Participation Rates of Minority Groups in Leadership Roles within MCOs:

- Barrier: Systemic biases and discriminatory practices that hinder the advancement of minority groups into leadership positions within MCOs.

- Explanation: Barriers preventing the representation of minority groups in leadership roles within MCOs could include implicit biases in promotion processes, lack of diversity initiatives, and limited mentorship opportunities for minority employees.

3. Discrepancies in Participation Rates by Disability Status in MCOs:

- Barrier: Employment policies, practices, or conditions that hinder individuals with disabilities from accessing and thriving in critical roles within MCOs.

- Explanation: Barriers faced by individuals with disabilities in MCOs might include inaccessible workplaces, lack of accommodations, and stigma surrounding disabilities, which limit their employment opportunities and career advancement.

4. Low Participation Rates of Specific Ethnic or Racial Groups in High-Demand MCOs:

- Barrier: Structural inequities and biases in recruitment, selection, and advancement processes that impede the representation of certain ethnic or racial groups in critical MCOs.

- Explanation: Barriers preventing the representation of specific ethnic or racial groups in high-demand MCOs could stem from a lack of targeted hiring practices, lack of diversity initiatives, and cultural absence recognition in the workplace.

5. Lack of Diversity and Inclusion Initiatives:

- Barrier: Absence of proactive efforts and initiatives aimed at fostering diversity, equity, and inclusion (DEI) within DHS HQ.

- Explanation: Without robust DEI initiatives, DHS HQ may struggle to create an inclusive environment where employees from diverse backgrounds feel valued and empowered to contribute effectively.

6. Inflexible Work Policies and Practices:

- Barrier: Rigidity in work policies and practices that may disadvantage employees with caregiving responsibilities, disabilities, or diverse scheduling needs.

- Explanation: Inflexible work policies, such as fixed working hours and limited telecommuting options, may disproportionately impact certain groups, including parents, caregivers, and individuals with disabilities, limiting their ability to participate fully in the workforce.

7. Limited Access to Professional Development Opportunities:

- Barrier: Unequal access to training, mentorship, and career development programs that may impede the career advancement of underrepresented groups.

- Explanation: Without equitable access to professional development opportunities, employees from marginalized backgrounds may face barriers to acquiring new skills, building networks, and advancing their careers within the organization.

These are potential barriers that may limit employment opportunities for individuals based on their gender, race, ethnicity, or disability status within Mission Critical Occupations. Addressing these potential barriers requires a comprehensive approach that includes policy reforms, cultural transformation, and ongoing education and training to promote diversity, equity, and inclusion within DHS HQ and create a more equitable and accessible workplace for all employees.

Disabled Veteran Affirmative Action Plan (DVAAP)

The Office of the Chief Human Capital Officer (OCHCO) assumes a central role in the establishment, coordination, reporting, and monitoring of the Disabled Veterans Affirmative Action Program (DVAAP) Plan. OCHCO diligently prepares the annual DVAAP accomplishment report and ensures compliance with U.S. Office of Personnel Management mandates by certifying the implementation of DVAAP plans for the ensuing fiscal year.

Within DHS HQ, a persistent effort is underway to identify and leverage opportunities for the recruitment, hiring, training, and development of disabled veterans. Managers, selection officials, and human resource personnel are strongly encouraged to utilize existing programs and special hiring authorities to noncompetitively appoint individuals with disabilities and targeted disabilities. Emphasis is placed on broadening recruitment actions to encompass the widest areas of consideration possible, including the utilization of the Veterans Recruitment Appointment, VEOA, and the 30% or more compensable Veteran's appointment authority.

As part of the Career Development Opportunities Program, Headquarters CRCL DMS initiated a pilot program for a Disability Mentoring Program in FY 2021. Subsequently, in FY 2022, the first cohort of the program commenced, with ongoing growth and expansion anticipated in FY23 across the service.

Strategic Talent Recruitment Inclusive Diversity Engagement (STRIDE)

DHS offers a comprehensive suite of developmental programs aimed at fostering leadership, professional growth, and cross-functional understanding within the workforce.

- The DHS Leader Development Program (LDP) spans various tiers, from foundational to executive levels, providing a structured approach to cultivate leadership qualities and strategic stewardship.
- The DHS Homeland Security Rotation Program (HSRP) promotes professional development through cross-Component and governmentwide rotational assignments, enhancing employees' understanding of DHS's mission across organizational boundaries.
- The Detail Opportunities Program offers firsthand experiences in diverse mission areas, leveraging existing personnel to achieve key missions, goals, and objectives.
- The Joint Duty Program facilitates developmental assignments within DHS and other federal agencies, providing participants with multifaceted experiences to enhance personal performance and organizational effectiveness.
- The DHS's Academic Programs focus on cultivating strategic analysis and decision-making skills in homeland security. These programs, available at various academic institutions, offer opportunities for fully funded degrees or professional development programs contributing to graduate credits.

Conclusion

Acknowledging the critical role that senior leadership plays in fostering an exemplary Equal Employment Opportunity (EEO) workplace, it's imperative to recognize that every individual within the Agency possesses the power to contribute to this objective. Embracing diversity isn't just a slogan; it's a

fundamental aspect that enriches and strengthens our ability to achieve our mission objectives effectively.

The accomplishments and milestones highlighted in this report are a testament to the dedication and collaboration exhibited by teams across the Agency. However, it's important to acknowledge that our journey towards full inclusivity and representation is ongoing. We must remain steadfast in our commitment to ensuring that the composition of our workforce mirrors the diverse communities we serve.

In achieving this goal, it's essential that we continue to prioritize initiatives aimed at recruiting, retaining, and advancing individuals from diverse backgrounds. Embracing diversity isn't just a matter of compliance; it's a strategic imperative that enhances our capacity to innovate, problem-solve, and adapt to the dynamic challenges we face.

By fostering an environment where individuals feel valued, respected, and empowered to contribute their unique perspectives, we strengthen our collective ability to fulfill our mission and serve the public effectively. Let us reaffirm our commitment to diversity and inclusion, recognizing that our differences are a source of strength and resilience that drives us towards excellence in all that we do.

Part F: Certificate and Signatures

I, Tonja Ancrum, Director, DHS HQ EEO, GS-0260-15, am the Principal EEO Director/Official for the U.S. Department of Homeland Security Headquarters EEO Office.

The Agency has conducted an annual self-Assessment of Section 717 and Section 501 programs against the essential element 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 Element 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.

**TONJA K
ANCRUM**

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Date: 2024.04.01 12:11:30
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Tonja Ancrum
Signature of Principal Equal Employment
Opportunity Director/Official
Certifies that this Federal Agency Annual Equal
Employment opportunity Program Status Report
is in compliance with Management Directive 715

Date



Veronica Venture
Signature of Agency Head or Agency Head Designee

April 1, 2024

Date

PART G: Agency Self-Assessment Checklist

The Part G Self-Assessment Checklist is a series of questions designed to provide federal agencies with an effective means for conducting the annual self-Assessment required in Part F of MD-715. This self-Assessment permits EEO Directors to recognize, and to highlight for their senior staff, deficiencies in their EEO program that the agency must address to comply with MD-715's requirements. Nothing in Part G prevents agencies from establishing additional practices that exceed the requirements set forth in this checklist.

All agencies will be required to submit Part G to EEOC. Although agencies need not submit documentation to support their Part G responses, they must maintain such documentation on file and make it available to EEOC upon request.





The Part G checklist is organized to track the MD-715 essential element. As a result, a single substantive matter may appear in several different sections, but in different contexts. For example, questions about establishing an anti-Harassment policy fall within Element C (Management and Program Accountability), while questions about providing training under the anti-Harassment policy are found in Element A (Demonstrated Commitment from Agency Leadership).

For each MD-715 essential element, the Part G checklist provides a series of "compliance indicators." Each compliance indicator, in turn, contains a series of "yes/no" questions, called "measures." To the right of the measures, there are two columns, one for the agency to answer the measure with "Yes", "No", or "NA;" and the second column for the agency to provide "comments", if necessary. Agencies should briefly explain any "N/A" answer in the comments. For example, many of the sub-component agencies are not responsible for issuing final agency decisions (FADs) in the EEO complaint process, so it may answer questions about FAD timeliness with "NA" and explain in the comments column that the parent agency drafts all FADs.



A "No" response to any measure in Part G is a program deficiency. For each such "No" response, an agency will be required in Part H to identify a plan for correcting the identified deficiency. If one or more sub-components answer "No" to a particular question, the agency-wide/parent agency's report should also include that "No" response.





MD-715 - PART G



Agency Self-Assessment Checklist



Essential Element A: DEMONSTRATED COMMITMENT FROM AGENCY LEADERSHIP				
This element requires the agency head to communicate a commitment to equal employment opportunity and a discrimination-free workplace.				
 Compliance Indicator				
 Measures				
A.1.a	A.1 – The agency issues an effective, up to date EEO policy statement.	Yes		A.1.a.2
	Does the agency annually issue a signed and dated EEO policy statement on agency letterhead that clearly communicates the agency's commitment to EEO for all employees and applicants? If "yes", please provide the annual issuance date in the comments column. [see MD-715, II(A)]		The EEO and Anti-Discrimination Policy Statement was revised and issued on 10/11/2022: https://www.dhs.gov/sites/default/files/2023-02/dhs-hq-eeo-antidiscrimination-policy-statement-2022.pdf	
A.1.b	A.2 – The agency has communicated EEO policies and procedures to all employees.	Yes		New
	Does the EEO policy statement address all protected bases (age, color, disability, sex (including pregnancy, sexual orientation, and gender identity), genetic information, national origin, race, religion, and reprisal) contained in the laws EEOC enforces? [see 29 CFR § 1614.101(a)]			
 Compliance Indicator				
 Measures				
A.2.a	A.2.a.1	Yes		New
	Does the agency disseminate the following policies and procedures to all employees:		Communicated through leadership broadcast	
	Anti-Harassment policy? [see MD 715, II(A)]	Yes		

A.2.a.2	Reasonable accommodation procedures? [see 29 C.F.R § 1614.203(d)(3)]	Yes	RA Procedures were approved by EEOC (September 2023) and was sent throughout HQ's for approval (October 2023), and currently indicate pending final implementation and posting on internal/external websites. Closed out FY23	New
A.2.b	Does the agency prominently post the following information throughout the workplace and on its public website:			
A.2.b.1	The business contact information for its EEO Counselors, EEO Officers, Special Emphasis Program Managers, and EEO Director? [see 29 C.F.R § 1614.102(b)(7)]	Yes	All EEO Counselors, EEO Officers and EEO Director information is available on the	New
A.2.b.2	Written materials concerning the EEO program, laws, policy statements, and the operation of the EEO complaint process? [see 29 C.F.R § 1614.102(b)(5)]	Yes	website.	A.2.c
A.2.b.3	Reasonable accommodation procedures? [see 29 C.F.R. § 1614.203(d)(3)(i)] If so, please provide the internet address in the comments column.	Yes	RA Procedures were approved by EEOC (September 2023) and was sent throughout HQ's for approval (October 2023), and currently indicate pending final implementation and posting on internal/external websites. Closed out FY23	A.3.c
A.2.c	Does the agency inform its employees about the following topics:			
A.2.c.1	EEO complaint process? [see 29 CFR §§ 1614.102(a)(12) and 1614.102(b)(5)] If "yes", please provide how often.	Yes	During new employee orientation and when training is requested	A.2.a





A.2.c.2	ADR process? [see MD-110, Ch. 3(II)(C)] If “yes”, please provide how often.	Yes	During new employee orientation and when training is requested	New
A.2.c.3	Reasonable accommodation program? [see 29 CFR § 1614.203(d)(7)(ii)(C)] If “yes”, please provide how often.	Yes	During new employee orientation and when training is requested	New
A.2.c.4	Anti-Harassment program? [see EEOC Enforcement Guidance on Vicarious Employer Liability for Unlawful Harassment by Supervisors (1999), § V.C.1] If “yes”, please provide how often.	Yes	During new employee orientation and when training is requested	New
A.2.c.5	Behaviors that are inappropriate in the workplace and could result in disciplinary action? [5 CFR § 2635.101(b)] If “yes”, please provide how often.	Yes	Anti-Harassment Program all forms of Harassment. ER/LR handles all other inappropriate investigation within the agency, excluding EEO based complaints.	A.3.b
 Compliance Indicator  Measures	A.3 – The agency assesses and ensures EEO principles are part of its culture.	Measure Met? (Yes/No/NA)	Comments New Compliance Indicator	
A.3.a	Does the agency provide recognition to employees, supervisors, managers, and units demonstrating superior accomplishment in equal employment opportunity? [see 29 CFR § 1614.102(a)(9)] If “yes”, provide one or two examples in the comments section.	Yes	DHS Secretary has EEO-related categories in annual Secretary’s Awards	New
A.3.b	Does the agency utilize the Federal Employee Viewpoint Survey or other climate Assessment tools to monitor the perception of EEO principles within the workforce? [see 5 CFR Part 250]	Yes		New
Essential Element B: INTEGRATION OF EEO INTO THE AGENCY’S STRATEGIC MISSION				
This element requires that the agency’s EEO programs are structured to maintain a workplace that is free from discrimination and support the agency’s strategic mission.				





 Compliance Indicator  Measures	B.1 - The reporting structure for the EEO program provides the principal EEO official with appropriate authority and resources to effectively carry out a successful EEO program.	Measure Met? (Yes/No/NA)	Comments	
B.1.a	Is the agency head the immediate supervisor of the person ("EEO Director") who has day-to-day control over the EEO office? [see 29 CFR §1614.102(b)(4)]	No	EEO Director reports to the Deputy Officer of the Office for Civil Rights and Civil Liberties, who has the delegated authority	B.1.a
B.1.a.1	If the EEO Director does not report to the agency head, does the EEO Director report to the same agency head designee as the mission-related programmatic offices? If "yes," please provide the title of the agency head designee in the comments.	Yes		New
B.1.a.2	Does the agency's organizational chart clearly define the reporting structure for the EEO office? [see 29 CFR §1614.102(b)(4)]	Yes		B.1.d
B.1.b	Does the EEO Director have a regular and effective means of advising the agency head and other senior Management officials of the effectiveness, efficiency, and legal compliance of the agency's EEO program? [see 29 CFR §1614.102(c)(1); MD-715 Instructions, Sec. I]	Yes		B.2.a
B.1.c	During this reporting period, did the EEO Director present to the head of the agency, and other senior Management officials, the "State of the agency" briefing covering the six essential element of the model EEO program and the status of the barrier analysis process? [see MD-715 Instructions, Sec. I]] If "yes", please provide the date of the briefing in the comments column.	Yes	Provided briefings to various HQ Programs, and to Deputy Officer for CRCL	B.2.b
B.1.d	Does the EEO Director regularly participate in senior-level staff meetings concerning personnel, budget, technology, and other workforce issues? [see MD-715, II(B)]	Yes	On a daily, weekly, and monthly basis	New
 Compliance Indicator  Measures	B.2 – The EEO Director controls all aspects of the EEO program.	Measure Met? (Yes/No/NA)	Comments New Compliance Indicator	
B.2.a	Is the EEO Director responsible for the implementation of a continuing affirmative Employment program to promote EEO and to identify and eliminate discriminatory policies, procedures, and practices? [see MD-	Yes		B.3.a

	110, Ch. 1(III)(A); 29 CFR §1614.102(c)]			
B.2.b	Is the EEO Director responsible for overseeing the completion of EEO counseling [see 29 CFR §1614.102(c)(4)]	Yes		New
B.2.c	Is the EEO Director responsible for overseeing the fair and thorough investigation of EEO complaints? [see 29 CFR §1614.102(c)(5)] [This question may not be applicable for certain subordinate level components.]	Yes		New
B.2.d	Is the EEO Director responsible for overseeing the timely issuance of final agency decisions? [see 29 CFR §1614.102(c)(5)] [This question may not be applicable for certain subordinate level components.]	N/A	Final Agency Decisions are issued at the Departmental level.	New
B.2.e	Is the EEO Director responsible for ensuring compliance with EEOC orders? [see 29 CFR §§ 1614.102(e); 1614.502]	Yes		F.3.b
B.2.f	Is the EEO Director responsible for periodically evaluating the entire EEO program and providing recommendations for improvement to the agency head? [see 29 CFR §1614.102(c)(2)]	Yes		New
B.2.g	If the agency has subordinate level components, does the EEO Director provide effective guidance and coordination for the components? [see 29 CFR §§ 1614.102(c)(2) and (c)(3)]	Yes		New
 Compliance Indicator  Measures	B.3 - The EEO Director and other EEO professional staff are involved in, and consulted on, Management/personnel actions.	Measure Met? (Yes/No/NA)	Comments	
B.3.a	Do EEO program officials participate in agency meetings regarding workforce changes that might impact EEO issues, including strategic planning, recruitment strategies, vacancy projections, succession planning, and selections for training/career development opportunities? [see MD-715, II(B)]	Yes		B.2.c & B.2.d
B.3.b	Does the agency's current strategic plan reference EEO / diversity and inclusion principles? [see MD-715, II(B)] If "yes", please identify the EEO principles in the strategic plan in the comments column.	Yes	Strategic Plan's objective in developing and maintaining a high performing workforce: Promote a culture of transparency, fairness, and	New



			equal Employment opportunity throughout the DHS workforce, providing avenues of redress and leadership support in addressing and resolving workplace conflict via integrated conflict Management and Alternative Dispute Resolution systems.	
 Compliance Indicator	B.4 - The agency has sufficient budget and staffing to support the success of its EEO program.	Measure Met? (Yes/No/NA)	Comments	
 Measures				
B.4.a	Pursuant to 29 CFR §1614.102(a)(1), has the agency allocated sufficient funding and qualified staffing to successfully implement the EEO program, for the following areas:			
B.4.a.1	to conduct a self-Assessment of the agency for possible program deficiencies? [see MD-715, II(D)]	Yes		B.3.b
B.4.a.2	to enable the agency to conduct a thorough barrier analysis of its workforce? [see MD-715, II(B)]	Yes		B.4.a
B.4.a.3	to timely, thoroughly, and fairly process EEO complaints, including EEO counseling, investigations, final agency decisions, and legal sufficiency reviews? [see 29 CFR § 1614.102(c)(5) & 1614.105(b) – (f); MD-110, Ch. 1(IV)(D) & 5(IV); MD-715, II(E)]	Yes		E.5.b
B.4.a.4	to provide all supervisors and employees with training on the EEO program, including but not limited to retaliation, Harassment, religious accommodations, disability accommodations, the EEO complaint	Yes		B.4.f & B.4.g



	process, and ADR? [see MD-715, II(B) and III(C)] If not, please identify the type(s) of training with insufficient funding in the comments column.			
B.4.a.5	to conduct thorough, accurate, and effective field audits of the EEO programs in components and the field offices, if applicable? [see 29 CFR §1614.102(c)(2)]	Yes		E.1.c
B.4.a.6	to publish and distribute EEO materials (e.g. Harassment policies, EEO posters, reasonable accommodations procedures)? [see MD-715, II(B)]	Yes		B.4.c
B.4.a.7	to maintain accurate data collection and tracking systems for the following types of data: complaint tracking, workforce demographics, and applicant flow data? [see MD-715, II(E)]. If not, please identify the systems with insufficient funding in the comments section.	Yes		New
B.4.a.8	to effectively administer its special emphasis programs (such as, Federal Female's Program, Hispanic Employment program, and People with Disabilities Program Manager)? [5 USC § 7201; 38 USC § 4214; 5 CFR § 720.204; 5 CFR § 213.3102(t) and (u); 5 CFR § 315.709]	Yes		B.3.c, B.3.c.1, B.3.c.2, & B.3.c.3
B.4.a.9	to effectively manage its anti-Harassment program? [see MD-715 Instructions, Sec. I); EEOC Enforcement Guidance on Vicarious Employer Liability for Unlawful Harassment by Supervisors (1999), § V.C.1]	Yes		New
B.4.a.10	to effectively manage its reasonable accommodation program? [see 29 CFR § 1614.203(d)(4)(ii)]	Yes		B.4.d
B.4.a.11	to ensure timely and complete compliance with EEOC orders? [see MD-715, II(E)]	Yes		New
B.4.b	Does the EEO office have a budget that is separate from other offices within the agency? [see 29 CFR § 1614.102(a)(1)]	Yes		New
B.4.c	Are the duties and responsibilities of EEO officials clearly defined? [see MD-110, Ch. 1(III)(A), 2(III), & 6(III)]	Yes		B.1.b
B.4.d	Does the agency ensure that all new counselors and investigators, including contractors and collateral duty employees, receive the required 32 hours of training, pursuant to Ch. 2(II)(A) of MD-110?	Yes		E.2.d
B.4.e	Does the agency ensure that all experienced counselors and investigators, including contractors and collateral duty employees, receive the required 8 hours of annual refresher training, pursuant to Ch. 2(II)(C) of MD-110?	Yes		E.2.e



 Compliance Indicator  Measures	B.5 – The agency recruits, hires, develops, and retains supervisors and managers who have effective managerial, communications, and interpersonal skills.	Measure Met? (Yes/No/NA)	Comments New Indicator	
B.5.a	Pursuant to 29 CFR § 1614.102(a)(5), have all managers and supervisors received training on their responsibilities under the following areas under the agency EEO program:			
B.5.a.1	EEO Complaint Process? [see MD-715(II)(B)]	Yes		New
B.5.a.2	Reasonable Accommodation Procedures? [see 29 C.F.R. § 1614.102(d)(3)]	Yes	RA Procedures were approved by EEOC (September 2023) and was sent throughout HQ's for approval (October 2023), and currently indicate pending final implementation and posting on internal/external websites. Closed out FY23	A.3.d
B.5.a.3	Anti-Harassment Policy? [see MD-715(II)(B)]	Yes		New
B.5.a.4	Supervisory, managerial, communication, and interpersonal skills in order to supervise most effectively in a workplace with diverse employees and avoid disputes arising from ineffective communications? [see MD-715, II(B)]	Yes		New
B.5.a.5	ADR, with emphasis on the federal government's interest in encouraging mutual resolution of disputes and the benefits associated with utilizing ADR? [see MD-715(II)(E)]	Yes		E.4.b
 Compliance Indicator  Measures	B.6 – The agency involves managers in the implementation of its EEO program.	Measure Met? (Yes/No/NA)	Comments New Indicator	
B.6.a	Are senior managers involved in the implementation of Special Emphasis Programs? [see MD-715 Instructions, Sec. I]	No	See H-2	New





B.6.b	Do senior managers participate in the barrier analysis process? [see MD-715 Instructions, Sec. I]	No	See H-2	D.1.a
B.6.c	When barriers are identified, do senior managers assist in developing agency EEO action plans (Part I, Part J, or the Executive Summary)? [see MD-715 Instructions, Sec. I]	No	See H-2	D.1.b
B.6.d	Do senior managers successfully implement EEO Action Plans and incorporate the EEO Action Plan Objectives into agency strategic plans? [29 CFR § 1614.102(a)(5)]	No	See H-2	D.1.c
Essential Element C: MANAGEMENT AND PROGRAM ACCOUNTABILITY				
This element 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.				
 Compliance Indicator	C.1 – The agency conducts regular internal audits of its component and field offices.	Measure Met? (Yes/No/NA)	Comments	
 Measures				
C.1.a	Does the agency regularly assess its component and field offices for possible EEO program deficiencies? [see 29 CFR §1614.102(c)(2)] If "yes", please provide the schedule for conducting audits in the comments section.	No	See H-3	New
C.1.b	Does the agency regularly assess its component and field offices on their efforts to remove barriers from the workplace? [see 29 CFR §1614.102(c)(2)] If "yes", please provide the schedule for conducting audits in the comments section.	No	See H-3	New
C.1.c	Do the component and field offices make reasonable efforts to comply with the recommendations of the field audit? [see MD-715, II(C)]	N/A		New
 Compliance Indicator	C.2 – The agency has established procedures to prevent all forms of EEO discrimination.	Measure Met? (Yes/No/NA)	Comments	
 Measures			New Indicator	
C.2.a	Has the agency established comprehensive anti-Harassment policy and procedures that comply with EEOC's enforcement guidance? [see MD-715, II(C); Enforcement Guidance on Vicarious Employer Liability for Unlawful Harassment by Supervisors (Enforcement Guidance), EEOC No. 915.002, § V.C.1 (June 18, 1999)]	Yes		New





C.2.a.1	Does the anti-Harassment policy require corrective action to prevent or eliminate conduct before it rises to the level of unlawful Harassment? [see EEOC Enforcement Guidance on Vicarious Employer Liability for Unlawful Harassment by Supervisors (1999), § V.C.1]	Yes		New
C.2.a.2	Has the agency established a firewall between the Anti-Harassment Coordinator and the EEO Director? [see EEOC Report, Model EEO Program Must Have an Effective Anti-Harassment Program (2006)]	Yes		New
C.2.a.3	Does the agency have a separate procedure (outside the EEO complaint process) to address Harassment allegations? [see Enforcement Guidance on Vicarious Employer Liability for Unlawful Harassment by Supervisors (Enforcement Guidance), EEOC No. 915.002, § V.C.1 (June 18, 1999)]	Yes		New
C.2.a.4	Does the agency ensure that the EEO office informs the anti-Harassment program of all EEO counseling activity alleging Harassment? [see Enforcement Guidance, V.C.]	Yes		New
C.2.a.5	Does the agency conduct a prompt inquiry (beginning within 10 days of notification) of all Harassment allegations, including those initially raised in the EEO complaint process? [see <u>Complainant v. Dep't of Veterans Affairs</u> , EEOC Appeal No. 0120123232 (May 21, 2015); <u>Complainant v. Dep't of Defense (Defense Commissary Agency)</u> , EEOC Appeal No. 0120130331 (May 29, 2015)] If "no", please provide the percentage of timely-processed inquiries in the comments column.	No	See H-4 0% compliance	New
C.2.a.6	Do the agency's training materials on its anti-Harassment policy include examples of disability-based Harassment? [see 29 CFR 1614.203(d)(2)]	Yes		New
C.2.b	Has the agency established disability reasonable accommodation procedures that comply with EEOC's regulations and guidance? [see 29 CFR 1614.203(d)(3)]	Yes	RA Procedures were approved by EEOC (September 2023) and was sent throughout HQ's for approval (October 2023), and currently indicate pending final implementation and posting on internal/external websites. Closed out FY23	New
C.2.b.1	Is there a designated agency official or other mechanism in place to coordinate or assist with processing requests for disability accommodations throughout the agency? [see 29 CFR	Yes		E.1.d





	1614.203(d)(3)(D)]			
C.2.b.2	Has the agency established a firewall between the Reasonable Accommodation Program Manager and the EEO Director? [see MD-110, Ch. 1(IV)(A)]	Yes		New
C.2.b.3	Does the agency ensure that job applicants can request and receive reasonable accommodations during the application and placement processes? [see 29 CFR 1614.203(d)(1)(ii)(B)]	Yes		New
C.2.b.4	Do the reasonable accommodation procedures clearly state that the agency should process the request within a maximum amount of time (e.g., 20 business days), as established by the agency in its affirmative action plan? [see 29 CFR 1614.203(d)(3)(i)(M)]	Yes		New
C.2.b.5	Does the agency process all accommodation requests within the time frame set forth in its reasonable accommodation procedures? [see MD-715, II(C)] If “no”, please provide the percentage of timely-processed requests in the comments column.	Yes		E.1.e
C.2.c	Has the agency established procedures for processing requests for personal assistance services that comply with EEOC’s regulations, enforcement guidance, and other applicable executive orders, guidance, and standards? [see 29 CFR 1614.203(d)(6)]	Yes		New
C.2.c.1	Does the agency post its procedures for processing requests for Personal Assistance Services on its public website? [see 29 CFR § 1614.203(d)(5)(v)] If “yes”, please provide the internet address in the comments column.	Yes	http://dhsconnect.dhs.gov/org/offices/crcl/eeo/Documents/DHS Disability Employment Fact Sheet as of July 2019	New
 Compliance Indicator  Measures	C.3 - The agency evaluates managers and supervisors on their efforts to ensure equal employment opportunity.	Measure Met? (Yes/No/NA)	Comments	
			New Indicator	
C.3.a	Pursuant to 29 CFR §1614.102(a)(5), do all managers and supervisors have an element in their performance appraisal that evaluates their commitment to agency EEO policies and principles and their participation in the EEO program?	Yes		New
C.3.b	Does the agency require rating officials to evaluate the performance of managers and supervisors based on the following activities:			
C.3.b.1	Resolve EEO problems/disagreement/conflicts, including the participation in ADR proceedings? [see MD-110, Ch. 3.I]	Yes		A.3.a.1



C.3.b.2	Ensure full cooperation of employees under his/her supervision with EEO officials, such as counselors and investigators? [see 29 CFR §1614.102(b)(6)]	Yes		A.3.a.4
C.3.b.3	Ensure a workplace that is free from all forms of discrimination, including Harassment and retaliation? [see MD-715, II(C)]	Yes		A.3.a.5
C.3.b.4	Ensure that subordinate supervisors have effective managerial, communication, and interpersonal skills to supervise in a workplace with diverse employees? [see MD-715 Instructions, Sec. I]	Yes		A.3.a.6
C.3.b.5	Provide religious accommodations when such accommodations do not cause an undue hardship? [see 29 CFR §1614.102(a)(7)]	Yes		A.3.a.7
C.3.b.6	Provide disability accommodations when such accommodations do not cause an undue hardship? [see 29 CFR §1614.102(a)(8)]	Yes		A.3.a.8
C.3.b.7	Support the EEO program in identifying and removing barriers to equal opportunity. [see MD-715, II(C)]	Yes		New
C.3.b.8	Support the anti-Harassment program in investigating and correcting harassing conduct. [see Enforcement Guidance, V.C.2]	Yes		A.3.a.2
C.3.b.9	Comply with settlement agreement and orders issued by the agency, EEOC, and EEO-related cases from the Merit Systems Protection Board, labor arbitrators, and the Federal Labor Relations Authority? [see MD-715, II(C)]	Yes		New
C.3.c	Does the EEO Director recommend to the agency head improvements or corrections, including remedial or disciplinary actions, for managers and supervisors who have failed in their EEO responsibilities? [see 29 CFR §1614.102(c)(2)]	Yes		New
C.3.d	When the EEO Director recommends remedial or disciplinary actions, are the recommendations regularly implemented by the agency? [see 29 CFR §1614.102(c)(2)]	Yes		New
 Compliance Indicator  Measures	C.4 – The agency ensures effective coordination between its EEO programs and Human Resources (HR) program.	Measure Met? (Yes/No/NA)	Comments	
C.4.a	Do the HR Director and the EEO Director meet regularly to assess whether personnel programs, policies, and procedures conform to EEOC laws, instructions, and Management directives? [see 29 CFR §1614.102(a)(2)]	Yes		New
C.4.b	Has the agency established timetables/schedules to review at regular intervals its merit promotion program, employee recognition awards	Yes		C.2.a, C.2.b, & C.2.c



	program, employee development/training programs, and Management/personnel policies, procedures, and practices for systemic barriers that may be impeding full participation in the program by all EEO groups? [see MD-715 Instructions, Sec. I]			
C.4.c	Does the EEO office have timely access to accurate and complete data (e.g., demographic data for workforce, applicants, training programs, etc.) required to prepare the MD-715 workforce data tables? [see 29 CFR §1614.601(a)]	Yes		New
C.4.d	Does the HR office timely provide the EEO office with access to other data (e.g., exit interview data, climate Assessment surveys, and grievance data), upon request? [see MD-715, II(C)]	Yes		New
C.4.e	Pursuant to Section II(C) of MD-715, does the EEO office collaborate with the HR office to:			
C.4.e.1	Implement the Affirmative Action Plan for Individuals with Disabilities? [see 29 CFR §1614.203(d); MD-715, II(C)]	No	See H-5	New
C.4.e.2	Develop and/or conduct outreach and recruiting initiatives? [see MD-715, II(C)]	Yes		New
C.4.e.3	Develop and/or provide training for managers and employees? [see MD-715, II(C)]	Yes		New
C.4.e.4	Identify and remove barriers to equal opportunity in the workplace? [see MD-715, II(C)]	No	See H-6	New
C.4.e.5	Assist in preparing the MD-715 report? [see MD-715, II(C)]	Yes		New
 Compliance Indicator  Measures	C.5 – Following a finding of discrimination, the agency explores whether it should take a disciplinary action.	Measure Met? (Yes/No/NA)	Comments	
C.5.a	Does the agency have a disciplinary policy and/or table of penalties that covers discriminatory conduct? [see 29 CFR § 1614.102(a)(6); see also <i>Douglas v. Veterans Administration</i> , 5 MSPR 280 (1981)]	Yes		C.3.a.
C.5.b	When appropriate, does the agency discipline or sanction managers and employees for discriminatory conduct? [see 29 CFR §1614.102(a)(6)] If “yes”, please state the number of disciplined/sanctioned individuals during this reporting period in the comments.	Yes	None during this period though.	C.3.c
C.5.c	If the agency has a finding of discrimination (or settles cases in which a finding was likely), does the agency inform managers and supervisors about the discriminatory conduct? [see MD-715, II(C)]	Yes		New





 Compliance Indicator  Measures	C.6 – The EEO office advises managers/supervisors on EEO matters.	Measure Met? (Yes/No/NA)	Comments	
C.6.a	Does the EEO office provide Management/supervisory officials with regular EEO updates on at least an annual basis, including EEO complaints, workforce demographics and data summaries, legal updates, barrier analysis plans, and special emphasis updates? [see MD-715 Instructions, Sec. I] If “yes”, please identify the frequency of the EEO updates in the comments column.	Yes	Provide semi-annual or annual briefings, training, and updates to key HQ program areas. Also provide as requested updates at Town Halls or special Supervisor or Manager meetings.	C.1.a
C.6.b	Are EEO officials readily available to answer managers’ and supervisors’ questions or concerns? [see MD-715 Instructions, Sec. I]	Yes		New
Essential Element D: PROACTIVE PREVENTION This element requires that the agency head make early efforts to prevent discrimination and to identify and eliminate barriers to equal employment opportunity.				
 Compliance Indicator  Measures	D.1 – The agency conducts a reasonable Assessment to monitor progress towards achieving equal employment opportunity throughout the year.	Measure Met? (Yes/No/NA)	Comments	
D.1.a	Does the agency have a process for identifying triggers in the workplace? [see MD-715 Instructions, Sec. I]	Yes		New
D.1.b	Does the agency regularly use the following sources of information for trigger identification: workforce data; complaint/grievance data; exit surveys; employee climate surveys; focus groups; affinity groups; union; program evaluations; special emphasis programs; reasonable accommodation program; anti-Harassment program; and/or external special interest groups? [see MD-715 Instructions, Sec. I]	Yes		New
D.1.c	Does the agency conduct exit interviews or surveys that include questions on how the agency could improve the recruitment, hiring, inclusion, retention, and advancement of individuals with disabilities? [see 29 CFR 1614.203(d)(1)(iii)(C)]	Yes		New





 Compliance Indicator  Measures	D.2 – The agency identifies areas where barriers may exclude EEO groups (reasonable basis to act.)	Measure Met? (Yes/No/NA)	Comments New Indicator	
D.2.a	Does the agency have a process for analyzing the identified triggers to find possible barriers? [see MD-715, II(B)]	Yes		New
D.2.b	Does the agency regularly examine the impact of Management/personnel policies, procedures, and practices by race, national origin, sex, and disability? [see 29 CFR §1614.102(a)(3)]	No	See H-7	B.2.c.2
D.2.c	Does the agency consider whether any group of employees or applicants might be negatively impacted prior to making human resource decisions, such as re-organizations and realignment? [see 29 CFR §1614.102(a)(3)]	No	See H-7	B.2.c.1
D.2.d	Does the agency regularly review the following sources of information to find barriers: complaint/grievance data, exit surveys, employee climate surveys, focus groups, affinity groups, union, program evaluations, anti-Harassment program, special emphasis programs, reasonable accommodation program; anti-Harassment program; and/or external special interest groups? [see MD-715 Instructions, Sec. I] If “yes”, please identify the data sources in the comments column.	Yes	Reviews include complaint data, AH data, SEP, RA, input from Employee Associations, FEV, Exit Data	New
 Compliance Indicator  Measures	D.3 – The agency establishes appropriate action plans to remove identified barriers.	Measure Met? (Yes/No/NA)	Comments New Indicator	
D.3.a.	Does the agency effectively tailor action plans to address the identified barriers, in particular policies, procedures, or practices? [see 29 CFR §1614.102(a)(3)]	No	See H-8	New
D.3.b	If the agency identified one or more barriers during the reporting period, did the agency implement a plan in Part I, including meeting the target dates for the planned activities? [see MD-715, II(D)]	No	See H-8	New
D.3.c	Does the agency periodically review the effectiveness of the plans? [see MD-715, II(D)]	No	See H-8	New



 Compliance Indicator  Measures	D.4 – The agency has an affirmative action plan for people with disabilities, including those with targeted disabilities.	Measure Met? (Yes/No/NA)	Comments New Indicator	
D.4.a	Does the agency post its affirmative action plan on its public website? [see 29 CFR 1614.203(d)(4)] Please provide the internet address in the comments.	Yes	Posted on 07/10/2023: https://www.dhs.gov/sites/default/files/2023-07/dhs-fy-2022-affirmative-action-plan.pdf	New
D.4.b	Does the agency take specific steps to ensure qualified people with disabilities are aware of and encouraged to apply for job vacancies? [see 29 CFR 1614.203(d)(1)(i)]	Yes		New
D.4.c	Does the agency ensure that disability-related questions from members of the public are answered promptly and correctly? [see 29 CFR 1614.203(d)(1)(ii)(A)]	Yes		New
D.4.d	Has the agency taken specific steps that are reasonably designed to increase the number of persons with disabilities or targeted disabilities employed at the agency until it meets the goals? [see 29 CFR 1614.203(d)(7)(ii)]	Yes		New
Essential Element E: EFFICIENCY This element requires the agency head to ensure that there are effective systems for evaluating the impact and effectiveness of the agency's EEO programs and an efficient and fair dispute resolution process.				
 Compliance Indicator  Measures	E.1 - The agency maintains an efficient, fair, and impartial complaint resolution process.	Measure Met? (Yes/No/NA)	Comments	
E.1.a	Does the agency timely provide EEO counseling, pursuant to 29 CFR §1614.105?	Yes		E.3.a.1
E.1.b	Does the agency provide written notification of rights and responsibilities in the EEO process during the initial counseling session, pursuant to 29 CFR §1614.105(b)(1)?	Yes		E.3.a.2
E.1.c	Does the agency issue acknowledgement letters immediately upon receipt of a formal complaint, pursuant to MD-110, Ch. 5(l)?	Yes		New
E.1.d	Does the agency issue acceptance letters/dismissal decisions within a	Yes		New

	reasonable time (e.g., 60 days) after receipt of the written EEO Counselor report, pursuant to MD-110, Ch. 5(I)? If so, please provide the average processing time in the comments.			
E.1.e	Does the agency ensure all employees fully cooperate with EEO counselors and EEO personnel in the EEO process, including granting routine access to personnel records related to an investigation, pursuant to 29 CFR §1614.102(b)(6)?	Yes		New
E.1.f	Does the agency timely complete investigations, pursuant to 29 CFR §1614.108?	Yes		E.3.a.3
E.1.g	If the agency does not timely complete investigations, does the agency notify complainants of the date by which the investigation will be completed and of their right to request a hearing or file a lawsuit, pursuant to 29 CFR §1614.108(g)?	Yes		New
E.1.h	When the complainant does not request a hearing, does the agency timely issue the final agency decision, pursuant to 29 CFR §1614.110(b)?	N/A	Final agency decisions are issued at the Departmental level.	E.3.a.4
E.1.i	Does the agency timely issue final actions following receipt of the hearing file and the administrative judge's decision, pursuant to 29 CFR §1614.110(a)?	N/A	Final agency decisions are issued at the Departmental level.	E.3.a.7
E.1.j	If the agency uses contractors to implement any stage of the EEO complaint process, does the agency hold them accountable for poor work product and/or delays? [See MD-110, Ch. 5(V)(A)] If "yes", please describe how in the comments column.	Yes	They are held in accordance with their statement of work.	E.2.c
E.1.k	If the agency uses employees to implement any stage of the EEO complaint process, does the agency hold them accountable for poor work product and/or delays during performance review? [See MD-110, Ch. 5(V)(A)]	Yes		New
E.1.l	Does the agency submit complaint files and other documents in the proper format to EEOC through the Federal Sector EEO Portal (FedSEP)? [See 29 CFR § 1614.403(g)]	Yes		New
 Compliance Indicator  Measures	E.2 – The agency has a neutral EEO process.	Measure Met? (Yes/No/NA)	Comments Revised Indicator	
E.2.a	Has the agency established a clear separation between its EEO complaint program and its defensive function? [see MD-110, Ch. 1(IV)(D)]	Yes		New

E.2.b	When seeking legal sufficiency reviews, does the EEO office have access to sufficient legal resources separate from the agency representative? [see MD-110, Ch. 1(IV)(D)] If “yes”, please identify the source/location of the attorney who conducts the legal sufficiency review in the comments column.	Yes	The office was staffed with two legal advisors from the Office of General Council (OGC) who are available to assist with legal sufficiency reviews.	E.6.a
E.2.c	If the EEO office relies on the agency’s defensive function to conduct the legal sufficiency review, is there a firewall between the reviewing attorney and the agency representative? [see MD-110, Ch. 1(IV)(D)]	N/A	The office does not rely on agency’s defensive function for legal sufficiency reviews.	New
E.2.d	Does the agency ensure that its agency representative does not intrude upon EEO counseling, investigations, and final agency decisions? [see MD-110, Ch. 1(IV)(D)]	Yes		E.6.b
E.2.e	If applicable, are processing time frames incorporated for the legal counsel’s sufficiency review for timely processing of complaints? [see EEOC Report, <i>Attaining a Model Agency Program: Efficiency</i> (Dec. 1, 2004)]	N/A	The office does not rely on agency’s defensive function for legal sufficiency reviews.	E.6.c
 Compliance Indicator  Measures	E.3 - The agency has established and encouraged the widespread use of a fair alternative dispute resolution (ADR) program.	Measure Met? (Yes/No/NA)	Comments	
E.3.a	Has the agency established an ADR program for use during both the pre-complaint and formal complaint stages of the EEO process? [see 29 CFR §1614.102(b)(2)]	Yes		E.4.a
E.3.b	Does the agency require managers and supervisors to participate in ADR once it has been offered? [see MD-715, II(A)(1)]	Yes		E.4.c
E.3.c	Does the agency encourage all employees to use ADR, where ADR is appropriate? [see MD-110, Ch. 3(IV)(C)]	Yes		D.2.a
E.3.d	Does the agency ensure a Management official with settlement authority is accessible during the dispute resolution process? [see MD-110, Ch. 3(III)(A)(9)]	Yes		New
E.3.e	Does the agency prohibit the responsible Management official named in the dispute from having settlement authority? [see MD-110, Ch. 3(I)]	Yes		E.4.d

E.3.f	Does the agency annually evaluate the effectiveness of its ADR program? [see MD-110, Ch. 3(II)(D)]	Yes		New
 Compliance Indicator  Measures	E.4 – The agency has effective and accurate data collection systems in place to evaluate its EEO program.	Measure Met? (Yes/No/NA)	Comments	
E.4.a	Does the agency have systems in place to accurately collect, monitor, and analyze the following data:	Yes		
E.4.a.1	Complaint activity, including the issues and bases of the complaints, the aggrieved individuals/complainants, and the involved Management official? [see MD-715, II(E)]	Yes		E.5.a
E.4.a.2	The race, national origin, sex, and disability status of agency employees? [see 29 CFR §1614.601(a)]	Yes		E.5.c
E.4.a.3	Recruitment activities? [see MD-715, II(E)]	Yes		E.5.f
E.4.a.4	External and internal applicant flow data concerning the applicants' race, national origin, sex, and disability status? [see MD-715, II(E)]	Yes		New
E.4.a.5	The processing of requests for reasonable accommodation? [29 CFR § 1614.203(d)(4)]	Yes		New
E.4.a.6	The processing of complaints for the anti-Harassment program? [see EEOC Enforcement Guidance on Vicarious Employer Liability for Unlawful Harassment by Supervisors (1999), § V.C.2]	Yes		New
E.4.b	Does the agency have a system in place to re-survey the workforce on a regular basis? [MD-715 Instructions, Sec. I]	Yes		New
 Compliance Indicator  Measures	E.5 – The agency identifies and disseminates significant trends and best practices in its EEO program.	Measure Met? (Yes/No/NA)	Comments	
E.5.a	Does the agency monitor trends in its EEO program to determine whether the agency is meeting its obligations under the statutes EEOC enforces? [see MD-715, II(E)] If “yes”, provide an example in the comments.	Yes	Complaints Program tracks trends for programs offices (e.g. FPS, CISA, I&A) by issues and bases over several fiscal years and provide aggregate results with the	E.5.e

			programs offices.	
E.5.b	Does the agency review other agencies' best practices and adopt them, where appropriate, to improve the effectiveness of its EEO program? [see MD-715, II(E)] If "yes", provide an example in the comments.	Yes	DHS has six component-wide working groups for this purpose.	E.5.g
E.5.c	Does the agency compare its performance in the EEO process to other federal agencies of similar size? [see MD-715, II(E)]	Yes		E.3.a
Essential Element F: RESPONSIVENESS AND LEGAL COMPLIANCE				
This element requires federal agencies to comply with EEO statutes and EEOC regulations, policy guidance, and other written instructions.				
 Compliance Indicator  Measures	F.1 – The agency has processes in place to ensure timely and full compliance with EEOC Orders and settlement agreement.	Measure Met? (Yes/No/NA)	Comments	
F.1.a	Does the agency have a system of Management controls to ensure that its officials timely comply with EEOC orders/directives and final agency actions? [see 29 CFR §1614.102(e); MD-715, II(F)]	Yes		F.1.a
F.1.b	Does the agency have a system of Management controls to ensure the timely, accurate, and complete compliance with resolutions/settlement agreement? [see MD-715, II(F)]	Yes		E.3.a.6
F.1.c	Are there procedures in place to ensure the timely and predictable processing of ordered monetary relief? [see MD-715, II(F)]	Yes		F.2.a.1
F.1.d	Are procedures in place to process other forms of ordered relief promptly? [see MD-715, II(F)]	Yes		F.2.a.2
F.1.e	When EEOC issues an order requiring compliance by the agency, does the agency hold its compliance officer(s) accountable for poor work product and/or delays during performance review? [see MD-110, Ch. 9(IX)(H)]	N/A	Handled at the Departmental Level	F.3.a.
 Compliance Indicator  Measures	F.2 – The agency complies with the law, including EEOC regulations, Management directives, orders, and other written instructions.	Measure Met? (Yes/No/NA)	Comments	
F.2.a	Does the agency timely respond and fully comply with EEOC orders? [see 29 CFR §1614.502; MD-715, II(E)]	Yes	Indicator moved from E-III Revised	C.3.d

F.2.a.1	When a complainant requests a hearing, does the agency timely forward the investigative file to the appropriate EEOC hearing office? [see 29 CFR §1614.108(g)]	Yes		E.3.a.5
F.2.a.2	When there is a finding of discrimination that is not the subject of an appeal by the agency, does the agency ensure timely compliance with the orders of relief? [see 29 CFR §1614.501]	Yes		E.3.a.7
F.2.a.3	When a complainant files an appeal, does the agency timely forward the investigative file to EEOC's Office of Federal Operations? [see 29 CFR §1614.403(e)]	Yes		New
F.2.a.4	Pursuant to 29 CFR §1614.502, does the agency promptly provide EEOC with the required documentation for completing compliance?	Yes		F.3.d (1 to 9)
 Compliance Indicator	F.3 - The agency reports to EEOC its program efforts and accomplishments.	Measure Met? (Yes/No/NA)	Comments	
 Measures				
F.3.a	Does the agency timely submit to EEOC an accurate and complete No FEAR Act report? [Public Law 107-174 (May 15, 2002), §203(a)]	Yes		New
F.3.b	Does the agency timely post on its public webpage its quarterly No FEAR Act data? [see 29 CFR §1614.703(d)]	Yes		New

Part H: Plans to Attain Essential Element of a Model EEO Program

MD-715 – Part H-1

Agency EEO Plan to Attain the Essential Element of a Model EEO Program

Please describe the status of each plan that the agency has implemented to correct deficiencies in the EEO program.

If the agency did not address any deficiencies during the reporting period, please check the box.

Statement of Model Program Essential Element Deficiency

Type of Program Deficiency	Brief Description of Program Deficiency
A.2.a.2 A.2.b.3 B.5.a.2 C.2.b	The agency has not established or disseminated reasonable accommodation procedures.

Objective(s) and Dates for EEO Plan

Date Initiated (mm/dd/yyyy)	Objective	Target Date (mm/dd/yyyy)	Modified Date (mm/dd/yyyy)	Date Completed (mm/dd/yyyy)
10/01/2019	To develop and deploy a HQ RA Procedures document	09/30/2024	09/30/2023	09/30/2023

Responsible Official(s)

Title	Name	Performance Standards Address the Plan? (Yes or No)
DHS HQ EEO Director	John Sim	Yes
Disability/RA Manager	Darlene Avery	Yes

Planned Activities Toward Completion of Objective

Target Date (mm/dd/yyyy)	Planned Activities	Sufficient Funding & Staffing? (Yes or No)	Modified Date (mm/dd/yyyy)	Completion Date (mm/dd/yyyy)
12/31/2020	Coordinate with CRCL on drafting an RA Procedures for HQ	Yes	09/01/2023	09/30/2023

Report of Accomplishments

Fiscal Year	Accomplishments
2023	RA Procedures were approved by EEOC (September 2023) and was sent throughout HQ's for approval (October 2024), and currently indicate pending final implementation and posting on internal/external websites. H1 will be closed out as of FY23.
2023	Working to finalize and utilized internal RA procedures document.
2022	The internal site will be helpful in developing the external site, with review, approval, and assistance from OEA.

MD-715 – Part H-2

Agency EEO Plan to Attain the Essential Element of a Model EEO Program

Please describe the status of each plan that the agency has implemented to correct deficiencies in the EEO program.

If the agency did not address any deficiencies during the reporting period, please check the box.

Statement of Model Program Essential Element Deficiency

Type of Program Deficiency	Brief Description of Program Deficiency
Plan H-5	
B.6.a B.6.b B.6.c B.6.d	DHS HQ senior leaders are not involved in barrier analysis or implementing Special Emphasis programs, MD-715 preparation, and EEO Action Plans.

Objective(s) and Dates for EEO Plan

Date Initiated (mm/dd/yyyy)	Objective	Target Date (mm/dd/yyyy)	Modified Date (mm/dd/yyyy)	Date Completed (mm/dd/yyyy)
10/31/2018	To ensure the DHS HQ senior leaders are involved in Special Emphasis programs and all components of the MD-715 and Diversity and Inclusion.	10/01/2024	10/01/2023	

Responsible Official(s)

Title	Name	Performance Standards Address the Plan? (Yes or No)
DHS HQ EEO Director	John Sim	Yes
HQ EEO Affirmative Employment Program Manager	Anthony Pledger	Yes

Planned Activities Toward Completion of Objective

Target Date (mm/dd/yyyy)	Planned Activities	Sufficient Funding & Staffing? (Yes or No)	Modified Date (mm/dd/yyyy)	Completion Date (mm/dd/yyyy)
10/01/2024	DHS HQ EEO Director will schedule meetings with all Headquarters program offices and senior leaders to discuss the MD-715 report, Special Emphasis programming, and Diversity and Inclusion initiatives to seek full cooperation and participation.	Yes	10/01/2023	

Report of Accomplishments

Fiscal Year	Accomplishments
2023	DHS HQ EEO Director will continue to schedule meetings with all Headquarters program offices and senior leaders to discuss the MD-715 report, Special Emphasis programming, and Diversity and Inclusion initiatives to seek full cooperation and participation.

MD-715 – Part H-3

Agency EEO Plan to Attain the Essential Element of a Model EEO Program

Please describe the status of each plan that the agency has implemented to correct deficiencies in the EEO program.

If the agency did not address any deficiencies during the reporting period, please check the box.

Statement of Model Program Essential Element Deficiency

Type of Program Deficiency	Brief Description of Program Deficiency
C.1.a C.1.b	The agency does not regularly assess its component and field offices for possible EEO program deficiencies or removing possible barriers in the workplace.

Objective(s) and Dates for EEO Plan

Date Initiated (mm/dd/yyyy)	Objective	Target Date (mm/dd/yyyy)	Modified Date (mm/dd/yyyy)	Date Completed (mm/dd/yyyy)
10/01/2018	To implement a plan to regularly assess component and field offices for EEO program deficiencies and possible workplace barriers.	10/01/2024	10/01/2023	

Responsible Official(s)

Title	Name	Performance Standards Address the Plan? (Yes or No)
DHS HQ EEO Director	John Sim	Yes
HQ EEO Affirmative Employment Program Manager	Anthony Pledger	Yes

Planned Activities Toward Completion of Objective

Target Date (mm/dd/yyyy)	Planned Activities	Sufficient Funding & Staffing? (Yes or No)	Modified Date (mm/dd/yyyy)	Completion Date (mm/dd/yyyy)
10/01/2024	DHS HQ EEO Director will set up a meeting schedule with all program offices to annually assess their offices for EEO	Yes	10/01/2023	
10/01/2024	Program deficiencies and possible barriers in the workplace.	Yes	10/01/2023	

Report of Accomplishments

Fiscal Year	Accomplishments
2023	HQ EEO in partnership with EEOC scheduled and held MD-715 and Barrier Analysis Training for Headquarters Programs.

MD-715 – Part H-4

Agency EEO Plan to Attain the Essential Element of a Model EEO Program

Please describe the status of each plan that the agency has implemented to correct deficiencies in the EEO program.

If the agency did not address any deficiencies during the reporting period, please check the box.

Statement of Model Program Essential Element Deficiency

Type of Program Deficiency	Brief Description of Program Deficiency
C.2.a.5	The agency does not conduct a prompt inquiry (beginning within 10 days of notification) of all Harassment allegations, including those initially raised in the EEO complaint process.

Objective(s) and Dates for EEO Plan

10/31/2018	Develop and publish a comprehensive Anti-Harassment policy that details Harassment procedures.	10/01/2024	10/01/2023	
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Responsible Official(s)

Title	Name	Performance Standards Address the Plan? (Yes or No)
DHS HQ EEO Director	John Sim	Yes
Anti-Harassment Unit Manager	Nicole Swann	Yes

Planned Activities Toward Completion of Objective

Target Date (mm/dd/yyyy)	Planned Activities	Sufficient Funding & Staffing? (Yes or No)	Modified Date (mm/dd/yyyy)	Completion Date (mm/dd/yyyy)
10/01/2024	Monitor process to ensure cases are processed in a timely manner.	Yes	10/01/2023	12/01/2021

Report of Accomplishments

Fiscal Year	Accomplishments
2023	Provided AH Unit support in acquiring resources.

MD-715 – Part H-5

Agency EEO Plan to Attain the Essential Element of a Model EEO Program

Please describe the status of each plan that the agency has implemented to correct deficiencies in the EEO program.

If the agency did not address any deficiencies during the reporting period, please check the box.

Statement of Model Program Essential Element Deficiency

Type of Program Deficiency	Brief Description of Program Deficiency
C.4.e.1	The HR office and EEO office do not work together to implement the Affirmative Action Plan for Individuals with Disabilities.

Objective(s) and Dates for EEO Plan

Date Initiated (mm/dd/yyyy)	Objective	Target Date (mm/dd/yyyy)	Modified Date (mm/dd/yyyy)	Date Completed (mm/dd/yyyy)
10/31/2018	To develop a collaborative relationship between HRMS, OIG, and DHS HQ EEO to implement the Affirmative Action Plan for Individuals with Disabilities.	10/01/2024	10/01/2023	

Responsible Official(s)

Title	Name	Performance Standards Address the Plan? (Yes or No)
DHS HQ EEO Director	John Sim	Yes
DHS OCHCO HRMS	Nicole Barksdale-Perry	No
Director, OCHCO OIG	Shuntonya Clark	No
Disability Program Manager	Darlene Avery	Yes

Planned Activities Toward Completion of Objective

Target Date (mm/dd/yyyy)	Planned Activities	Sufficient Funding & Staffing? (Yes or No)	Modified Date (mm/dd/yyyy)	Completion Date (mm/dd/yyyy)
10/01/2024	DHS HQ EEO Director will schedule meetings with OCHCO POCs to discuss how to work together in implementing an Affirmative Action Plan for persons with disabilities.	Yes	10/01/2023	
10/01/2024	OCHCO/HRMS will track data and conduct barrier analysis for persons with disabilities and targeted	Yes	10/01/2023	

Target Date (mm/dd/yyyy)	Planned Activities	Sufficient Funding & Staffing? (Yes or No)	Modified Date (mm/dd/yyyy)	Completion Date (mm/dd/yyyy)
	disabilities on a quarterly basis and meet with DHS HQ EEO Director to develop action plans.			
10/01/2024	OCHCO/HRMS and DHS HQ EEO will work together to ensure items on the Affirmative Action plan are completed.	Yes	10/01/2023	
10/01/2024	OCHCO/HRMS and DHS HQ EEO will meet quarterly to discuss outcomes, trends, analysis, and effectiveness of the Affirmative Action plan.	Yes	10/01/2023	

Report of Accomplishments

Fiscal Year	Accomplishments
2023	Held meetings with OCHCO and OIG HR to coordinate on implementing affirmative action plan for persons with disabilities.

MD-715 – Part H-6

Agency EEO Plan to Attain the Essential Element of a Model EEO Program

Please describe the status of each plan that the agency has implemented to correct deficiencies in the EEO program.

If the agency did not address any deficiencies during the reporting period, please check the box.

Statement of Model Program Essential Element Deficiency

Type of Program Deficiency	Brief Description of Program Deficiency
C.4.e.4	OCHCO and DHS HQ EEO do not work together to identify and remove barriers to equal opportunity in the workplace.

Objective(s) and Dates for EEO Plan

Date Initiated (mm/dd/yyyy)	Objective	Target Date (mm/dd/yyyy)	Modified Date (mm/dd/yyyy)	Date Completed (mm/dd/yyyy)
10/31/2018	Develop a collaborate relationship between OCHCO and DHS HQ EEO to identify and remove barriers to equal opportunity in the workplace.	10/01/2024	10/01/2023	

Responsible Official(s)

Title	Name	Performance Standards Address the Plan? (Yes or No)
DHS HQ EEO Director	John Sim	Yes
DHS OCHCO HRMS	Nicole Barksdale-Perry	No
Director OIG OCHCO	Shuntonya Clark	No

Planned Activities Toward Completion of Objective

Target Date (mm/dd/yyyy)	Planned Activities	Sufficient Funding & Staffing? (Yes or No)	Modified Date (mm/dd/yyyy)	Completion Date (mm/dd/yyyy)
10/01/2024	DHS HQ EEO Director will schedule meetings with OCHCO POCs to discuss implementing barrier analysis for possible barriers in the workplace.	Yes	07/01/2021	07/01/2021
10/01/2024	OCHCO and DHS HQ EEO will track data and conduct barrier analysis for possible barriers in the workplace.	Yes	10/01/2023	
10/01/2024	OCHCO and DHS HQ EEO will work together to develop action plans based on barrier analysis outcomes.	Yes	10/01/2023	
10/01/2024	OCHCO and DHS HQ EEO will work together to ensure items on the barrier analysis action plans are completed.	Yes	10/01/2023	
10/01/2024	OCHCO and DHS HQ EEO will meet quarterly to discuss outcomes, trends, analysis, and effectiveness of the barrier analysis action plans.	Yes	10/01/2023	

Report of Accomplishments

Fiscal Year	Accomplishments
2023	EEO Office has prepared Barrier Analysis training to include tracking data, trends, and analysis to create a plan for the Barrier Analysis. Will continue to coordinate with HRMS to deploy.

MD-715 – Part H-7

Agency EEO Plan to Attain the Essential Element of a Model EEO Program

Please describe the status of each plan that the agency has implemented to correct deficiencies in the EEO program.

If the agency did not address any deficiencies during the reporting period, please check the box.

Statement of Model Program Essential Element Deficiency

Type of Program Deficiency	Brief Description of Program Deficiency
D.2.b D.2.c	The agency does not regularly examine the impact of Management/personnel policies, procedures, and practices by race, national origin, sex, and disability or consider whether any group of employees or applicants might be negatively impacted prior to making human resource decisions, such as re-organizations and realignment.

Objective(s) and Dates for EEO Plan

Date Initiated (mm/dd/yyyy)	Objective	Target Date (mm/dd/yyyy)	Modified Date (mm/dd/yyyy)	Date Completed (mm/dd/yyyy)
10/31/2018	To begin to regularly examine the impact of Management/personnel policies, procedures, and practices by race, national origin, sex, and disability and also consider whether any group of employees or applicants might be negatively impacted prior to making human resource decisions, such as re-organizations and realignment.	10/01/2024	10/01/2023	

Responsible Official(s)

Title	Name	Performance Standards Address the Plan? (Yes or No)
DHS HQ EEO Director	John Sim	Yes
HQ OCHCO HRMS	Nicole Barksdale-Perry	No
Director OIG OCHCO	Shuntonya Clark	No
HQ Affirmative Employment Program Manager	Anthony Pledger	Yes
Disability Program Manager	Darlene Avery	Yes

Planned Activities Toward Completion of Objective

Target Date (mm/dd/yyyy)	Planned Activities	Sufficient Funding & Staffing? (Yes or No)	Modified Date (mm/dd/yyyy)	Completion Date (mm/dd/yyyy)
09/30/2019	DHS HQ EEO Director will schedule meetings with OCHCO POCs to discuss how to work together on developing a timetable for reviewing personnel policies, procedures, and practices.	Yes	07/01/2021	07/01/2021
10/01/2024	OCHCO will provide DHS HQ EEO Director with a draft of all proposed realignment, reorganizations, and HR decisions to ensure that no group of applicants or employees is negatively impacted by the change.	Yes	10/01/2023	
10/01/2024	DHS HQ EEO Director will review all HR proposals and make recommendations that would alleviate negative impacts to any group of applicants or employees.	Yes	10/01/2023	
10/01/2024	OCHCO and DHS HQ EEO will work together to ensure an action plan is developed when personnel policies, procedures, and/or practices prove to show bias or unintentional discrimination against any group of applicants or employees.	Yes	10/01/2023	
10/01/2024	OCHCO and DHS HQ EEO will meet quarterly to discuss outcomes, trends, analysis, and effectiveness of the action plan and review timetable.	Yes	10/01/2023	

Report of Accomplishments

Fiscal Year	Accomplishments

2022, 2023	HQ EEO reached out to HRMS and OIG and coordinated with HQ Program Offices to reach a consensus on working together moving forward.
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MD-715 – Part H-8

Agency EEO Plan to Attain the Essential Element of a Model EEO Program

Please describe the status of each plan that the agency has implemented to correct deficiencies in the EEO program.

If the agency did not address any deficiencies during the reporting period, please check the box.

Statement of Model Program Essential Element Deficiency

Type of Program Deficiency	Brief Description of Program Deficiency
Plan H-15	
D.3.a D.3.b D.3.c	The agency does not effectively tailor action plans to address the identified barriers, in particular policies, procedures, or practices; identify any barriers to implement a plan in Part I, including meeting the target dates for the planned activities; or periodically review the effectiveness of the plans.

Objective(s) and Dates for EEO Plan

Date Initiated (mm/dd/yyyy)	Objective	Target Date (mm/dd/yyyy)	Modified Date (mm/dd/yyyy)	Date Completed (mm/dd/yyyy)
10/31/2018	Begin to conduct barrier analysis to create action plans to eliminate found barriers.	10/01/2024	10/01/2023	

Responsible Official(s)

Title	Name	Performance Standards Address the Plan? (Yes or No)
DHS HQ EEO Director	John Sim	Yes
HQ Affirmative Employment program Manager	Anthony Pledger	Yes
DHS OCHCO STRIDE	Sharon Wong	No
DHS OCHCO HRMS	Nicole Barksdale-Perry	No

Title	Name	Performance Standards Address the Plan? (Yes or No)
OIG OCHCO	Clark, Shuntonya	No

Planned Activities Toward Completion of Objective

Target Date (mm/dd/yyyy)	Planned Activities	Sufficient Funding & Staffing? (Yes or No)	Modified Date (mm/dd/yyyy)	Completion Date (mm/dd/yyyy)
10/01/2024	OCHCO/HRMS will designate POCs to create a barrier analysis work group. This group will conduct barrier analysis on all programs throughout the year and create action plans based on findings. (Ideally, all of DHS HQ EEO, two people from each program area, and various parts of OCHCO will make up the team)	Yes	10/01/2023	
02/01/2020	DHS HQ EEO and OCHCO will schedule training dates on how to conduct barrier analysis.	Yes	08/01/2023	09/15/2023
10/01/2024	Overseen by DHS HQ EEO and OCHCO main POCs, the barrier analysis working group will create a schedule and process for conducting barrier analysis on all groups; applicants, employees, and former employees; and all program areas.	Yes	10/01/2023	
10/01/2024	After conducting each respective analysis, the barrier analysis group will create a Part I action plan for the MD-715 with target dates, specific actions, and a time for reviewing the plan for effectiveness of removing the identified barrier(s).	Yes	10/01/2023	
10/01/2024	Overseen by DHS HQ EEO and OCHCO, the barrier analysis group will meet quarterly to discuss outcomes, trends, analysis, and effectiveness of the barrier analysis schedule, data points, and effectiveness of the plans.	Yes	10/01/2023	

Report of Accomplishments

Fiscal Year	Accomplishments
2023	Stand up of a barrier analysis work group was completed and first training offered to Barrier Analysis Team (BAT)

Part I: Plans to Eliminate Identified Barriers

<p>EEOC FORM 715-02 PART I</p>	<p>U.S. Equal Employment Opportunity Commission FEDERAL AGENCY ANNUAL EEO PROGRAM STATUS REPORT</p>
<p>DHS HEADQUARTERS</p>	<p>FY 2023</p>
<p>STATEMENT OF CONDITION THAT WAS A TRIGGER FOR A POTENTIAL BARRIER:</p> <p>Provide a brief narrative describing the condition at issue.</p> <p>How was the condition recognized as a potential barrier?</p>	<p>Data comparisons between the DHS HQ workforce, the Civilian Labor Force, and/or Executive Branch goals revealed lower than expected participation rates of employee groups in the HQ workforce, the SES level, and Mission Critical Occupations. See Workforce charts located in this report in Part E, Executive Summary, Sections II & III.</p>
<p>BARRIER ANALYSIS:</p> <p>Provide a description of the steps taken and data analyzed to determine cause of the condition.</p>	<p>The following were identified as Agency-wide focus areas for DHS HQ for FY 2023:</p> <ul style="list-style-type: none"> ▪ Hiring more Female. ▪ Hiring more Hispanic Male and Female. ▪ Upward mobility for minorities in SES positions ▪ Targeted Recruitment at non Predominantly White Institutions (PWI).
<p>STATEMENT OF IDENTIFIED BARRIER:</p> <p>Provide a succinct statement of the Agency policy, procedure, or practice that has been determined to be the barrier of the undesired condition.</p>	<p>Where under-representation or under participation exists, DHS HQ will conduct barrier analysis, review the results, and any root causes uncovered, and coordinate the implementation of EEO action plans to eradicate barriers. DHS HQ sees the barrier analysis training as another step towards successfully analyzing its workforce data and proactively moving towards eliminating identified barriers.</p>
<p>OBJECTIVE:</p> <p>State the alternative or revised Agency policy, procedure, or practice to be implemented to correct the undesired condition.</p>	<p>Upon completion of barrier analysis, DHS HQ will be able to state an alternative or revised Agency policy, procedure, or practice to be implemented to eliminate the identified barrier.</p>
<p>RESPONSIBLE OFFICIAL(S):</p>	<p>DHS HQ EEO Office DHS Office of the Chief Human Capital Officer, Human Resources Management and Services DHS HQ Office of the Inspector General Chief Human Capital Office</p>

DATE OBJECTIVE INITIATED:		October 2019
TARGET DATE FOR COMPLETION OF OBJECTIVE:		December 2025 DHS HQ intends to complete this plan in phases.
EEOC FORM 715-02 PART I	EEO Plan to Eliminate Identified Barrier	
PLANNED ACTIVITIES TOWARD COMPLETION OF OBJECTIVE:		TARGET DATE
<p>Phase 1 – Benchmark with other agencies for best practices in conducting barrier analysis; determine feasibility of obtaining a contractor to assist with all or some of the barrier analysis; engage DHS Employee Affinity Groups to devise affirmative Employment plans for their targeted communities; conduct appropriate market research; and develop a project schedule and standard operating procedure for conducting barrier analysis.</p>		October 2019 – September 2020
<p>Phase 2 – Establish focus groups to conduct barrier analysis for the following three corporate areas of focus: 1) Increasing the female workforce (specifically White, Hispanic, and American Indian/Alaska native), 2) Increasing the Hispanic workforce (Male and Female), and 3) Upward mobility for minorities in SES positions.</p>		January 2020 – June 2023
<p>Phase 3 - Begin barrier analysis of identified workforce data.</p>		July 2023 – September 2025
<u>CHALLENGES:</u>		Staffing limitations, and ongoing, as barrier analysis is completed.
Develop Action Plans to address identified root causes and steps to remove barriers.		
REPORT OF ACCOMPLISHMENTS and MODIFICATIONS TO OBJECTIVE		
<u>Accomplishments:</u>		
Preparations for planned activities limited by staff changes.		

Part J: Special Program Plan for the Recruitment, Hiring, Advancement, and Retention of Persons with Disabilities

To capture agencies' affirmative action plan for persons with disabilities (PWD) and those with targeted disabilities (PWTD), EEOC regulations (29 C.F.R. § 1614.203(e)) and MD-715 require agencies to describe how their plan will improve the recruitment, hiring, advancement, and retention during the entire life cycle of applicants and employees with disabilities. All agencies, regardless of size, must complete this Part of the MD-715 report.

Section I: Efforts to Reach Regulatory Goals

EEOC regulations (29 C.F.R. § 1614.203(d)(7)) require agencies to establish specific numerical goals for increasing the participation of persons with reportable and targeted disabilities in the federal government.

1. Using the goal of 12% as the benchmark, does your Agency have a trigger involving PWD by grade level cluster in the permanent workforce? If "yes", describe the trigger(s) in the text box.
 - a. Cluster GS-1 to GS-10 (PWD) Yes 0 No **X**
 - b. Cluster GS-11 to SES (PWD) Yes 0 No **X**

Table B4-1 Per No triggers

2. Using the goal of 2% as the benchmark, does your Agency have a trigger involving PWTD by grade level cluster in the permanent workforce? If "yes", describe the trigger(s) in the text box.
 - a. Cluster GS-1 to GS-10 (PWTD) Yes 0 No **X**
 - b. Cluster GS-11 to SES (PWTD) Yes 0 No **X**

Table B4-1 No Triggers

- Describe how the Agency has communicated the numerical goals to the hiring managers and/or recruiters.

Annually, OCHCO issues a memorandum via email to HR personnel and hiring managers describing the agency's commitment to meeting the numerical goals set forth under Section 501. The memorandum emphasized the Agency overall goals for hiring PWD/PWTD and improving hiring efforts in the major job occupations and hiring Vets with disabilities.

Section II: Model Disability Program

Pursuant to the regulations implementing Section 501 of the Rehabilitation Act of 1973 (29 C.F.R. § 1614.203), agencies must ensure sufficient staff, training, and resources to recruit and hire persons with disabilities and persons with targeted disabilities, administer the reasonable accommodation program and special emphasis program, and oversee any other disability hiring and advancement program the Agency has in place.

A. Plan to Provide Sufficient & Competent Staffing for the Disability Program

- Has the Agency designated sufficient qualified personnel to implement its disability program during the reporting period? If "no", describe the Agency's plan to improve the staffing for the upcoming year.

Yes No

N/A

- Identify all Agency staff responsible for implementing the Agency's disability employment program by the office, staff employment status, and point of contact.

Disability Program Task	# of FTE Staff by Employment Status			Primary Point of Contact (Name, Title)
	Full Time	Part Time	Collateral Duty	
Processing applications from PWD and PWTD	10		4	<p>Tanya Harris, Human Resource Specialist Office of Inspector General/Office of Management (Tanya.Harris@oig.dhs.gov)</p> <p>Barbara Williams, Human Resource Specialist Office of Inspector General/Office of Management (Barbara.Williams@oig.dhs.gov)</p>

				Zakia Sullivan, Program Manager, Selective Placement Coordinator, DSHQ HRMS, (Zakia.Sullivan@hq.dhs.gov)
Answering questions from public about hiring authorities that take disability into account	15		2	<p>Zakia Sullivan, Program Manager, Selective Placement Coordinator, DSHQ HRMS (Zakia.Sullivan@hq.dhs.gov)</p> <p>Darlene Avery, Reasonable Accommodation Program Manager, Equal Employment Opportunity Office, 202-357-1204 (Darlene.Avery@hq.dhs.gov)</p> <p>Barbara Williams, Human Resource Specialist Office of Inspector General/Office of Management (Barbara.Williams@oig.dhs.gov)</p> <p>DaShunda McDonley Director, Diversity, Equity, Inclusion & Accessibility Office of Science & Technology (Dashunda.Mcdonley@hq.dhs.gov)</p> <p>Oliver Clark Management & Program Analyst Office of Intelligence & Analysis (Oliver.Clark@hq.dhs.gov)</p> <p>Maureen (Mo) Smolskis Consultant, Strategic Integration Support Team Federal Protective Service (Maureen.A.Smolskis@associates.fps.dhs.gov)</p>
Processing reasonable accommodation requests from applicants and employees with disabilities.	3			<p>Darlene Avery, Reasonable Accommodation Program Manager, Equal Employment Opportunity Office, 202-357-1204 (Darlene.Avery@hq.dhs.gov)</p> <p>Tyra Matthews, OIG, Human Resource Specialist; Office of Human Capital; (Tyra.Matthews@oig.dhs.gov)</p> <p>Nichelle Cromwell-James</p>

				Medical Program Manager Federal Protective Services (Nichelle.M.Cromwell-James@fps.dhs.gov)
Section 508 Compliance	2			Brandon Pace HQ 508 Program Manager MGNT/OCIO/OAST 202-306-5454 (Brandon.Pace@hq.dhs.gov) HQ Ribkha Hailu HQ Section 508, Services Director MGMT/OCIO/OAST 202-536-7823 (Ribkha.Hailu@hq.dhs.gov)
Architectural Barriers Act Compliance	1			Donald Davis Project Manager OCRSO of Facility and Operation Support 202-897-8153 (Donald.Davis@hq.dhs.gov)
Special Emphasis Program for PWD and PWTD	2		1	Darlene Avery, Disability Program Manager, Equal Employment Opportunity Office, 202-357-1204 (Darlene.Avery@hq.dhs.gov) Zakia Sullivan, Program Manager, Selective Placement Coordinator, DSHQ HRMS (Zakia.Sullivan@hq.dhs.gov)

3. Has the Agency provided disability program staff with sufficient training to carry out their responsibilities during the reporting period? If “yes”, describe the training that disability program staff have received. If “no”, describe the training planned for the upcoming year.

Yes No

In FY 2023, the agency engaged in activities designed to increase the knowledge and skills among the disability program staff. Most of the staff whose is responsible for initial contact has been trained including the agency’s HR staff (staffing and recruitment specialists) and EEO specialists. Training was provided to HR staff including RA Training and Reassignment as RA of last resort to our HR staffing & recruitment professionals. Additional disability related trainings were offered to staff in FY 2023 including Career Development & Advancement of Employees with Disabilities (Schedule A training); Accessibility; Assistive Technology & Software Types of Accommodations, RA Process, and Reassignment of RA of Last Resort (internal & department-wide procedures). HQ’s will continually offer the exiting training modules: Schedule A for HR staffing & Recruitment professionals, Disability Etiquette & Awareness, Reasonable Accommodation Process and Reassignment of RA of Last Resort training will be provided to HQ’s employees including specific offerings provided to supervisor/managers only.

B. Plan to Ensure Sufficient Funding for the Disability Program

1. Has the agency provided sufficient funding and other resources to successfully implement the disability program during the reporting period? If “no”, describe the agency’s plan to ensure all aspects of the disability program have sufficient funding and other resources.

Yes No

Section III: Plan to Recruit and Hire Persons with Disabilities

Pursuant to 29 C.F.R. § 1614.203(d)(1)(i) and (ii), agencies must establish a plan to increase the recruitment and hiring of individuals with disabilities. The questions below are designed to identify outcomes of the agency’s recruitment program plan for PWD and PWTB.

A. Plan to Identify Job Applicants with Disabilities

1. Describe the programs and resources the Agency uses to identify job applicants with disabilities, including persons with targeted disabilities.

HQ utilizes the WRP Program and accepts Schedule A applicants for posted positions. HQ works with local colleges employment resource centers and rehabilitation centers to promote vacancies within HQ’s as well as assisting with Federal writing skills and interviewing skills. In addition, USAJOBS resume mining; recruiting and hiring events focusing on veterans have occurred throughout the year with HQ’s.

2. Pursuant to 29 C.F.R. 1614.203(a)(3), describe your Agency’s use of hiring authorities that take disability into account (e.g., Schedule A) to recruit PWD and PWTB for positions in the permanent workforce.

HQ utilizes 30% disabled veterans, Schedule A, VRA applicant hiring authorities to recruit PWD and PWTB for positions.

3. When individuals apply for a position under a hiring authority that takes disability into account (e.g., Schedule A), explain how the Agency (1) determines if the individual is eligible for appointment under such authority and (2) forwards the individual's application to the relevant hiring officials with an explanation of how and when the individual may be appointed.

Schedule A applicants:

When an individual applies for a position with DHS-HQ under the Schedule A hiring authority, the individual will be placed on a Schedule A saved list for review. The individual’s application package is reviewed to determine if he/she is eligible. The individual’s eligibility will be based on a certified Schedule A letter from a physician or a rehabilitation facility. After the eligibility is determined, the specialist will then review the resume to ensure that that individual meets the

minimum qualifications identified in the vacancy announcement. If it is determined that the individual meets the eligibility and qualifications, then a certificate is issued to the hiring official. The hiring official is informed that absolute veteran's preference is applied when selecting from a Schedule A certificate.

30% disabled veterans:

When an individual applies for a position with DHS-HQ under the 30% disabled hiring authority, the individual will be placed on a non-competitive saved list for review. The individual's application package is reviewed to determine if he/she is eligible. The individual's eligibility will be based on disability rating letter (30% or more) from the Department of Veteran Affairs and an honorable DD214. After the eligibility is determined, the specialist will then review the resume to ensure that that individual meets the minimum qualifications identified in the vacancy announcement. If it is determined that the individual meets the eligibility and qualifications, then a certificate is issued to the hiring official. The hiring official is informed that anyone from the non-competitive certificate can be selected. Note: veteran's preference is not applied on a non-competitive merit promotion certificate.

4. Has the Agency provided training to all hiring managers on the use of hiring authorities that take disability into account (e.g., Schedule A)? If "yes", describe the type(s) of training and frequency. If "no", describe the Agency's plan to provide the training.

Yes No N/A

Reasonable Accommodation (five sessions) included information on disability laws on accommodating IWD's in the workplace. Four additional disability awareness sessions were offered throughout the FY open for managers attendance.

The agency hosted a session on Career Development & Advancement for Employees with Disabilities that included Schedule A training for HR staffing & recruitment professions specifying the use the special hiring authorities for PWD & PWTD, utilizing the hiring resources including WRP and 30% veterans with disability.

HQ will continue to provide Reasonable Accommodation, Schedule A training on Schedule A to HR specialists responsible for recruitment, staffing and hiring managers along with additional disability related informational sessions in FY 2024.

B. Plan to Establish Contacts with Disability Employment Organizations

Describe the Agency's efforts to establish and maintain contacts with organizations that assist PWD, including PWTD, in securing and maintaining employment.

HQ's will continue to conduct recruiting visits colleges/universities to recruit students as well as develop and maintain partnerships with the local rehabilitation centers. HQ's will continue to participate in disability focused conferences and career fairs.

HQ's recruitment and hiring staff will continue to participate in the DHS-wide monthly Strategic and Recruitment Diversity and Inclusion meetings that offer joint participation in hiring opportunities.

The Office of Inspector will continue to collaborate within the DHS community in establishing and maintaining contacts with organizations that assist PWD, including PWTD.

C. PROGRESSION TOWARDS GOALS (RECRUITMENT AND HIRING)

1. Using the goals of 12% for PWD and 2% for PWTD as the benchmarks, do triggers exist for PWD and/or PWTD among the new hires in the permanent workforce? If “yes”, please describe the triggers below.

- | | | |
|---|-------|------|
| a. New Hires for Permanent Workforce (PWD) | Yes 0 | No X |
| b. New Hires for Permanent Workforce (PWTD) | Yes 0 | No X |

Table B-1
No triggers were found.

2. Using the qualified applicant pool as the benchmark, do triggers exist for PWD and/or PWTD among the new hires for any of the mission-critical occupations (MCO)? If “yes”, please describe the triggers below.

- | | | |
|-----------------------------|-------|------|
| a. New Hires for MCO (PWD) | Yes X | No 0 |
| b. New Hires for MCO (PWTD) | Yes X | No 0 |

Tables B6
a. 0343; at 1.18%, 2210; at 0.0%; 0301; at 7.14%, 0080; at 0.0%, 1801; at 0.0%, 0132; at 9.9%
1102; at 3.03
b. 0343; at 1.18%, 2210; at 0.0%, 0080; at 0.0%, 1801; at 0.0%, 0132; at 0.0%, 1102; at 0.0%

3. Using the relevant applicant pool as the benchmark, do triggers exist for PWD and/or PWTD among the qualified *internal* applicants for any of the mission-critical occupations (MCO)? If “yes”, please describe the triggers below.

- | | | |
|--|-------|------|
| a. Qualified Applicants for MCO (PWD) | Yes X | No 0 |
| b. Qualified Applicants for MCO (PWTD) | Yes X | No 0 |

Tables B6
a. 0343; at 9.62%, 2210; at 10.81%, 0301; at 8.43%, 0080; at 10.49%, 1801; at 4.45%, 0132; at 6.35%, 1102; AT 6.67%
b. 1801; at 1.07%

4. Using the qualified applicant pool as the benchmark, do triggers exist for PWD and/or PWTD among employees promoted to any of the mission-critical occupations? If “yes”, please describe the triggers below.

- | | | |
|------------------------------|-------|------|
| a. Promotions for MCO (PWD) | Yes 0 | No X |
| b. Promotions for MCO (PWTD) | Yes X | No 0 |

Tables B6

- a. 0343; at 4.76%, 2210; at 5.0%, 0301; at 4.10%, 1801; at 2.38%, 0132; at 0.0%, 1102; at 0.0%
- b. 0343; at 0.0%, 0301; at 1.64%, 0080; at 0.0%, 1801; at 0.0%, 0132; at 0.0%, 1102; at 0.0%

Section IV: Plan to Ensure Advancement Opportunities for Employees with Disabilities

Pursuant to 29 C.F.R § 1614.203(d)(1)(iii), agencies are required to provide sufficient advancement opportunities for employees with disabilities. Such activities might include specialized training and mentoring programs, career development opportunities, awards programs, promotions, and similar programs that address advancement. In this section, agencies should identify, and provide data on programs designed to ensure advancement opportunities for employees with disabilities.

A. Advancement Program Plan

Describe the Agency’s plan to ensure PWD, including PWTD, have sufficient opportunities for advancement.

A priority list that identifies veterans who are 30% or more disabled was created. When a vacancy for recruitment becomes available, staffing informs applicants so they can apply to the position. In addition, HQs provides all employees, including PWD & PWTD, the opportunity to apply for positions by releasing job announcements to the workforce on a weekly basis via email as well as the internal website page.

B. Career Development Opportunities

1. Please describe the career development opportunities that the Agency provides to its employees.

There are opportunities to participate in various career development programs including the following: Partnership for Public Service, Emerging HR Leaders, Forum DHS Leader Development Program, Senior Executive Service Candidate Development Program, DHS Fellows Program, Executive Capstone, Supervisor's Cornerstone, and Manager's Keystone, Team Lead Milestone and the HR Academy.

Headquarters CRCL DMS offered Disability Mentoring Programs during FY 2022. The program was offered to all IWD's within HQ's to aid employees with disabilities the opportunity to be mentored by an employee GS14 and above.

The SES Candidate Development Program prepares high-performing GS-14/15 (or equivalent)

individuals for SES positions through an intensive 12-18 month leadership development program that combines peer learning, mentoring, seminars by thought leaders, workshops by DHS experts, and a rotational assignment in an executive-level position that develops individuals in the Executive Core Qualifications. Successful graduates may be certified by the Office of Personnel Management and considered for non-competitive selection into an SES position for which they are qualified.

The Office of Inspector General provides career development (non-technical) opportunities through its Centralized Development Program (CDP). The purpose of the CDP is to develop the managerial workforce by focusing on competencies identified as essential to effective performance at supervisory, managerial, and executive levels. CDP opportunities include Office of Personnel Management leadership programs, Master’s degree programs, Naval Post Graduate School, Center for Creative Leadership, Federal Executive Institute, DHS University and many other executive development programs. Most of the CDP programs range from one week to over a year.

All CDP training and development initiatives, when appropriate, will be conducted under Merit Promotion Procedures, in accordance with 5 C.F.R. Part 335, and 5 C.F.R. Part 410 and 412. Employees are selected through the OIG CDP Training Board, which is comprised of the Inspector General and, when appropriate, other senior staff. However, in some cases, selection by the CDP Board does not guarantee a seat in a program or school. Many of the schools will request the applications to be forwarded to the institution and the institution will finalize the selection and approval of the applicants.

2. In the table below, please provide the data for career development opportunities that require competition and/or supervisory recommendation/approval to participate.

Career Development Opportunities	Total Participants		PWD		PWTD	
	Applicants (#)	Selectees (#)	Applicants (%)	Selectees (%)	Applicants (%)	Selectees (%)
Internship Programs						
Fellowship Programs						
Mentoring Programs (HQ)	6	6	6	6	1	1
Coaching Programs						
Training Programs						
Detail Programs						
Other Career Development Programs						

3. Do triggers exist for PWD among the applicants and/or selectees for any of the career development programs? (The appropriate benchmarks are the relevant applicant pool for the applicants and the applicant pool for selectees.) If “yes”, describe the trigger(s) in the text box.

- | | | |
|---------------------|-------|-------------|
| a. Applicants (PWD) | Yes 0 | No X |
| b. Selections (PWD) | Yes 0 | No X |

Tables B7 & B8

- a. Relevant applicant pool information unavailable.
b. No triggers.

4. Do triggers exist for PWTD among the applicants and/or selectees for any of the career development programs identified? (The appropriate benchmarks are the relevant applicant pool for applicants and the applicant pool for selectees.) If “yes”, describe the trigger(s) in the text box.

- | | | |
|--------------------------------|--------------|-------------|
| a. Qualified Applicants (PWTD) | Yes 0 | No X |
| b. Selections (PWTD) | Yes X | No 0 |

Tables B7 & B 8

- a. Relevant applicant pool information unavailable.
b. GS-15; at 1.68% compared to 2.42%

C. Awards

1. Using the inclusion rate as the benchmark, does your Agency have a trigger involving PWD and/or PWTD for any level of the time-off awards, bonuses, or other incentives? If “yes”, please describe the trigger(s) in the text box.

- | | | |
|---|--------------|------|
| a. Awards, Bonuses, & Incentives (PWD) | Yes X | No 0 |
| b. Awards, Bonuses, & Incentives (PWTD) | Yes X | No 0 |

Table B9-2

In FY 2023, the agency identified triggers involving the percentages of PWD and PWTD who received time-off awards and cash awards.

a. Cash: \$500 and under; 4.39% vs. 5.11%; \$2,000-\$2,999; 18.49% vs. 22.34%, \$3000-\$3,999; 12.61% vs. 13.95%, \$4,000-\$4,999; 7.88% vs. 9.61%, \$5,000 or More; 8.92% vs. 12.72%

b. Time off: 11-20hrs; 10.34% vs. 10.46%

Cash: \$501-\$999; 16.67% vs. 17.53%, \$1000-\$1,999; 38.51% vs. 41.78%, \$3000-\$3,999; 9.77% vs. 13.95%; \$4,000- \$4,999; 6.32% vs. 9.61%

2. Using the inclusion rate as the benchmark, does your Agency have a trigger involving PWD and/or PWTD for quality step increases or performance-based pay increases? If “yes”, please describe the trigger(s) in the text box.

- | | | |
|-------------------------|--------------|------|
| a. Pay Increases (PWD) | Yes X | No 0 |
| b. Pay Increases (PWTD) | Yes X | No 0 |

Table B9-2
a. QSI Award: 3.79% vs. 4.00%; Performance based pay increase; 1.50% vs. 3.23%
b. QSI Award; 1.72% vs. 4.00% Performance based pay increase; 2.30% vs. 3.23%

3. If the Agency has other types of employee recognition programs, are PWD and/or PWTD recognized disproportionately less than employees without disabilities? (The appropriate benchmark is the inclusion rate.) If “yes”, describe the employee recognition program and relevant data in the text box.

- | | | | |
|--------------------------------------|-------|------|--------------|
| a. Other Types of Recognition (PWD) | Yes 0 | No 0 | N/A X |
| b. Other Types of Recognition (PWTD) | Yes 0 | No 0 | N/A X |

N/A

D. Promotions

1. Does your Agency have a trigger involving PWD among the qualified internal applicants and/or selectees for promotions to the senior grade levels? (The appropriate benchmarks are the relevant applicant pool for qualified internal applicants and the qualified applicant pool for selectees.) For non-GS pay plans, please use the approximate senior grade levels. If “yes”, describe the trigger(s) in the text box.

- | | | |
|--|--------------|------|
| a. SES | | |
| i. Qualified Internal Applicants (PWD) | Yes X | No 0 |
| ii. Internal Selections (PWD) | Yes X | No 0 |
| b. Grade GS-15 | | |
| i. Qualified Internal Applicants (PWD) | Yes X | No 0 |
| ii. Internal Selections (PWD) | Yes X | No 0 |
| c. Grade GS-14 | | |
| i. Qualified Internal Applicants (PWD) | Yes X | No 0 |
| ii. Internal Selections (PWD) | Yes X | No 0 |
| d. Grade GS-13 | | |

- i. Qualified Internal Applicants (PWD) Yes **X** No 0
- ii. Internal Selections (PWD) Yes **X** No 0

Tables B7-1
In FY 2023, the percentage of PWD among the qualified internal applicants and/internal selectees fell below the benchmark compared to the participation rate of employees at the next lower grade level:

- a. i. SES is at 6.67% vs. 16.83%
- ii. SES is at 0.0% vs. 16.83%

- b. i. GS15 is at 7.76% vs. 23.06%
- ii. GS15 is at 2.33% vs. 23.06%

- c. i. The GS-14 is at 5.63% vs. 28.88%
- ii. GS-14 is at 2.78% vs. 28.88%

- d. i. GS-13 is at 8.04% vs. 33.64%
- ii. GS-13 is at 3.54% vs. 33.64%

2. Does your Agency have a trigger involving PWTD among the qualified internal applicants and/or selectees for promotions to the senior grade levels? (The appropriate benchmarks are the relevant applicant pool for qualified internal applicants and the qualified applicant pool for selectees.) For non-GS pay plans, please use the approximate senior grade levels. If “yes”, describe the trigger(s) in the text box.

- a. SES
 - i. Qualified Internal Applicants (PWTD) Yes 0 No **X**
 - ii. Internal Selections (PWTD) Yes **X** No 0

- b. Grade GS-15
 - i. Qualified Internal Applicants (PWTD) Yes 0 No **X**
 - ii. Internal Selections (PWTD) Yes **X** No 0

- c. Grade GS-14
 - i. Qualified Internal Applicants (PWTD) Yes **X** No 0
 - ii. Internal Selections (PWTD) Yes **X** No 0

- d. Grade GS-13
 - i. Qualified Internal Applicants (PWTD) Yes 0 No **X**
 - ii. Internal Selections (PWTD) Yes **X** No 0

Table B7-1
In FY 2023, the percentage of PWTD among the qualified internal applicants and internal selectees fell below the benchmark compared to the participation rate of employees at the next lower grade level:

- a. i. No trigger
ii. SES is at 0.0% vs. 2.97%
- b. i. No trigger
ii. GS15 is at 1.16% vs. 1.68%
- c. i. The GS-14 is at 2.25% vs. 2.74%
ii. GS-14 is at 0.93% vs. 2.74%
- d. i. No trigger
ii. GS-13 is at 2.65% vs. 2.97%

3. Using the qualified applicant pool as the benchmark, does your Agency have a trigger involving PWD among the new hires to the senior grade levels? For non-GS pay plans, please use the approximate senior grade levels. If “yes”, describe the trigger(s) in the text box.

a. New Hires to SES (PWD)	Yes X	No 0
b. New Hires to GS-15 (PWD)	Yes X	No 0
c. New Hires to GS-14 (PWD)	Yes X	No 0
d. New Hires to GS-13 (PWD)	Yes X	No 0

Table B7-1 In FY 2023, the percentage of PWD among new hires fell below the benchmark given qualified applicant pool:

- a. SES is at 10.00% vs. 16.83%
- b. GS-15 is at 0.0% vs. 23.06%
- c. GS-14 is at 1.89% vs. 28.88%
- d. GS-13 is at 7.32% vs. 33.64%

4. Using the qualified applicant pool as the benchmark, does your Agency have a trigger involving PWTD among the new hires to the senior grade levels? For non-GS pay plans, please use the approximate senior grade levels. If “yes”, describe the trigger(s) in the text box.

a. New Hires to SES (PWTD)	Yes X	No 0
b. New Hires to GS-15 (PWTD)	Yes X	No 0
c. New Hires to GS-14 (PWTD)	Yes X	No 0

d. New Hires to GS-13 (PWTD) Yes 0 No **X**

Table B7-1

In FY 2023, the percentage of PWTD among new hires fell below the benchmark given qualified applicant pool:

- a. SES is at 0.0% vs. 2.97%
- b. GS-15 is at 0.0% versus 1.68%
- c. GS-14 is at 0.0% vs. 2.74%
- d. No trigger

5. Does your Agency have a trigger involving PWD among the qualified internal applicants and/or selectees for promotions to supervisory positions? (The appropriate benchmarks are the relevant applicant pool for qualified internal applicants and the qualified applicant pool for selectees.) If “yes”, describe the trigger(s) in the text box.

a. Executives

i. Qualified Internal Applicants (PWD)	Yes X	No 0
ii. Internal Selections (PWD)	Yes X	No 0

b. Managers

i. Qualified Internal Applicants (PWD)	Yes X	No 0
ii. Internal Selections (PWD)	Yes X	No 0

c. Supervisors

i. Qualified Internal Applicants (PWD)	Yes 0	No 0
ii. Internal Selections (PWD)	Yes X	No 0

Table B8-1

In FY 2023, the percentage of PWD among the qualified internal applicants and selectees for promotions to supervisory positions for the following fell below the benchmark given the relevant applicant pool:

- a. Executive (GS-15 and above)
 - i. Qualified Internal Applicants; at 6.13% vs. 23.77%,
 - ii. Internal Selections; at 1.79% vs. 23.77%
- b. Managers (GS-13-14)
 - i. Qualified Internal Applicants; at 3.37% vs. 34.08%
 - ii. Internal Selections at 2.17% vs. 34.08%
- c. Supervisors (GS 12 and below)
 - i. Qualified Internal Applicants; No applicant data available
 - ii. Internal Selections; at 38.11% vs. 42.67%

6. Does your Agency have a trigger involving PWTD among the qualified internal applicants and/or selectees for promotions to supervisory positions? (The appropriate benchmarks are the relevant applicant pool for qualified internal applicants and the qualified applicant pool for selectees.) If “yes”, describe the trigger(s) in the text box.

a. Executives

iii. Qualified Internal Applicants (PWTD)	Yes 0	No X
iv. Internal Selections (PWTD)	Yes X	No 0

b. Managers

iii. Qualified Internal Applicants (PWTD)	Yes X	No 0
iv. Internal Selections (PWTD)	Yes X	No 0

c. Supervisors

i. Qualified Internal Applicants (PWTD)	Yes 0	No 0
ii. Internal Selections (PWTD)	Yes 0	No X

Table B8-1
In FY 2023, the percentage of PWTD among the qualified internal applicants and selectees for promotions to supervisory positions for the following fell below the benchmark given the relevant applicant pool:

a. Executive (GS-15 and above)

- i. Qualified Internal; Applicants no trigger
- ii. Internal Selections; at 0.0% vs. 1.94%

b. Managers (GS-13-14)

- i. Qualified Internal Applicants; at 1.04% vs. 3.10%
- ii. Internal Selections; at 2.17% vs. 3.10%

c. Supervisors (GS 12 and below)

- i. Qualified Internal Applicants; No applicant data available
- ii. Internal Selections; no trigger

7. Using the qualified applicant pool as the benchmark, does your Agency have a trigger involving PWD among the selectees for new hires to supervisory positions? If “yes”, describe the trigger(s) in the text box.

Table B8-1
In FY 2023, the percentage of selectees for new hires to supervisor positions for PWD fell below the benchmark given the qualified applicant pool:

a. New Hires for Executive (GS-15 and above); at 0.0% vs. 23.77%

b. New Hires for Managers (GS-13-14); at 0.0% vs. 34.08%

c. New Hires for Supervisors (GS 12 and below); at 47.00% vs. 42.67%

a. New Hires for Executives (PWD)	Yes X	No 0
b. New Hires for Managers (PWD)	Yes X	No 0

c. New Hires for Supervisors (PWD) Yes **X** No 0

8. Using the qualified applicant pool as the benchmark, does your Agency have a trigger involving PWTD among the selectees for new hires to supervisory positions? If “yes”, describe the trigger(s) in the text box.

a. New Hires for Executives (PWTD) Yes **X** No 0

b. New Hires for Managers (PWTD) Yes **X** No 0

c. New Hires for Supervisors (PWTD) Yes **X** No 0

Table B8-1

In FY 2023, the percentage of selectees for new hires to supervisor positions for PWTD fell below the benchmark given the qualified applicant pool:

a. New Hires for Executive (GS-15 and above); at 0.0% vs. 1.94%

b. New Hires for Managers (GS-13-14); at 0.0% vs. 3.10%

c. New Hires for Supervisors (GS 12 and below); at 1.38% vs. 2.76%

Section V: Plan to Improve Retention of Persons with Disabilities

To be a model employer for persons with disabilities, agencies must have policies and programs in place to retain employees with disabilities. In the sections below, agencies should: (1) analyze workforce separation data to identify barriers retaining employees with disabilities; (2) describe efforts to ensure accessibility of technology and facilities; and (3) provide information on the reasonable accommodation program and workplace personal assistance services.

A. Voluntary and Involuntary Separations

1. In this reporting period, did the Agency fail to convert all of the eligible Schedule A employees with a disability into the competitive service after two years of satisfactory service (5 CFR 213.3102(u)(6)(i))? If “yes”, please explain why the Agency did not convert all eligible Schedule A employees.

Yes **X** No **0** N/A 0

Yes, there were Schedule A HQ’s employees currently eligible for conversion that were not converted. The agency can receive the list of eligible employees for conversion with the Departmental-wide DPM to notify HR Specialists of the need to discuss conversion eligibility with manager in order to follow through with conversions the two (2) year end of the employee’s probationary period. This will be done bi-annually.

2. Using the inclusion rate as the benchmark, did the percentage of PWD among voluntary and involuntary separations exceed that of persons without disabilities? If “yes”, describe the trigger below.

a. Voluntary Separations (PWD) Yes **X** No 0

b. Involuntary Separations (PWD) Yes 0 No **X**

Table B1

a. Voluntary separations at 3.80% compared to the rate of PWD at 4.19%

3. Using the inclusion rate as the benchmark, did the percentage of PWTD among voluntary and involuntary separations exceed that of persons without targeted disabilities? If “yes”, describe the trigger below.

a. Voluntary Separations (PWTD)	Yes 0	No 0
a. Involuntary Separations (PWTD)	Yes X	No 0

Table B1

b. Involuntary separations at 4.21% compared to the rate of persons without disabilities at 6.90%

4. If a trigger exists involving the separation rate of PWD and/or PWTD, please explain why they left the Agency using the *exit interview results and other data sources*.

N/A, No exit interviews are available to evaluate to explain reasons for separations.

B. Accessibility of Technology and Facilities

Pursuant to 29 C.F.R. § 1614.203(d)(4), federal agencies are required to inform applicants and employees of their rights under Section 508 of the Rehabilitation Act of 1973 (29 U.S.C. § 794(b), concerning the accessibility of agency technology, and the Architectural Barriers Act of 1968 (42 U.S.C. § 4151-4157), concerning the accessibility of agency facilities. In addition, agencies are required to inform individuals where to file complaints if other agencies are responsible for a violation.

1. Please provide the internet address on the Agency’s public website for its notice explaining employees’ and applicants’ rights under Section 508 of the Rehabilitation Act of 1973, including a description of how to file a complaint.

<https://www.dhs.gov/accessibility>;
<https://www.oig.dhs.gov/accessibility>

Individuals may contact the HQ’s accessibility office via email at Accessibility@hq.dhs.gov. The practice to resolve an issue concerning electronic (document) accessibility, individuals may contact the Office of Chief Information Officer, Section 508 Coordinator (accessibility team) via email and a ticket is generated. Staff will reach out to the individual to provide assistance.

When there is a complaint within DHS-OIG an individual may file a Section 508-related complaint by contact the DHS-OIG Section 508 coordinator via email at 508OIG@oig.dhs.gov and they will address their concerns regarding a web address (URL), or website name and the specific problems they may have encountered electronically.

2. Please provide the internet address on the Agency’s public website for its notice explaining employees’ and applicants’ rights under the Architectural Barriers Act of 1968, including a description of how to file a complaint.

<http://dhsconnect.dhs.gov/pages/accessibility.aspx>

Individuals may contact the HQ's facilities office if they have issues, concerns or complaints. To resolve an issue concerning facility accessibility, general practice is the following: an individual may contact the DHS/HQ's Logistics Specialist assigned to their building to complain, they will then contact Property Manager for the building they are located at or make contact with Facility Manager or GSA Building Coordinator if building is not in compliance. If it's an access control issue that has an impact on Physical Security, the Logistics Specialist might have to contact the physical security's office to make associated repairs or address the concerns/issues.

3. Describe any programs, policies, or practices that the Agency has undertaken, or plans on undertaking over the next fiscal year, designed to improve accessibility of Agency facilities and/or technology.

The agency's Office of Facilities work closely with the Safety and Health Manager, Disability Program Manager to ensure that all new facilities that are in the building stages and ABA requirements are being met.

C. Reasonable Accommodation Program

Pursuant to 29 C.F.R. § 1614.203(d)(3), agencies must adopt, post on their public website, and make available to all job applicants and employees, reasonable accommodation procedures.

1. Please provide the average time frame for processing initial requests for reasonable accommodations during the reporting period. (Please do not include previously approved requests with repetitive accommodations, such as interpretive services.)

In FY 2023, the average number of days HQ's processed accommodation requests is 25 days. No Trigger.

2. Describe the effectiveness of the policies, procedures, or practices to implement the Agency's reasonable accommodation program. Some examples of an effective program include timely processing requests, timely providing approved accommodations, conducting training for managers and supervisors, and monitoring the requests for trends.

The agency continues to utilize an online automated reasonable accommodation (RA) database where an employee may submit their request online and it generates an email distributed to the employee and their direct report, creates an electronic RA file where their records are tracked and maintained. The agency requests that supervisors respond to requests no greater than 30 business days. The agency provides RA training on the process and procedures to employees' supervisors and managers during new employee orientation, during supervisor essentials (new supervisors) trainings throughout the FY and upon request. In FY 2023, HQ's received EEOC's approval on HQ's Reasonable Accommodation Procedures document. HQ's is working on getting the document on intra/internet for HQ's employees and public access.

D. Personal Assistance Services Allowing Employees to Participate in the

Workplace

Pursuant to 29 C.F.R. 1614.203 (d)(5), federal agencies, as an aspect of affirmative action, are required to provide personal assistance services to employees who need them because of a targeted disability, unless doing so would impose an undue hardship on the Agency.

Describe the effectiveness of the policies, procedures, or practices to implement the PAS requirement. Some examples of an effective program include timely processing requests, timely providing approved personal assistance services, conducting training for managers and supervisors, and monitoring the requests for trends.

The agency has a notice posted on its internal component intranet as well as public website regarding PAS and has created a PAS one-page to be posted on the internal DHS Connect website (FY 2024). There were no PAS RA requests during FY 2023. The agency has included PAS information in the recently EEOC approved Headquarters' Reasonable Accommodation Procedures document.

Section VI: EEO Complaint and Findings Data

A. EEO Complaint Data involving the Failure to Accommodate

1. During the last fiscal year, did a higher percentage of PWD file a formal EEO complaint alleging harassment, as compared to the government-wide average?
Yes 0 No **X** N/A 0
2. During the last fiscal year, did any complaints alleging harassment based on disability status result in a finding of discrimination or a settlement agreement?
Yes 0 No **X** N/A 0
3. If the agency had one or more findings of discrimination alleging harassment based on disability status during the last fiscal year, please describe the corrective measures taken by the agency?
Yes 0 No **X** N/A 0

There were no findings of discrimination against the agency alleging harassment based on disability in FY 2023.

B. EEO Complaint data involving Reasonable Accommodation

1. During the last fiscal year, did a higher percentage of PWD file a formal EEO complaint alleging failure to provide a reasonable accommodation, as compared to the government-wide average?
Yes 0 No **X** N/A 0
2. During the last fiscal year, did any complaints alleging failure to provide reasonable accommodation result in a finding of discrimination or a settlement agreement?
Yes 0 No **X** N/A 0

- If the agency had one or more findings of discrimination involving the failure to provide a reasonable accommodation during the last fiscal year, please describe the corrective measures taken by the agency?

There were no FY23 cases with findings of failure that had originated in FY23. However, there were 2 findings of discrimination involving failure to provide an reasonable accommodation cases originated in 2018 and the other in 2020. The corrective action for both cases included \$81,500 in compensatory damages and \$48,086 in attorney’s fees. Additionally, disciplinary action was ordered for 2 management officials. Finally, there were notices of failure to comply in public places and on the DHS website.

Section VII: Identification and Removal of Barriers

Element D of MD-715 requires agencies to conduct a barrier analysis when a trigger suggests that a policy, procedure, or practice may be impeding the employment opportunities of a protected EEO group.

- Has the Agency identified any barriers (policies, procedures, and/or practices) that affect the employment opportunities of PWD and/or PWTD?

Yes 0 No **X**

- Has the Agency established a plan to correct the barrier(s) involving PWD and/or PWTD?

Yes **X** No 0 N/A 0

- Identify each trigger and plan to remove the barrier(s), including the identified barrier(s), objective(s), responsible official(s), planned activities, and, where applicable, accomplishments.

Trigger 1	Section III C. 2, 3, 4 The agency has not consistently hired (internally/externally) or promoted PWD and PWTD in MCO.			
Barrier(s)	Low numbers of PWD and PWTD are being hired for mission critical occupations (MCO) (0343, 2210, 0080, 1801, 0132, 1102), less applying PWD, (0343, 2201, 0301, 0080, 1801, 0132, 1102) and PWTD (1081); a low number of promotions among PWD (0343, 2210, 0301, 1801, 0132, 1102) and PWTD (0343, 0301, 0080, 1801, 0132, 1102)).			
Objective(s)	Post vacancies externally and internally to increase hiring of PWTD for MCO. Designate some MCO positions as Schedule A positions for PWD/PWTD to apply externally/internally.			
	Responsible Official(s)		Performance Standards Address the Plan? (Yes or No)	
	HRMS, HR Director HR Program Analyst CRCL DMS Staff		No	
Target Date (mm/dd/yyyy)	Planned Activities		Sufficient Staffing & Funding (Yes or No)	Modified Date (mm/dd/yyyy)
Ongoing	Post MCO vacancy positions as internal agency to promote agency employees to apply.		Yes	
				Completion Date (mm/dd/yyyy)

11/2022	Advertise the Disability Mentoring Program to increase HQ's, PWD and PWTD employees to participate.	Yes	11/2023	11/2023
Fiscal Year	Accomplishments			
2022	DHS HQ's CRCL had 2 nd cohort of disability mentoring program where HQ's employee's participated.			
2023	DHS HQ's CRCL had 3 rd cohort of disability mentoring program where HQ's employee's participated – resulting in six HQ employees participating.			

1. Please explain the factor(s) that prevented the agency from timely completing any of the planned activities.

N/A

2. For the planned activities that were completed, please describe the actual impact of those activities toward eliminating the barrier(s).

Three (3) HQ's employees participated in FY 2022's mentoring program. Six HQ employees are participated in FY 2023 Cohort.

3. If the planned activities did not correct the trigger(s) and/or barrier(s), please describe how the agency intends to improve the plan for the next fiscal year.

The agency plans to continue to promote the disability mentoring program to encourage employees to advance in their careers in the upcoming FY. The agency will continue to post vacant positions available within HQ internal website and on USAjobs for employees.

Trigger 2	Section IV C. 1., 2. Awards The low percentages of PWD and PWTD who received time-off awards, cash awards and PWTD quality step increases fell below the benchmark compared to employees with no disability).			
Barrier(s)	No barrier was identified; not enough data or information available to identify a barrier.			
Objective(s)	N/A			
Responsible Official(s)			Performance Standards Address the Plan? (Yes or No)	
			No	
Target Date (mm/dd/yyyy)	Planned Activities	Sufficient Staffing & Funding (Yes or No)	Modified Date (mm/dd/yyyy)	Completion Date (mm/dd/yyyy)
	N/A			
Fiscal Year	Accomplishments			
	N/A			

1. Please explain the factor(s) that prevented the agency from timely completing any of the planned activities.

N/A

2. For the planned activities that were completed, please describe the actual impact of those

activities toward eliminating the barrier(s).

N/A

3. If the planned activities did not correct the trigger(s) and/or barrier(s), please describe how the agency intends to improve the plan for the next fiscal year.

N/A

Trigger 3	Section IV D. 1., 2. Promotions The percentage of PWD's and PWTD's among the internal applicants and selectees (PWD; SES, GS 15, GS 14, PWTD; GS 14), selectees: (PWD; SES, GS 15, GS 14, GS PWTD; SES, GS 15, GS 14; GS 13) fell below the benchmark compared to the relevant pool.			
Barrier(s)	Low number of PWD & PWTD participating in the leadership programs and trainings offered by HQ training and development team.			
Objective(s)	Advertise leadership programs throughout the HQ to promote participation of PWD.			
Responsible Official(s)			Performance Standards Address the Plan? (Yes or No)	
Manager, Learning & Development HRMS Program Analyst OIG HR Program Analyst			No	
Target Date (mm/dd/yyyy)	Planned Activities	Sufficient Staffing & Funding (Yes or No)	Modified Date (mm/dd/yyyy)	Completion Date (mm/dd/yyyy)
10/2023 Ongoing	Program Announcement for Senior Executive Service Candidate Development program to post on USAJOBS and DHS Connect.	Yes		
10/2023	Send email to all staff to advertise and promote leadership training; Senior Executive Service Candidate Development Program and Executive Capstone Program.	Yes		
10/2023	Post SES Candidate Program on DHS Connect to promote participation among PWD and PWTD.	Yes		
11/2023	Advertise Disability Mentoring Program to increase HQ's PWTD employees to participate.	Yes		11/2023
Fiscal Year	Accomplishments			
2023	DHS HQ's CRCL had 3 rd cohort of disability mentoring program where HQ's employee's participated – resulting in six HQ employees participating.			

1. Please explain the factor(s) that prevented the agency from timely completing any of the planned activities.

N/A

2. For the planned activities that were completed, please describe the actual impact of those activities toward eliminating the barrier(s).

N/A

3. If the planned activities did not correct the trigger(s) and/or barrier(s), please describe how the agency intends to improve the plan for the next fiscal year.

N/A

Trigger 4	Section IV D. 3. 4. Promotions The percentage of PWTD among new hires to senior grade levels (PWD; SES, GS 15, GS, 14, GS 13, PWTD; SES GS 15, GS 14) fell below the benchmark compared to the qualified applicant pool.			
Barrier(s)	Low number of PWD and PWTD applying to senior grade level positions at HQ.			
Objective(s)	Advertise training opportunities throughout the HQ to promote participation of PWD.			
Responsible Official(s)			Performance Standards Address the Plan? (Yes or No)	
Manager, Learning & Development HR Program Analyst			No	
Target Date (mm/dd/yyyy)	Planned Activities	Sufficient Staffing & Funding (Yes or No)	Modified Date (mm/dd/yyyy)	Completion Date (mm/dd/yyyy)
10/2023	Participate in two disability focused career fairs to promote vacant high level (executive) positions.	Yes		
10/2023 Ongoing	Post vacant positions for Schedule A applicants on USAJOBS website to promote external applicants to apply to senior level positions.	Yes		
Fiscal Year				
Accomplishments				

1. Please explain the factor(s) that prevented the agency from timely completing any of the planned activities.

N/A

2. For the planned activities that were completed, please describe the actual impact of those activities toward eliminating the barrier(s).

3. If the planned activities did not correct the trigger(s) and/or barrier(s), please describe how the agency intends to improve the plan for the next fiscal year.

N/A

Trigger 5	Section IV D. 5., 6. Promotions The percentage of PWD and PWTD among qualified internal applications and selections (PWD; executive (GS 15 – SES), and supervisors (GS12 and below) and managers (GS13-14) PWTD; executive (GS 15 – SES), managers (GS13-14) for supervisory positions fell below the benchmark compared to the qualified applicant pool for selectees.			
Barrier(s)	Low number of PWD and PWTD internally applying to executive, management and supervisory position within HQ.			
Objective(s)	Advertise training and internal job opportunities throughout the HQ to promote internal applicants and employee participation of PWD and PWTD.			
Responsible Official(s)		Performance Standards Address the Plan? (Yes or No)		
Manager, Learning & Development HR Program Analyst		No		
Target Date (mm/dd/yyyy)	Planned Activities	Sufficient Staffing & Funding (Yes or No)	Modified Date (mm/dd/yyyy)	Completion Date (mm/dd/yyyy)
10/2023 Ongoing	Program Announcement for Senior Executive Service Candidate Development program to post on USAJOBS website.	Yes		
10/2023	Send emails to all staff to advertise and promote leadership training; Senior Executive Service Candidate Development Program and Executive Capstone Program.	Yes		
10/2023 Ongoing	Make leadership development information available online to all staff with contact information.	Yes		
3/2022	Advertise Disability Mentoring Program to employees to encourage PWD and PWTD to participate.	Yes		11/2022
10/2023	Create system(s) to track number of PWD and PWTD who apply and are selected to participate in development/leadership	No		
	programs.			
Fiscal Year	Accomplishments			
2023	DHS HQ's CRCL had 3 rd cohort of disability mentoring program where HQ's employee's participated – resulting in six HQ employees participating.			

1. Please explain the factor(s) that prevented the agency from timely completing any of the planned activities.

N/A

2. For the planned activities that were completed, please describe the actual impact of those

activities toward eliminating the barrier(s).

N/A

3. If the planned activities did not correct the trigger(s) and/or barrier(s), please describe how the agency intends to improve the plan for the next fiscal year.

N/A

Trigger 6	Section IV D. 7. 8. Promotions The percentage of selectees for new hires to supervisor positions for PWD and PWTB fell below the benchmark given the qualified applicant pool; executive (GS 15 – SES), and supervisors (GS12 and below) and managers (GS13-14) for supervisory positions.			
Barrier(s)	There is a low number of PWD and PWTB internally applying to supervisory positions within HQ.			
Objective(s)	Participate in more disability focused career fairs to recruit PWTB into supervisory positions.			
Responsible Official(s)		Performance Standards Address the Plan? (Yes or No)		
HRMS, HR Director HQ/CISA EEO Director		No		
Target Date (mm/dd/yyyy)	Planned Activities	Sufficient Staffing & Funding (Yes or No)	Modified Date (mm/dd/yyyy)	Completion Date (mm/dd/yyyy)
10/2023	Participate in multiple (3) disability focused career fairs to promote executive (managerial and supervisory) positions.	Yes		
10/2023 Ongoing	Conduct bi-annual Schedule A Trainings with all HQ's Staffing and recruitment team members.	Yes		3/2022
10/2023	Post vacant positions for Schedule A	Yes		
Ongoing	applicants on USAJOBS website to promote external applicants to apply to senior level positions.			
Fiscal Year	Accomplishments			
2023	HR staffing and recruitment team received Schedule A training for HR professionals in 3/2023			

4. Please explain the factor(s) that prevented the agency from timely completing any of the planned activities.

N/A

5. For the planned activities that were completed, please describe the actual impact of those activities toward eliminating the barrier(s).

N/A

6. If the planned activities did not correct the trigger(s) and/or barrier(s), please describe how the agency intends to improve the plan for the next fiscal year.

N/A

Trigger 7	Section V. A. 1. 2. 3. Voluntary and Involuntary Separations All Schedule A employees eligible for conversion during FY2023 have not all been converted.			
Barrier(s)	The agency does not have an established system in place to monitor and update status of Schedule A employee's eligible for conversion.			
Objective(s)	HR offices establish a process to quarterly perform conversion HR actions for eligible Schedule A employees.			
Responsible Official(s)			Performance Standards Address the Plan? (Yes or No)	
Human Resource Operations Manager Employment Services Manager Director of Talent Management Division			Yes	
Target Date (mm/dd/yyyy)	Planned Activities	Sufficient Staffing & Funding (Yes or No)	Modified Date (mm/dd/yyyy)	Completion Date (mm/dd/yyyy)
3/2024	Quarterly review data on Schedule A hires to convert employees who are eligible.	Yes		
6/2024	Quarterly review data on Schedule A hires to convert employees who are eligible	Yes		
9/2024	Quarterly review data on Schedule A hires to convert employees who are eligible	Yes		
10/2024	Create system(s) to track number Schedule A hires and to trigger HR staff conversion timeframes.	No		
Fiscal Year	Accomplishments			

1. Please explain the factor(s) that prevented the agency from timely completing any of the planned activities.

NA

2. For the planned activities that were completed, please describe the actual impact of those activities toward eliminating the barrier(s).

N/A

3. If the planned activities did not correct the trigger(s) and/or barrier(s), please describe how the agency intends to improve the plan for the next fiscal year.

The agency will continues to work with HR staff on a quarterly basis to ensure that workforce data is reviewed to convert Schedule A hired employees to the next level career status.

Appendices

Appendix A: DHS HQ Organizational Charts

Appendix B: DHS HQ FY 2023 462 Data

Appendix C: DHS HQ Workforce Data Tables A and B