



Strategy to Reduce the Time-to-Hire

June 20, 2016

Fiscal Year 2015 Report to Congress



Homeland
Security

Under Secretary for Management

Message from the Under Secretary for Management

June 20, 2016

I am pleased to present the following report, “Strategy to Reduce the Time-to-Hire,” for Fiscal Year (FY) 2015, which has been prepared by the Department of Homeland Security (DHS) Office of the Chief Human Capital Officer.

This report was prepared pursuant to the direction provided by the Joint Explanatory Statement and Senate Report 113-198 accompanying the *FY 2015 Department of Homeland Security (DHS) Appropriations Act* (P.L. 114-4). The report contains background information on the DHS hiring reform initiative, current challenges, departmental and Component strategies to improve hiring processes, and current targets/actual performance through the fourth quarter of FY 2015.



Pursuant to congressional requirements, this report is being provided to the following Members of Congress:

The Honorable John R. Carter
Chairman, House Appropriations Subcommittee on Homeland Security

The Honorable Lucille Roybal-Allard
Ranking Member, House Appropriations Subcommittee on Homeland Security

The Honorable John Hoeven
Chairman, Senate Appropriations Subcommittee on Homeland Security

The Honorable Jeanne Shaheen
Ranking Member, Senate Appropriations Subcommittee on Homeland Security

Inquiries regarding this report may be directed to me at (202) 447-3400 or to the Department's Deputy Under Secretary for Management and Chief Financial Officer, Chip Fulghum, at (202) 447-5751.

Sincerely,



Russell C. Deyo
Under Secretary for Management

Executive Summary

The report contains background information on the DHS hiring reform initiative, current challenges, departmental and Component strategies to improve hiring processes, and current measures/actual performance through the fourth quarter of FY 2015.

Note: Time-to-hire data were previously available approximately 90 days after the quarter end. DHS accelerated the data collection to six weeks after the quarter end beginning in the fourth quarter of FY 2015. Six weeks will allow time for the manual data collection efforts and hiring action reconciliation in the National Finance Center payroll system.



Strategy to Reduce the Time-to-Hire Fiscal Year 2015

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I. Legislative Language

This report is in response to language in the Joint Explanatory Statement and Senate Report 113-198 accompanying the *Fiscal Year (FY) 2015 Department of Homeland Security (DHS) Appropriations Act* (P.L. 114-4).

Specifically, the Joint Explanatory Statement states:

Hiring Delays

DHS shall report to the Committees not later than 60 days after the date of enactment of this Act on a strategy for reducing the time required for hiring personnel, and shall provide quarterly data on hiring timelines by component, as directed in the Senate report.

Senate Report 113-198 states:

HIRING DELAYS

The Committee is concerned with the length of time it takes to hire an employee at several DHS components. According to information from the Office of Personnel Management, the average number of days to hire an employee at DHS was 146 days in 2013, while the Government-wide average was 90 days. Certain areas of concern are with the Department's law enforcement components such as U.S Customs and Border Protection (CBP) and the United States Secret Service (USSS) where, on average, it takes 278 days and 327 days, respectively, to hire an employee. Non-law enforcement hires at the headquarters level take 106 days on average and 198 days for senior executive employees. The President's 2010 memorandum on improving the Federal Hiring and Recruitment process said that "Americans must be able to apply for Federal jobs through a commonsense hiring process and agencies must be able to select high-quality candidates efficiently and quickly." Unless the Department improves upon its lengthy hiring process, the best and brightest candidates will more than likely choose other Federal agencies or opt for the private sector. DHS is to report to the Committees not later than 60 days after the date of enactment of this act on its strategy to decrease the number of days it takes to hire and report quarterly on time to hire statistics by component.

II. Background

DHS had a goal in FY 2015 to reduce time-to-hire by 10 percent. DHS achieved a 25.3-percent decrease in time-to-hire for all DHS hiring from FY 2014 to FY 2015 (from 166 calendar days to 124 days). However, for mission-critical occupations (MCO), DHS had a 4.7-percent increase from 254 days to 266 days, primarily due to extensive screening (e.g., polygraphs and high-level and detailed security clearances), created in part by cybersecurity-related incidents with both contract services and Office of Personnel Management (OPM) services. It is important to note that DHS is a leader in the Federal Government in hiring veterans (25.8 percent) and people with disabilities (11.6 percent).

III. Strategy

Historic time-to-hire data provided an aggregated snapshot of Component hiring, which did not enable identification of inefficiencies and the root causes of delays in the hiring process. As a result, DHS is taking a systematic approach to conducting a root-cause analysis, and development of corrective action plans based on its findings, to include outcome-based metrics for measuring the success of the plan's initiatives.

To focus DHS efforts in FY 2015, DHS identified five MCOs with long, complex, or unique hiring processes within CBP, the Transportation Security Administration (TSA), and the USSS, and collected step-by-step hiring process data beginning in FY 2015 that are now included in this report (see Section V, Chart 4). Through more detailed root-cause analysis, Components are able to optimize limited resources to address targeted hiring process improvements.

For FY 2016, these Components developed hiring process improvement action plans for the above occupations, including appropriate outcome-based metrics for measuring the success of their plan's initiatives. DHS also will create a DHS-wide action plan based on trends identified through root-cause analysis, including outcome-based metrics for measuring the success of the plan's initiatives. DHS also is expanding its data collection and analysis methodology to additional law enforcement-related positions such as CBP marine interdiction agents and air interdiction agents; U.S. Immigration and Customs Enforcement (ICE) criminal investigators and agents; Federal Law Enforcement Training Center (FLETC) instructors; U.S. Citizenship and Immigration Services (USCIS) officers; and TSA federal air marshals; as well as DHS MCOs (such as National Protection & Programs Directorate (NPPD) cybersecurity information technology (IT) specialists and Federal Emergency Management Agency (FEMA) emergency management specialists) in FY 2016. On the basis of this expansion, DHS will be able to group positions with similar hiring processes to target further improvement efforts.

IV. Root-Cause Analysis and Initiatives Under Way

After extensive review with the Human Capital Leadership Council and discussions with law enforcement and cyber component human resources and mission leadership, as well as with security officials, DHS has identified several issues that are affecting its time-to-hire and/or ability to fill its positions.

Department-Wide

- **Human Resources staff.** DHS human resources (HR) organizations across the board are understaffed, in particular in key functions such as staffing and classification. As of the end of calendar year 2015 for all human resources staff, DHS has a current fill rate of 88.2 percent and an attrition rate of 11.8 percent. In using the most recent benchmark data from OPM's FedScope, DHS ranks last in servicing ratio (149:1) for large agencies versus the average of 88:1 for other cabinet agencies (excluding the Department of Defense (DOD)). HR attrition is higher than the DHS-wide attrition rate of 7.7 percent and the Federal Government average of 11 percent. In addition, most HR staffing and classification personnel have not received recent HR training that would allow them to become far more knowledgeable of the resources available to them to support their customers throughout DHS.
 - Initiatives Under Way: Hiring, including over hiring and training HR specialists who understand hiring and pay policies and procedures. OPM's Recruitment Bootcamp (use of social media, finding passive job seekers, myth busters) and OPM's Hiring Excellence Campaign (use of authorities/incentives and the hiring manager role) for all DHS HR, hiring managers, and administrative staff is scheduled for the summer of 2016. HR training for all DHS staffing and classification specialists is scheduled to begin in the summer of 2016.
 - Hiring Blitz: Working with Components and OPM to identify mission support (including human resources positions) vacancies, so that we can work together to fill the mission support jobs for frontline occupations.
- **Workforce Planning.** DHS recognizes that it needs a far more robust way to identify its requirements versus authorized positions. By doing so, DHS would be able to conduct better succession planning, career development/paths, and recruitment strategies.
 - Initiatives Under Way: The Workforce Baseline project will enable DHS to get its arms around its requirements (need) versus its authorized (can afford). A major portion of this initiative involves establishing authorized full-time

equivalent staffing levels for MCOs and key organizations to ensure that staffing resources are targeted to meet the Department's most critical priorities. This initiative also includes integration of the results of mission- and activity-based staffing requirements determination tools currently managed by the Components into a centralized position management database, and helping Components develop new models to define current and future staffing needs more clearly. This methodology will be fully implemented as part of the mission of an emerging manpower policy and analysis function for the Department, starting in early FY 2017. The programmatic visibility provided by this initiative also will build out our succession planning and career paths. The required systems and tools to support workforce planning and inform the hiring process have been established as a top priority for the Human Resources IT Executive Steering Committee and for the Office of the Chief Human Capital Officer.

- Biennially, the Department undergoes a comprehensive analysis of each occupation and its role in achieving the five DHS mission areas outlined in the DHS Strategic Plan. The result of this analysis is identification of the Department's MCOs. The most impactful occupations to each mission area are identified as priority MCOs and serve as the Department's primary focus for human capital initiatives, such as workforce plan development, recruitment planning, and time-to-hire analysis and reduction. Priority MCOs were validated and finalized in March 2016.
- In FY 2015, DHS focused on three occupations for time-to-hire reductions that were included in the 2013–2015 workforce planning cycle (i.e., CBP Border Patrol agents, TSA transportation security officers, and USSS Uniformed Division). For each of these occupations, the Components identified staffing targets, projected the number of staff that would need to be hired to meet the staffing requirements, conducted a root-cause analysis to determine the underlying causes of the gap, and developed a gap closure action plan including occupation-specific recruitment and outreach activities documented on the DHS Component Recruitment and Outreach Strategy. At the end of the fiscal year, one workforce was fully staffed (TSA) and actions to recruit and hire in the other two occupations (Border Patrol agent and Uniformed Division) resulted in smaller-than-anticipated final year-end gaps.
- **Recruiting.** The Department has been actively implementing the DHS Coordinated Recruiting and Outreach Strategy since 2011. The Coordinated Recruiting and Outreach Strategy has dual goals of increasing outreach to diverse groups and enhancing efficiencies in recruiting across the Department. Implementation of the Coordinated Recruiting and Outreach Strategy also has focused on greater partnership between Component recruiting and workforce planning teams. The U.S. Government Accountability Office report GAO-13-742, "DHS Is Generally Filling Mission-Critical Positions, but Could Better Track Costs of Coordinated Recruiting Efforts"

resulted in only one recommendation regarding the tracking of recruiting and outreach costs. The following activities are indicative of DHS's progress to address this outcome:

- Recruiting and outreach activities with an impact on time-to-hire:
 - Coordinated DHS Component engagement at high-value diverse recruiting opportunities, including the five major annual law enforcement training events across the country targeting diverse populations to ensure a singular Department recruiting message. Law enforcement-related positions are the largest MCO groups for DHS.
 - Revalidated the Top 25 recruiting and outreach event list to identify high-value, targeted recruiting opportunities based on Department-wide needs.
 - Developed the Top Recruiting and Outreach Events list to target individuals with disabilities.
 - Revised the Component Recruitment and Outreach Plan template to enhance recruiting efforts to meet current and long-term needs. This process required Component recruiters to collaborate with workforce planners to identify staffing gaps for two outyears. In addition, an accountability checklist was developed and implemented to assess the Component Recruitment and Outreach Plan submissions.
 - Finalized memoranda of understanding with the major diverse higher education associations that together represent more than 1,500 minority serving institutions in order to increase communication about employment opportunities at DHS to diverse populations of students and recent graduates and to receive information about major activities related to the associations or member minority serving institutions.
 - Reformatted the DHS Recruiter Training into a virtual format. The training is designed to reduce costs and enhance collaboration by enabling DHS to send local recruiters with general knowledge about employment opportunities across DHS. To date, more than 400 DHS personnel have been trained in this capacity.
 - Initiated the process to update the DHS Coordinated Recruiting and Outreach Strategy to better align the goals and objectives, enhance the performance metrics, and incorporate other updates commensurate to the current fiscal environment.
 - Continue to implement the DHS IT Recruitment Strategy and Plan to ensure that the Department has a community of highly skilled IT professionals and the IT infrastructures needed to promote a secure America.

- **Hiring.** DHS is a highly secure environment that requires extensive background investigations, with some jobs requiring clearances at some of the highest levels, e.g., Top Secret/Sensitive Compartmented Information (TS/SCI). This, coupled with OPM's background investigation backlog, extensive screening, and polygraphs, has created a perfect storm of barriers inhibiting DHS to hire people more quickly for some of its most critical positions, i.e., law enforcement and cyber.
 - Initiatives Under Way: Pulling all available data within DHS, OPM, and the National Finance Center; analyzing the hiring process step by step; where possible, reengineering/eliminating steps that do not require legislative proposals; partnering with OPM and DOD to find efficiencies or reciprocities in the steps of the hiring process; setting targets and measuring actuals for each step; and a renewed focus on automating the front end of the hiring process (see Section V, Chart 3).

- **Personnel Security.** Many federal reform efforts are underway in the Personnel Security field to improve the vetting processes. To make sure that DHS has visibility and contributes in national-level decisions, DHS is an active participant on the Suitability and Security Clearance Performance Accountability Council (PAC). DHS provides staff to the PAC Program Management Office in support of all suitability and security clearance reform efforts underway. This includes:
 - Implementation of recommendations in the February 2014 Suitability and Security Processes Review Report to the President.
 - Assisting in the development of the PAC Strategic Intent for FYs 2017–2021.
 - Serving on the Enterprise Investment Board, which is identifying strategies on enterprisewide IT Solutions such as e-application and e-adjudication, among other initiatives.
 - Collaborating on the January 2016 PAC Review of Background Investigations and supporting the transition to the new National Background Investigation Bureau.
 - Developing targeted communication to advance personnel security awareness among key stakeholders within the Department to educate and create more transparency in the security process. In working with the Office of General Counsel, DHS developed a new process to communicate delays in security processing quickly so that the program office can make informed hiring decisions.
 - Holding Acquisition Innovation Roundtables with the DHS Office of the Chief Procurement Officer and industry partners to discuss the security processes and identify efficiencies in process.
 - Established a Personnel Security Data Governance Working Group to evaluate the step-by-step processes to create greater consistency across the Department.

- Building better metrics to identify the length of time that an individual is in the security process, and evaluating each stage of the process to determine where efficiencies can be gained and processes streamlined.
 - Evaluating internal departmental security policies to see where changes can be made, while still adhering to national standards, to decrease security timelines.
 - In partnership with the Office of the Chief Human Capital Officer, the Office of the Chief Security Officer is working to expand linkages between human capital and security to automate the processes more effectively and to depend less on manual activities.
 - Requesting from OPM the ability to conduct background investigations through delegated investigative authority for our critical hire populations.
 - Adding adjudicative resources to support the critical cyber hiring initiative.
- **Attrition.** DHS is experiencing higher than DHS/government attrition in three key functional areas: cyber, uniformed law enforcement, and human resources. Because the focus, to date, has been on hiring, digging into DHS's attrition data and understanding the story behind the story will be just as important moving forward in FY 2016. Although DHS makes good use of monetary incentives for the cyber workforce, there is room for improvement in using incentives, both monetary and nonmonetary, for human resources and law enforcement positions.
 - Initiatives Under Way: Recruitment Bootcamp and Hiring Excellence (Summer 2016) will inform HR and hiring managers on the use of monetary incentives (i.e., recruitment, relocation, and retention), and nonmonetary/non-traditional incentives (e.g., student loan repayment, tuition assistance, career paths, childcare subsidy, maxi schedules, telework, etc.), and a concerted effort to make use of these incentives for groups of occupations where DHS have high demand/high attrition.

Component/Occupation-Specific

- Cyber—NPPD, primarily the Office of Cybersecurity and Communications, has seen a decrease in time-to-hire by 43 days last year, reduced from 228.7 days to 185.5 days. Of its 922 positions, 67.3 percent are filled, with 38.3 percent selections made, of which 48 percent are in the security clearance process. NPPD's Office of Cybersecurity and Communications has a 10.8 percent attrition, above NPPD ALL attrition (8.3 percent) and above DHS-wide (7.7 percent), and 54 percent of the positions have received some type of incentive pay based on attrition, cyber-specific job duties, and cyber certifications that the employee possesses. Incentives range from 10 percent to 25 percent of base pay.

- Branding—Although DHS has a recognizable brand, it is not necessarily thought of in the realm of cybersecurity. Typically, DHS is more closely associated with border patrol, immigration, and airport security. Additionally, most have never heard of NPPD, making DHS’s ability to market for some of its more critical cyber positions difficult.
 - Initiatives Under Way: Working with OPM to acquire branding/marketing assistance; Cyber Workforce Recruitment/Outreach Strategy—going nontraditional, with universities, private sector, military, social media, and trade fairs.
- Workforce Planning—Assess human capital organizational readiness by conducting a workload analysis and HR competency assessment to determine skill workforce needs and skill gaps of HR program areas.
 - Resulted in new operational service team structure for providing HR services; identifying and providing training to HR staff; reworked HR processes to gain efficiencies.
 - NPPD developed a Strategic Human Capital Plan and Workforce Plan, integrating subcomponent plans into a single NPPD plan.
- Hiring—TS/SCI clearances by their very nature take a long time to process because of the intense screening process. It can add an average of 32 days to the overall time-to-hire. Further, the same HR staff is trying to hire cyber, law enforcement, and mission support staff all at the same time.
 - Initiatives Under Way: Active case management—tracking actions each step of the way; continued monitoring of the hiring process; security clearance process improvements – obtain better metrics on each step of the security clearance process; evaluating policy changes using a risk-based approach; and significant changes to the staffing model, accountability, and oversight of hiring actions.
 - Implement Push-Button Position Description to review all NPPD position descriptions to facilitate position description development.
 - Assess hiring strategies, identify opportunities for improvement, and create an NPPD Strategic Recruitment Plan. Include prioritizing vacant positions using factors such as role criticality, scope and complexity of the position, attrition rates, difficulty to recruit, and other factors that NPPD deems important.
- Incentives/Pay—DHS, and for that matter the Federal Government, cannot compete with private-sector pay. This is coupled with a new generation of talent that does not desire to stay beyond 2–3 years, and is not as enamored

of DHS's traditional pay incentives as perhaps generations before. Finally, DHS has taken important first steps to implement cyber statutory authorities provided by P.L. 113-277 and P.L. 113-246, ensuring a smart delivery of these authorities.

- Initiatives Under Way: Group incentives (10 percent additional pay for retention, and 25 percent additional pay for cyber-specific job duties and cyber certifications that the employee possesses); maximize use of existing hiring authorities that DHS has, to include direct hire authority for IT management positions (GS-9/15); excepted service (Schedule A) hiring authority (GS-9/15); Pathways Program (GS-11 for PhD); Cyber Corps Scholarship for Service; Expert/Consultant for temporary/intermittent work (up to GS-15/10); and Digital Services/details/Intergovernmental Personnel Act assignments/reemployed annuitants.
- Law Enforcement—Because of the mission criticality of some of our law enforcement positions, DHS conducted an in-depth review of CBP officers and Border Patrol agents, USSS special agents and Uniformed Division, and TSA transportation security officers.
 - Time-to-hire: CBP officers (377 days) and Border Patrol agents (475 days), and USSS Uniformed Division (340 days). Significant progress has been made to reduce the time-to-hire; however, these positions continue to take 100 days or longer than the rest of DHS hiring. As found with cyber hiring, the same HR specialists that are undermanned are trying to hire law enforcement, cyber, and the rest of DHS mission support at the same time.
 - Initiatives Under Way: Targeted recruiting, where we go after the right population in the right locations, along with hiring hubs (a centralized process) and one-stop hiring events, have provided dramatic results in reducing some of the upfront steps time-to-hire. Setting targets, with actual results tracked and measured for each step of the hiring process, also has proven quite successful. DHS also has expanded the use of excepted service hiring practices, where applicable.
 - Analysis shows that 94.4 percent of positions are filled (3,333 vacancies): CBP officers (98 percent) and Border Patrol agents (94 percent), USSS special agents (97 percent) and Uniformed Division (90 percent), ICE immigration and enforcement agents (88.5 percent) and criminal investigators (99.1 percent). A tremendous number of applicants/resumes

are received for these positions. CBP alone last year processed more than 250,000 applications for its officer/agent positions. Add to this the extensive screening process, including medical and fitness exams and polygraphs, and CBP ends up examining 192 applicants to fill every single job.

- Initiatives Under Way—expanded the use of entry-level assessment centers, including regionalized polygraphs; established an applicant coordinating center; and 100-percent job analysis permits DHS to get the right people hired the first time. Further, DHS has streamlined the medical/fitness process, including creating reciprocity with DOD for military members transitioning out of the military. Further, by adding a DC facility, DHS was able to streamline some of the medical clearance process. Additional collaboration with OPM and DOD has resulted in DHS’s ability to recruit and process military personnel. This, coupled with the reciprocity, will be measured to see if the targeted results are achieved.
- Attrition at 5 percent remains relatively stable over the last 3 years—CBP officers (2.5 percent) and Border Patrol agents (2.6 percent), ICE immigration and enforcement agents (4.2 percent) and criminal investigators (5.8 percent). USSS special agents (6.5 percent) and Uniformed Division (8.5 percent) have increased during the last 3 years. DHS benchmarked this against Department of Justice law enforcement (4.1 percent) and DHS-wide (7.7 percent).
 - Initiatives Under Way: DHS has defined career paths within the Components; however, we are exploring career paths across Components, along with seeking OPM assistance to develop alternative options for retention incentives. Further, DHS is holding a session with law enforcement components to discuss female agent/officers hiring and retention issues; more needs to be done here, and DHS is pursuing improvement.
- Incentives such as Recruitment, Relocation, and Retention are used for CBP officers (6 percent) and Border Patrol agents (12 percent), USSS special agents (9 percent) and Uniformed Division (100 percent), ICE criminal investigators (2 percent).
 - Initiatives Under Way: The Department-wide initiatives to provide Recruitment Bootcamp and Hiring Excellence (Summer 2016) will inform HR and managers on the use of monetary incentives

(recruitment, relocation, retention), and nonmonetary/nontraditional incentives (student loan repayment, tuition assistance, career paths, childcare subsidy, maxi schedules, telework, etc.); and a concerted effort to make use of these incentives for groups of occupations where DHS has high demand/high attrition.

- Hiring Authorities used—CBP uses mostly competitive hiring, USSS uses its special authority to hire/train and then convert (Schedule B 213.3211(b)), and ICE uses a variety of authorities (veteran appointing authorities, transfers from other components/agencies, and competitive hiring).
 - Initiatives Under Way: DHS will work with the Components to make full use of the available authorities, including the numerous veteran hiring authorities, such as Veterans' Recruiting Appointment, Veterans' Employment Opportunity Act of 1998, and Schedule A for People with Disabilities.

V. Targets and Actuals

Target: Reduce the Time-to-Hire by 10 percent.
 Actual: 25.3 percent

Chart 1: FY 2015 Time-to-Hire/Veterans and Disability Hiring

Human Capital Strategic Plan Crosswalk	Performance Area	Measure	Freq.	FY 2012		FY 2013		FY 2014		FY 2015	
				Actual	Target	Actual	Target	Actual	Target	Actual	Target
Goal 2.x	Recruitment and Hiring	Time-to-hire (days)	QTR	130	126	225	216	164	166	135	126
		DHS Government-wide MCO	QTR	225	216	254	240	166	149	266	240
		DHS-wide MCO	QTR	164	142	166	149	124	149	124	149
	Workforce Diversity	Veterans Hires - % New Hires	QTR	24.9%	24.5%	27.6%	25.0%	27.1%	25.0%	27.1%	25.0%
		Disability Hires - % New Hires	QTR	9.9%	9.7%	9.1%	12.0%	10.6%	12.0%	10.6%	12.0%

Chart 2: DHS Time-to-Hire – FY 2011 - FY 2015
 (Average # of calendar days with security and total number of hires)

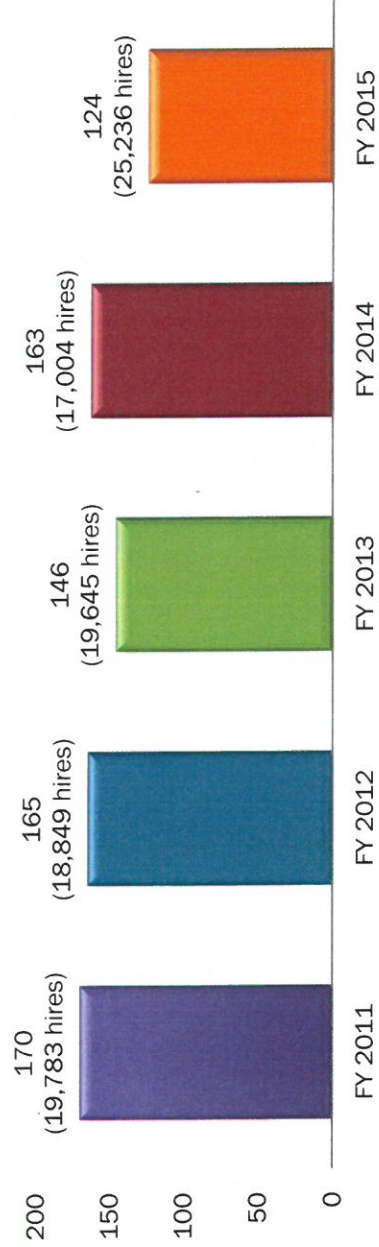


Chart 3: Target/Actual Heat Map Based on Steps in the Hiring Process Q4 FY 2015
Time-to-Hire: Commonly Measurable Phases 1-10 by Occupation
 (Component Target Average vs. Actual Average Calendar Days Comparison)

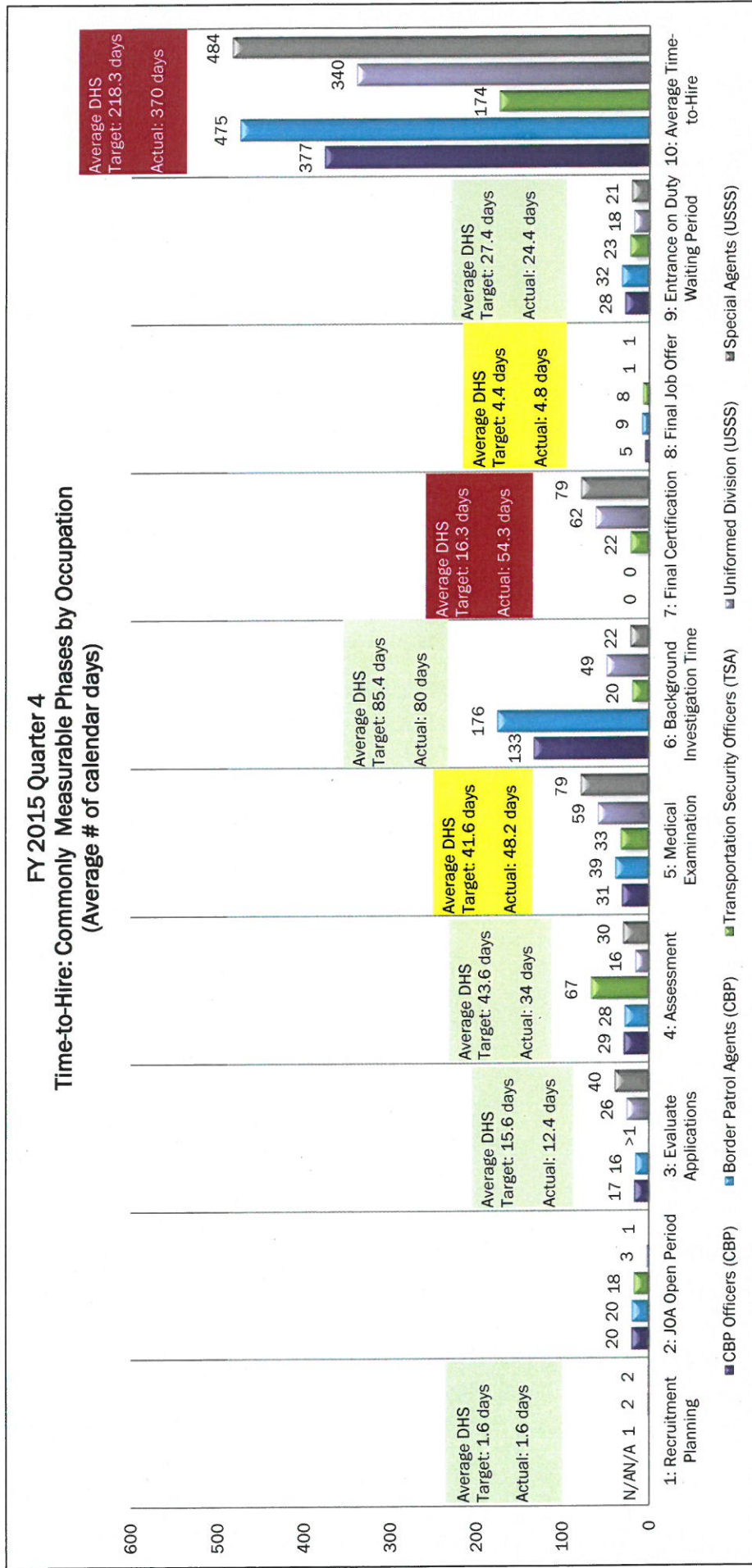
	1	2	3	4	5	6	7	8	9	10
	Recruitment Planning	JOA Open Period*	Evaluate Applications	Component Assessment	Medical Examination	Background Investigation	Applicant Added to Ready Pool/ Final Cert	Final Job Offer	Entrance on Duty Waiting Period	Average Number of Calendar Days to Hire
Responsibility	HR & Hiring Manager	HR & Hiring Manager	HR	HR	HR & Applicant	Security Office	HR	HR	Applicant	All
CBPOs	** 20=actual	20=actual	18=target 17=actual -1=difference	40=target 29=actual -11=difference	76=target 31=actual -45=difference	189=target 133=actual -56=difference	**	4=target 5=actual +1=difference	31=target 28=actual -3=difference	290=target 377=actual +87=difference
BPAs	** 20=actual	20=actual	16=target 20=actual +4=difference	60=target 28=actual -32=difference	51=target 39=actual -12=difference	189=target 176=actual -13=difference	**	6=target 9=actual +3=difference	31=target 32=actual +1=difference	367=target 475=actual +108=difference
TSOs	1=target 1=actual 0=difference	18=actual	0=target 0=actual 0=difference	90=target 67.48=actual -22=difference	21=target 32.57=actual +11=difference	21=target 19.8=actual -1.2=difference	21=target 21=actual 0=difference	10=target 8.39=actual -1.6=difference	15=target 23.27=actual +8.27=difference	182.5=target 174.18=actual -8.32=difference
Uniformed Division/USSS	2=target 2=actual 0=difference	3=actual	14=target 26=actual +12=difference	14=target 16=actual +2=difference	30=target 59=actual +29=difference	14=target 49=actual +35=difference	14=target 62=actual +48=difference	1=target 1=actual 0=difference	30=target 18=actual -12=difference	118=target 340=actual +222=difference
Special Agents USSS	2=target 2=actual 0=difference	1=actual	30=target 40=actual +10=difference	14=target 30=actual +16=difference	30=target 79=actual +49=difference	14=target 22=actual +8=difference	14=target 79=actual +65=difference	1=target 1=actual 0=difference	30=target 21=actual -9=difference	134=target 484=actual +350=difference

- At or below target
- 1-10 days > target
- 10 > above target

*no targets set because of regulatory requirements
 **measurement not currently tracked
 In step 10, the total average time-to-hire for these occupations includes additional Component-specific hiring phases not represented in this chart.

Chart 4: Time-to-Hire Initiative Data for Quarter 4

The data below represent the improved time-to-hire data collection methodology, launched during the fourth quarter of FY 2015, that will be expanded to additional occupations in FY 2016. USSS, CBP, and TSA participated in the first phase of the data collection, with five MCOs (CBP officer, CBP Border Patrol agent, TSA transportation security officer, USSS Uniformed Division, and USSS special agents). Ten commonly measurable hiring phases for these occupations were identified and are represented in the data below.



Note: CBP is unable to report the recruitment planning phase and the final certification phase because of systems limitations. In step 10, the total average time-to-hire for these occupations includes additional Component-specific hiring phases that are not represented in this chart.

Chart 5: CY 2015 End Strength, Attrition, and Incentives

CY 2015										
Component	Target FY 2016	End Strength CY 2015 - Onboard	Delta	Fill Rate	Attrition	Number of Incentives				
						Recruitment	Relocation	Retention	Manual Pay*	Total Incentive Pay
CBP										
CBP Officers	23,775	22,899	876	98%	2.5%	10	1,362	12	22	1,406
Border Patrol Agents	21,370	20,086	1,284	94%	2.6%	10	2,327	-	44	2,381
USSS										
Special Agents	3,378	3,260	118	97%	6.5%	35	24	17	223	299
Uniformed Division	1,468	1,319	149	90%	8.5%	300	202	1,031	1	1,534
ICE										
Deportation Officers	7,356**	6,508	848	88.5%	4.2%	-	-	-	-	0
Criminal Investigators	6,425**	6,367	58	99.1%	5.8%	1	24	70	1	96
NPPD	3,782	3,030	752	80.1%	8.3%	17	-	391	-	408
Cyber***	922	542	380	58.8%	10.8%	7	-	292	-	299
<p>*An incentive pay without a corresponding personnel action. It could be an additional payment for an existing incentive. **Estimated hiring target based on estimated position affordability, accounting for lower full-time equivalent burn rate ***NPPD Office of Cybersecurity and Communications</p>										

Chart 6: FY 2013–FY 2015 Workforce End Strength and Attrition

Component	FY 2013		FY 2014		FY 2015	
	End Strength	Att Rate	End Strength	Att Rate	End Strength	Att Rate
HQ - OS	3,209	9.3%	3,043	9.2%	3,010	11.1%
HQ - S&T	471	8.5%	461	9.5%	471	9.6%
HQ - DND0	117	5.1%	126	3.2%	127	8.7%
CBP	59,918	3.6%	59,544	3.4%	59,472	3.4%
FEMA	15,031	8.7%	14,195	8.5%	13,770	8.7%
FLETC	1,124	8.3%	1,126	11.1%	1,193	8.2%
ICE	19,649	5.0%	18,931	4.6%	18,939	4.5%
NPPD	2,844	9.7%	2,947	8.1%	3,030	8.3%
OIG	718	10.3%	673	9.5%	651	6.5%
TSA	64,022	11.8%	60,982	12.5%	58,977	12.8%
USCG	8,641	8.5%	8,397	10.7%	8,429	8.5%
USCIS	12,694	4.6%	13,273	5.3%	14,252	4.9%
USSS	6,484	5.4%	6,369	4.9%	6,317	7.1%
DHS Total	194,922	8.6%	190,067	7.8%	188,638	7.7%

FY 2015
 Increase from FY 2014 (Red)
 at or above 10 percent (BOLD)