



Homeland  
Security

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Daniel M. Fusco, Manager  
Recruiting, Examining and Assessment Group  
Center for Talent and Capacity Policy  
Strategic Human Resources Policy  
U.S. Office of Personnel Management  
1900 E Street, NW, Room 6547  
Washington, DC 20415-9800

Dear Mr. Fusco:

As requested, enclosed is the Department of Homeland Security's (DHS) Federal Equal Opportunity Recruitment Program (FEORP) Plan Certification for Fiscal Year 2005 and Accomplishment Report for Fiscal Year 2004. Should you have any questions, please feel free to contact Ivelisse Reyes, EEO and Diversity Manager, at (202) 772-9931.

Sincerely,

A handwritten signature in black ink, appearing to read "Carmen H. Walker".

Carmen H. Walker  
Director  
Equal Employment Opportunity Programs  
Office for Civil Rights and Civil Liberties  
U.S. Department of Homeland Security

Enclosures

ANNUAL FEDERAL EQUAL OPPORTUNITY RECRUITMENT PROGRAM  
(FEORP)  
PLAN CERTIFICATION – FY 2005

Please type or print clearly and return this sheet with an original signature to:

Mr. Daniel Fusco, Manager  
Recruiting, Examining and Assessment Group  
Center for Talent and Capacity Policy  
Strategic Human Resources Policy  
U.S. Office of Personnel Management  
1900 E Street, NW, Room 6547  
Washington, DC 20415-9800

IDENTIFYING INFORMATION

A. Name and Address of Agency

Department of Homeland Security  
Office for Civil Rights & Civil Liberties  
Washington, DC 20528

B. Name and Title of Designated FEORP Official  
(include address if different from above)

Carmen H. Walker  
Director  
Equal Employment Opportunity Programs

Telephone and Fax Numbers:

(202) 772-9815  
(202) 772-9738 (Fax)

C. Name and Title of Contact Person  
(include address if different from above)

Ivelisse Reyes  
EEO & Diversity Manager

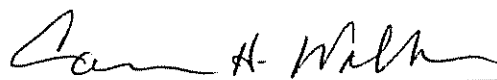
Telephone and Fax Numbers:

(202) 772-9931  
(202) 772-9738 (Fax)

**CERTIFICATION:**

I certify that the above named agency: (1) has a current Federal Equal Opportunity Recruitment Program (FEORP) plan and the program is being implemented as required by Public Law 95-454 and subsequent regulations and guidance issued by the Office of Personnel Management; (2) that all field offices or installations having less than 500 employees are covered by a FEORP plan; (3) that all field offices or installations having 500 or more employees are covered either by this plan or by a local plan; and (4) that such plans are available upon request from field offices or installations.

SIGNATURE



DATE

11/1/2004



## Federal Equal Opportunity Recruitment Program (FEORP) FY 2004 Accomplishment Report

The Homeland Security Act of 2002 gave the Secretary of the Department of Homeland Security and the Director of the Office of Personnel Management joint authority to design a 21<sup>st</sup> century human resource management system. The Secretary and the Director chartered a design team to help develop a range of options for a strategic human resources system that is both excellent, fair and supports the vital missions of DHS. The goals of the new human resources system are:

- Enable DHS to act swiftly and decisively in response to mission needs
- Recognize and reward performance
- Be easily adaptable to the changing nature of work
- Attract and maintain a highly skilled and motivated workforce
- Ensure due process and protect basic employee rights

DHS has established a Department-wide Human Capital Strategic Plan (HCSP) inspired by the President's Management Agenda. The HCSP establishes the framework within which the new human resources management system will develop. One of the goals of the HCPS is to "*Effectively Support and Manage Human Capital – The People.*" DHS identified the following five primary objectives to meet this goal:

- Become a model employer and employer of choice
- Deploy an agile workforce
- Build a robust, supportive workplace
- Develop and support leaders
- Become a learning organization

This plan is used as the primary tool in assessing Department-wide progress in addressing the Human Capital Initiative of the President's Management Agenda (PMA). In addition, each organizational element has developed plans and strategies to execute the Department's human capital strategy and goals. The plans directly address the specific human resources issues for the particular organizational element. Also included in the plan are comprehensive and definitive measures that establish expectations for success which, when attained, will help move the Department toward its goal of becoming a model employer and employer of choice. Each DHS organizational element's progress in implementing the PMA is evaluated by the Department against the Office of Management and Budget (OMB) Standards for Success Scorecard.

The HCPS is linked to the "*Department of Homeland Security Strategic Plan.*" In support of the Department's management mission, one of the strategic goals of the Plan is

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*Organizational Excellence: Value our most important resource, our people. Create a culture that promotes a common identity, innovation, mutual respect, accountability, and teamwork to achieve efficiency, effectiveness, and operational synergies.* One of the objectives identified in the Plan to accomplish that goal is to ensure effective recruitment, development, compensation, succession management, and leadership of a diverse workforce to provide optimal service at a responsible cost. This objective is geared towards attracting, retaining and developing a diverse workforce.

The DHS Office of the Chief Human Capital Officer (CHCO) is leading the Department's human capital efforts, including the development of a coordinated and strategic approach to corporate recruitment. Developing a enterprise-wide solution to corporate talent is critical to the Department's effort to meet future workforce needs. As the Department competes for highly skilled employees, it must ensure that Departmentwide recruitment initiatives complement each other; are communicated throughout all organizational levels; and can effectively target those individuals whose skills and abilities can help the Department accomplish its mission.

To address DHS recruitment efforts, the CHCO has developed a corporate recruitment workgroup. Comprised of senior human resources staff from each DHS organizational element, this workgroup will:

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

The CHCO is in the process of finalizing the Department's Recruitment Plan. The plan is designed to meet immediate short term needs. As DHS further develops its infrastructure long term recruitment plans will be developed to effectively utilize available technology and resources.

In conjunction with the Department's human capital efforts, the CHCO also created a Workforce Planning Council. The purpose for establishing this Council was to ensure workforce planning and human capital initiatives are integrated consistently and cost-effectively throughout DHS. The Workforce Planning Council provides information, advice and recommendations on cross-cutting Departmental workforce and human capital planning issues which include:

- Supporting DHS as it responds to mission critical issues by addressing them collaboratively;
- Providing a forum to jointly share and exchange relevant information about DHS issues at the earliest, practical pre-decisional state;
- Developing a One-DHS Workforce Plan that is linked to the DHS Strategic Plan and the DHS Human Capital Plan.

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DHS has also established an Inter-Agency Agreement with the Division for Human Resources Products and Services, Training and Management Assistance Program, Office of Personnel Management, to develop an Applicant Flow Database for the Department.

Finally, the goals of the HCSP, Recruitment and One DHS Workforce Plans will be integrated into the Department's Equal Employment Opportunity Commission Management Directive 715 Plan and Report.

### **ORGANIZATIONAL ELEMENTS ACCOMPLISHMENTS**

#### **Recruitment**

##### ***US Customs and Border Protection (CBP)***

CBP utilized Monster.com as well as the Featured Employer and Featured Job portion of OPM's USAJOBS website in order to attract GS-1102-12/13, Contracting Specialists. The feedback from the selecting official was that the caliber of applicants received had exceeded that of previous solicitations. For the GS-1896-5/7, Border Patrol Agent announcement CBP posted a recruitment video on the CBP.gov careers page, placed a banner advertisement on HireDiversity.com, and placed a full-page color advertisement in GI Jobs magazine. This announcement generated over 12,500 applications. Also, to coincide with the entry-level Border Patrol announcement, a full-page advertisement was placed in *GI Jobs* magazine. In addition, CBP placed a banner advertisement on gijobs.net and also an "advertorial" highlighting a former enlisted Hispanic Marine and how he had transitioned into a career as a Border Patrol Agent.

##### ***US Secret Service (Secret Service)***

The Secret Service reported that 800 of the 2,530 applicants for the Service's Criminal Investigator positions were women and minorities. The minority and female applicants by race, sex, and national origin were as follows: 387 White females, 152 Black males, 72 Black females, 95 Hispanic males, 19 Hispanic females, 53 Asian/Pacific males, 13 Asian/Pacific females, 8 American Indian males and 1 American Indian female.

The Secret Service also actively recruited for Uniformed Division Officer applicants during Fiscal Year 2004. These efforts yielded 5,300 applicants for Uniformed Division Officer positions of whom 2,165 were women and minorities. The number of minority and female applicants by race, sex, and national origin were as follows: 508 White females, 860 Black males, 275 Black females, 312 Hispanic males, 73 Hispanic females, 96 Asian/Pacific males, 22 Asian/Pacific females, 15 American Indian males, and 4 American Indian females.

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## *Transportation Security Administration (TSA)*

TSA awarded a contract to AdNet Systems to provide recruitment and administrative services to TSA and target outreach to institutions of higher education with significant representation of all students including minorities, women, students with disabilities, and students with economic disadvantage.

TSA entered into a partnership with EdVenture Partners to help TSA develop a Student Marketing and Recruitment Strategy for college hires. The students become the marketing and recruiting agency for TSA while enrolled in a four-credit marketing or promotions related course. Students will research a target audience and then create a tailored strategy that focuses on recruitment for specific skill sets, majors, and degrees in a general and diverse population. Once the plan is presented to and approved by TSA, the students will execute the plan and analyze marketing and recruiting tactics. Five universities have been selected to participate in the program. They are: The University of Puerto Rico, Savannah State University, the University of Colorado, Northeastern University, and the University of Houston. The diversity represented by these universities will enhance TSA's ability to attract a diverse pool of applicants.

## **Hiring**

### *US Citizenship and Immigration Services (CIS)*

Using the bilingual/bicultural appointing authority under the Administrative Careers with America Examination, CIS hired 11 employees in fiscal year 2004. Of those 11, five were Hispanic Females, three were Hispanic Males, and three were White Females.

CIS also selected four students at the GS-9 level to participate in the CIS Presidential Management Fellows (PMF) Program. Of those four selections, two were White Females and one was American Indian/Alaskan Native Female.

Under the Outstanding Scholars Program, CIS hired 47 students. Of the 47 students hired, three were Asian Females, one was Asian Male, eight were Hispanic Females, one was Hispanic Male, and 13 were White Females.

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### ***US Coast Guard (USCG)***

In FY 01, the USCG established a Civilian Career Entry-Level Opportunity (CEO) Program, consisting of 20 centrally funded billets. The program is designed to create a pipeline of employees entering the workforce at the entry level, utilizing existing entry-level hiring programs, to meet future workforce needs. As of 09-30-04, 15 billets have been filled. The diversity within this program included: one Asian/Pacific Islander; six Blacks; two Hispanics, and six females.

### ***US Customs and Border Protection (CBP)***

As of the end of FY 2004, CBP hired 2,868 new permanent full-time employees. Of those hired, 22.04 percent were females, and 33.33 percent were minorities.

The CBP-Detroit Field Office reported the following recruitment efforts:

- Ferris State University – 300 applicants, 25 percent minorities and 53 percent women
- Michigan State University – 400 applicants, 40 percent minorities, 55 percent women
- Western Michigan University – 350 applicants, 30 percent minorities, 42 percent women

### ***Transportation Security Administration (TSA)***

TSA re-designed the previously centralized hiring model and implemented a local recruiting, assessments, interviewing, and job offers model which provides airport officials more opportunities to be a part of the decision process. In addition, TSA developed a hiring manual to aid selecting officials in the selection process and ensure reliability and continued adherence to merit-based principles. TSA also trained airport officials on the new hiring model and conducted pilots of the new processes in several sites.

TSA's highlights of minority and female hiring efforts for FY 2004 are as follows:

- 23% Blacks
- 12% Hispanics
- 5% Asian American/Pacific Islanders
- 1.2% American Indians/Alaskan Natives
- 35.5% Females

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## **Career Development**

DHS is committed to ensuring that all of its employees, particularly minorities and women, have the right skills and knowledge needed to be effective in their positions. The increasing need for a highly skilled workforce that brings specialized abilities to an increasingly complex workplace requires that DHS organizational elements provide their employees a variety of developmental opportunities both as an incentive to stay and as a means for ensuring a pipeline of successors for those who retire. Highlights of some of the organizational element's developmental opportunities follow.

### ***US Customs and Border Protection (CBP)***

During FY 2004, the Office of Training and Development (OTD) standardized and centralized CBP training and career development. OTD established a solid framework for education and development by utilizing a Standard Curriculum Framework for CBP occupations, career development programs for management positions, and initiatives such as e-learning, tuition reimbursement, and mentoring programs.

CBP has established an infrastructure for a nationwide distance learning program, which serves as a critical delivery mechanism to reach a widely dispersed, highly divergent workforce. Distance learning methods enable the CBP to deliver on-site and on-demand training by reducing travel costs and providing increased training at each work site. CBP also has a Customs Tuition Program (CTP), which is open to all employees and serves as a means of investing in the continuing education of those employees who are committed to their own professional development and to increasing their contribution to the agency.

### ***Federal Emergency Preparedness Agency (FEMA)***

FEMA continues to strive to improve leadership skills in their workforce. The Employee and Development Branch continued to report success with the following programs:

- The Leadership Excellence Program (LEP) is a professional development program for FEMA managers and supervisors who have a need for or desire to participate in comprehensive leadership training. The objectives of the program are to equip participants with skills and abilities that will enable them to become effective leaders; to provide training in techniques, procedures and processes that lead to more efficient organizational performance; and to prepare participants for leadership in an environment that demands service excellence. A total of 9 employees in grades 13 through 15 are participating in this Program, all of which are Women.
- The Professional Excellence Program (PEP) is a developmental leadership training program for non-supervisory employees in grade 9 through 12 who have demonstrated a high potential for leadership positions. A total of 15 employees are



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participating in the Program, including 11 Women, one Hispanic, and three African Americans.

- The Career Enhancement Program (CEP) is a comprehensive career development, enhancement and leadership training program for FEMA's administrative support staff and para-professionals. This program provides training to enhance current skills and develop new skills that may be transferable to other career opportunities. A total of 20 employees are participating in the Program, including 14 women, 5 African Americans, and 1 American Indian/Alaskan Native.

### ***Federal Law Enforcement Training Center (FLETC)***

During FY 04, FLETC sponsored six employees in a 30-day Federal Executive Institute course. One of the six employees is a Black male. FLETC also provided formal onsite training courses for over 500 employees. This training was made available to the entire workforce and was attended by women and minorities.

### ***US Citizenship and Immigration Services (CIS)***

One GS-14, White Female was selected to participate in the formal government-wide Executive Leadership Program training.

The Laguna EEO Field Office developed a CD-ROM explaining the duties and responsibilities of Special Emphasis Program Managers (SEPM).

### ***US Immigration and Customs Enforcement (ICE)***

Twenty-two ICE employees were selected to participate in formal government-wide career development programs. Of those 22 participants, the following is a summary of women and minorities selected for each formal training program:

- Executive Potential Program – GS-14 level, one Black Female
- New Leader Program – GS-7 level, one White Female and two Black Females
- Federal Executive Institute – Senior Pay, one White Female
- Aspiring Leader Program – GS-5, two Black Males, two Black Females, two Hispanic Females, one Hispanic Male, and two White Females

To ensure that our workforce fully realizes its performance potential, ICE and CIS employees are required to use computer based training programs via "Virtual University (VU)" to complete Equal Employment Opportunity (EEO) and affirmative employment program training. VU is an innovative web-based system designed to bring training and performance support opportunities to all employees. It provides an interactive instructional experience

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and has a wide range of training activities, job-specific performance tools, collaboration tools, and resources.

### *Transportation Security Administration (TSA)*

The Office of Workforce Performance and Training (WPT) provides workforce career development assistance to all TSA employees. The Learning Management Division and the Leadership Institute and Workforce Development Division in WPT identified career development opportunities and made them available to TSA employees. In addition, WPT developed a career planning management directive to assist employees and supervisors draft employee career development plans.

The Learning Management Division manages TSA's Online Learning Center (OLC), a state of the art Web-based career development system. The Online Center provides TSA employees hundreds of self-paced online courses, permits each employee to manage his or her professional development plan, and automates registration for all internal and external training events. The online system gives both field and headquarters employees access to the latest skills, knowledge, and information needed for career development. The center is accessible via the World Wide Web. This allows employees to review their training requirements and to see their record of previous courses at any time. From January through August 2004, TSA employees have visited the Online Learning Center on an average of 71,037 times per month.

In 2004, WPT's Workforce Development Division acquired or developed several new career planning and development tools and services that were made available to TSA employees. These services help employees create well thought out career plans, increase current job skills, and develop competencies necessary for career advancement. One such innovative tool is the TSA Career Coaching service. Career Coaching is the name of a telephonic career coaching service staffed by professional career counselors who provide confidential employment assistance to TSA employees.

TSA Career Coaching offers such features as interest inventory interpretation, goal setting guidance, and critiques of federal applications and resumes. The online career coaching service also has a career-planning guide, a narrated career-planning course, and detailed career path information on six critical TSA positions located at airports across the country. Career path information identifies the important competencies needed for success in each position and provides suggestions on developmental activities, online training courses, articles, books, and websites all designed to enhance employees' job skills. In addition, the TSA Career Coaching website has links to comprehensive career planning websites and reproducible handouts on career development topics of interest to TSA employees. Since August 2004, over 15,486 TSA employees have visited the Career Coaching website. The service also presents monthly Career Planning Lunch and Learns programs at TSA Headquarters buildings. Handouts from these programs are accessible to field employees through TSA's Online Learning Center.



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## Participants in Agency-wide Career Development Programs Fiscal Year 2004

RNO and GENDER	GS 1-4		GS 5-8		GS 9-12		GS 13-15		Senior Pay	
	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent
<b>Overall Total</b>	7	100.00	114	100.00	833	100.00	553	100.00		
Total Men	2	28.60	25	21.90	633	76.00	396	71.60		
Total Women	5	71.40	89	78.10	200	24.00	157	28.40		
<b>White Women</b>	0	0.00	58	50.90	120	14.40	107	19.30		
<b>Total Black</b>	6	85.70	32	28.10	66	7.90	59	10.70		
Black Men	1	14.30	5	4.40	36	4.30	27	4.90		
Black Women	5	71.40	27	23.70	30	3.60	32	5.80		
<b>Total Hispanic</b>	1	14.30	4	3.50	204	24.50	53	9.60		
Hispanic Men	1	14.30	2	1.80	162	19.40	42	7.60		
Hispanic Women	0	0.00	2	1.80	42	5.00	11	2.00		
<b>Total Asian American/Pacific Islander (AA/PI)</b>	0	0.00	4	3.50	26	3.10	10	1.80		
AA/PI Men	0	0.00	4	3.50	18	2.20	5	0.90		
AA/PI Women	0	0.00	0	0.00	8	1.00	5	0.90		
<b>Total Native American</b>	0	0.00	2	1.80	6	0.70	9	1.60		
Native American Men	0	0.00	0	0.00	6	0.70	7	1.30		
Native American Women	0	0.00	2	1.80	0	0.00	2	0.40		



# FEORP

## Participants in Government-wide Career Development Programs Fiscal Year 2004

RNO and GENDER	GS 1-4		GS 5-8		GS 9-12		GS 13-15		Senior Pay	
	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent
<b>Overall Total</b>	0	0.00	17	29.40	21	100.00	47	100.00	6	100.00
Total Men	0	0.00	5	70.60	9	42.90	30	63.80	4	66.7
Total Women	0	0.00	12	23.60	12	57.10	17	36.20	2	33.3
<b>White Women</b>	0	0.00	4	23.50	9	42.90	12	25.50	2	33.3
<b>Total Black</b>	0	0.00	8	47.10	3	14.30	6	12.80	0	0.00
Black Men	0	0.00	2	11.80	1	4.80	2	4.30	0	0.00
Black Women	0	0.00	6	35.30	2	9.50	4	8.50	0	0.00
<b>Total Hispanic</b>	0	0.00	3	17.60	0	0.00	3	6.40	0	0.00
Hispanic Men	0	0.00	1	5.90	0	0.00	3	6.40	0	0.00
Hispanic Women	0	0.00	2	11.80	0	0.00	0	0.00	0	0.00
<b>Total Asian American/Pacific Islander (AA/PI)</b>	0	0.00	0	0.00	1	4.80	1	2.10	0	0.00
AA/PI Men	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00
AA/PI Women	0	0.00	0	0.00	1	4.80	1	2.10	0	0.00
<b>Total Native American</b>	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00
Native American Men	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00
Native American Women	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00