



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

Fiscal Year 2014



**Homeland
Security**

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For period covering October 1, 2013, to September 30, 2014.

PART A Department or Agency Identifying Information	1. Agency		1. Department of Homeland Security	
	1.a. 2 nd level reporting component			
	1.b. 3 rd level reporting component			
	1.c. 4 th level reporting component			
	2. Address		2. 245 Murray Lane, SW, Bldg. 410, MS 0191	
	3. City, State, Zip Code		3. Washington, D.C. 20528	
	4. CPDF Code	5. FIPS code(s)	4. HS	5. 7000
PART B Total Employment	1. Enter total number of permanent full-time and part-time employees			1. 179,256
	2. Enter total number of temporary employees			2. 10,810
	3. Enter total number employees paid from non-appropriated funds			3. 1,405
	4. TOTAL EMPLOYMENT [add lines B 1 through 3]			4. 191,471
PART C Agency Official(s) Responsible for Oversight of EEO Program(s)	1. Head of Agency Official Title		1. Jeh Charles Johnson, Secretary	
	2. Agency Head Designee		2. Megan H. Mack, Officer for Civil Rights and Civil Liberties (CRCL)	
	3. Principal EEO Director/Official		3. Veronica Venture, Deputy Officer for CRCL and Director for Equal Employment Opportunity and Diversity Programs, GS/SES	
	4. Title VII Affirmative EEO Program Official		4. Elaine McKinney, Director, Diversity Management Section, CRCL	
	5. Section 501 Affirmative Action Program Official		5. Tanya Cantrell, Equal Employment Manager	
	6. Complaint Processing Program Manager		6. Chrystal Young, Director, Complaints Management and Adjudication Section, CRCL	
	7. EEO Staff Statistician		7. Michael LePore, Statistician, Diversity Management Section, CRCL	
	8. Special Emphasis Program Manager (SEPM)		8. Dennis Oden, Equal Employment Manager, Diversity Management Section, CRCL	
	9. Special Emphasis Program Manager (SEPM)		9. Conchetta Belgrave, Equal Employment Manager, Diversity Management Section, CRCL	

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

EEOC FORMS and Documents Included With This Report

■ Executive Summary [FORM 715-01 PART E], that includes:

- Brief paragraph describing the agency's mission and mission-related functions
- Summary of Analysis of Work Force Profiles including net change analysis and comparison to RCLF
- Summary of results of agency's annual self-assessment against MD-715 "Essential Elements"
- Optional Annual Self-Assessment Checklist Against Essential Elements [FORM 715-01PART G]
- Summary of EEO Plan objectives planned to eliminate identified barriers or correct program deficiencies

■ Copies of relevant EEO Policy Statement(s) and/or excerpts from revisions made to EEO Policy Statements

■ Special Program Plan for the Recruitment, Hiring, and Advancement of Individuals With Targeted Disabilities for agencies with 1,000 or more employees [FORM 715-01 PART J]

■ EEO Plan To Eliminate Identified Barrier [FORM 715-01 PART I] for each identified barrier

■ Copy of Workforce Data Tables as necessary to support Executive Summary and/or EEO Plans

■ Summary of EEO Plan action items implemented or accomplished

■ Organizational Chart

■ Statement of Establishment of Continuing Equal Employment Opportunity Programs [FORM 715-01 PART F]

■ Copy of Facility Accessibility Survey results as necessary to support EEO Action Plan for building renovation projects

■ EEO Plan To Attain the Essential Elements of a Model EEO Program [FORM 715-01PART H] for each programmatic essential element requiring improvement

■ Copy of data from 462 Report as necessary to support action items related to Complaint Processing Program deficiencies, ADR effectiveness, or other compliance issues

Part E - Executive Summary

Introduction

This Equal Employment Opportunity Program Status Report for Fiscal Year 2014 (FY14) outlines the U.S. Department of Homeland Security's (DHS) Equal Employment Opportunity Program activities, as required by the U.S. Equal Employment Opportunity Commission's (EEOC) Management Directive 715. This report highlights DHS's accomplishments in establishing and maintaining a model program by promoting equal employment opportunity and identifying areas for improvement for all of its employees and applicants. The report also provides the FY15 plan to address any programmatic deficiencies. In addition to this Departmental Management Directive 715 report, each DHS Component submits its own report to the EEOC. Directorates and headquarters programs reports are accumulated and included in this report.

The U.S. Department of Homeland Security

DHS's mission is to make the nation safe, secure, and resilient against terrorism and other hazards, where the American way of life can thrive. DHS's mission is comprised of five major areas of responsibility: 1) Preventing Terrorism and Enhancing Security; 2) Securing and Managing Our Borders; 3) Enforcing and Administering Our Immigration Laws; 4) Safeguarding and Securing Cyberspace; and 5) Ensuring Resilience to Disasters. In addition, DHS specifically focuses on maturing the homeland security enterprise. Over its eleven years, DHS has coordinated the transition of multiple agencies and programs into a single, integrated agency focused on protecting the American people and the homeland.

The Office for Civil Rights and Civil Liberties

The Office for Civil Rights and Civil Liberties (CRCL) supports the Department's mission to secure the nation while preserving individual liberty, fairness, and equality under the law. CRCL is responsible for overseeing the integration of civil rights and civil liberties into all of the Department's activities. CRCL accomplishes this by: directing, overseeing, and coordinating activities for the protection and promotion of civil rights and civil liberties for members of the public; advising Department leadership and state and local partners of ways to promote respect for civil rights and civil liberties in policy creation and implementation; informing individuals and communities whose civil rights and civil liberties may be affected by DHS policies and activities; promoting appropriate attention within the Department to concerns and experiences of these individuals or communities; investigating and resolving civil rights and civil liberties complaints filed by the public regarding Department policies or activities, or actions taken by Department personnel; and leading the Department's equal employment opportunity programs and promoting workforce diversity and merit system principles. CRCL's Equal Employment Opportunity and Diversity Division includes the following organizational units: DHS-Headquarters Equal Employment Opportunity Office (DHS HQ Equal Employment Opportunity); Diversity Management Section; and Equal Employment Opportunity Complaints Management Adjudication Section. Another part of CRCL, the Programs and Compliance Division, falls outside the scope of the Management Directive 715.

Program Elements

In Management Directive 715, six elements serve as the foundation for a model equal employment opportunity program:

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

Essential Element A – Demonstrated Commitment from Agency Leadership

- In the spring of 2014, the Deputy Secretary established the Employee Engagement Steering Committee, a representative body of employees from across the Department to address the issues of greatest importance to DHS employees.
- Megan H. Mack, Officer, CRCL, continues to represent DHS on the White House Council on Women and Girls. The Council on Women and Girls includes two subgroups: Science, Technology, Engineering, and Mathematics (STEM); and Women Veterans.
- Due to both the volume and significance of law enforcement positions within the Department, the CRCL Diversity Management Section coordinated a Department-wide study on Women in Law Enforcement that will be completed with findings and associated recommendations during FY15. Focus groups were conducted during FY14, soliciting direct feedback from women in a variety of law enforcement occupations throughout five DHS Components. The study will offer benchmarks from other federal law enforcement agencies, identify perceived barriers to EEO and diversity, and provide recommendations and strategies to achieve a model workplace that values diversity and provides equality of opportunity.
- TSA's Deputy Supervisory Federal Air Marshal in Charge from its Washington Field Office was appointed as the National President of Women in Federal Law Enforcement (WIFLE).
- In early FY14, CRCL's Diversity Management Section conducted two remaining Component site visits on FY12 Equal Employment Opportunity and Diversity Reports, one with the Federal Emergency Management Agency (FEMA) and the second with DHS Headquarters (DHS HQ). The Component site visits were a follow-up to a briefing on Equal Employment Opportunity and Diversity Reports that focused on DHS trends.

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

- DHS continues implementing the U.S. Department of Homeland Security Workforce Strategy, Fiscal Years 2011-2016, signed by the (former) DHS Secretary on December 21, 2010. It sets specific goals, objectives,

and performance measures to ensure that DHS attracts, develops, and retains a talented and diverse workforce to secure America.

- In 2014, OPM launched a new training program, fulfilling a requirement under Executive Order 13548 to provide comprehensive training on disability employment. Modeled after the DHS CRCL's Employment of People with Disabilities: A Roadmap to Success, the OPM online course explores the recruitment, interviewing, providing reasonable accommodations, and hiring of individuals with disabilities. Both courses are available on the DHS learning management system. CRCL's course is also available to the public at: http://www.dhs.gov/xlibrary/assets/training/xus/crcl/employmentdisabilities/Employment_Disabilities/index.htm. OPM's new mandatory program is available at A Roadmap to Success: Hiring, Retaining and Including People with Disabilities. The OPM course is mandatory for all employees that recommend, initiate, take, or approve any personnel actions. Employees are required to complete this course every other year.
- DHS continues to implement the U.S. Department of Homeland Security Diversity and Inclusion Plan, Fiscal Years 2012-2015. The Plan sets specific goals, objectives, and performance measures, which ensure that DHS secures a high-performing workforce drawn from all segments of society, cultivates a culture that encourages collaboration, flexibility, and fairness, and institutionalizes diversity and inclusion as a key strategic priority across all of DHS' programs.
- During FY14, CRCL continued its participation in recurring high-level strategic activities, including: The Secretary's Bi-Weekly Component Heads' meetings; DHS Management Council meetings (chaired by the Under Secretary for Management and composed of all DHS Component management heads); Human Capital Leadership meetings (chaired by the Chief Human Capital Officer and composed of all DHS Component Human Resources Directors); and the Workforce Planning Council, which shapes the workforce planning and workforce measurement programs for the Department. In FY14, the DHS Equal Employment Opportunity and Diversity Council led by CRCL commenced development of an Equal Employment Opportunity Council Strategic Plan. The Plan will articulate both a strategic vision for the Equal Employment Opportunity Council and the tactics necessary to carry out that vision. In FY14, two strategic planning sessions were held. The Plan will be finalized during FY15.

Essential Element C – Management and Program Accountability

- CRCL provided training on reasonable accommodations and employment of Individuals with Disabilities and Targeted Disabilities through periodic meetings of the Disability Employment & Accessibility Council. This council is comprised of DHS Component disability program and reasonable accommodations program managers.
- CRCL continues to collaborate with OCHCO on many initiatives and programs, including the strategic goals identified in the Human Capital Operational Plan and the Diversity and Inclusion Plan.

- CRCL conducted two technical assistance and training sessions at FEMA and HQ.
- CRCL provided training on how to better collaborate with Tribal Colleges and Universities through periodic meetings of the DHS Tribal Colleges and Universities Program Council. This Council is comprised of DHS Component Tribal Colleges and Universities Program Managers.
- The DHS Corporate Recruitment Council developed the Coordinated Recruiting and Outreach Strategy FY 12-17 to increase outreach to diverse groups and enhance efficiencies in recruiting across the department. As a result, the Corporate Recruitment Council:
 - Developed a Top 25 list of recruiting and outreach events targeting diverse populations and events focused on law enforcement, DHS's largest mission critical occupation;
 - Established national and regional recruitment initiatives to increase the effectiveness of cross-functional recruiting activities. Specifically, the Corporate Recruitment Council coordinated a DHS presence at eight recruiting events focused on law enforcement, women, and diverse populations: WIFLE; National Asian Peace Officers Association (NAPOA); National Organization of Black Law Enforcement Executives (NOBLE); National Native American Law Enforcement Association (NNALEA); Congressional Black Caucus Foundation (CBC); League of United Latin American Citizens (LULAC); Hispanic Associations of Colleges and Universities (HACU); Hispanic American Police Command Officer Association (HAPCOA);
 - Revised Component Recruitment and Outreach Plans (CROP) to enhance recruiting efforts to meet current and long-term needs. The CROP is used to assess and evaluate components outreach efforts to underrepresented groups with a focus on mission-critical occupations. Components completed the revised templates for FY14 to include long-term staffing gap projections and planned strategies to fill those gaps. This process required Component recruiters to collaborate with workforce planners to identify staffing gaps for two out-years. The FY15 CROPs were issued to components and are scheduled to be finalized and evaluated in preparation for the new fiscal year. Additionally, an Accountability Checklist was developed and implemented to assess the CROP submissions for accuracy and completion; and
 - Reformatted the DHS Recruiter Training to reduce costs and enhance collaboration into a virtual format and piloted via webcast to three locations; the Pacific Northwest, the Southern Border, and Southeast area. This training enabled DHS to send local recruiters with general knowledge about employment opportunities in all nine DHS components to recruit across the department.
- Overall results of FY14 exit survey indicated the following top three reasons employees separated: personal or family related, advancement opportunities, supervisor/management. Similar to prior years, respondents

were most dissatisfied with their second level managers, attributed to lack of management skills and poor communications.

Essential Element D – Proactive Prevention

- DHS continues to conduct an annual self-assessment to monitor progress, identify areas where barriers may operate to exclude racial, national origin, gender groups, or qualified Individuals with Disabilities, and to develop strategic plans to mitigate or eliminate these identified barriers.
- CRCL provided diversity training to employees within the DHS Office of the Chief Information Officer. The training examined diversity and inclusion within the DHS culture, addressed unconscious bias, and explored workforce generational differences. In addition, CRCL provided anti-harassment training to staff from the Office for Bombing Prevention, National Protection and Programs Directorate. CRCL also provided two anti-harassment training sessions to the Miami and Atlanta offices of the Federal Protective Services. CRCL trained Equal Employment Opportunity staff from ICE on the Acceptance/Dismissal Process, with an emphasis on hostile work environment claims.
- CRCL’s Complaints Management and Adjudication Section (CMAS):
 - Led a number of collaborative initiatives in FY14 and continued to strengthen partnerships between CRCL and other DHS Components. Several CMAS employees were recruited to serve in a newly formed EEOD training cadre and conducted EEO anti-harassment and diversity training for managers, supervisors, and non-supervisory employees within DHS Headquarters. This training was often provided at the invitation of DHS Headquarters Component heads and was instrumental in increasing awareness of EEO laws, individuals’ rights, and managers’ responsibilities to maintain a workplace free from discriminatory actions and conduct;
 - Refined and issued guidance to EEO offices at all DHS Components regarding best practices for conducting effective EEO investigations;
 - Led Component EEO Complaint Managers quarterly meetings during which Department-wide guidance was shared, training on iComplaints—the enterprise EEO database and document management system—was offered, and best practices were identified, and;
 - Hosted iComplaints user update trainings for EEO personnel across the Department. These sessions created an opportunity for Component personnel to enhance their knowledge and effective use of this comprehensive tracking and reporting system. Participants also received individualized coaching from the DHS database administrator and Senior Complaints Manager, resulting in more accurate data input and also enabling Component personnel to better utilize the system’s advanced reporting features.

- DHS Components provided training on disability awareness, hiring, and reasonable accommodation to 7,072 DHS managers and Supervisors, a decline from 10,371 trained in FY13.
- DHS provided 2,981 reasonable accommodations to applicants, employees, and contractors department-wide in FY14. DHS Components granted 2,200 or 73.8%, denied 119 or 4%, and categorized 666 or 22.3% as “other”, i.e., closed, remanded, pending, no assistance required, and withdrawn. This is lower than the reported 3,295 in FY13 due to a change in counting convention within FEMA’s accommodation case management system. Of the total accommodations provided in FY14, TSA’s 810 and USCIS’s 1,149 accounted for 69.0% of all DHS accommodations.
- DHS hired one permanent employee and 13 temporary employees from the Workforce Recruitment Program for College Students with Disabilities. Of note, four of the 13 students hired in FY14 were from the prior year’s Workforce Recruitment Program database. The Workforce Recruitment Program database is available on-line at www.wrp.gov for federal agencies to recruit qualified students with disabilities into either temporary or permanent positions.
- In FY14, using Schedule A Hiring Authority under 5 CFR 213.3102, DHS hired 56 Individuals with Disabilities Department-wide, an increase from 55 in FY13, yet below the 100 Schedule A hires made in FY12.
- Since June 30, 2003, when DHS became a U.S. Department of Defense, Computer/Electronic Accommodation Program Partner, to FY13, DHS received 2,870 accommodation solutions from the Computer/Electronic Accommodation Program, saving DHS \$1,292,280. During FY13, DHS experienced a 25% increase in the number of accommodation solutions from the program. DHS employees received 432 accommodation solutions from the program, saving DHS \$165,238. [2]

Essential Element E - Efficiency

- DHS timely submitted the annual Federal Equal Employment Opportunity Statistical Report of Discrimination Complaints (EEOC Form 462) to EEOC (see more details in Element F, below) and the Annual Notification and Federal Employee Antidiscrimination and Retaliation Act of 2002 (NO FEAR) Report to Congress and others.
- The Complaints Management and Adjudication Section (CMAS) developed and deployed an initiative to benchmark Component investigations and identify best practices for conducting effective equal employment opportunity investigations. As a result, CMAS refined and issued guidance to EEO offices at all DHS Components regarding best practices for conducting effective EEO investigations.
- The CMAS remained active in FY14 by leading the Component Complaint Managers in quarterly meetings, during which Department-wide guidance was shared. Training on iComplaints was offered, and best practices were identified. The Complaints Management and Adjudication Section hosted two iComplaints

(EEO database) user update trainings for EEO personnel across the Department. These sessions created an opportunity for Component personnel to enhance their knowledge and effective use of this comprehensive tracking and reporting system and to receive individualized coaching from the DHS database administrator and Senior Complaints Manager, resulting in more accurate data input and also enabling Component personnel to better utilize the system's advanced reporting features.

- During FY14, CRCL continued to collaborate with the Office of the Chief Human Capital Officer (OCHCO) and the Components to address skill gaps that were identified in an OPM report concerning the competencies of DHS employees who work in the 0260 occupational series. CRCL conducted a root cause analysis to determine why the gaps exist and developed an operational plan to address the skill of critical thinking.
- In FY14, DHS completed 940 Equal Employment Opportunity investigations, an increase from 871 in FY13. The percentage of timely investigated complaints remained steady at 70% in FY14 and FY13.
- With respect to adjudication, in FY14, the overall percentage of timely merit Final Agency Decision (FAD) issuances increased between FY13 (41 percent) and FY14 (53 percent), while overall numbers dropped both in terms of total FADs issued and total FADs timely issued when comparing those two years. Interestingly, during FY14, CRCL received only 377 requests for merit FAD (301 issued), compared with 512 incoming requests during FY13 (455 issued). CRCL has no direct control over the number of cases received because this is determined by the volume of complaint filings across the Department in the fiscal year along with Complainants' decisions to elect agency merit FADs. CRCL routinely monitors formal complaint activity and anticipates the likely influx of merit FAD requests.
- CRCL received comments and concurrence from Components on a white paper that is expected to lead to the implementation of a DHS-wide Alternative Dispute Resolution program. The white paper will be presented to the Deputy Secretary in FY15. The proposal includes hiring a program manager at the Headquarters level, who will be responsible for promoting the program and managing a cadre of internal mediators. The program is expected to result in a decrease in formal filings of Equal Employment Opportunity complaints. In FY14, CRCL received authorization to hire an ADR Program Manager and expects to make a hire in FY15.

Essential Element F - Responsiveness and Legal Compliance

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

Section 508 of the Rehabilitation Act

The Office of Accessible Systems & Technologies (OAST) implements Section 508 of the Rehabilitation Act of 1973, as amended. Accomplishments during FY14 included:

- Processed 2,108 DHS Accessibility Helpdesk requests across DHS and several federal agencies and public entities using its Accessibility Compliance Management System a Web-based program to track accessibility related assistance.
- Remediated 28,878 pages (632 document files) of content consisting of forms, policy documents, newsletters, Frequently Asked Questions, memoranda, schedules, budget files, handbooks, flyers, schedules, and reports across DHS and its Components. The Accessibility Helpdesk serves as a single point of contact for all electronic and information technology accessibility and accommodation needs.
- Completed the final phase of deployment of the online trusted tester training course. Federal Acquisition Certification (FAC) 049 was adopted as the federal-wide introductory course for Section 508 compliance and is open to all federal employees. The course is also included as a continuing learning model for Federal Acquisition Certification of Contracting Officer's Representatives (CORs).
- Trained 1,542 personnel across DHS and its Components and other government agencies through the Section 508 Awareness Training Program. To date, the Office has graduated 229 testers through the DHS Trusted Tester Certification Program.
- Performed Section 508 compliance reviews for four change control boards and for major information technology procurements. Total reviews performed exceeded 5,184 and modifications made as a result of Office of Accessible Systems & Technology governance totaled 177.
- Conducted 52 initial accessibility reviews for IT programs on the DHS Major Acquisition Oversight List (MAOL). These reviews allowed the Accessibility Compliance Center of Excellence (ACCOE) to introduce Section 508 accessibility standards and proven best practices as well as successfully inventoried 89 of 90 IT programs to determine their accessibility status and needs.
- Tested 114 IT and web-based applications that were submitted through the DHS Accessibility Helpdesk.
- Processed 85 reasonable accommodation requests. These requests were for technology- related accommodations only. HQ - EEO Disability Program Manager processed all other accommodation requests.
- Began the internal pilot of a draft mobile test process for IOS and Android.

Workforce Profile and Trend Analysis

With 179,256 permanent civilian employees, DHS is the third-largest Executive Branch agency. The total permanent workforce decreased by 4,404 employees, or 2.4%, during FY14.

The DHS workforce trend analysis discussed below was conducted on the permanent employee workforce, as this is the only segment that can be meaningfully tracked over time. Temporary employees are hired for temporary needs, their separation is pre-destined, and their makeup can change significantly from year to year, which makes discussing temporary trends in Ethnicity/Race Indicator, Sex, and disability less relevant to our analysis of employees as they move through the human capital lifecycle.

Interpreting the tables below is done with parity, as the idealized outcome. In a world of parity, all groups are expected to move through the human capital lifecycle in proportion to their size. In the tables below, parity would result if each row in the table contained essentially the same number all the way across the board. For example, if Black males are 7.2% of the permanent DHS workforce in FY14, they should be 7.2% of each of the following: attrition, promotions, low pay grades, middle pay grades, and high pay grades. If this is not occurring, it constitutes a trigger and is suggestive of a possible equal employment barrier. Multiple years of data are provided to give a glimpse into the trends for each particular group. Successful human capital strategies can minimally affect the workforce in a particular year. Therefore, analysis of several years of data is often useful in these types of assessments.

Additionally, both National Civilian Labor Force and Relevant Civilian Labor Force statistics are provided as benchmarks. The National Civilian Labor Force consists of all persons over 16 years of age, who are not institutionalized or on active duty in the armed forces, and who either have a job or want a job. The Relevant Civilian Labor Force is a weighted average of demographic statistics pertaining only to occupations seen within DHS.

Black Males – 7.2% of DHS, 5.5% of National Civilian Labor Force, 4.9% of Relevant Civilian Labor Force

Year	% of Permanent DHS Workforce	% of Hires	% of Attrition	% of Promotions	Pay level				
					% of Grades 1-4	% of Grades 5-9	% of Grades 10-12	% of Grades 13-15	% of Executive and Senior Leader
FY07	7.1%	7.6%	9.7%	8.1%	11.7%	8.7%	4.8%	5.2%	4.3%
FY08	6.8%	6.6%	8.6%	6.2%	10.0%	8.1%	4.8%	5.4%	4.7%
FY09	6.7%	6.4%	7.4%	5.8%	9.9%	8.1%	4.8%	5.6%	5.2%
FY10	7.0%	8.2%	7.8%	5.1%	10.7%	8.6%	5.3%	5.7%	6.2%
FY11	7.1%	8.7%	8.0%	5.4%	10.3%	9.0%	5.4%	5.8%	6.8%
FY12	7.1%	7.2%	8.3%	5.6%	9.4%	9.3%	5.4%	5.9%	6.6%
FY13	7.2%	9.1%	8.0%	6.2%	10.5%	9.4%	4.9%	5.7%	6.7%
FY14	7.2%	9.2%	8.1%	6.8%	10.4%	9.6%	5.2%	6.5%	6.4%

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

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

Black Females – 7.9% of DHS, 6.5% of National Civilian Labor Force, 6.3% of Relevant Civilian Labor Force

Year	% of Permanent DHS Workforce	% of Hires	% of Attrition	% of Promotions	Pay level				
					% of Grades 1- 4	% of Grades 5- 9	% of Grades 10-12	% of Grades 13-15	% of Executive and Senior Leader
FY07	7.7%	9.9%	10.1%	8.4%	14.5%	9.5%	4.8%	6.1%	1.7%
FY08	7.6%	8.5%	9.9%	6.4%	13.7%	8.9%	4.7%	6.4%	1.4%
FY09	7.4%	6.5%	8.4%	6.9%	14.3%	8.8%	4.7%	6.5%	2.4%
FY10	7.5%	8.5%	9.9%	4.8%	12.9%	9.9%	5.0%	6.5%	3.3%
FY11	7.7%	9.7%	8.8%	6.0%	12.1%	10.6%	4.9%	6.6%	3.5%
FY12	7.7%	9.8%	9.4%	6.1%	12.9%	11.1%	4.8%	6.7%	3.8%
FY13	7.8%	10.7%	9.5%	7.1%	12.8%	10.3%	4.7%	6.8%	3.6%
FY14	7.9%	11.0%	9.2%	8.2%	15.3%	11.5%	4.6%	6.6%	2.8%

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

While Black Females are being hired at a rate that is higher than their onboard workforce participation rate, they are separating at a higher than expected rate as well. This is the case for each year in the time period provided.

Hispanic Males – 15.7% of DHS, 5.2% of National Civilian Labor Force, 5.0% of Relevant Civilian Labor Force

Year	% of Permanent DHS Workforce	% of Hires	% of Attrition	% of Promotions	Pay level				
					% of Grades 1- 4	% of Grades 5- 9	% of Grades 10-12	% of Grades 13-15	% of Executive and Senior Leader
FY07	14.4%	16.4%	10.3%	14.1%	8.4%	13.7%	21.3%	7.9%	5.0%
FY08	14.5%	15.5%	12.3%	18.5%	10.1%	14.2%	21.1%	7.9%	5.1%
FY09	14.6%	16.6%	13.5%	19.8%	10.0%	14.1%	21.3%	7.9%	4.3%
FY10	15.5%	11.3%	10.2%	25.7%	11.3%	13.1%	22.8%	10.9%	4.1%
FY11	15.6%	13.3%	10.8%	20.7%	15.8%	11.7%	23.1%	11.3%	4.5%
FY12	15.5%	10.1%	10.4%	18.6%	14.9%	10.9%	23.4%	11.4%	5.1%
FY13	15.6%	11.0%	10.4%	15.8%	13.1%	10.8%	24.9%	11.8%	4.5%
FY14	15.7%	11.1%	10.8%	12.6%	11.7%	7.2%	24.7%	11.4%	4.0%

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

This is largely due to DHS’s law enforcement presence in southern border states. Hispanics constitute 30% of CBP Officers, almost half of Border Patrol Agents, and a quarter of Immigration Enforcement Agents. CBP Officers and Border Patrol Agents are required to be fluent in Spanish for initial placements along the southern border, Florida, and in Puerto Rico, a requirement that is not present in the standard relevant civilian labor force comparison. This job requirement greatly increases Hispanic representation in these occupations.

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

Hispanic males’ promotion rates began to fall into balance with their workforce representation rate after years of disproportionately high promotions, and movement from the GS 10-12 grades into the GS 13-15 grades is occurring. For example, as the above chart indicates, in FY14, Hispanic males comprised 11.4% of grades 13-15, much higher than in FY07, when Hispanic males comprised 14.4% of the permanent workforce, yet only 7.9% were in grades 13-15.

Hispanic Females – 5.5% of DHS, 4.8% of National Civilian Labor Force, 4.0% of Relevant Civilian Labor Force

Year	% of Permanent DHS Workforce	% of Hires	% of Attrition	% of Promotions	Pay level				
					% of Grades 1-4	% of Grades 5-9	% of Grades 10-12	% of Grades 13-15	% of Executive and Senior Leader
FY07	4.8%	5.2%	4.4%	5.4%	6.4%	5.7%	4.8%	2.8%	0.9%
FY08	4.9%	6.2%	5.1%	5.0%	8.3%	5.4%	4.7%	2.9%	0.6%
FY09	4.8%	4.5%	4.8%	5.4%	8.3%	5.6%	4.6%	2.9%	1.2%
FY10	5.2%	4.0%	4.1%	5.6%	6.8%	6.6%	5.2%	3.2%	1.0%
FY11	5.2%	5.2%	4.5%	5.1%	8.1%	6.6%	5.1%	3.2%	1.2%
FY12	5.3%	6.1%	5.4%	5.0%	9.6%	6.6%	5.1%	3.2%	1.2%
FY13	5.5%	7.6%	5.4%	5.5%	9.9%	6.3%	5.2%	3.5%	1.5%
FY14	5.5%	7.8%	6.1%	6.0%	11.6%	7.2%	5.2%	3.3%	1.9%

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

The workforce participation rate has increased in each of the last seven fiscal years as hires tended to outpace attrition, although attrition has increased in FY14. Hispanic females are being promoted at a rate that is at or above what would be expected given their workforce participation rate.

Hispanic females are significantly overrepresented at the lowest grade levels. For instance, almost 40% of Hispanic Females are in pay bands that are at the GS-8 equivalent level or lower.

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

Asian Males – 3.4% of DHS, 2.0% of National Civilian Labor Force, 2.7% of Relevant Civilian Labor Force

Year	% of Permanent DHS Workforce	% of Hires	% of Attrition	% of Promotions	Pay level				
					% of Grades 1-4	% of Grades 5-9	% of Grades 10-12	% of Grades 13-15	% of Executive and Senior Leader
FY07	3.0%	2.4%	2.5%	3.5%	2.3%	3.2%	3.3%	2.2%	1.3%
FY08	2.9%	2.3%	2.3%	3.0%	2.1%	3.2%	3.3%	2.2%	1.2%
FY09	2.8%	2.6%	2.1%	2.9%	2.2%	3.1%	3.1%	2.2%	1.4%
FY10	3.2%	2.8%	2.5%	3.6%	2.9%	3.3%	3.7%	2.5%	1.5%
FY11	3.2%	3.3%	2.8%	3.2%	3.5%	3.2%	3.7%	2.6%	1.1%
FY12	3.3%	3.2%	2.6%	3.3%	3.5%	3.2%	3.8%	2.7%	1.4%
FY13	3.3%	3.8%	2.7%	3.3%	3.6%	3.2%	3.8%	2.8%	1.5%
FY14	3.4%	4.1%	2.7%	3.3%	4.1%	3.5%	3.8%	2.8%	1.2%

Asian males are represented in the DHS permanent workforce at a rate well above that seen in the National Civilian Labor Force. Their workforce participation rate has increased over the past seven fiscal years, which is due to lower than expected attrition rates.

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

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

Asian Females – 1.7% of DHS, 1.9% of National Civilian Labor Force, 2.0% of Relevant Civilian Labor Force

Year	% of Permanent DHS Workforce	% of Hires	% of Attrition	% of Promotions	Pay level				
					% of Grades 1-4	% of Grades 5-9	% of Grades 10-12	% of Grades 13-15	% of Executive and Senior Leader
FY07	1.5%	1.1%	1.1%	1.6%	1.2%	1.7%	1.4%	1.3%	0.6%
FY08	1.5%	1.3%	1.0%	1.4%	1.2%	1.7%	1.5%	1.4%	0.9%
FY09	1.5%	1.3%	1.1%	1.5%	1.2%	1.6%	1.4%	1.4%	1.2%
FY10	1.6%	1.5%	1.4%	1.2%	1.2%	1.7%	1.6%	1.5%	1.3%
FY11	1.6%	1.6%	1.2%	1.4%	1.4%	1.7%	1.5%	1.6%	1.2%
FY12	1.6%	1.9%	1.5%	1.6%	1.6%	1.8%	1.5%	1.7%	1.2%
FY13	1.7%	1.8%	1.6%	1.7%	1.7%	1.6%	1.6%	1.8%	1.2%
FY14	1.7%	2.3%	1.4%	1.8%	2.4%	1.9%	1.5%	1.7%	1.1%

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

Hiring rates in FY13 and FY14, which have exceeded attrition rates, are responsible for the gradual increase in Asian female representation over time.

Asian females are being promoted at rates roughly consistent with their workforce size, and they are spread fairly proportionately throughout the GS pay grades. Their executive representation, while still low, has doubled since FY07.

Native American Males – 0.64% of DHS, 0.6% of National Civilian Labor Force, 0.6% of Relevant Civilian Labor Force

Year	% of Permanent DHS Workforce	% of Hires	% of Attrition	% of Promotions	Pay level				
					% of Grades 1- 4	% of Grades 5- 9	% of Grades 10-12	% of Grades 13-15	% of Executive and Senior Leader
FY07	0.52%	0.57%	0.62%	0.53%	0.84%	0.49%	0.49%	0.49%	0.37%
FY08	0.49%	0.50%	0.61%	0.57%	0.73%	0.48%	0.45%	0.47%	0.16%
FY09	0.62%	0.89%	0.65%	0.57%	0.77%	0.66%	0.55%	0.55%	0.15%
FY10	0.70%	0.56%	0.66%	0.72%	0.75%	0.64%	0.70%	0.75%	0.30%
FY11	0.68%	0.52%	0.88%	0.64%	0.51%	0.62%	0.70%	0.73%	0.41%
FY12	0.66%	0.44%	0.70%	0.65%	0.46%	0.59%	0.69%	0.71%	0.52%
FY13	0.66%	0.51%	0.70%	0.55%	0.46%	0.61%	0.74%	0.66%	0.64%
FY14	0.64%	0.44%	0.89%	0.49%	0.28%	0.54%	0.72%	0.68%	0.74%

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

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

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

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

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

Year	% of Permanent DHS Workforce	% of Hires	% of Attrition	% of Promotions	Pay level				
					% of Grades 1-4	% of Grades 5-9	% of Grades 10-12	% of Grades 13-15	% of Executive and Senior Leader
FY07	0.31%	0.52%	0.50%	0.36%	0.85%	0.38%	0.17%	0.18%	0.00%
FY08	0.32%	0.48%	0.54%	0.25%	0.77%	0.38%	0.17%	0.19%	0.00%
FY09	0.35%	0.28%	0.45%	0.33%	0.86%	0.45%	0.19%	0.21%	0.00%
FY10	0.34%	0.27%	0.50%	0.25%	0.64%	0.49%	0.23%	0.23%	0.00%
FY11	0.32%	0.26%	0.43%	0.30%	0.33%	0.52%	0.21%	0.23%	0.00%
FY12	0.32%	0.40%	0.47%	0.22%	0.39%	0.52%	0.21%	0.22%	0.00%
FY13	0.31%	0.37%	0.47%	0.28%	0.29%	0.47%	0.19%	0.22%	0.00%
FY14	0.30%	0.33%	0.55%	0.28%	0.24%	0.48%	0.18%	0.23%	0.12%

Native American females have a lower workforce representation rate than that seen in the National Civilian Labor Force. Their attrition rate is higher than expected, given their workforce representation rate.

Native American females are disproportionately concentrated at lower pay levels. This, along with lower-than-expected promotion rates, could indicate a lack of upward mobility and explain the higher-than-expected separation rate. Caution should be used when drawing inferences from the data, due to the extremely small size of the population, which can produce large swings that may not be statistically significant.

Pacific Islander Males – 0.31% of DHS, 0.1% of National Civilian Labor Force and Relevant Civilian Labor Force

Year	% of Permanent DHS Workforce	% of Hires	% of Attrition	% of Promotions	Pay level				
					% of Grades 1-4	% of Grades 5-9	% of Grades 10-12	% of Grades 13-15	% of Executive and Senior Leader
FY07	0.12%	0.19%	0.17%	0.22%	0.1%	0.2%	0.1%	0.0%	0.0%
FY08	0.10%	0.06%	0.11%	0.18%	0.1%	0.2%	0.1%	0.0%	0.0%
FY09	0.17%	0.16%	0.06%	0.16%	0.1%	0.2%	0.2%	0.1%	0.0%
FY10	0.21%	0.39%	0.08%	0.23%	0.3%	0.2%	0.2%	0.1%	0.1%
FY11	0.25%	0.44%	0.17%	0.20%	0.7%	0.2%	0.2%	0.1%	0.4%
FY12	0.27%	0.47%	0.32%	0.26%	0.7%	0.3%	0.2%	0.1%	0.4%
FY13	0.29%	0.55%	0.26%	0.36%	0.7%	0.3%	0.3%	0.1%	0.4%
FY14	0.31%	0.77%	0.34%	0.27%	0.9%	0.4%	0.3%	0.2%	0.4%

As of FY13, Native Hawaiian/Pacific Islander males have three times the representation seen in the National Civilian Labor Force. The recent increase in representation is due to hiring; additionally, the attrition rate has remained relatively low in most fiscal years.

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

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

Pac. Islander Females – 0.18% of DHS, 0.1% of National Civilian Labor Force and Relevant Civilian Labor Force									
Year	% of Permanent DHS Workforce	% of Hires	% of Attrition	% of Promotions	Pay level				% of Executive and Senior Leader
					% of Grades 1-4	% of Grades 5-9	% of Grades 10-12	% of Grades 13-15	
FY07	0.11%	0.11%	0.14%	0.15%	0.2%	0.2%	0.1%	0.0%	0.0%
FY08	0.10%	0.03%	0.05%	0.12%	0.1%	0.2%	0.0%	0.0%	0.0%
FY09	0.12%	0.06%	0.05%	0.09%	0.1%	0.2%	0.1%	0.0%	0.0%
FY10	0.12%	0.13%	0.08%	0.08%	0.2%	0.2%	0.1%	0.0%	0.0%
FY11	0.15%	0.30%	0.12%	0.11%	0.4%	0.2%	0.1%	0.1%	0.0%
FY12	0.17%	0.39%	0.17%	0.12%	0.6%	0.3%	0.1%	0.1%	0.0%
FY13	0.18%	0.52%	0.30%	0.15%	0.7%	0.3%	0.1%	0.1%	0.0%
FY14	0.18%	0.23%	0.16%	0.15%	0.4%	0.4%	0.1%	0.1%	0.0%

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

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

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

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

Year	% of Permanent DHS Workforce	% of Hires	% of Attrition	% of Promotions	Pay level				
					% of Grades 1-4	% of Grades 5-9	% of Grades 10-12	% of Grades 13-15	% of Executive and Senior Leader
FY07	43.0%	37.6%	40.5%	39.5%	31.8%	36.8%	45.1%	55.1%	65.6%
FY08	43.0%	39.1%	39.9%	41.5%	31.0%	37.8%	45.3%	54.0%	65.8%
FY09	42.9%	42.4%	41.8%	40.1%	29.4%	37.7%	44.8%	53.0%	62.7%
FY10	41.5%	44.7%	41.5%	39.9%	32.2%	35.4%	41.4%	51.0%	59.9%
FY11	41.2%	40.0%	41.3%	41.9%	30.7%	34.9%	41.6%	50.3%	58.6%
FY12	41.0%	38.6%	40.0%	43.2%	26.9%	34.3%	41.9%	49.9%	58.7%
FY13	40.7%	35.3%	39.3%	42.3%	28.1%	37.2%	41.1%	48.8%	58.1%
FY14	40.6%	35.3%	38.7%	41.4%	22.9%	32.9%	41.5%	49.7%	59.5%

Currently, the White male representation rate at DHS has been declining consistently across time, slightly exceeding that seen in the National Civilian Labor Force, and is below the Relevant Civilian Labor Force. The hiring, attrition, and promotion rates are roughly in-line with the overall workforce representation rate and are not otherwise remarkable.

White males are overly concentrated at higher pay levels and under-concentrated at lower pay levels. However, efforts to enhance recruiting of a diverse population have reduced the pay grade disparity for White males. It is also true that as White males retire, it is common for their replacement to come from a more diverse feeder pool.

White females – 16.2% of DHS, 34.0% of National Civilian Labor Force, 30.1% of Relevant Civilian Labor Force

Year	% of Permanent DHS Workforce	% of Hires	% of Attrition	% of Promotions	Pay level				
					% of Grades 1-4	% of Grades 5-9	% of Grades 10-12	% of Grades 13-15	% of Executive and Senior Leader
FY07	17.5%	18.4%	19.8%	18.0%	21.7%	19.5%	13.7%	18.7%	20.3%
FY08	17.8%	19.2%	19.7%	16.7%	21.8%	19.5%	13.9%	19.1%	20.1%
FY09	17.7%	17.2%	19.6%	16.1%	22.4%	19.2%	14.1%	19.2%	21.4%
FY10	16.9%	17.1%	20.8%	12.4%	19.3%	19.5%	13.4%	17.4%	22.2%
FY11	16.6%	16.0%	20.7%	14.7%	15.2%	20.4%	12.9%	17.1%	22.2%
FY12	16.6%	20.6%	20.2%	14.9%	18.0%	20.7%	12.5%	17.1%	21.1%
FY13	16.4%	17.9%	20.9%	16.3%	17.0%	19.2%	12.0%	17.4%	21.5%
FY14	16.2%	16.5%	20.5%	18.4%	15.2%	20.2%	11.8%	16.5%	21.6%

The White females’ participation rate is significantly less at DHS, relative to the rate in the National Civilian Labor Force. The representation of White females decreased as a percentage of the overall workforce for the past six years, due to a higher-than-expected attrition rate, which reached an all-time high in FY13. FY14 marks the first year that White females’ promotion rate is not below their participation rate. Lower-than-expected promotion rates could reflect a possible barrier to upward mobility.

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

Individuals With Disabilities – 5.4% of DHS, 8.6% of Federal Government									
Year	% of Permanent DHS Workforce	% of Hires	% of Attrition	% of Promotions	Pay level				
					% of Grades 1-4	% of Grades 5-9	% of Grades 10-12	% of Grades 13-15	% of Executive and Senior Leaders
FY07	4.0%	3.0%	4.2%	4.7%	3.1%	5.5%	2.9%	3.1%	3.9%
FY08	3.9%	3.8%	4.5%	3.1%	3.6%	5.0%	2.9%	3.3%	3.7%
FY09	4.0%	4.0%	4.9%	3.1%	4.0%	4.8%	3.2%	3.7%	3.7%
FY10	4.1%	4.7%	6.1%	2.6%	3.4%	4.9%	3.3%	3.7%	4.1%
FY11	4.3%	4.7%	6.3%	2.8%	2.6%	5.3%	3.5%	4.1%	4.5%
FY12	4.6%	5.9%	6.1%	3.2%	2.5%	5.8%	3.7%	4.6%	4.6%
FY13	4.7%	5.6%	6.0%	3.8%	2.4%	5.6%	4.0%	4.9%	4.3%
FY14	5.4%	5.0%	6.8%	4.2%	2.8%	5.8%	4.3%	4.8%	4.6%

The percentage of the DHS workforce that self-identifies as having a disability is lower than the average seen in the entire federal workforce. Within non-Law Enforcement positions, the percentage of the workforce with a disability goes up by roughly one full percentage point, but this is still below the federal average of 8.6%.

Employees with disabilities separated at higher rates than their workforce representation rate—common throughout both federal and private sectors.

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

Individuals With Targeted Disabilities – 0.42% of DHS, 1.02% of Federal Government

Year	% of Permanent DHS Workforce	% of Hires	% of Attrition	% of Promotions	Pay level				% of Executive and Senior Leaders
					% of Grades 1-4	% of Grades 5-9	% of Grades 10-12	% of Grades 13-15	
FY07	0.39%	0.23%	0.34%	0.38%	0.43%	0.56%	0.26%	0.20%	0.18%
FY08	0.37%	0.32%	0.50%	0.25%	0.45%	0.50%	0.26%	0.21%	0.16%
FY09	0.37%	0.32%	0.41%	0.25%	0.54%	0.48%	0.28%	0.24%	0.00%
FY10	0.38%	0.33%	0.50%	0.22%	0.47%	0.53%	0.30%	0.23%	0.00%
FY11	0.38%	0.30%	0.42%	0.25%	0.35%	0.58%	0.28%	0.26%	0.14%
FY12	0.37%	0.36%	0.55%	0.24%	0.29%	0.60%	0.29%	0.23%	0.26%
FY13	0.37%	0.45%	0.57%	0.29%	0.26%	0.53%	0.30%	0.25%	0.26%
FY14	0.42%	0.23%	0.56%	0.32%	0.48%	0.55%	0.33%	0.26%	0.25%

The percentage of the DHS workforce that self-identifies as having a targeted disability¹ is lower than the average seen in the entire Federal workforce. Within non-Law Enforcement positions, the percentage of workers with targeted disabilities increases by roughly a tenth of a percentage point. This is still less than the 1.02% across the federal government, and well below the federal government goal of 2%.

High rates of separation, concentration at lower pay levels, and low rates of promotions characterize this population. In FY14, a resurvey of the workforce was conducted at the U.S. Coast Guard, during which many Coast Guard employees' status changed to targeted disabled. This resurvey is responsible for the overall increase in the workforce participation rate in FY14.

The tables above provide a high-level overview of the DHS workforce. Similar tables were created for the DHS Components, each of which received an individually tailored briefing on their workforce and data triggers after last year's reporting season.

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

The Best Places to Work in the Federal Government

DHS administered the U.S. Office of Personnel Management Survey between 2005 and 2014. DHS ranked last among all large Departments and Agencies in 2013, and the 2014 results were even less positive for DHS than its 2013 results.

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

New Area of Focus – Women in Law Enforcement

Women occupy approximately 8.4% of Law Enforcement positions at DHS. This female participation rate is substantially less than what is seen in law enforcement positions across the Federal government, and even less than that seen in the Civilian Labor Force's benchmark for criminal investigators. In the spring of 2014, DHS commenced a study to better understand the causes of the low female representation rate within law enforcement positions. A blended approach was used, which incorporated personnel data, focus groups, and one-on-one interviews. The report is expected to be completed for the Secretary of DHS during 2015.

Data Sources

The workforce numbers used in this report were generated by the DHS' new Oracle-based AXIS database, and were based on an extraction from the National Finance Center's data for Pay Period 19, which ended on October 4, 2014. DHS employees voluntarily submitted all race, national origin, gender, and disability data relied upon in this report. Statistics on Individuals with Disabilities/Individuals with Targeted Disabilities in the federal government were obtained within the U.S. Office of Personnel Management's 2013 Report on the Employment of Individuals with Disabilities in the Federal Executive Branch, found at: <http://www.Office of Personnel Management.gov/policy-data-oversight/diversity-and-inclusion/reports/disability-report-fy2012.pdf>.

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

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

Federal Employee Viewpoint Survey data pertaining to DHS employees were obtained by the U.S. Office of Personnel Management and made available to CRCL for analysis purposes.

Conclusion

DHS is proud of its accomplishments in the areas of attracting, developing, and retaining an increasingly diverse workforce. This report identified several challenges: establishing an effective career development program; establishing a retention strategy; correcting substantial low participation rates of White women in the DHS workforce; and increasing the participation of Individuals with Disabilities and Individuals with Targeted Disabilities. The plan in Part I addresses these issues.

CERTIFICATION of ESTABLISHMENT of CONTINUING EQUAL EMPLOYMENT OPPORTUNITY PROGRAMS

CERTIFICATION of ESTABLISHMENT of CONTINUING EQUAL EMPLOYMENT OPPORTUNITY PROGRAMS

I, Veronica Venture, Deputy Officer for Civil Rights and Civil Liberties/Director, for Equal Employment Opportunity and Diversity Programs, GS-0260-SES, am the principal Equal Employment Opportunity Director/Official for the U.S. Department of Homeland Security.

The agency has conducted an annual self-assessment of Section 717 and Section 501 programs against the essential elements as prescribed by Management Directive 715. If an essential element was not fully compliant with the standards of Management Directive 715, a further evaluation was conducted and, as appropriate, Equal Employment Opportunity Plans for Attaining the Essential Elements of a Model Equal Employment Opportunity Program, are included with this Federal Agency Annual Equal Employment Opportunity Program Status Report.

The agency has also analyzed its workforce profiles and conducted barrier analyses aimed at detecting whether any management or personnel policy, procedure or practice is operating to disadvantage any group based on race, national origin, gender, or disability. Equal Employment Opportunity Plans to Eliminate Identified Barriers, as appropriate, are included with this Federal Agency Annual Equal Employment Opportunity Program Status Report.

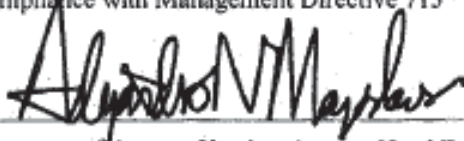
I certify that proper documentation of this assessment is in place and is being maintained for EEOC review upon request.



3/15/2015

Signature of Principal Equal Employment Opportunity Director/Official

Veronica Venture
Deputy Officer, Office for Civil Rights and Civil Liberties
Director, Equal Employment Opportunity and Diversity Programs
U.S. Department of Homeland Security
Certifies that this Federal Agency Annual Equal Employment Opportunity Program Status Report is in compliance with Management Directive 715



3/15/2015

Signature of Agency Head or Agency Head Designee

Alejandro Mayorkas
Deputy Secretary
U.S. Department of Homeland Security

Self-Assessment towards a Model EEO Program Checklist

Essential Element A: Demonstrated Commitment from Agency Leadership

Requires the agency head to issue written policy statements ensuring a workplace free of discriminatory harassment and a commitment to equal employment opportunity.

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

Measures	Measure Met?	Comments
A.1.a. Was EEO policy statement issued within 6 - 9 months of installation of Agency Head? (Please list date of agency head installation and date of issuance in the comments column).	YES	The Secretary was installed <u>12/16/2013</u> . The EEO policy statement was issued <u>6/12/2014</u> .
A.1.b. During current Agency Head's tenure, has EEO policy statement been re-issued annually?	YES	
A.1.c. Are new employees provided a copy of the EEO policy statement during orientation?	YES	
A.1.d. When an employee is promoted into the supervisory ranks, is s/he provided a copy of the EEO policy statement?	YES	

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

Measures	Measure Met?	Comments
A.2.a. Have the Heads of subordinate reporting components communicated support of all agency EEO policies through the ranks?	NO	FEMA has not met this measure.
A.2.b. Has the agency made written materials available to all employees and applicants, informing them of the variety of EEO programs and administrative and judicial remedial procedures available to them?	YES	
A.2.c. Has the agency prominently posted such written materials in all personnel and EEO offices, and on the agency's internal website? [29 CFR 1614.102(b)(5)]	YES	

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

Measures	Measure Met?	Comments
A.3.a. Are managers and supervisors evaluated on their commitment to agency EEO policies and principles?	YES	
A.3.b. Are managers and supervisors evaluated on their commitment to resolve problems/disagreements and other conflicts in their respective work environments as they arise?	YES	
A.3.c. Are managers and supervisors evaluated on their commitment to address concerns, whether perceived or real, raised by employees and following up with appropriate action to correct or eliminate tension in the workplace?	YES	
A.3.d. Are managers and supervisors evaluated on their commitment to support the agency's EEO program through allocation of mission personnel to participate in community out-reach and recruitment programs with private employers, public schools and universities?	YES	
A.3.e. Are managers and supervisors evaluated on their commitment to ensure full cooperation of employees under his/her supervision with EEO office officials such as EEO counselors, EEO investigators, etc.?	YES	
A.3.f. Are managers and supervisors evaluated on their commitment to ensure a workplace that is free from all forms of discrimination, harassment and retaliation?	YES	
A.3.g. Are managers and supervisors evaluated on their commitment to ensure that subordinate supervisors have effective managerial communication and interpersonal skills in order to supervise most effectively in a workplace with diverse employees and avoid disputes arising from ineffective communications?	YES	
A.3.h. Are managers and supervisors evaluated on their commitment to ensure the provision of requested religious accommodations when such accommodations do not cause an undue hardship?	YES	
A.3.i. Are managers and supervisors evaluated on their commitment to ensure the provision of requested disability accommodations to qualified individuals with disabilities when such accommodations do not cause an undue hardship?	YES	
A.3.j. Have all employees been informed about what behaviors are inappropriate in the workplace and that this behavior may result in disciplinary actions? If yes, describe what means were utilized by the agency to inform its workforce about penalties for unacceptable behavior in the comments column.	YES	

Measures	Measure Met?	Comments
A.3.k. Have the procedures for reasonable accommodation for individuals with disabilities been made readily available/accessible to all employees by disseminating such procedures during orientation of new employees and by making such procedure available on the World Wide Web or Internet?	YES	
A.3.l. Have managers and supervisors been trained on their responsibilities under the procedures for reasonable accommodation?	YES	

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

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

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

Measures		
B.1.a. Is the EEO Director under the direct supervision of the Agency Head? [See 29 CFR 1614.102(b)(4)] For subordinate level reporting components, is the EEO Director/Officer under the immediate supervision of the lower level component's head official? (For example, does the Regional EEO Officer report to the Regional Administrator?)	NO	EEO Directors at CBP, CIS, and FLETC do not report to their respective agency heads.
B.1.b. Are the duties and responsibilities of the EEO officials clearly defined?	YES	
B.1.c. Do the EEO officials have the knowledge, skills, and abilities to carry out the duties and responsibilities of their positions?	YES	
B.1.d. If the agency has 2nd level reporting components, are there organizational charts that clearly define the reporting structure for EEO programs?	NO	CBP and FEMA have not met this measure.
B.1.e. If the agency has 2nd level reporting components, does the agency-wide EEO Director have authority for EEO programs within the subordinate reporting components?	NO	CBP and FEMA have not met this measure.
B.1.f. If no, please describe how EEO program authority is delegated to subordinate reporting components, in Part H.	NO	CBP and FEMA have not met this measure.

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

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

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

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

Measures	Measure Met?	Comments
B.3.a. Does the EEO Director have the authority and funding to ensure implementation of agency EEO action plans to improve EEO program efficiency and/or eliminate identified barriers to the realization of equality of opportunity?	YES	
B.3.b. Are sufficient personnel resources allocated to the EEO Program to ensure that agency self-assessments and self-analyses prescribed by EEO MD-715 are conducted annually and to maintain an effective complaint processing system?	YES	
B.3.c. Are statutory/regulatory EEO related Special Emphasis Programs sufficiently staffed?	NO	USCIS did not meet this measure.
B.3.d. Is the Federal Women's Program sufficiently staffed - 5 U.S.C. 7201; 38 U.S.C. 4214; Title 5 CFR, Subpart B, 720.204?	YES	
B.3.e. Is the Hispanic Employment Program sufficiently staffed - Title 5 CFR, Subpart B, 720.204?	YES	
B.3.f. Is the People With Disabilities Program Manager; Selective Placement Program for Individuals With Disabilities sufficiently staffed - Section 501 of the Rehabilitation Act; Title 5 U.S.C. Subpart B, Chapter 31, Subchapter I-3102; 5 CFR 213.3102(u); 5 CFR 315.709?	YES	

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

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

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

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

Essential Element C: Management and Program Accountability

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

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

Measures	Measure Met?	Comments
C.1.a. Are regular (monthly/quarterly/semi-annually) EEO updates provided to management/supervisory officials by EEO program officials?	NO	USCIS did not meet this measure.
C.1.b. Do EEO program officials coordinate the development and implementation of EEO Plans with all appropriate agency managers to include Agency Counsel, Human Resource Officials, Finance, and the Chief Information Officer?	YES	

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

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

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

Measures	Measures Met?	Comments
C.3.a. Does the agency have a disciplinary policy and/or a table of penalties that covers employees found to have committed discrimination?	YES	
C.3.b. Have all employees, supervisors, and managers been informed as to the penalties for being found to perpetrate discriminatory behavior or for taking personnel actions based upon a prohibited basis?	YES	

Measures	Measures Met?	Comments
<p>C.3.c. Has the agency, when appropriate, disciplined or sanctioned managers/supervisors or employees found to have discriminated over the past two years? If yes, in the Comments column, cite the number found to have discriminated and list penalty/disciplinary action for each type violation.</p>	<p>YES</p>	
<p>If yes, cite the number found to have discriminated and list penalty/disciplinary action for each type violation.</p>		
<p>C.3.d. Does the agency promptly (within the established time frame) comply with EEOC, Merit Systems Protection Board, Federal Labor Relations Authority, labor arbitrators, and District Court orders?</p>	<p>YES</p>	
<p>C.3.e. Does the agency review disability accommodation decisions/actions to ensure compliance with its written procedures and analyze the information tracked for trends, problem, etc.?</p>	<p>YES</p>	

Essential Element D, Proactive Prevention of Unlawful Discrimination

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

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

Measures	Measure Met?	Comments
D.1.a. Do senior managers meet with and assist the EEO Director and/or other EEO Program Officials in the identification of barriers that may be impeding the realization of equal employment opportunity?	YES	
D.1.b. When barriers are identified, do senior managers develop and implement, with the assistance of the agency EEO office, agency EEO Action Plans to eliminate said barriers?	YES	
D.1.c. Do senior managers successfully implement EEO Action Plans and incorporate the EEO Action Plan Objectives into agency strategic plans?	YES	
D.1.d. Are trend analyses of workforce profiles conducted by race, national origin, sex, and disability?	YES	
D.1.e. Are trend analyses of the workforce's major occupations conducted by race, national origin, sex, and disability?	YES	
D.1.f. Are trend analyses of the workforce's grade level distribution conducted by race, national origin, sex, and disability?	YES	
D.1.g. Are trend analyses of the workforce's compensation and reward system conducted by race, national origin, sex, and disability?	YES	
D.1.h. Are trend analyses of the effects of management/personnel policies, procedures and practices conducted by race, national origin, sex, and disability?	YES	

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

Measures	Measures Met?	Comments
D.2.a. Are all employees encouraged to use ADR?	YES	
D.2.b. Is the participation of supervisors and managers in the ADR process required?	NO	FLETC, ICE, and TSA have not met this measure.

Essential Element E, Efficiency

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

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

Measures	Measure Met?	Comments
E.1.a. Does the EEO office employ personnel with adequate training and experience to conduct the analyses required by MD-715 and these instructions?	NO	CBP, ICE, and TSA have not met this measure.
E.1.b. Has the agency implemented an adequate data collection and analysis systems that permit tracking of the information required by MD-715 and these instructions?	NO	USCIS has not met this measure.
E.1.c. Have sufficient resources been provided to conduct effective audits of field facilities' efforts to achieve a model EEO program and eliminate discrimination under Title VII and the Rehabilitation Act?	NO	USCIS has not met this measure.
E.1.d. Is there a designated agency official or other mechanism in place to coordinate or assist with processing requests for disability accommodations in all major components of the agency?	YES	
E.1.e. Are 90% of accommodation requests processed within the time frame set forth in the agency's procedures for reasonable accommodation?	NO	TSA has not met this measure.

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

Measures	Measure Met?	Comments
E.2.a. Does the agency use a complaint tracking and monitoring system that allows identification of the location and status of complaints and length of time elapsed at each stage of the agency's complaint resolution process?	YES	
E.2.b. Does the agency's tracking system identify the issues and bases of the complaints, the aggrieved individuals/complainants, the involved management officials and other information to analyze complaint activity and trends?	YES	
E.2.c. Does the agency hold contractors accountable for delay in counseling and investigation processing times? If yes, in the comments column, briefly describe how.	YES	
E.2.d. Does the agency monitor and ensure that new investigators, counselors, including contract and collateral duty investigators, receive the 32 hours of training required in accordance with EEO Management Directive MD-110?	YES	

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

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

Measures	Measure Met?	Comments
E.3.a. Are benchmarks in place that compare the agency's discrimination complaint processes with 29 CFR Part 1614?	YES	
E.3.b. Does the agency provide timely EEO counseling within 30 days of the initial request or within an agreed upon extension in writing, up to 60 days?	NO	FEMA and ICE have not met this measure.
E.3.c. Does the agency provide an aggrieved person with written notification of his/her rights and responsibilities in the EEO process in a timely fashion?	YES	
E.3.d. Does the agency complete the investigations within the applicable prescribed time frame?	NO	FEMA and ICE have not met this measure.
E.3.e. When a complainant requests a final agency decision, does the agency issue the decision within 60 days of the request?	NO	
E.3.f. When a complainant requests a hearing, does the agency immediately upon receipt of the request from the EEOC AJ forward the investigative file to the EEOC Hearing Office?	YES	
E.3.g. When a settlement agreement is entered into, does the agency timely complete any obligations provided for in such agreements?	YES	
E.3.h. Does the agency ensure timely compliance with EEOC AJ decisions which are not the subject of an appeal by the agency?	YES	

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

Measures	Measure Met?	Comments
E.4.a. In accordance with 29 CFR 1614.102(b), has the agency established an ADR Program during the pre-complaint and formal complaint stages of the EEO process?	YES	
E.4.b. Does the agency require all managers and supervisors to receive ADR training in accordance with EEOC (29 CFR Part 1614) regulations, with emphasis on the federal government's interest in encouraging mutual resolution of disputes and the benefits associated with utilizing ADR?	NO	ICE has not met this measure.
E.4.c. After the agency has offered ADR and the complainant has elected to participate in ADR, are the managers required to participate?	NO	FLETC and ICE have not met this measure.

Measures	Measure Met?	Comments
E.5.c. Does the responsible management official directly involved in the dispute have settlement authority?	NO	USCIS has not met this measure.

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

Measures	Measure Met?	Comments
E.5.a. Does the agency have a system of management controls in place to ensure the timely, accurate, complete and consistent reporting of EEO complaint data to the EEOC?	NO	ICE has not met this measure.
E.5.b. Does the agency provide reasonable resources for the EEO complaint process to ensure efficient and successful operation in accordance with 29 CFR 1614.102(a)(1)?	YES	
E.5.c. Does the agency EEO office have management controls in place to monitor and ensure that the data received from Human Resources is accurate, timely received, and contains all of the required data elements for submitting annual reports to the EEOC?	NO	FEMA has not met this measure.
E.5.d. Do the agency's EEO programs address all of the laws enforced by the EEOC?	YES	
E.5.e. Does the agency identify and monitor significant trends in complaint processing to determine whether the agency is meeting its obligations under Title VII and the Rehabilitation Act?	YES	
E.5.f. Does the agency track recruitment efforts and analyze efforts to identify potential barriers in accordance with MD-715 standards?	NO	FEMA has not met this measure.
E.5.g. Does the agency consult with other agencies of similar size on the effectiveness of their EEO programs to identify best practices and share ideas?	YES	

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

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

Essential Element F, Responsiveness and Legal Compliance

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

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

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

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

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

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

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

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

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

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

Statement of Model Program Essential	Brief Description of Program Deficiency
<p>Element A – Demonstrated Commitment from Agency Leadership</p>	<p>Specific deficiencies identified by Components:</p> <p>1-Was the Equal Employment Opportunity Policy statement issued within 6-9 months of Agency Head installation?</p> <p>3-Is an Equal Employment Opportunity Policy re-issued annually?</p> <p>5-When employee is promoted into supervisor, is he/she provided a copy of the Equal Employment Opportunity Policy statement?</p> <p>6-Have the heads of subordinate reporting Components communicated support of all agency EEO policies through the ranks?</p> <p>9c-Are managers and superiors evaluated on their commitment to agency EEO policies and principles, including efforts to: support the agency’s EEO program through allocation of mission personnel to participate in community out-reach and recruitment programs with private employers, public schools, and universities?</p> <p>9g- Are managers and superiors evaluated on their commitment to ensure the provision of requested religious accommodations when such accommodations do not cause an undue hardship?</p>
<p>Program Deficiency Analysis:</p>	<p>Lack of consistent communication regarding the Equal Employment Opportunity policies and program procedures for processing and requesting religious accommodations.</p>
<p>Objective:</p>	<p>Clarify and revise communications and actions from the senior leadership to ensure that knowledge of their commitment to Equal Employment Opportunity is spread throughout the Department.</p>
<p>Responsible Officials:</p>	<p>OCHCO; CRCL;DHS Components</p>
<p>Date Objective Initiated:</p>	<p>March 30, 2008</p>
<p>Target Date for Completion of Objective</p>	<p>September 30, 2015 - revised to correspond with Part I Multi-Year Plan</p>

Planned Activities Toward Completion of Objective

Planned Activities	Target Date	Completed?	Completion Date
1) OCHCO and CRCL will work jointly with DHS Components to develop a communication, marketing, and education strategy for senior leadership that consistently articulates the link between equal employment opportunity and DHS’s mission.	09/30/2011 Revised to 09/30/2012	Yes	09/21/2012
2) Components will develop and provide executives and managers with necessary training, tools, and resources to leverage diversity.	Annually, starting: 09/30/2012	Yes	09/30/2012
3) DHS EEO offices will provide updates to EEO policies and will communicate these updates to managers, supervisors, and employees. This communication includes distribution to new employees during orientation.	09/30/2015	No	
4) Human Capital Officials will establish protocol to provide EEO offices with names of employees promoted to supervisory positions in support of the requirement to communicate current EEO policies to newly appointed supervisors within 45 days of appointment.	12/30/2015	No	
5) Ensure that DHS Leadership communicates EEO policies throughout DHS Components that will be cascaded throughout the organization.	09/30/2015	No	
6) Make the procedures for requesting reasonable accommodation and religious accommodations available/accessible to all employees by disseminating during orientation and during staff meetings.	09/30/2015	No	

Report of Accomplishments and Modifications to Objective

Activities #1 and 3:

Through the creation of the DHS Diversity and Inclusion Strategic Plan in FY12, the Department has planned objectives and goals towards promoting the principles of EEO, diversity, and inclusion throughout the Components.

Activity #2:

- The Diversity and Inclusion Sustainability Subcommittee developed a diversity training similar in content to the training conducted by Laura Liswood, Senior Advisor for Goldman Sachs, and author of *The Loudest Duck: Moving beyond Diversity while Embracing Differences to Achieve Success at Work*, in FY14 and incorporated material from OPM’s New IQ training program. This training will be presented to the remaining career senior executives in the National capital Region who did not attend Liswood’s training (20%). The training is expected to be conducted in FY 2015, at which time all career senior executives in the National Capital Region would have received diversity and inclusion training. DHS is currently assessing options to train the executives in the field.

- In FY14, DHS analyzed DHS-wide Leadership Development Programs. Of the 52 individuals that participated in the DHS-wide Leadership Development Programs, 47 were in the SES CDP and 5 in the HQ Federal Executive Institute. Due to program restructuring, a DHS Fellows Program did not convene in FY14; however a new Fellows Program is scheduled to commence in FY15. Women participation rates increased from the Leadership Development Program (34.1%) to HQ Federal Executive Institute (36.2%), Hispanic/Latino participation rates significantly increased from the Leadership Development Program (2.3%) to the Fellows Program (8.5%), and participation rates for Blacks/African Americans also increased (from 13.7% to 17.0%). This cohort included 19.1% Veterans and 4.3% Veterans with Disabilities.
- The DHS Diversity Management Section provided training and informational sessions on the Equal Employment Opportunity Management Directive 715, the Executive Agency Action Report to Assist Minority Serving Institutions, Providing Reasonable Accommodations, and Working with Tribal Colleges and Universities, and Effective Consultation with Tribal Members.
- As part of CRCL’s Diversity Management Section Forum Series “Ask the Expert,” a Senior EEOC Attorney provided a program for Human Capital, Equal Employment Opportunity Specialists, Managers, and Policy Advisors, Disability Program Managers, Reasonable Accommodation Program Managers, Selective Placement Program Managers, and Complaints Manager and Attorneys, on the topic of providing reasonable accommodations.
- U.S. Office of Personnel Management’s National Disability Employment Program Manager discussed DHS progress in hiring Individuals with Disabilities, as required in Executive Order 13548.
- Former Acting Director, Division of Outreach and Retention Office of Diversity and Inclusion at the U.S. Department of Veterans Affairs discussed best practices in implementing the U.S. Department of Veterans Affairs Disability Program, which the U.S. Government Accounting Office listed as among the best in federal government.
- The Reasonable Accommodations Program Manager, Environmental Protection Agency, discussed best practices in implementing Environmental Protection Agency’s Reasonable Accommodations Program, which also included a proactive workplace ergonomic program.
- CRCL’s Attorney-Advisor coordinated with Components and provided guidance to senior leadership on recruitment, hiring, and reasonable accommodations, Individuals with Disabilities/Individuals with Targeted Disabilities representation, accessibility, internships, training, policy, Schedule A, Workforce Recruitment program, and the Operation Warfighter Program.
- DHS Components reported the following diversity and inclusion training provided to senior executives, managers, and supervisors throughout their organizations, including field facilities:
 - Annual Notification and Federal Employee Antidiscrimination and Retaliation Act of 2002 Report to Congress /Whistleblower Protection Act
 - Americans With Disabilities Act
 - Providing Reasonable Accommodations
 - Diversity Awareness
 - Workplace Violence Awareness Training
 - Managing a Diverse Workforce, Including Generational Differences
 - Inclusive Workplace for Gay and Lesbian, Gay, Bi-sexual and Transgender Employees
 - Deaf Awareness
 - Disability Etiquette

- Equal Employment Opportunity Training Development
- Executive Coaching Programs
- Instructor/Facilitator Qualifications Workshop
- Leadership Development Programs
- Human Capital Responsibilities and Diversity Management
- FEMA provided Emergency Management Training to 4 Tribal Colleges and Universities and 8 Historically Black Colleges and Universities and 16 Hispanic Serving Institutions.
- FEMA updated their Tribal Plan Review Guide and Handbook and developed The Tribal Mitigation Improvement Process FAQ, and posted on the FEMA website. Over 100 tribes received an article regarding the process via newsletter and email. FLETC senior level managers participated in a Women’s History Month Panel Discussion, where the event was video teleconferenced to FLETC’s field sites. In addition to the panel discussion and in commemoration of Women’s History Month, four FLETC females participated in the panel, entitled: “The Best and Brightest at DHS Leading the Way in STEM Fields” on DHScovery. Five FLETC females’ profiles were highlighted on the FLETCnet. FLETC senior level managers also participated in a Black History Month Lunch and Learn event and a Video Series. Approximately 140 FLETC staff members, Partner Organization staff members and students attended the programs
- TSA provided onsite Equal Employment Opportunity/Civil Rights training at 34 locations nationwide to nearly 3,901 managers, supervisors and front-line employees on their rights and responsibilities in maintaining and working in an environment that is free of discrimination, harassment, and retaliation. The trainings ensured compliance of the mandated training resulting from findings of discrimination and negotiated agency settlement agreements.
- USCG demonstrated assistive technology devices as part of their National Disability Employment and Awareness Month program.
- USCIS facilitated a wide variety of training opportunities for employees to sustain a diverse and high-performing workforce, including anti-harassment and posttraumatic stress disorder webinars along with other training presentations like Fostering a Diverse and Respectful Workforce, Sensitivity, Generational Differences, Creating an Inclusive Workplace for Lesbian, Gay, Bisexual and Transgender Employees and Deaf Awareness which resulted in 869 employee participants.
- CBP required all new managers and supervisors to complete EEO training, which includes modules on: diversity and inclusion; the EEO complaint process, preventing and addressing discriminatory harassment; and alternative dispute resolution (mediation).
- ICE continued to promote the “Human Exploitation Rescue Operative (HERO) Child Rescue Corps” program for wounded, ill or injured special operations forces. This innovative program focuses on recruiting disabled veterans to serve as computer forensic interns. Selective participants are trained, equipped, and embedded into computer forensic intern positions within Homeland Security Investigation Field Offices around the country. This program has allowed ICE the ability to promote diversity in hiring by creating a unique way to identify, train, and potentially hire individuals with targeted disabilities, and contribute toward eliminating attitudinal barriers towards hiring individuals with disabilities.
- ICE provided EEO and Diversity training updates to 83 percent of its managers and supervisors.
- ICE established its first Executive Diversity Council, and published its first Diversity Best Practices list of its Directorates and Program Offices.

- USSS’s Human Resources & Training/Recruiting Division (REC) Disability Recruitment Working Group designed a training video for hiring managers. This video is entitled, “Disability Hiring Awareness and You: Your Roadmap to Effectively Hiring Individuals with Disabilities.” This 4-hour training session covers: Executive Order 13548; benefits of hiring individuals with disabilities; creating internships within the Secret Service for this target group; special hiring authorities; interview etiquette; reasonable accommodations; and agency points of contact.

Part H.2– Ensure Management and Program Accountability

Statement of Model Program Essential

Brief Description of Program Deficiency

Element C – Management and Program Accountability

Specific Deficiencies Identified by Components:

36-Are regular (monthly, quarterly, semi-annually) Equal Employment Opportunity program updates provided to management/supervisory officials by Equal Employment Opportunity program officials?

38 – 40 Have time tables or schedules been established for the agency to review its Merit Promotion Policy and Procedures, Employee Recognition Awards Program and Procedures, Employee Development/Training Programs for systematic barriers that may be impeding full participation in the program for all groups?

43-Has the agency, when appropriate, disciplined or sanctioned managers/supervisors, or employees found to have discriminated over the past two years?

45-Does the agency review disability accommodation decisions/actions to ensure compliance with its written procedures and analyze the information tracked for trends, problems, etc.?

Program Deficiency Analysis:

Many standard human resources policies were outdated or had never been issued; there was no cost-benefit analysis of recruitment efforts; there was no systematic implementation of reasonable accommodations; and human resources and Equal Employment Opportunity offices were often not coordinating closely.

Objective:

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

Responsible Officials:

OCHCO; CRCL;DHS Components

Date Objective Initiated:

March 30, 2008

Target Date for Completion of Objective

September 30, 2011
Revised to September 30, 2015

Planned Activities Toward Completion of Objective

Planned Activities	Target	Completed?	Completion Date
1) Develop DHS-wide guidance to ensure that job announcements provide information about the kinds of assessments that will be used to evaluate candidates. Ensure that all assessment tools used for any purpose have been reviewed for cultural barriers. This does not mean that the assessment tools should not be used, but that they should be sufficiently robust in content and measurement to not penalize groups for cultural reasons.	09/30/2011 Revised to 09/30/2013	Yes	09/30/2013
2) Revise and update Reasonable Accommodation Procedures.	09/30/2011	Yes	09/30/2013
3) Follow up with the Components on the status of their Reasonable Accommodation Procedures.	09/30/2011	Yes	09/30/2012
4) Establish time tables to review the Merit Promotion Program and Procedures for systematic barriers.	03/31/2015	No	
5) Establish time tables to review its Employee Recognition Awards Program and Procedures for systematic barriers that may be impeding full participation in the program for all groups.	06/30/2015	No	
6) Establish time tables to review applicant process for systematic barriers that may impede any group from obtaining equal opportunity for employment.	09/30/2015	No	
7) Equal Employment Opportunity practitioners will assess the work climate to ensure that employees who have been found to have caused discrimination be held accountable. Discussions around the topic will be incorporated with the Equal Employment Opportunity 2014 Diversity Management Section Diversity Briefings and Updates.	12/30/2014	No	
8) The Disability Program Managers will meet with managers and supervisors to discuss the Reasonable Accommodations Policy and the processing of accommodation requests.	12/30/2015	No	
9) EEO practitioners/staff members will meet with managers and supervisors to emphasize the importance of hiring, developing, retaining, and effectively communicating with employees. Discussions will include review of workforce demographics, complaint activity and use of alternative dispute resolution.	06/30/2015	No	

REPORT OF ACCOMPLISHMENTS and MODIFICATIONS TO OBJECTIVE

Activity #3

A revised management directive on the topic of disability accommodations has been vetted and reviewed by the USCIS Director, DHS and EEOC in FY13. Currently, the revised MD is scheduled to be reviewed with the agency's union in FY15, and will make numerous changes to the USCIS process, including:

- Requires management to contact the Disability Accommodation Program upon receipt of all disability accommodation requests, for recordkeeping purposes.
- Extends the agency's allotted processing time by five (5) business days.
- Decision-maker must consult with Disability Accommodation Program before making determination to provide assistive technology or equipment.
- Decision-maker will use a standard form to make an initial request for medical documentation, if such information is deemed necessary to make a determination on a request, and if other medical documentation was offered in conjunction with the request.
- Following the closure of a request, Disability Accommodation Program will be custodian of medical documentation.
- Decisions to approve alternative accommodations must be reviewed by Disability Accommodation Program Manager, in addition to denials.
- Time period for making a decision on a request to reconsider a denial is increased to 14 calendar days.
- To obtain compliance with Federal Accessibility Standards, USCG plans to renovate field locations: Seattle, Washington. Bathroom accessibility renovations were funded in FY14. The bathroom renovation project was awarded in March 2014, with construction completion scheduled for November 2014 (first quarter FY15); and Sector Charleston, SC. The project addressing first floor renovations to the MSO Building is under construction. The project is scheduled to be completed by FY15 (First quarter).
- FEMA completed its revisions to the Agency's reasonable accommodation procedures and anticipated a release date of December 2014. This update will include additional process guidance on the use of Service Animals, particularly (Emotional Support Animals, Therapy Animals and Comfort Animals), Telework, Facility Accessibility and many other Disaster Workforce-related accommodations.

Activity #4

- ICE will convene a second meeting to discuss team members' observations regarding the Awards, Merit Promotion and Training Policies, related external barrier analyses, and EEOC barrier analysis checklists.
- On February 14, 2014, ICE identified three policies and programs for review. On June 24, 2014,
- ODCR drafted the EEO Barrier Identification & Elimination procedural training document to assist the Barrier Analysis Workgroup in understanding what barriers are, their causes and how to properly eliminate barriers as it pertains to merit promotion, training and development, and awards.

- TSA established two barrier analysis assessment teams composed of key agency stakeholders to identify the root-cause underlying two triggers: the under-representation of females (Team A) and individuals with targeted disabilities (Team B) in the total workforce. The two teams conducted a series of focus groups. Fourteen airports and Federal Air Marshal Field offices were identified to support development of recommendations.

Activity # 5

FEMA plans to develop, establish, and implement a process for regular evaluations of Agency awards, and to develop a reporting format that links demographic information to award recipients. A new awards policy will be implemented across FEMA effective January 2015. FEMA's Office of Equal Rights reviews and evaluates Agency awards during each award review period. A report is sent directly to EEO from OCCHCO that details the information.

Activity #6

- ICE allocated funds to the EEO Program to ensure agency self-assessments and self-analyses per MD 715 are conducted annually and to maintain an effective complaint processing system. To this end, ICE will hire three full-time positions and seek funding for a fourth position to achieve full operational capability. ICE is currently in the process of reviewing resumes and conducting interviews.
- ICE's newly established Barrier Analysis Workgroup will review the Merit Promotion Program Policy and Procedures for barriers during the second and fourth quarters of every fiscal year. In FY15, ICE will conduct the first meeting of the barrier analysis workgroup and assign related tasks.
- In FY14, USCIS completed the following activities:
 - Reviewed at least one personnel program, policy, or procedure to determine if systemic barriers exist which may be impeding full participation by a particular group and develop plan to eliminate identified barriers, as appropriate.
 - Established a schedule for Office of Equal Opportunity & Inclusion/Human Capital & Training Cross-functional Team review of Employee Recognition Awards Program and Procedures and Employee Development/Training Programs for systemic barriers.
 - The Cross-functional Team's Merit Promotion Program Subcommittee reviewed and provided feedback and recommendations to the revised Merit Promotion Program policy on March 18, 2014, in an effort to focus revisions on strengthening diversity efforts. The revised Merit Promotion Program Management Directive is currently pending union negotiations. In addition, the Subcommittee performed an in-depth review of all Merit Promotion selections during FY 2013. Following meetings held on November 27, January 7, 9, 13, March 10, and 27, this comprehensive review included:

- Selections Summary
- Selections by Grade
- Selections of Individuals with Disabilities and Individuals with Targeted Disabilities
- Highlights and Opportunities for Improvement
- Recommendations
- The Subcommittee's initial briefing to the Chiefs of the Office of Equal Opportunity & Inclusion/Human Capital & Training (HCT) was held on April 3, 2014. During the briefing, the Chiefs requested some additional analysis. The Subcommittee's final results and recommendations, incorporating the additional analysis and revising the comparator of the CLF to the Federal Workforce were provided on September 17, 2014.

Activity #9

- Coordination and data collection for the USCIS Professional Development Program (PDP) was initiated in September 2014 as a first step in reviewing USCIS's Employee and Development/Training Programs. On September 29, 2014, direct access to the PDP reporting system was acquired by OEOI. Efforts are underway to review FY14 participation and the current policy for possible systemic barriers. HCT collects SF-181 forms on a voluntary basis from all PDP applicants, and will forward all forms to OEOI beginning in FY15 as required by USCIS policy. The Awards/Achievement Subcommittee is scheduled to meet for the first time in November 2015.
- USCIS also plans in FY15 to:
 - Develop and implement a plan that will ensure senior managers are involved in the barrier identification and elimination process.
 - As barriers are identified, solicit input and feedback from senior leadership on the means to eliminate barriers and enlist their support in implementing plans devised to address these impediments to equality of opportunity.
- USCIS completed plans to distribute MD-715 report to senior leadership and encourage them to submit suggestions and ideas for identifying and eliminating possible barriers for triggers identified in the report.
- USCIS also delivered the state of EEO briefing to senior leaders and solicit their input into barrier identification and enlist their assistance in identifying other triggers of which they may be aware.
- As a first step towards developing and implementing a plan to involve senior managers in the barrier identification and elimination process, USCIS developed a standardized demographic snapshot report template (Diversity Dashboard) that was approved by the Chief, Office for Equal Opportunity and Inclusion in August 2014. OEOI also hired a full time Management and Program Analyst effective September 22,

2014, who will have primary responsibility for working with senior leaders to obtain their support and more closely involve them in the barrier identification and elimination process.

- On April 2, 2014, the FY13 MD-715 report was distributed to all USCIS managers via a Leadership Guidance message. Additionally, on April 4, 2014, the report was distributed to all USCIS employees via the USCIS Today publication and posted on OEOI's intranet site which is accessible to all employees.
- Due to the OEOI/HCT Cross-functional Team's Merit Promotion Program Subcommittee's efforts, USCIS developed the ability to obtain merit promotion selection data by ERI/G using both the internal human resources system and NFC systems effective March 31, 2014. Efforts to capture career development data by ERI/G are ongoing.
- As a result of the Deputy Secretary, Alejandro Mayorkas' initiative "The Department You Deserve," HCT was tasked with providing DHS OCHCO with summaries of USCIS's hiring transparency activities/accomplishments. The weekly report provides a status of completed and planned activities related to the hiring and promotion process, which is one of the five areas of focus. HCT anticipates future tasking on the remaining four focus areas (Training and Professional Development, Rewards and Recognition, Performance Management, and Communication). The weekly reports are prepared in partnership with OEOI and other stakeholders.
- In direct support of the QWI's Hiring Transparency goal, HCT has developed a SharePoint database to track all efforts relative to hiring and promotion. In addition to the Hiring Transparency database, HCT reports and coordinates recruitment efforts to support the DHS Coordinated Recruiting and Outreach Strategy.
- At USSS, The Secret Service Uniformed Division, Office of the Chief, conducts a 2-day leadership/management training session for all new first-line supervisors. Representatives from the Secret Service EEOD explain to new Uniformed Division Officer supervisors their roles and responsibilities for successful EEO program implementation. The new Uniformed Division Officer supervisors also get an introduction to resolving workplace conflicts, providing reasonable accommodations, participating in community outreach, recruitment activities, and participating in diversity initiatives.
- The USSS Office of Professional Responsibility, Inspection Division, regularly conducts office inspections and EEOD provides information for inclusion in the resulting compliance inspection reports.

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

Statement of Model Program Essential Element Deficiency

Brief Description of Program Deficiency

Element E – Efficiency

Specific Deficiencies Identified by Components:

56-Does the Equal Employment Opportunity Office provide its employee personnel with adequate training and experience to conduct the analyses required by Management Directive 715 instructions?

57-Has the agency implemented an adequate data collection and analysis system that permits tracking of the information required by Management Directive 715 instructions?

58-Have sufficient resources been provided to conduct effective audits of field facilities efforts to achieve a model EEO program and eliminate discrimination under Title VII and the Rehabilitation Act?

60-Are 90% of accommodation requests processed within the time frame set forth in the agency procedures for reasonable accommodation?

66a-Are benchmarks in place that compare the agency's discrimination complaint processes with 29CFR Part 1614?

66c-Does the agency complete the investigations within the applicable prescribed time frame?

66d-When a complainant requests a final agency decision, does the agency issue the decision within 60days of the request?

68-Does the agency require all managers and supervisors to receive ADR training in accordance with EEOC (29 Code of Federal Regulations Part 1614) regulations, with emphasis on the federal government's interest in encouraging mutual resolution of disputes and the benefits associated with utilizing ADR?

69-After the agency has offered ADR and the complainant has elected to participate in ADR, are the managers required to participate?

70-Does the responsible management official directly involved in the dispute have settlement authority?

73-Does the agency EEO office have management controls in place to monitor and ensure that the data received from Human Resources

Statement of Model Program Essential Element Deficiency

Brief Description of Program Deficiency

is received accurate, timely, and contains all the required data elements for submitting annual reports to the EEOC?

75-Does the agency identify and monitor significant trends in complaint processing to determine whether the agency is meeting its obligations under Title VII and the Rehabilitation Act?

76-Does the agency track recruitment efforts and analyze efforts to identify potential barriers in accordance with the Management Directive 815 standards.

Program Deficiency Analysis:

Lack of resources and trend analyses of workforce conducted by race, national origin, sex, and disability. Lack of resources to timely investigate Equal Employment Opportunity complaints.

Objective:

Expand and clarify the data collection process in order to allow DHS to perform accurate and comprehensive analyses in the future.

Responsible Officials:

Deputy Officer for Equal Employment Opportunity Programs; Chief Human Capital Officer

Date Objective Initiated:

March 30, 2008

Target Date for Completion of Objective

September 30, 2011
Revised to September 30, 2015

Planned Activities Toward Completion of Objective

Planned Activities	Target Date	Completed?	Completion Date
1) Develop Department-wide automated system to capture career development programs. (Table A/B12 - Participation in Career Development).	09/30/2013 Revised to 12/30/2015	No	
2) Coordinate with DHS Components to develop supplemental internal controls regarding timeliness of investigations	09/30/2013	Yes	09/30/2013
3) Coordinate with DHS Components to develop streamlined review processes to expedite issuance of Report of Investigations	09/30/2013	Yes	09/30/2013
4) Coordinate barrier analyses across Components through the use of the pending DHS Special Emphasis Program framework.	06/31/2015	No	
5) Provide Management Directive 715 Training to ensure compliance and to ensure the document serves as a useful resource for managers/supervisors.	10/31/2015	No	
6) Develop a brochure to promote the use of alternative resolutions to address workplace disputes and issues.	12/31/2015	No	

REPORT OF ACCOMPLISHMENTS and MODIFICATIONS TO OBJECTIVE

Activity #1:

DHS is preparing to assemble a selection panel to select a Department-wide Enterprise Talent Management System. Once this system is operational, a Department-wide automated system will be available to capture employee participation in career development programs. Participation in specific programs can currently be reviewed manually at each DHS Component, but there is no mechanism in place to aggregate the results.

Activities #2 & 3:

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

Activity #4:

In FY14, DHS CRCL initiated the creation of a Department-wide Special Emphasis Program framework, which includes several Components that will directly aid in the broad completion of barrier analyses across the Components. To facilitate this, additional staff was authorized and hired within CRCL. Full implementation is expected in FY15.

Activity # 6:

CBP will complete development of an Alternative Dispute Resolution (ADR) training module which emphasizes the Federal government's interest in encouraging mutual resolution of disputes and the benefits associated with ADR.

USCG surpassed the EEOC recommended ADR pre-complaint resolution rate of 34 percent, achieving a 41 percent rate.

The USSS has an ADR program; however, the program is underutilized in the EEO Complaint Process. The Agency's Pre-complaint ADR program participation continues to be far below EEOC's target participation rate of 50 percent. To address this deficiency, the USSS will:

1. Continue to encourage participation in the ADR program by Secret Service employees,
2. Develop an ADR informational handout to be presented to the complainant during the intake process, and,
3. Design an ADR poster and place in the headquarters building and field offices.

Part I: EEO Plans To Eliminate Identified Barriers

Part I-1: Underrepresentation

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

Provide a brief narrative describing the condition at issue.

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

How was the condition recognized as a potential barrier?

A review of workforce data indicates various groups are below the Relevant Civilian Labor Force percentage, and the Federal average and DHS hiring goals, respectively.

BARRIER ANALYSIS:

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

Workforce data are analyzed at the DHS level, at the Component level, and by major occupations. Applicant flow data became available for all DHS Components in FY14, and is also being used to assess the cause of the observed disparities.

STATEMENT OF IDENTIFIED BARRIER:

Provide a succinct statement of the agency policy, procedure or practice that has been determined to be the barrier of the undesired condition.

Representation is driven by past hires, current recruitment, current staffing, retirement, and resignations.

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

The gender disparity has not yet been fully identified, although a study on Women in Law Enforcement positions at DHS was conducted in FY14, which has provided some insight into why DHS Law Enforcement positions may differ from Law Enforcement positions elsewhere.

OBJECTIVE:

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

For total workforce participation/new hires:

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

For major occupations:

Increase outreach methods using new media.

RESPONSIBLE OFFICIAL:

OCHCO; CRCL; DHS Components

DATE OBJECTIVE INITIATED:

February 1, 2011

TARGET DATE FOR COMPLETION OF OBJECTIVE:

It is anticipated that this Part I will be closed in FY15. The condition will continue to be monitored, and this Part I will be replaced with one that is less general and more targeted.

PLANNED ACTIVITIES TOWARD COMPLETION OF OBJECTIVE:	TARGET DATE
<p>1) CRCL will identify Ethnicity Race Indicator/Gender groups underrepresented compared to the Relevant Civilian Labor Force for occupations over 100, including major/mission critical occupations.</p> <p>Track and report net change quarterly.</p>	<p>Quarterly, beginning 6/30/11</p> <p>Completed in FY 2012 and continues.</p>
<p>2) DHS Components and facilities will research where to conduct outreach for these groups in occupations with underrepresentation.</p> <p>a. Identify community colleges, colleges and universities with substantial populations of underrepresented groups, including: Historically Black Colleges and Universities; American Indian and Alaska Native Education; Hispanic Serving Institutions; and all-female colleges and universities in appropriate majors for underrepresented occupations.</p> <p>b. Identify relevant job fairs in the service area.</p> <p>c. Identify focused media outlets to supplement national recruitment with local outreach.</p> <p>d. Identify relevant local affinity groups and community groups for Special Emphasis Program Managers to visit.</p> <p>e. Conduct focus groups meetings with employees from underrepresented groups to determine how to improve recruitment and retention.</p> <p>f. Establish coordination with other Components regarding recruitment.</p> <p>g. Report Component recruitment needs to OCHCO.</p>	<p>Completed in FY 2012 and continues.</p> <p>a. Annually, beginning 3/31/11</p> <p>b. Annually, beginning 03/31/11</p> <p>c. Annually, beginning 06/30/11</p> <p>d. Annually, beginning 06/30/11</p> <p>e. Annually, beginning 09/30/11, with six-month progress reviews</p> <p>f. Annually, beginning 06/30/11</p> <p>g. Annually, beginning 06/30/11</p>
<p>3) OCHCO will implement a multi-year plan (beyond national posting) for targeted recruitment of applicants from the underrepresented groups in these occupations. (DHS Workforce Strategy Objective 2.2: Develop a collaborative, targeted recruitment strategy to promote public service and to ensure outreach to diverse populations.)</p> <p>As appropriate, update goals annually for:</p> <ul style="list-style-type: none"> • Intern programs • Job fairs • Local advertising • Contacts with affinity and community organizations • Coordination on recruitment efforts 	<p>Annually, beginning 09/30/11</p> <p>Completed in 2012 and continues.</p>
<p>4) OCHCO will produce a plan to develop an applicant data tracking system, with at least three benchmarks per year.</p> <p>a. Conduct pilot with USA Staffing.</p> <p>b. Acquire data from Monster Government Solutions.</p> <p>c. Integrate data analysis into DHS Component barrier analysis.</p>	<p>a. 03/31/14</p> <p>b. 03/30/14</p> <p>c. 09/30/14</p> <p>Data acquired in 2014, analysis is ongoing.</p>

5) OCHCO will continue to use and promote DHS's enterprise-wide solutions to DHS-wide recruitment to:

- Assess Department-wide recruitment activities
- Coordinate Department-wide participation in recruitment events
- Develop Department-wide recruitment strategies and activities for cross-cutting occupations

Quarterly, beginning 06/30/11

Completed in FY 2011 and continues.

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

- Hispanic Association of Colleges and Universities Internship Program
- Minority Serving Institution Internship Program
- Presidential Management Fellows
- (USCIS) Summer Intern Enrichment Program
- U.S. Office of Personnel Management's Pathway for Students and Recent Graduates Program
- (TSA) Resident Program
- Tuition Assistance Program
- Workforce Recruitment Program for College Students with Disabilities
- American University's Washington Internships for Native Students
- American Association of People with Disabilities Federal Information Technology Internship Program
- Bender Consulting Register

Annually, beginning 03/31/11

Completed in FY 2012-2014 and continues.

7) DHS Components will use the following recruitment methods to increase the number of minority and female candidates applying for positions suitable for internal recruitment:

- Post vacancy announcements on USAJOBS
- Use Components' career web pages
- Use Components' email broadcasting/message boards
- Actively engage underrepresented groups in national and regional conferences
- Outreach to relevant diverse professionals and other affinity groups

Annually, beginning 03/31/11

Completed in FY 2012

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

Annually, beginning 03/31/11

Completed in FY 2012 and continues.

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

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

Annually, beginning 03/31/11

Completed in FY 2012 and continues.

Report of Accomplishments and Modifications to Objective

Activity #1

- DHS' Office of the Chief Human Capital Office conducted significant research on the new Inclusion Quotient (IQ) research pertaining to the Federal Employee Viewpoint Survey questions, providing a better understanding of which Components of DHS are lacking in the five habits of inclusion (Fair, Open, Cooperative, Supportive, and Empowered).
- CRCL conducted a study on women in law enforcement positions, utilizing personnel data, focus groups, and individual interviews to gain a better understanding of the challenges facing women law enforcement officers at DHS.
- An analysis of the Department's permanent workforce and major mission-critical occupations shows Blacks and Hispanics, both female and male, are more likely to be clustered in positions that do not have a clear career path into the senior pay grades. Targeted recruiting can be utilized to effectively target ethnic and race indicator groups for these feeder positions.
- National Civilian Labor Force and National Relevant Civilian Labor Force percentages were created with updated American Community Survey data for the first time in FY13, and updated this year based on the FY14 DHS workforce.
- CRCL provided briefings to each DHS Component on their FY13 MD 715 report, providing customized advice on what occupational and demographic triggers need the most attention.

Component-specific accomplishments included:

CBP:

- Completed an analysis of
 - Academy attrition by national origin, race, and sex.
 - Participation rates in CBP's succession management programs by national origin, race, and sex.
 - Applicant flow data of five major occupations at CBP.
 - Workforce grade level distribution by disability, national origin, race, and sex.
 - FY11 and FY12 initial applicant pools for two of CBP's core law enforcement occupations—Border Patrol Agent and CBP Officer—indicating that recruitment efforts during these years attracted a diverse applicant pool, including those from groups currently underrepresented in each occupation.

FLETC:

- Continued last year's practice of benchmarking with the proper outside Relevant Civilian Labor Force benchmark for their most common occupation (Law Enforcement Instructors in the 1801 job series).
- Continued to monitor the workplace and employee engagement trends through the efforts of the Office of Organizational Health (OOH). The Chief is also a Senior Staff champion of FLETC's Diversity & Inclusion Council. Quarterly reports are provided to the Senior Executive team on the "State of the Workforce" for corporate awareness of workforce trends.

ICE:

On June 24, 2014, the Office of Diversity and Civil Rights drafted the EEO Barrier Identification and Elimination procedural training document to assist the Barrier Analysis Workgroup in understanding the

meaning of barriers, the causes, and how to properly eliminate barriers as it pertains to merit promotion, training, development, and awards.

TSA:

TSA established two barrier analysis assessment teams composed of key agency stakeholders to identify the root-cause underlying two triggers: the under-representation of females (Team A) and individuals with targeted disabilities (Team B) in the total workforce. The two teams conducted a series of focus groups. Fourteen airports and Federal Air Marshal Field offices were identified to support development of recommendations.

USSS:

USSS has three Working Groups (Special Agent, Uniformed Division Officers, and Administrative, Professional, and Technical) to encourage open dialogue regarding workforce issues and factors that affect employee satisfaction, recruitment, and retention. These groups explore important issues that impact employees and the work environment, develop solutions, and provide valuable input and recommendations to senior management. Immediate action is taken to address deficiencies in various areas

Activities #2, 6-8

The DHS Corporate Recruitment Council brings together key recruiting personnel across DHS. The Council develops a “Top 25” list annually of recruiting and outreach events that target diverse populations and events that are focused on law enforcement—our largest mission critical occupation.

DHS entered memoranda of understanding (MOUs) with associations that represent diverse Higher Education Associations including the Hispanic Association of Colleges and Universities (HACU), National Association for Equal Opportunity in Higher Education (NAFEO), American Indian Higher Education Consortium (AIHEC), Asian Pacific Islander American Association of Colleges and Universities (APIACU), and American Association of Community Colleges (AACC)

Component-Specific accomplishments included:

FEMA:

FEMA met with the National Council of La Raza in August 2014 to identify points of collaboration that will increase engagement with the Hispanic/Latino community at the community level. Discussed ways to collaborate and to help emergency managers understand how to engage more with Hispanic/Latino communities.

FLETC:

- FLETC has formally adopted a Diversity and Inclusion (D&I) Council that incorporates its former FLETC Recruitment Council. The D&I Council’s initiatives focus on ways to meet prescribed workforce representation goals and benchmarks. The Council is co-chaired by the FLETC EEO Officer and the Human Capital Officer. Ongoing collaboration among the FLETC’s Human Capital Division (HCD), the EEO Division, and the Council has developed into a viable partnership for participation in numerous community outreach activities, career/job fairs, and conferences at colleges and universities throughout the reporting year.

- FLETC outreach efforts included Minority Serving Institutions, professional organizations, colleges, that service students with disabilities, women's colleges, disability related organizations, and military organizations.
- FLETC senior level managers participated in the National Organization of Black Law Enforcement Executives (NOBLE) Conference and Exhibition. FLETC's involvement was multi-faceted. The team interacted with a host of law enforcement professionals via a conference exhibit, presented the Leadership through Understanding Human Behavior training program and participated in NOBLE Education and Training Committee activities including coordination of workshops.
- FLETC senior level managers participated in a Women's History Month Panel Discussion, where the event was video teleconferenced to FLETC's field sites.

USSS:

- The Office of Human Resources and Training, Recruitment Division (REC) developed and implemented a Recruitment and Outreach Plan that outlines strategies to ensure that the Secret Service institutes an effective program to build a highly qualified pool of applicants from diverse backgrounds to include minorities, women, and persons with disabilities.
- USSS Recruitment Division participated in 310 career fairs and conference (110 colleges and universities, 12 Historically Black Colleges and Universities, 2 Hispanic Serving Institutions, 7 African American organizations, 6 Asian Pacific Islander organizations, 21 Diversity organizations, 7 Hispanic organizations, 110 Military organizations, 4 Native American organizations, 12 women organizations, 3 Disability/Veterans organizations and 16 other general organizations).
- The Recruitment Division continued to work closely with the Office of Government and Public Affairs and Forensic Division to maintain a website geared towards women who are interested in a career with the Secret Service.

Activity #3

The department continues to actively implement the DHS Coordinated Recruiting and Outreach Strategy (CROS). The strategy has the dual goals of increasing outreach to diverse groups and enhancing efficiencies in recruiting across the department. The implementation has also focused on greater partnership between Component recruiting and workforce planning teams. Currently, the DHS CROS is being updated to better align the goals and objectives with the DHS Human Capital Strategic Plan (FY15-FY19), enhance the performance metrics, and incorporate other updates commensurate to the current fiscal environment. The CROS continues to assist with meeting the department's overall recruiting and outreach objectives, which include increasing the diversity of applicant pools, reducing duplication of effort, decreasing agency outreach and recruiting costs where appropriate, and presenting a unified DHS image. Additionally, data continues to be collected through the DHS Recruiting and Outreach Cost Tracker.

Activity #4

The summer of 2014 marked the first time that CRCL acquired access to applicant flow data for all DHS Components. This data is available in summary table format (i.e., Table A7), and also in the record level data for the DHS Components that are USA Staffing clients. Preliminary analysis of the applicant flow data reflects a diverse applicant pool across most occupations, with diversity diminishing slightly at the selection

phase for certain positions. Because hiring slowed considerably in the last few years, it will take time for enough data to accumulate to allow for strong conclusions to be drawn.

Activity #5

This activity is conducted regularly through the Corporate Recruitment Council. In addition, an Excel spreadsheet was developed in FY13 and approved in early FY14 to better track recruiting costs across DHS and to assist with assessing recruiting activities. The data collected will also identify recruiting activities across DHS.

Activity #9

- The DHS Corporate Recruiting Council, comprised of recruiting personnel from DHS Components, assists in implementing the Coordinated Recruitment and Outreach Strategy. In FY14, the Council continued to maintain a Top 25 list of recruiting events to attend. Due to budget constraints, focus was confined to attending events that targeted DHS mission critical occupations, notably law enforcement. As a result, participation was coordinated across all DHS Components with the following organizations in FY14: Women in Federal Law Enforcement (WIFLE); National Asian Peace Officers Association (NAPOA); National Organization of Black Law Enforcement Executives (NOBLE); National Native American Law Enforcement Association (NNALEA); Congressional Black Caucus Foundation (CBC); League of United Latin American Citizens (LULAC); Hispanic Associations of Colleges and Universities (HACU); Hispanic American Police Command Officer Association (HAPCOA). Also, the USCG and USSS recruited at Society for American Indian Government Employees.
- In FY14, the Component Recruitment and Outreach Plans (CROP) were revised to enhance recruiting efforts to meet current and long-term needs (see Appendix 8). The CROP is used to assess and evaluate Component outreach efforts for groups with low participation rates with a focus on mission-critical occupations. Components completed the revised templates for FY14 to include long-term staffing gap projections and planned strategies to fill those gaps. This process required Component recruiters to collaborate with workforce planners to identify staffing gaps for two out-years. The FY15 CROPs were issued to Components and are scheduled to be finalized and evaluated in preparation for the new fiscal year. Additionally, an Accountability Checklist was developed and implemented to assess the CROP submissions for accuracy and completion.

Part I-2: Underrepresentation of Individuals with Disabilities/Targeted Disabilities

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

Provide a brief narrative describing the condition at issue.

How was the condition recognized as a potential barrier?

DHS has a permanent workforce representation of Individuals with Disabilities of 5.4%. Individuals with Targeted Disabilities are represented at 0.42%, well below the Federal average of 0.88% and the 2% Federal goal.

BARRIER ANALYSIS:

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

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

Note: This is a multi-year plan which carries over into future years.

STATEMENT OF IDENTIFIED BARRIER:

Provide a succinct statement of the agency policy, procedure or practice that has been determined to be the barrier of the undesired condition.

Access to a more sophisticated data reporting tool has provided better understanding of the causes of low participation for these groups. While Individuals with Disabilities and Individuals with Targeted Disabilities, compared to those without disabilities, are both being hired at rates in rough proportion to their workforce participation rates, they are separating at much higher rates—as much as 50% higher than their workforce participation rate would predict. As hiring flattens out in the face of new budget constraints, this high attrition rate will have more impact on Individuals with Disabilities and Individuals with Targeted Disabilities compared to those without disabilities at DHS. Recruiting and retention efforts, therefore, are both of increasing importance going forward.

OBJECTIVE:

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

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

RESPONSIBLE OFFICIAL:

OCHCO; CRCL; DHS Components

DATE OBJECTIVE INITIATED:

February 1, 2011

TARGET DATE FOR COMPLETION OF OBJECTIVE:

September 30, 2011 and annually thereafter

PLANNED ACTIVITIES TOWARD COMPLETION OF OBJECTIVE:

TARGET DATE

1. Implement plan for recruitment and retention of Individuals with Disabilities/Targeted Disabilities (Individuals with Disabilities/Individuals with Targeted Disabilities), in accordance with the President's Executive Order 13548 and U.S. Office of Personnel Management's requirement for Model Strategies for

Recruitment and Hiring of Individuals with Disabilities.

<p>a. CRCL and OCHCO will jointly develop DHS’s model recruitment and hiring strategies for increasing employment of Individuals with Disabilities/Individuals with Targeted Disabilities. DHS will submit its final plan to the U.S. Office of Personnel Management. This plan will include the following:</p> <ul style="list-style-type: none"> • Designate a senior-level agency official to be accountable for enhancing employment opportunities for Individuals with Disabilities/Individuals with Targeted Disabilities. • Establish hiring goals for use of Schedule A. 	<p>a. March 8, 2011 Completed</p>
<p>b. Develop strategies to retain Individuals with Disabilities/Individuals with Targeted Disabilities including training, use of centralized funds to provide reasonable accommodations, increasing access to appropriate accessible technologies, and ensuring accessibility of physical and virtual work spaces.</p>	<p>b. Revised to 6/3/14</p>
<p>c. Develop strategies to increase successful return-to-work outcomes for employees who sustain work-related injuries and illnesses, as defined under the Federal Employees’ Compensation Act.</p>	<p>c. Completed in 2012</p>
<p>d. Develop mandatory training on hiring Individuals with Disabilities/Individuals with Targeted Disabilities.</p>	<p>d. Revised to 6/30/14</p>
<p>e. Establish performance targets and numerical goals for major areas and occupations.</p>	<p>e. Completed in 2013</p>
<p>f. Develop employment counseling program to help match career aspirations of Individuals with Disabilities/Individuals with Targeted Disabilities.</p>	<p>f. Revised to 9/30/15</p>
<p>g. Design a system to report regularly to the President, heads of agencies, and public on DHS’s progress on implementing its plans and objectives.</p>	<p>g. Revised to 9/30/15 OPM routinely reports to the WH on federal progress in hiring and promoting IWD/TDs.</p>
<p>h. CRCL will review and analyze workforce data regarding Individuals with Disabilities/Individuals with Targeted Disabilities.</p> <ul style="list-style-type: none"> • Identify trends regarding Individuals with Disabilities/Individuals with Targeted Disabilities (hires, awards, promotions, separations, etc.). • Compare onboard and hires to government averages by occupation. • Identify occupations growing without proportionate growth in Individuals with Disabilities/Individuals with Targeted Disabilities. 	<p>h. Every six months, beginning 3/31/11 and reporting by 6/30/11 Completed in 2012 and continues New data program unavailable in FY 14. This activity will occur in FY 15.</p>

<ul style="list-style-type: none"> • Review Individuals with Disabilities/Individuals with Targeted Disabilities in DHS career development programs. • Use data tools being developed by CRCL. • Implement quarterly tracking of Individuals with Disabilities/Individuals with Targeted Disabilities hires, onboard and separations. 	
i. CRCL will review applicant flow data when they become available to identify trends regarding Individuals with Disabilities/Individuals with Targeted Disabilities.	i. Annually, beginning 9/30/2011 Revised to 9/30/15
j. CRCL will identify any triggers from the above sources, and develop a plan to address them.	j. Annually, beginning 6/30/11 Revised to 9/30/15
k. OCHCO and CRCL will benchmark current outreach for applicants with targeted disabilities to identify stronger efforts that DHS can take to enhance DHS outreach for applicants with disabilities.	k. Annually, beginning 9/30/11 Completed in FY13
l. OCHCO will identify career fairs in the service area(s).	l. Annually, beginning 6/30/11 Revised to 9/30/14
m. OCHCO and CRCL will establish goals for the WRP.	m. Annually, beginning 9/30/12 Revised to 9/30/15
n. OCHCO and CRCL will monitor the management Performance Appraisal System diversity element.	n. Annually, beginning 9/30/11
o. OCHCO and CRCL will establish relations with local potential sources (e.g., State Rehabilitation Office, affinity groups, professional organizations and associations).	o. Annually, beginning 9/30/11 Completed Annually, beginning 4/30/12 Completed 4/30/12; 9/30/13; 9/30/14
p. OCHCO will identify and train Selective Placement Coordinators.	p. Annually, beginning 9/30/11 Completed 4/30/12 Revised to 4/30/15
q. OCHCO will coordinate Components' recruitment.	q. 9/30/13, Revised to 9/30/14
r. Review DHS process for qualifying and referring Schedule A applications submitted in response to vacancy announcements.	r. 9/30/15

2. Establish an effective program for reasonable accommodations.

a. Survey Components for current status	a. 9/30/11 Completed
b. Develop systematic plan	b. 9/30/12 Completed
c. Implement plan	c. 9/30/13 Revised to 3/30/15

3. Implement a training plan to be provided to managers regarding Individuals with Disabilities/Individuals with Targeted Disabilities responsibilities, authorities, Computer/Electronic Accommodation Program and reasonable accommodations. (DHS Workforce Strategy Objective 2.4: Use current flexibilities and incentives,

and seek new authorities where needed.)

- | | |
|---|--|
| a. Training for new managers/supervisors, within 90 days of entrance on duty. | a. Ongoing, beginning 6/30/11
Completed in FY 2012 and continues. |
| b. Refresher training to all managers/supervisors biannually. | b. Ongoing, beginning 9/30/11 |
| c. Mandatory training for all managers/supervisors, including toolkits. | c. Ongoing, beginning 9/30/11 |
| d. Training for HR Specialists regarding special hiring authorities. | d. Annually, beginning 9/30/11 |

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

Completed

- | | |
|--|------------|
| a. Hires compared to DHS hiring goals. | a. 3/31/11 |
| b. Promotion rate by occupation. | b. 6/30/11 |
| c. Separation rate. | c. 9/30/11 |

Report of Accomplishments

Activity #1b

- To remove any financial disincentives to supervisors and managers of hiring or accommodating Individuals with Disabilities, USCIS, USSS, and FEMA used central funds in their reasonable accommodations program. FEMA uses central funding for new employees and managers during their first year, and for sign language interpreter services. ICE received approval to run a pilot in their LA Field Offices. ICE plans to implement it this June and if successful have an agency wide centralized fund in FY16.

Activity #1d

- The FLETC, USSS, CBP, USCIS, ICE, and USCG provided mandatory training programs to managers and supervisors. The FLETC provided mandatory training to managers and supervisors through three training courses: New Supervisor Training Program, "Employment of People with Disabilities: A Roadmap to Success," and the FLETC Supervisors' and Managers' Training Day. OPM's new training program modeled after the DHS CRCL's Employment of People with Disabilities: A Roadmap to Success, mandatory for all employees that recommend, initiate, take, or approve any personnel actions. The OPM online course explores recruitment, interviewing, reasonable accommodation, and hiring individuals with disabilities.
- USSS also provided mandatory training to new supervisors. USSS included discussion of Reasonable Accommodation Policy in all Equal Employment Opportunity training sessions for supervisors and managers. Training included the Emerging Leaders Seminar; the Seminar for First Line Supervisors;

New Employee Orientation; Investigative Issues Focus Group Training; Supervisor and Manager Training on Human Capital Division Services; Special Agent Supervisors' Orientation Training; and Uniforms Division Newly Promoted Sergeants Training.

- As a part of the plan to increase CBP's Employment of Individuals with Disabilities, all hiring managers and human resources professionals are required to take a training module on the employment of Individuals with Disabilities. All new CBP supervisors are required to complete "New Supervisor Orientation" and "Supervisor Leadership Training" (SLT). SLT is a foundational course for all new CBP supervisors. During the SLT, participants are required to complete a module on EEO Awareness. Within the module is a section on the reasonable accommodation process, which includes an overview of the resources available through the Computer/Electronics Accommodation Program (CAP) and the Job Accommodation Network (JAN). During FY14, 589 new supervisors completed the SLT course.
- In FY14, 800 CBP supervisors completed the web-based training, bringing the total to 5,000 CBP supervisors trained since its launch in FY12, nearly half of all 10,485 CBP supervisors onboard.
- USCIS, in partnership with the EEOC, continued providing mandatory disability accommodation training for managers and supervisors, with more than 2,400 supervisors now having received this training since FY11. This training made officially mandatory by the USCIS Director this year, through a memorandum. This webinar was extended to employees this year for the first time. Training sessions were also conducted on Post Traumatic Stress Disorder, Schedule A, and Deaf Awareness. Almost 700 employees received some type of accommodations training in FY14.
- ICE provided training to 2,436 managers and supervisors on disability accommodation and employment. ICE continues to offer its Disability 101 course through Virtual University for all employees.
- USCG issued a standard operating procedure which addressed acceptance of Schedule A applicants from external candidates in February of 2014.

Activity #1e

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

Activity #1f

- In FY15, CRCL and OCHCO will explore developing a counseling program for Individuals with Disabilities.

Activity #1j

- In FY13, the U.S. Office of Personnel Management rolled out a USA Staffing Applicant Flow Data Pilot to test a new data file design and delivery method to provide more-meaningful information on

race/ethnicity and gender at the individual applicant level, while excluding any identifying information.

Activity #1k

- California State Northridge will be added to recruitment plans to increase recruiting efforts for Individuals with Targeted Disabilities.

Activity #1l-o

- DHS maintains strategic partnerships with national disability advocacy groups and provides Components with recruitment resources for Individuals with Disabilities/Individuals with Targeted Disabilities. DHS attended recruiting events at Gallaudet University.
- USSS sponsored a walking tour of Gallaudet University for USSS employees. Additionally, DHS utilized the Workforce Recruitment Program. USCG hired two students and USCIS hired six, and FLETC hired one, into temporary positions, with one USCIS student hired as a permanent. CBP hired four students from the FY12 database, making it a total of 13 WRP individuals placed by DHS in FY14, a substantial improvement over two in FY13. USCIS developed program guidance for supervisors of WRP students. CRCL and OCHCO will establish goals for WRP. In reviewing a benchmark survey of agencies using WRP successfully, it appears that all have central funding for the program. DHS will explore this vehicle to increase participation in the WRP.
- CRCL and OCHCO will continue exploring new forms of outreach for applicants with targeted disabilities.

Activity #1p

- CRCL and OCHCO will provide training for Selective Placement Coordinators, all of whom are Human Resources Specialists in FY15.

Activity #1q

- The Corporate Recruitment Council participated in recruiting events at Gallaudet University, and periodic recruiting and outreach events for disabled veterans through Operation War Fighter and Wounded Warriors programs.
- DHS Components participated in various outreach and recruiting events targeting Individuals with Disabilities and disabled veterans. These included:
 - USCIS began an initiative to recruit and hire deaf individuals into positions at its Service Center locations. Three deaf individuals were hired into permanent positions. Of the three, one was a Workforce Recruitment Program (WRP) student.
 - USSS attended a recruitment fair at Equal Opportunity Program (EOP) Disability Job Fair, Washington, DC, and an Operation Warfighter job fair in FL. USSS also served as key

presenters at an Eastern Seal Veterans Career Preparation Workshop in Md. Topics included resume writing and special hiring authorities. The relationship developed into a partnership. Further, USSS managed a webpage developed for individuals with disabilities seeking federal positions.

- CBP conducted 91 instances of electronic outreach to institutions of higher learning for students with disabilities. In addition, CBP participated in nine onsite career fairs and 13 electronic recruitment events targeted towards individuals with disabilities. Further, CBP participated in 263 veterans and disabled veterans' recruitment, information, and outreach events located throughout the Nation and abroad.

Activity #2c

- CRCL continued to explore options to implement a single DHS-wide effective tracking mechanism for capturing all Component reasonable accommodations. TSA's prior Reasonable Accommodation Program Manager discussed the new tracking system (built in-house), which is more user-friendly than the current one, being piloted in three Components. In FY14, the new TSA Program Manager offered to share this program with the other Components.
- Reasonable Accommodations Program Managers in second quarter FY15. A decision will then be made to implement either TSA's program, or Accessibility Compliance Management System (ACMS).
- DHS provided 2,981 reasonable accommodations to employees, including for the first time 14 contractors in FY14. DHS policy prohibits contractors from installing software on our systems. Therefore, to accommodate contractors, DHS provides accommodations to the contractors. Of the total number of accommodations provided in FY14, TSA's 810 and USCIS's 1,149 accounted for 66.0% of all DHS accommodations.
- Of the requests for reasonable accommodation, DHS Components granted 2,200 or 73.8%, denied 119 or 4.0 %, and categorized 666 or 22.3% as "other" (i.e., closed, remanded, pending, no assistance required, and those withdrawn). The most common accommodations ergonomic keyboards, telework, software programs for low vision, reassignment, and sign language interpreter services provided in FY13 were the same as those provided in FY14.

USCIS:

- Conducted a five year trend analysis of the hiring, advancement, and retention of Individuals with Targeted Disabilities.
- Of the 1,125 requests for reasonable accommodation, USCIS granted 1,107 or 98%.
- Spent \$1,211,208 on reasonable accommodations using central funding. In addition to central funding, other sources within USCIS included the Office of Training and Career Development, which pays for accommodations for employees who participate in their training programs. Approximately \$895,269 of the total spent on accommodations went toward providing sign language and other services to employees with hearing loss.

- Increased its Disability Accommodations Program staff from three to six, which include a Program Manager, three Equal Employment Opportunity Specialists who advise on accommodation issues, one Equal Employment Opportunity Specialist who is responsible for implementing a multi-year plan to increase the hiring of individuals with targeted disabilities. It also hired a Management and Program Analyst, responsible for processing ergonomic accommodation requests using the agency's central fund to make accommodation purchases. In addition to these six employees, the Analyst also served as the Contracting Officer's Technical Representative for several program office contracts and provides overall management of the central accommodation fund.
- USCIS substantially increased their reasonable accommodation program over the past four years due to demand of services. In FY10, USCIS process 418 requests for reasonable accommodations. Possible explanations for this increase include:
 - 1) Greater awareness of the central accommodation fund managed by USCIS;
 - 2) Managers' improved ability to identify accommodation requests;
 - 3) Management's increased responsiveness to requests for accommodations; and
 - 4) More accurate tracking of accommodation requests.
- In partnership with EEOC, continued providing mandatory disability accommodation training for managers and supervisors, with more than 2,750 supervisors now having received this training since FY11. USCIS Director this year, made this training mandatory. This webinar was extended to employees this year for the first time. Training sessions were also conducted on Post-Traumatic Stress Disorder (PTSD), Schedule A Hiring Authority, and Deaf Awareness and Etiquette.

CBP:

- Of the 73 requests received during FY14, 47 were approved, three were denied, and 22 were withdrawn, closed, pending, requested reconsideration, or appeals.

USCG:

- The number of number of accommodation requests fell from 90 to 77 with 67 approvals and ten denials.

FEMA:

- Received 400 reasonable accommodation requests, with 388 approvals, eight denials, and eight in a pending status. Although the number of accommodation requests decreased during FY14 in comparison to FY13, requests became more complex due to organizational changes. Examples of organizational changes include changes to the Disaster Reserve Workforce, additional disaster employment positions, and an increase in the number of employees with disabilities. The program funding was allocated as follows: Sign Language Interpreter services \$1,297,216, CART \$59,906, and Other \$3,753. FEMA also received \$11,357 for 48 products and services from Computer/Electronic Accommodations Program.

- FEMA continued reinforcing its responsibility in ensuring accessible disaster operations facilities through continued use of the accessibility checklist. The Disability Program Manager developed an innovative checklist, in FY13, using the Americans with Disabilities and Architectural Barriers Act (ADA/ABA) guidelines as a basis to pre-identify any disaster facility barrier and compliance deficiencies. This easy-to-use checklist continues to effectively enhance the Agency's ability to proactively address and resolve disaster facility accessibility issues.
- Budget shortfalls affected the Component's ability to identify additional personnel resources to assist in handling increased accommodation activity in 2014. Funding has been identified to secure personnel resources in FY15.

FLETC:

- Received and approved 35 reasonable accommodations requests.
- The FLETC Visitor's Center, Building 1, was renovated in FY14. The interior was redesigned to provide a smoother workflow and provide instant recognition of "where to go" to receive services. The reconstruction also included a station with access for those using wheel chairs. This accessible station displays the new international accessibility symbol.

HQ:

- DHS HQ hired a new Disability Program/RA Manager (HQ DPM) to backfill a vacant position. The HQ DPM increased awareness of the HQ reasonable accommodations program. As a result, HQ received 273 requests. Of those requests received, only one was denied one. In FY13, of the 55 requests received, 18 were denied. HQ spent \$109,228 on providing employees with sign language interpreter services.

ICE:

- Continued assessing its reasonable accommodation program for increased efficiencies in both program and process improvements. Of the 105 requests received for reasonable accommodations, 65 were granted, none denied, with 23 withdrawn or closed. ICE enhanced its Disability 101 Training. This training is available online in the ICE Virtual University. ICE will launch its Disability 201 (RA Course) as a mandatory course for managers.
- The Computer/Electronic Accommodation Program provided 81 products and services to ICE, a substantial increase above 33 provided in FY12, saving ICE \$26,186.

TSA:

- Received 810 requests for accommodations, granted 153, denied 79, leaving the remainder, 578 designating in other categories (i.e., pending, remanded, administratively closed, closed without decision, and withdrawal).
- Continued to provide training to first line managers and supervisors on their roles and responsibilities in the reasonable accommodation process through the U.S. Office of Personnel Management of an On-Line Learning Center Course, teleconferences, and by providing educational material and communications. TSA will continue to explore other methods of training delivery.

USSS:

- Received and approved 23 requests for reasonable accommodations. The Office of EEOD has updated the Reasonable Accommodation portion of its training to advise of the Component's policy that a decision to grant or deny must be made within 20 business days of receipt of the request for an accommodation.

Activity #3a-#3d

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

CBP:

- Trained 800 managers and supervisors using the disability employment training program, Road Map to Success: Employment of People with Disabilities. However, this was a significant decrease from 3,735 trained in FY13.

USCG:

- Trained 1,049 managers, supervisors, and human resources specialists on disability program areas.

FEMA:

- Trained 1,502 supervisors and managers nationwide, on processing and providing timely reasonable accommodations, and recruiting and hiring individuals with disabilities. This training also covered the hiring flexibilities for veterans, such as Veterans Recruitment Appointments; temporary appointments of 30% or more disabled veterans; the Veterans Opportunities Act of 1998; and other non-competitive hiring authorities.

FLETC:

- Trained 152 managers and supervisors, a decline from 334 (or -182) in FY13, on hiring, accommodating, and working with individuals with disability. The training sessions were provided via classroom and/or online instruction.
- Provided the following courses for managers and supervisors:
 - Reasonable Accommodations: Change the World by Changing Your Workplace. This workshop provided an understanding of discrimination concepts, how to recognize and respond to requests for reasonable accommodation, and accommodative solutions. The course was presented by the Equal Employment Opportunity Commission, Savannah Regional Office. Attendees included 67 managers, supervisors and employees.
 - Employment of People with Disabilities: A Roadmap to Success: This mandatory course was provided through FLETC's Learning Management System. In FY14, 54 managers and supervisors received this training.
 - Diversity on the Job: The Importance of Diversity and the Changing World: This course was provided through FLETC's Learning Management System. In FY14, 288 managers, supervisors and employees received this training.
- The EEO Division Staff attended an American with Disabilities Act Awareness Seminar on July 31, 2014. The discussion panel included representatives from Vocational Rehabilitation.

HQ:

- Trained 30 managers and supervisors on disability awareness, hiring, and accommodating employees with disabilities.

ICE:

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

USSS:

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

- Uniformed Division Supervisor's Orientation
- In these training sessions, the Equal Employment Opportunity office provided information on MD 715, Reasonable Accommodation for Individuals with Disabilities, Religious Reasonable Accommodation in the Workplace, valuing and managing diversity, affirmative employment program initiatives, understanding Equal Employment Opportunity, special emphasis programs, prevention of sexual harassment, hostile work environment, Alternative Dispute Resolution, and the Notification and Federal Employee Anti-Discrimination and Retaliation Act, Assistive Technology Information was also provided on the Computer/Electronic Accommodation Program.
- USSS conducted a review of its Reasonable Accommodations Policy. As a result, a working group was established to revise the reasonable accommodations policy to incorporate recommended changes in support of the Americans with Disabilities Act Amendments Act of 2008. A draft policy will be finalized in FY15.

TSA:

- Trained managers and supervisors on reasonable accommodations.

Part I-3: High Employee Non-Retirement Separations

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

Provide a brief narrative describing the condition at issue.

The non-retirement separation rate is high and disproportionately affects certain groups, most notably White women. The high separation rate also erodes efforts to create a workforce reflective of the nation.

How was the condition recognized as a potential barrier?

Review of separation rates.

BARRIER ANALYSIS:

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

DHS will perform an analysis by Equal Employment Opportunity protected groups and review the survey data by Equal Employment Opportunity groups.

Note: This is a multi-year plan which carries over into future years.

STATEMENT OF IDENTIFIED BARRIER:

Provide a succinct statement of the agency policy, procedure or practice that has been determined to be the barrier of the undesired condition.

The Federal Employee Retirement System provides “portable” retirement benefits, meaning employees can take their retirement benefits with them if they move to the private sector. In the last few years, the resignation rate has surpassed the retirement rate across the Federal government. DHS is developing the analytic tools to study resignations more carefully. An exit survey, first implemented in the second quarter of FY11, is providing additional insight into what is driving resignations and what may be done to stem the flow.

OBJECTIVE:

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

Identify any trends in resignations and reduce the overall rates by improving employee satisfaction.

RESPONSIBLE OFFICIAL:

OCHCO; CRCL; DHS Components

DATE OBJECTIVE INITIATED:

February 1, 2011

TARGET DATE FOR COMPLETION OF OBJECTIVE:

September 30, 2015

PLANNED ACTIVITIES TOWARD COMPLETION OF OBJECTIVE:

TARGET DATE

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

a. OCHCO will implement exit survey DHS-wide

a. 3/31/11 – **Completed and continues**

- | | |
|---|---|
| b. OCHCO will conduct preliminary review of results. | b. Quarterly, beginning 6/30/11
Completed in FY 2012 and continues. |
| c. OCHCO will conduct first major review of results | c. Annually, beginning 12/31/11
Completed in FY 2012 and continues. |
| d. OCHCO will update or augment methods as needed | d. Annually, beginning 3/31/12
Completed and continues |
| e. OCHCO and CRCL will identify retention interventions | e. Annually, beginning 6/30/12
Completed and continues |
| f. OCHCO and CRCL will implement these interventions | f. Beginning 12/30/12
Completed and continues |
| • Track interventions through this plan quarterly | |
| • Evaluate as yearly data become available | |
| • Make any needed corrections | |
| • Conduct in-depth analysis every second year | |

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

- | | |
|--|---|
| a. CRCL will provide FY12 Employee Viewpoint Survey results (and new yearly survey results as they become available) to DHS Components | a. Within two months of results publication
Completed in 2013 and continues. |
| b. OCHCO, CRCL and Components will work jointly to develop plan for needed changes | b. Within four months of results publication
Completed in 2013 and continues. |

3. Review Promotion Data.

Completed and continues.

- | | |
|--|--------------------------------|
| a. CRCL will determine if there are areas or occupations with triggers in promotions | a. Annually, beginning 6/30/11 |
| b. CRCL will determine if these correlate with higher resignation rates | b. Annually, beginning 9/30/11 |
| c. If yes, CRCL will work with OCHCO to identify interventions | c. Annually, beginning 3/30/12 |
| • Track interventions through this plan | |
| • Evaluate as yearly data become available | |
| • Make any needed corrections | |

4. DHS Components will promote participation in their career development programs, academic programs, and learning training programs sponsored by their agency and/or government agencies. In addition, as appropriate, Components will have access to training/career development programs courses through:

Annually, beginning 3/31/11
Completed in FY13 and continues.

- DHScovery
- Online Courses
- Online Books

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

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

Annually, beginning 3/31/11
Completed in FY13 and continues.

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

Annually, beginning 3/31/11
Completed in FY13 and continues.

7. DHS Components will conduct an assessment of occupations and grade levels where there is substantial underrepresentation to identify skills, knowledge and abilities by occupation, employees' training needs, and applicable career development programs.

Annually, beginning 3/31/11
Completed in FY13 and continues.

Report of Accomplishments and Modifications to Objective

Activity #1

- DHS implemented and deployed a Department-wide web-based exit survey. The top reasons separating employees listed for leaving were similar to reasons given in prior years:
 - Lack of advancement opportunities
 - Problems with supervisor/management, and
 - Family related/personal reasons.
- Furthermore, employees were most likely to have a problem with their second level manager, as opposed to their immediate supervisor or leadership. A lack of management skills and communication skills were the most common problems separating employees had with their managers. This could reflect a need to have more management training when promoting employees who are subject matter experts, even though they have little, if any, management experience.

Activity #2

- The 2014 Federal Employee Viewpoint Survey continued on a downward trend with respect to DHS employee job satisfaction. Both OCHCO and CRCL are analyzing the Survey data, and the DHS leadership strongly supports measures to increase employee satisfaction at DHS.

- Because the Components within DHS differ greatly in terms of size, mission, and demands they place on their employees, Survey data is best analyzed at the Component level. The larger DHS Components (TSA and CBP) tend to drive the overall results, which can mask feedback seen at the smaller Components.
- The New Inclusion Quotient (New IQ) instructor certification was received by two DHS practitioners; a DHS version of the New IQ training was developed with projected delivery of the pilot training sessions in FY15.
- DHS's Executive Steering Committee continued to review the DHS Survey results and to make recommendations for improvement. The OCHCO chairs this committee, with representatives from all DHS Components.

Activity #3

- Review of separation data showed little variation from prior years. Non-voluntary separation by Black males and Black females was identified as a trigger for further analysis.
- A review of promotion data shows little variation from prior years. One encouraging finding is that for the second consecutive year, White females were promoted at a rate that is in proportion to their workforce participation rate.
- Activity #4
- DHS established the Office of Academic Engagement to leverage relationships with the academic community and the Homeland Security Academic Advisory Council, which will provide advice and recommendations to the Secretary and senior leadership on matters relating to student and recent graduate recruitment; international students; academic research; campus and community resiliency, security and preparedness; and faculty exchanges.
- DHS Components continue to promote participation in their career development programs, academic programs, and learning training programs sponsored by their organization and/or other government agencies. In addition, DHS employees have or will have access to training/career development courses through:
 - DHS's Senior Executive Service Candidate Development Program and the DHS Fellows Program, which are promoted/advertised Department-wide.
 - DHScovery—DHS, in partnership with SkillSoft, offers almost 20,000 online learning resources. These online resources can be used as quick references, as practical job aids to gain in-depth knowledge, or to practice skills. These resources are subject to mapping to support competencies, job roles, or blended learning offerings.
 - Leadership Development Channel is a resource that includes videos with the most current ideas, information, and know-how on business and leadership topics to address the informal learning needs of an organization.
- Eight of nine DHS Components have a formal Career Development Program.

Activities #5-#6

- Advertising for Senior Executive Service Candidate Development Program and DHS Fellows is ongoing via email, the DHS website, and other avenues of communication.
- FY14 marked the first year that all nine DHS Components have formal mentoring programs in place.

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

Activity #7

- Analysis was conducted of the Senior Executive Service Candidate Development Program and the DHS Fellows Program as feeder pools.
 - The DHS SES Candidate Development Pool Cohort III commenced August 2014
 - Women participation rates have increased from Cohort I (34.1%) to Cohort III (36.2%)
 - Hispanic/Latino participation rates have significantly increased from Cohort I (2.3%) to Cohort II (8.5%)
 - Participation rates for Blacks/African Americans have also increased (from 13.7% to 17.0%)
 - 19.1% of the participants are Veterans and 4.3% of Veterans with Disabilities are participating in this Cohort
- CRCL conducted a study for the newly established Women Executives (WE) at DHS, an employee advocacy group. The study identified the composition of Executive feeder pools in each of the DHS Components, and how males and females differed in whether they were hired into Executive positions from the outside, or converted internally. The study yielded results that require follow-up analysis. One problem assessing Executive hires pertains to insufficient amount of data points created in any particular year.

Part J – Employment of Individuals with Disabilities

PART I Department or Agency Information	1. Agency	1. U.S. Department of Homeland Security					
	1.a. 2 nd Level Component						
PART II Employment Trend and Special Recruitment for Individuals With Targeted Disabilities	Enter actual number at the beginning of FY.		... end of FY.		Net Change	
		Number	%	Number	%	Number	Rate of Change
	Total Work Force	183,660	100.00	179,256	100.00	-4,404	-2.40%
	Reportable Disability	8,713	4.74	9,372	5.23	659	7.56%
	Targeted Disability*	682	0.37	752	0.42	70	10.26%
* If the rate of change for persons with targeted disabilities is not equal to or greater than the rate of change for the total workforce, a barrier analysis should be conducted (see below).							
1. Total Number of Applications Received From Persons With Targeted Disabilities during the reporting period.						Data Unavailable	
2. Total Number of Selections of Individuals with Targeted Disabilities during the reporting period.						26	

PART III Participation Rates In Agency Employment Programs

Other Employment/ Personnel Programs	TOTAL	Reportable Disability		Targeted Disability		Not Identified		No Disability	
		#	%	#	%	#	%	#	%
1. Non-Competitive Promotions	The workforce data system did not easily distinguish between competitive and non-competitive promotions. Additionally, TSA is an excepted service agency and does not utilize traditional Nature of Action and Authority codes seen in this data system to track promotions. Please refer to each DHS Component's Management Directive 715 report for this information.								
2. Career Development Programs	Career development training is currently not tracked on the workforce data system. Please refer to each DHS Component's Management Directive 715 report for this information.								
2.a. Grades 5 - 12									
2.b. Grades 13 - 14									
2.c. Grade 15/SES									
3. Recognition and Awards									
3.a. Time-Off Awards	59,407	3,379	5.69	243	0.41	2,614	4.40	53,414	89.9
3.b. Cash Awards	114,635	5,330	4.82	403	0.35	4,633	4.04	104,472	91.1
3.c. Quality-Step Increase	898	87	9.69	6	0.67	24	2.67	787	87.6

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

**Part IV
Identification
and Elimination
of Barriers**

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

Numerical Hiring Goal

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

**Part V
Goals for
Targeted
Disabilities**

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

Goals, objectives and strategies described below should focus on internal as well as external sources of candidates and include discussions of activities undertaken to identify individuals with targeted disabilities who can be (1) hired; (2) placed in such a way as to improve possibilities for career development; and (3) advanced to a position at a higher level or with greater potential than the position currently occupied.

1. Recruitment/Hiring:

- Implement plan for recruitment and retention of Individuals with Disabilities and with Targeted Disabilities, in accordance with the President’s Executive Order 13548 and the U.S. Office of Personnel Management’s requirement for Model Strategies for Recruitment and Hiring of Individuals with Disabilities.
- Establish performance targets and numerical goals for major areas and occupations.
- Establish targets by Components to fully participate in the Workforce Recruitment Program.
- Expand the number of outreach and recruiting events.
- Establish national contacts to move the program beyond Washington, D.C.
- Expand the use of centralized funds to provide reasonable accommodations.
- Ensure that tentative job offers include information about availability of reasonable accommodations.

- Publicize best practices in recruiting Individuals with Disabilities and Individuals with Targeted Disabilities.

2. Training:

- Provide attitudinal training to address possible unconscious biases (e.g., myths and stereotypes about the qualifications of Individuals with Disabilities).
- Provide mandatory training to managers on hiring Individuals with Disabilities and Individuals with Targeted Disabilities.
- Continue to provide training opportunities to Human Resources and Equal Employment Opportunity Specialists, DHS Staffing, Disability Program Managers, Reasonable Accommodations Program Managers, Selective Placement Coordinators, and Hiring Managers on all aspects of the disability arena: including recruiting, interviewing, using hiring authorities, career development, accessing the Computer/Electronic Accommodation Program, and providing reasonable accommodations.
- Training announcements should include statements that reasonable accommodations are available upon request.

3. Career Development/Promotion:

- Beginning on March 30, 2011, and annually thereafter, OCHCO began conducting an assessment of the internal availability of candidates from underrepresented groups for job advancement opportunities. The assessment includes job-related skills, knowledge, and abilities that may be obtained at lower levels in the same or similar occupational series, or through other experience. The assessment also includes education levels.
- Promote the Computer/Electronic Accommodation Program to retain employees with disabilities.
- Implement one program for consistent, uniform tracking and monitoring DHS's reasonable accommodation program.
- Explore sponsoring a career-counseling event for employees with disabilities, modeled on a new program instituted at FEMA for all employees.

COMPONENT ACCOMPLISHMENTS

CBP:

- Used Schedule A to hire 23 Individuals with Disabilities.
- CBP continued the implementation of its multi-year Plan to Increase the Employment of Individuals with Disabilities. The Plan outlines the strategies and actions CBP will take to increase the number of individuals with disabilities from 2.68 percent of the workforce to 3.2 percent by the end of FY 2017. As of the end of FY 2014, individuals with disabilities represent 2.8 percent of CBP's workforce. During FY 2014, CBP hired 45 individuals with disabilities, including two (2) individuals with targeted disabilities.

In addition, a web link to the CBP internet website is also included so individuals can view the procedures for receiving and facilitating requests and submit an electronic request form.

- In July 2014, CBP issued a memorandum to all supervisors to commemorate the anniversary of the Americans with Disabilities Act and Executive Order 13548 – Increasing Federal Employment of Individuals with Disabilities. The memorandum promoted the Office of Personnel Management’s Schedule A training video, “Hiring People with Disabilities Made Simple,” and the Department of Labor’s guidance on how Agencies can assess their hiring process and ensure that it is a positive experience for all applicants.
- Developed a process and procedures for notifying prospective employees of their right to request reasonable accommodations in their final selection letters.
- Completed partnership in the U.S. Department of Labor’s Office of Disability Employment Policy’s Alliance Initiative. This agreement had supported CBP’s affirmative action plans for employing Individuals with Disabilities. Specifically, the Alliance reviewed newly developed policies and practices, along with training and messaging related to the CBP disability-related and 508-related efforts. Additionally, they shared best practice information on mentoring programs and employee resource groups.
- Two Selective Placement Program Coordinators are assigned to CBP’s Office of Human Resources Hiring Centers. They also serve as liaisons to applicants requesting a reasonable accommodation or CBP supervisors requiring information or guidance.
- Continued to promote CBP’s first all-employee Mentoring Program to provide opportunities for all CBP employees to seek career advice for reaching their fullest potential from trained mentors they have personally selected. CBP believes that this mentoring program will serve as an integral part of career development and professional growth for all CBP employees. CBP is working to insure that employees with disabilities are afforded every opportunity to participate in the mentoring program.
- Sponsored 49 programs around the country in support of National Disability Employment Awareness Month, which had a total of 4,138 attendees, including 196 managers.
- Distributed materials on its intranet website (CBP.net) and publically on its internet website (CBP.gov) to honor the contributions of workers with disabilities and inform the workforce that they represent a highly skilled talent pool to help CBP complete its homeland security mission. CBP launched a Disability Resources Webpage, which serves as a clearinghouse of disability related information. The webpage was promoted to, and is accessible by, all CBP employees. Some of the resources include information on CBP’s work life programs, accessibility, and training and development.
- Provided Privacy and Diversity Office staff with training on disability etiquette from the Co-Director of the JAN. JAN is the leading source of expert guidance on workplace accommodations, disability related

legislation, and disability employment issues. This training included tips on interacting with employees with disabilities, addressed myths about disabilities, and provided ideas on how to improve accessibility.

- Developed and promoted a webinar version of the disability etiquette training so that all members of the CBP workforce could benefit from the information.
- Premiered its first public internet webpage (www.CBP.gov) to promote CBP's disability employment program. The public facing page provides information on the steps to apply for a position with CBP using the Schedule A hiring authority, information on reasonable accommodations, and various links to disability employment related resources. The internet webpage can be accessed at:
<http://www.cbp.gov/careers/outreach-programs/hiring-persons-disabilities>.
- Placed 18 employees through Operation Warfighter.

USCIS:

- Used Schedule A to hire 29 Individuals with Disabilities, the highest in the department.
- In early FY 2014, USCIS added three additional employees and now has a staff of six employees: the Program Manager, three EEO Specialists who advise on accommodation issues, one EEO Specialist who is working on a multi-year plan to increase the hiring of individuals with targeted disabilities, and a Management and Program Analyst (MPA) who tracks and effectuates accommodation purchases using our central accommodations fund. In addition to these six employees, OEIO's MPA also serves as the Contracting Officers Representative (COR) for several Disability Accommodations Program contracts and provides overall management of the central accommodation fund.
- USCIS designated an employee to work exclusively on a new IWTD initiative, which culminated in a draft Strategic Plan.
- Training sessions were also conducted on Post Traumatic Stress Disorder, Schedule A, and Deaf Awareness. Almost 700 employees received some type of accommodations training in FY14.
- Maintained a central budget to fund disability accommodations so that hiring managers would not have to consider cost constraints when selecting Individuals with Targeted Disabilities, who may need costly accommodations.
- Promoted Video Remote Interpreting as an option to fulfill needs for sign language interpreter services.
- Employed 1,411 individuals with disabilities, or 10.85% of the USCIS workforce, an increase from 1,292 Individuals with Disabilities or 10.19% of the USCIS workforce in FY113.

USCG:

- Due to an innovative resurveying approach, USCG has the highest participation rate of Individuals with Targeted Disabilities at 1.94%, almost triple the rate seen in FY13, when they reported 10.31% Individuals with Disabilities onboard, then second highest in DHS. DHS's Office for Civil Rights & Civil Liberties drafted a memorandum to share USCG's methodology with all DHS Components
- Hired five students, from the Workforce Recruitment Program as temporary employees. This represents an increase from three in FY13.
- Used Schedule A to hire five individuals with disabilities, an increase of two from FY13.

FEMA:

- Placed two employees through Operation Warfighter.
- FEMA placed no Schedule A hires in FY14, a decline from 12 in FY13.

FLETC:

- Reported DHS's highest participation rate of 11.69%, and small increase from 11.46% for Individuals with Disabilities in FY13.
- The EEO Director briefed the Chief Financial Officer on the "State of the Directorate." Additionally, site visits were conducted at the FLETC Charleston, South Carolina and Cheltenham, Maryland sites. The briefing and site visits included a breakdown of EEO cases, reasonable accommodation cases and demographics of race, gender and national origin.
- The EEO Director will continue to complete reviews of directives issued during the reporting period to determine whether FLETC policies impact the recruitment, retention, career development and promotion of protected groups including PWD and PWTD.
- The FLETC EEO Office participated in the 2014 Annual Spring Fling with the Mayor's Committee for Services for the Disabled, Inc. The event is provided for disabled citizens (of all ages and disabilities) and the general public to gather together for an afternoon of free food, activities, live entertainment, and an opportunity to obtain information from local businesses and organizations that provide disability-related services and products. The EEO staff served food and interacted with individuals attending and working the function.
- Placed two Operation Warfighters.
- Used Schedule A to hire three Individuals with Disabilities

HQ:

- Used Schedule A to hire three Individuals with Disabilities
- Increased participation of an Individual with Disabilities incrementally from 8.33% in FY13 to 8.37.

ICE:

- Placed 29 Operation Warfighters in a variety of temporary positions, and hired four into permanent positions.
- Hired a new Disability Program/Reasonable Accommodation Program Manager.
- Used Schedule A to hire one Individual with Disabilities in FY13, none in FY14.

USSS:

- Used Schedule A to hire one individual with a disability.
- The Disability Recruitment Program manager launched an aggressive agency-wide initiative entitled, “Together We Fulfill the Mission”. This advertisement campaign emphasizes the agency’s commitment to a workforce that is reflective of the nation and inclusive of all individuals without regard to race or gender, ethnicity or disability, religious beliefs, age or sexual orientation; and demonstrates an appreciation for the diverse talent and skillsets of current Secret Service employees. The Together We Fulfill the Mission video illustrates a range of Secret Service occupations and the diverse talent in the agency’s law enforcement, administrative, professional and technical staff. This advertisement campaign will showcase at career fairs, symposiums and information sessions attended by Recruitment personnel. The campaign will run quarterly in various Secret Service locations inside and outside of the National Capital region.
- The Human Capital Division has now included a 1 hour training session for Hiring Managers and Supervisors entitled, “Your Roadmap to Effectively Hiring Individuals with Disabilities” into the existing annual Seminar. During the course, Supervisors and Managers learn about the Schedule A process, reasonable accommodation procedures for current employees and applicants, and improper and/or illegal procedures and actions when interview individuals with disabilities.
 - Sponsored their fourth annual Unity Day celebration titled: “Enhancing our Strength by Keeping the Flame Alive” on July 10, 2014. The Unity Day Disability Program Committee hosted the following exhibits and provided useful information to all employees about the agency’s Disability Program:
 - The Department of Homeland Security’s (DHS) Office of Accessible Systems & Technology team demonstrated a variety of assistive technology products (ergo keyboards, mice, smart phones, tablets, PCs and e-readers).
 - The Hugh Gregory Gallagher Motivational Theatre team performed the following monologue titled: “Inside Rosy’s White House: An Afternoon with FDR.” This performance highlighted FDR’s role as a model for persons with disabilities – a topic which has been debated for more than 60 years.

- Provided a tour of the Disability Program Room, which had many educational displays highlighting various disabilities throughout the American culture including braille, sign language, autism, learning disorders, dyslexia, and obsessive compulsive disorder. Exhibits also featured photographs of famous persons and/or celebrities with disabilities.

TSA:

- Placed eight Operation Warfighters, an increase of one from FY13.
- Achieved a 4.03% Individuals with Disabilities and 0.27% Individuals with Targeted Disabilities goal, a decline from the 4.15% Individuals with Disabilities and 0.28% Individuals with Targeted Disabilities actually onboard in FY13.