



Homeland  
Security

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 2006 and Accomplishment Report for Fiscal Year 2005. 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 that reads "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 2006

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) 401-4708 (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) 401-4708 (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

11/29/05

**Department of Homeland Security  
Federal Equal Opportunity Recruitment Program (FEORP)  
FY 2005 Accomplishment Report**

The Department of Homeland Security (DHS) established Department-level cross-functional teams to identify impediments to equality of opportunity and access. Four cross-functional teams have been established to examine the personnel policies, management practices and procedures relative to recruitment, hiring, career development, and retention activities associated with 8 of the Department's 12 cross-cutting, high-profile occupations. The cross-functional teams will have completed the first rung of this arduous barrier analysis process by the end of the calendar year. We expect to see some results from the efforts of the cross-functional teams by the end of FY 2006.

In addition, the DHS Chief Human Capital Office (CHCO) created a Human Capital Business Systems (HCBS) Unit which is chartered to find a DHS enterprise solution (s) to automated recruitment processing. The use of an automated recruitment tool is essential to meeting the mission critical needs of the Department. To that end, the HCBS Unit established a DHS e-Recruitment team, comprised of subject matter experts, to find, acquire and implement a Department-wide system to support the processes and business requirements of recruitment.

The HCBS Unit follows a methodology that centers on DHS component participation, leverages lessons learned; leverages commercial/government off the shelf packages and adheres to an enterprise approach. This collaborative approach can be seen in the DHS implementation of the following new systems:

- . webTA – Time and Attendance (T&A) system
- . EmpowHR – personnel system
- . SoftScape – performance management system

In a preliminary research conducted during March 2005, DHS examined alternatives to federal hiring processes and requirements. These solutions are in use at varying levels within DHS components and are used outside of DHS. Moving forward, the HCBS team will expand its market analysis of other personnel interrelated systems, which include classification, staffing systems, EOD, Applicant Tracking and Security systems that relate to the overall recruitment process.

The HCBS Group and the Office for Civil Rights and Civil Liberties (CRCL) established a collaborative partnership to ensure that DHS component legacy EEO and recruiting tracking systems are consistent with the new e-Recruitment System. To maximize our resources, CRCL modified an existing Inter-Agency Agreement with OPM's Training and Management Assistance (TMA) Program intended to develop an Applicant Flow and Career Development Tracking System in compliance with MD 715 and FEORP. The purpose of the revised agreement is to identify the applicant/recruitment/career development data currently being gathered by DHS component agencies, determine a standard set of data that must be captured

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and reported in the future, and translate this standard data set into functional requirements and design specifications for the new DHS e-Recruitment System. Along with its associated business processes, the system will capture, track, and report on mission-critical EEO metrics, i.e., MD 715 and FEORP. In addition, TMA will work with CRCL and HCBS to ensure that enterprise-wide legacy EEO and recruiting tracking systems are consistent with the new e-Recruitment System.

### **COMPONENTS ACCOMPLISHMENTS**

#### ***Recruitment***

In carrying out the requirements of EEOC Management Directive (MD) 715, the Department undertook major initiatives to facilitate the identification and removal of barriers that might operate to limit opportunity for DHS employees and applicants for employment. The first initiative targeted DHS women in law enforcement positions. At the Women in Federal Law Enforcement's (WIFLE) 6<sup>th</sup> Annual Leadership Training Conference, DHS hosted a forum to glean first-hand insight into the unique challenges and obstacles that women have experienced and are experiencing in their law enforcement careers. The forum consisted of two parts—(1) a panel of women in senior law enforcement positions representing a cross-section of the DHS law enforcement community and (2) facilitated break-out groups discussing specific issues facing women in federal law enforcement positions. In addition to the forum, DHS administered a survey among the women attending the 2005 WIFLE Conference. The purpose of the survey was three-fold: (1) to measure overall job satisfaction, (2) to determine the importance of selected factors in recruiting, hiring, and retaining women in federal law enforcement, and (3) to identify areas where changes could be made to more positively influence the recruitment, retention, and promotion of women in federal law enforcement. DHS will use the results of this survey to help realize its vision of creating a law enforcement community for the 21<sup>st</sup> century.

DHS Components distributed vacancy announcements on a regular basis to minority and women's outreach organizations. Several components ensured that their vacancy announcements reached a national audience by advertising in the Office of Personnel Management's Automated Application Referral System (USAJOBS Internet site), as well as other Internet sites. Others advertised in newspapers and periodicals and mailed vacancy announcements to minority and women organizations on a regular basis. The Components also attended numerous career and job fairs.

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CRCL worked with the Corporate Recruitment Workgroup, established by CHCO, to:

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

The CHCO is in the process of finalizing the Department's Recruitment Plan. The purpose of this plan is to establish a program to identify effective and expeditious mechanisms to provide DHS vacancy announcements directly to a diverse applicant pool. The recruitment plan will support the Department's MD 715 EEO Program Status Report.

While awaiting the final recruitment plan, CRCL participated in a variety of recruitment activities aimed at increasing the diversity of the applicant pool for DHS cross-cutting, high-profile occupations. To achieve this objective the Department has successfully undertaken recruitment and outreach efforts to fill cross-cutting, high-profile vacancies with individuals who have a variety of language and cultural competency skills consistent with the mission needs of the Department. Some of these proactive efforts have included:

- Meeting with key Arab American human services organizations, including the Arab American Anti-Discrimination (ADC) and the Arab Community Center for Economic and Social Services (ACCESS), to cultivate a relationship and open dialogue about recruitment opportunities within the Arab American community;
- Widely disseminating the Department's job openings to hundreds of professional associations and colleges and universities. CRCL is continuously expanding the network of associations and educational institutions.

Component specific accomplishments are as follows:

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

**TSA** used a broad range of marketing strategies to expand their efforts to find employees from targeted groups to promote TSA as an employer of choice including reaching out to various military installations and veterans' organizations. Brochures highlighting various career opportunities with TSA that depicted TSA employees from targeted minority groups were distributed at career fairs and national conferences and to such groups as the National Association for the Advancement of Colored People (NAACP), National Urban League (NUL), League of United Latin American Citizens (LULAC), the Hispanic Chamber of Commerce and the Asian Chamber of Commerce.

The TSA website highlighted vacant positions and focused on links to professional organizations, college recruitment sites, special interest sites, and sites promoting diversity and

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employment for persons with disabilities. In addition, advertisements were placed in a variety of media, including newspapers, radio, mall kiosk, bi-weekly periodicals and other publications to reach potential employees from diverse backgrounds.

TSA's Office of Human Resources is leading a Small Airport Alternative Hiring Initiative to address screener candidate hiring needs at small airports (CAT II, III and IV). This initiative includes streamlining the in-person Phase II assessment. Rather than bringing candidates to a single location to undergo the elements of the Phase II assessment (which requires the presence of a contractor team), candidates who pass the Phase I, Computer Based Test, receive a package of forms and instructions and are responsible for getting their fingerprints done and obtaining a medical/drug/color vision evaluation through a contractor affiliated doctor. The airports are responsible for scheduling and conducting the Screener Lift Test and interview and for monitoring and assisting candidates through the process.

TSA launched an initiative to automate the applicant intake and evaluation of TSA's management, administrative and professional (MAP) positions. Utilizing the automated hiring and recruitment tool, QuickHire, applicants submit their resume online, and answer basic questions about their status for government employment. This represents a significant improvement to the hiring process since QuickHire rates and ranks applicants as soon as the vacancy announcement closes, thereby enabling the HR Specialist to produce a Certificate of Eligible for a manager within a short period of time. Also, managers will only receive those applicants who were identified as "Best Qualified" based upon their responses to competency-based questions. During the month of August, questionnaires developed for Lead and Supervisory Transportation Security Screener positions were used to fill positions at 11 airports. Beginning in October, all Lead and Supervisory positions will use this approach for applicant intake and evaluation. A roll-out schedule for all other occupations is currently being developed.

TSA placed seven targeted recruitment advertisements in the National Association of Colleges and Employers (NACE), Equal Opportunity Publications, Incorporated and Women for Hire magazines. These magazines are the leading source of information for college career counselors and for human resources professionals who recruit and hire college graduates. These magazines are subscribed to by students and professionals, human resource managers, and organizations advocating for the workplace advancement of members of minority groups, women, and people with disabilities.

TSA also conducted a Student Marketing and Recruitment Program with ten colleges and/or universities. The students became the marketing and recruiting agency for the TSA while enrolled in a four-credit marketing or promotions related course. The students researched the target audience, created a tailored strategy, presented it to TSA, executed the plan, and analyzed results-driven recruiting. The universities developed marketing materials for TSA outreach efforts.

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

Significant resources continued to be committed to **CBP's** National Recruitment Program. Fees for recruitment events were approximately \$174,500 and travel costs were \$135,000. During FY 2005, the cost of items, known as program identifiers, to be distributed to potential applicants at recruitment events was \$300,000. The annual CBP advertising budget used to target minorities and females remained at \$200,000. In addition to the normal budget item, another \$890,000 was funded in order to help attract over 37,000 applicants for Border Patrol Agent positions and 2,500 applicants for the Agriculture Specialist positions.

In addition, the National Recruitment Branch conducted its first Border Patrol recruiters training conference at Headquarters, to revitalize the Office of Border Patrol's National Recruiter Program.

The *Office of the Special Assistant to the Commissioner* (EEO Office) was involved in several new activities during FY 2005. One of the activities included partnering with the Howard University School of Law, Alternate Dispute Resolution (ADR) Clinic to provide law school students with practical ADR-related experience in the federal complaints processing area. Under this partnership, four students selected the CBP EEO Office for their law school internship. Their internship assignment included reviewing and assessing CBP EEO Complaints awaiting a Final Agency Decision and determining which are appropriate for settlement or mediation. The partnership with the School of Law is a tool for mentoring and providing students with hands on cases involving law enforcement employment issues. It is also a mechanism for hiring recent law school graduates.

CBP is engaged in an ongoing recruitment effort for Border Patrol Agents throughout the nation. CBP is particularly interested in reaching out to minorities and women for these law enforcement positions. The EEO Office worked with the National Recruitment Office and contacted over 300 African American radio stations across the country to publicize and advertise the Border Patrol vacancy announcement for the South West Border. Each station received a copy of the Border Patrol vacancy and a broadcast message for the local listening audience.

CBP Field Offices initiated several programs that coincided with the recruitment of Border Patrol Agents for the South West Border and that included proactive expansion of the Affirmative Employment Program. Many of the noteworthy accomplishments are first initiatives that CBP will use for continued growth, development and expansion of its recruitment strategic resources.

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

**USCIS** recruitment activities included participating in college/university job fairs, outreach programs in the community, advertising in local newspapers, and educational programs targeting improving resumes. USCIS continually disseminated career information and engaged in image building for the agency including partnerships with Verizon Hopeline, Sasha Bruce House, USO, and Habitat for Humanity.

The Miami Asylum Office Special Emphasis Program Manager (SEPM) established a partnership assistance recruitment group (sponsored by the Federal Executive Board's EEO Diversity Council), which is comprised of a variety of different federal agencies & community groups, i.e. VA. Medical Center, EEOC, Disability Organization Community groups, etc. to assure these targeted groups are kept informed of employment opportunities and other programs within the federal sector. This is a valuable resource and networking guide for promoting the employment of targeted minorities.

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

The **ICE-Los Angeles Office** created a Recruitment Program Office (RPO) and launched an aggressive campaign to establish a pool of highly qualified Special Agent candidates. The RPO reviewed credentials from hundreds of candidates and made offers to 160 individuals. Of the 160 candidates, 43 are female, 42 are Hispanic, 17 are Asian/Pacific Islander, 4 are African American, and 1 is Native American. In addition, the **Phoenix Office** selected two males and one female Special Agents to serve as recruiters.

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

The **USCG** translated their civilian recruitment brochures into Spanish; met monthly with the Coast Guard Hispanic Employment Program Manager regarding outreach methods and utilizing recruitment tools; and used web sites such as LatPro and Latinos or Hire for job posting in an effort to further Hispanic outreach. USCG also utilized ADNET for the Minority Serving Institutions (MSI) program in providing internships to Hispanic students.

### ***DHS-Headquarters (DHS-HQ)***

The **DHS-HQ** continued to send weekly electronic mail messages – known as “List Serve” - to over 1,000 organizations including Hispanic serving institutions and universities. The List Serve highlights DHS-HQ job openings. The organizations in the “List Serve” include colleges and universities, professional societies, bar associations, and advocacy groups. These weekly electronic-mail messages help ensure that DHS-HQ openings are widely advertised. Additionally, most DHS-HQ vacancy announcements are open to “all sources”. The collaboration with the Office of the Chief Human Capital Offices (CHCO) continues to provide a means of developing the best strategy to be proactive in reaching out to a diverse applicant pool.



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Plans are underway to develop the applicant pool system to measure the effectiveness of current outreach efforts.

In addition, CHCO and CRCL, partnered to establish the *Pilot DHS Intern Procurement Program*. This pilot is a two-year Department-wide entry-level employment program tasked to develop high potential college graduates from diverse backgrounds for DHS procurement occupations. This program will provide a vehicle for participants to acquire and later apply those skills necessary for the Department's successful acquisition of efficient and cost effective services. Through a series of rotational assignments, developmental activities, and mentoring, program participants will become an integral part of the Department's workforce and an available and highly talented and diverse applicant pool for future DHS leadership positions.

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

The Secret Service developed a new National Recruitment Strategy (NRS) to meet strategic staffing/workforce needs of the agency. The NRS provides a basis for the Secret Service to conduct effective strategic recruitment initiatives for Fiscal Years 2006-2011. This strategy outlines objectives for hiring in each major occupational category. The recruitment strategic plan was designed as a systemic outreach and targeted recruitment approach to increase the representation of minorities and women for law enforcement and support positions. This strategy has, as one of the cornerstones, an Employee Recruiter Handbook. This handbook ensures that accurate and consistent information concerning positions within the Secret Service can be provided to all potential applicants.

Due to the Secret Service efforts, 1,020 (39.55%) of the 2,579 applicants for the Secret Service's Criminal Investigator positions were women and minorities. The minorities and women applicants by race, sex, and national origin were as follows: 283 (10.97%) White females; 234 (9.07%) Black males; 81 (3.14%) Black females; 234 (9.07%) Hispanic males; 63 (2.44%) Hispanic females; 98 (3.80%) Asian/Pacific males; 18 (0.70%) Asian/Pacific females; and 9 (0.35%) American Indian males.

The Secret Service also actively recruited for Uniformed Division Officer applicants during FY 2005. These efforts yielded 1,806 applicants for the Uniformed Division Officer positions of which 742 (41.09%) were women and minorities. The number of minorities and women applicants by race, sex and national origin were as follows: 119 (6.59%) White females; 331 (18.33%) Black males; 78(4.32%) Black females; 140 (7.75%) Hispanic males; 17 (0.94%) Hispanic females; 51 (2.82%) Asian/Pacific males; 4 (0.22%) American Indian males; and 2 (0.11%) American Indian females.

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**Hiring**

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

**TSA** received nearly 6,000 applications for the Rail Inspector positions. The objective was to fill multiple positions at about 20 locations nationwide. The Office of Human Resources (HR) issued more than 200 Certificates of Eligible for management's consideration, beating the OPM standard. All certificates were issued in less than 30 days after the closing dates of the vacancy announcements. HR also provided advisory services to the Office of Compliance in meeting this critical hiring initiative of 100 rail inspectors through September 30<sup>th</sup>. Due to the TSA payroll conversion and data migration, workforce demographic data for new hires is only available through August 16, 2005. Therefore, as of August 16, 2005, TSA has workforce demographic data for 68 new rail inspector hires. Minorities represented 18% of the new rail inspector hires and women represented 9% of the new rail inspector hires. In addition, African Americans represented 12% of the new rail inspector hires; Hispanics represented 3% of the new rail inspector hires; Asian Americans and Native Americans represented 1% of the new rail inspector hires.

In FY 2005, TSA received a total of 364,538 screener applications. Of the 364,538 applicants, whites comprise 39% of the total applications received and women and minorities comprise 46% of the total applications received. We note that 15% of the applicants did not self identify their race, national origin or gender. Over 63,375 candidates completed the screener computerized test. We conducted 243 assessment centers that assessed over 16,725 candidates. As of August 16, 2005, TSA has workforce demographic data for 9,190 new screener hires. Minorities represented 47% of the new screener hires and women represented 26% of the new screener hires. Specifically, African Americans represented 26% of the new screener hires; Hispanics represent 13% of the new screener hires; Asian Americans represent 5% of the new screener hires; and Native Americans represent 2% of the new screener hires. By far the majority of these screeners were hired into part-time positions. Part-time positions are more difficult to fill than full-time positions, but the screener workforce is now comprised of 13.8% part-time screeners.

Throughout the year, HR worked closely with Aviation Programs and the airports to accurately identify hiring needs and to develop appropriate hiring requisition procedures. HR developed the automated tools and processes that airports use to identify and communicate their annual hiring requirements. For the first time, TSA may now plan in advance for screener hiring requirements, rather than respond retroactively to backfill attrition loses. In addition, TSA's Office of Human Resources, together with the Office of Finance and Administration, has continued to define metrics to track screener numbers, including the burn rate, other measures of non-productive hours, attrition, etc.

In FY 05, TSA implemented the conversion of over 80 screeners with temporary appointments to permanent appointments. This conversion not only brings added stability to the screener

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workforce, but it also boosts screener morale by further emphasizing that they are an integral and permanent part of the organization.

TSA issued 22 vacancy announcements for the Transportation Security Executive Service (TSES) and filled 28 positions, 11 external new hires and 17 internal new hires. Of the 28 new TSES hires, women represented 29% or 8 of the total new hires, and minorities represented 25% or 7 of the total new hires. Specifically, African Americans represent 14% of the total new hires; Hispanics represent 4% of the total new TSES hires and Asian Americans represent 7% of the total new TSES hires.

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

The **FLETC** hired two American-Indian males, one Black female, one Asian/Pacific Islander male, one Hispanic female, two Hispanic males and two White females in the GS-1801 series.

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

In FY 2005, CBP hired 3,066 new permanent full-time employees. Of those hired, 21.39% were females, and 32.58% were minorities.

CBP's major hiring initiative was for Border Patrol Agents. Hispanics made up 40.47% of new hires for CBP Border Patrol Agents in FY 2005. Hispanics continue to make up one-third of the CBP workforce remaining at 31%. In addition, the total number of Agriculture Specialists hired during FY 2005 was 564, of which 35% were females.

During FY 2005, 71 college students participated in the Student Career Employment Program (SCEP), of those, 46% were minorities and 55% were females. Fifteen SCEP students completed the program and were converted to career-conditional appointments, of which 26% were underrepresented core occupations.

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

**ICE** organizations reported the following accomplishment:

- The **Phoenix Office** selected a Hispanic female for the position of Group Supervisor, in Sells, AZ.
- The **San Francisco Office** recruited a female student who was in a Criminal Justice Program as a volunteer for the Reno Office of Investigations.
- The **San Diego Detention and Removal Operations (DRO)** hired two Hispanic females; three are Hispanic males, and five white males as Immigration Enforcement Agents.

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- The **Newark DRO** hired one female co-op student for a law enforcement position through direct hire.
- The **Atlanta DRO** hired 19 employees, including six Hispanic males, one Hispanic female, four Black females, four Black males and four white females.

### ***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 08-31-05, 16 billets have been filled. The diversity within this program included: 7 Blacks; 4 Hispanics, and 8 females.

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

During FY 2005, **CBP** continued to recruit for Agriculture Specialist positions. In addition to a fact sheet and the vacancy announcement being posted on [www.cbp.gov](http://www.cbp.gov) careers page, and being showcased as the Featured Employer and Featured Job on OPM's USAJOBS, these jobs were posted on HireDiversity.com and Diversity.com, Monster.com, Recruit.sciencemag.org, CareerBuilder.com, ScienceJobs, Employmentguide.com and AgCareers.com. On AgCareers.com, six postings and a banner were placed on a newsletter that went to 38,000 subscribers. This recruitment efforts yielded positive results since a total of 564 people were hired for the Agriculture Specialist positions hired. Of those hired, 35% were females.

CBP continues to be a leader among DHS components with reference to its Hispanic workforce. In fourth quarter FY 2004, the percentage of Hispanics in the workforce was 31.7%. Hispanics made up 40.47% of new hires for CBP Border Patrol Agent positions during FY 2005. Hispanics continue to make up one-third of the CBP workforce remaining at approximately 31 (or 30.95%) in September 2005.

During FY 2005, CBP hired 3,066 new permanent full-time employees. Of those hired, 21.39% were females, and 32.58% were minorities.

During FY 2005, 71 college students participated in the SCEP, of those, 46 percent were minorities and 55 percent were females. Fifteen SCEP students completed the program and were converted to career-conditional appointments during this period. Of those converted, three (or 20 percent) were Hispanic. Although the National Intern Program has been discontinued, the one remaining participant completed the program during FY 2005. This program utilized the SCEP appointing authority and when this student graduated, she was converted into an underrepresented core occupation.

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Of note also is the selection of minorities and women for GS-12 supervisory positions within the Baltimore Field Office. This year, in the Port of Philadelphia, one African American male and two women employees were selected out of five new GS-12 supervisors. In addition, the new training officer for agriculture in the Port of Washington is a female.

### ***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 component's developmental opportunities follow.

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

In FY 05, **TSA** created an extensive marketing campaign to inform all employees about the many career development services that are available to them. All career development tools and services were consolidated under the "TSA Career Toolbox" logo. The Career Toolbox is a web page that accessible from the TSA Intranet and Internet with links to all TSA career development materials. These tools and services are designed to assist all employees in creating well thought-out career plans, to help employees increase their skill in current jobs, as well as to develop additional competencies for career advancement. A telephonic career coaching service, staffed by professional career counselors, provides confidential assistance.

These services include interest inventory interpretation, goal setting guidance and critiques of federal applications and resumes. Online career planning tools include a career-planning course, and detailed career path information on eight critical TSA positions located at airports across the country.

The career path information identifies the important competencies for success in each position. It also provides suggestions on development activities, online training courses, articles, books and websites that may enhance individual skill level. In addition, TSA's career coaching website has links to other comprehensive career planning websites and reproducible handout on career development topics of interest to TSA employees. The website received 245,972 hits in FY 05. The career coaches also represent monthly Career Planning Lunch and Learn sessions at TSA's headquarters. Handouts from these programs are accessible to field employees through TSA's Online Learning Center.

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TSA has provided the following career development opportunity training for all TSA employees:

- . Overcoming Procrastination: Winning Strategies for Getting Things Done Now
- . Using the Internet to Enhance Your Job and Career Planning
- . Networking for the Novice: How to connect with people when you feel disconnected.
- . Strategies for Writing Successful Federal Resume's & KSAs
- . Successful Job Interviewing Skills

In June 2005, TSA held a 2-day career development orientation for representatives from 10 Field locations who had expressed a strong commitment to implementing career development activities at their airports. Participants were provided a thorough introduction to TSA Career Toolbox and introduced to the concept for initiating career development activities at their airports. Pilot programs are now underway at these airports and lessons learned from their efforts will be shared with all TSA units in FY06.

In the fourth quarter of FY 05, TSA launched an initiative to develop mentoring programs that are customized to the needs of each participating Unit or Field location. Currently, three airport are creating mentoring programs to help employees understand the career possibilities available at TSA and to support individual career development. Courses for mentors and mentees are also under development. Lessons learned from these pilots will be used to expand the mentoring program.

Other TSA leadership training initiatives include:

- . *Executive Training: Federal Executive Institute* – TSA sponsored and coordinated the participation of nine TSA executives in “Leadership for a Democratic Society,” a four-week program to assist senior executives in developing broad corporate viewpoints, understanding constitutional roles, and enhancing essential skills.
- . *SES Forum Series* – TSA executives were afforded the opportunity to attend 3 hour sessions with top educators, leaders, and authors. There were five sessions conducted this year.
- . There were 47 individuals that attended one or more of the presentations with a total of 64 attendees over the 5 sessions (with some people attending multiple sessions).
- . *OPM SES Candidate Development Program* – For the first time, working with the Office of Personnel Management (OPM), TSA selected one candidate to participate in the OPM Fed SES Candidate Development Program (CDP). The target executive position is FSD. Through this experience, we will be able to better assess the strengths and weaknesses of this succession planning approach for TSA.
- . *National Defense University, Industrial College of the Armed Forces* – For the first time, TSA is participating in this program that is designed to prepare future leaders of the armed services and civilian agencies for high-level policy, command, and staff

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responsibilities. Using a competitive process, two candidates were selected and approved by ICAF for participation in this 10-month program.

*New Technical Career Track for Screeners* – HR continued to spearhead efforts to provide additional opportunities for screener advancement and to better meet airport staffing requirements through a creation of a screener technical career track. Extensive work was done to provide cost estimates and an implementation plan for a third position, Equipment Maintenance Technician. As a result, the 2005 Maintenance contract included a provision to transition complete responsibility for preventive maintenance and Level 1 corrective maintenance to TSA for a cost savings projection of over \$17 million. Many of these advancement proposals were worked into several major budget proposals to provide significant new benefits for screeners. The career track was approved by the executive management and the previous Administrator and is now awaiting review from the new TSA leadership and funding.

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

The fight against terrorism remains the top priority for **CBP**. In support of that primary mission, throughout FY-05, CBP's Office of Training and Development (OTD) was responsible for managing the anti-terrorism training program to ensure employee preparedness and skill development to confront the threat of terrorist incidents or infiltration along our borders. In addition, CBP also sponsors management and executive training programs to develop the leadership skills of those who have risen through the ranks.

Through OTD, CBP conducts and provides a variety of career development programs, basic and advanced training for all occupations including management and executive development programs. OTD reviews many of the career development programs to ensure that all training efforts support the CBP mission and strategic goals. Career Development training programs and/or courses include the following:

*Master Trainer Career Development Program* - The CBP Master Trainer Program is a program designed to train employees that exemplify talent, expertise and competence as potential trainers in their respective field of work. The Master Trainer Program is a highly competitive program and employee selection for this program is based on a variety of notable standards, such as the employee's credentials (education and training), management recommendations, and work experience. There were two sessions during FY 2005, training of total of 46 participants that included 10 white females, two Hispanic females, four African American females, 19 white males, six Hispanic males, three African American males, one Samoan male and one male of East Indian descent.

*National Training Plan* – In FY 2005, CBP executed the National Training Plan (NTP), to provide training and developmental opportunities to all CBP employees. The NTP is a concept designed to make relevant training opportunities visible and available to the entire CBP

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workforce. OTD, in consultation with all CBP offices, develops a list of courses based on CBP's overall strategic objectives that are necessary to allow CBP employees to maintain and/or improve upon the knowledge, skills and abilities required to meet the requirements of their jobs. The NTP also provides CBP with the ability to quickly mobilize resources, both staff and budget, on training initiatives and programs to combat terrorism. From a business management perspective, the NTP allows CBP to quantify the need for training, anticipate the costs of delivery, and provide the opportunity for training to take place. For employees in need of training, the NTP lists training opportunities in nearly every geographic and functional area, and provides access to that training. For offices that provide training, the NTP analyzes the demand for the training, giving training providers the opportunity to scale up or scale down training according to the need. NTP accomplishments and highlights are as follows:

- **Management Leadership Course (MLC)** – This is an 8-day residential course designed to help managers build personal capabilities to lead the workforce in accomplishing the agency's mission and goals. In FY 05, 182 employees attended this training, of which 53 (20.1%) were minorities and 36 (19.8%) were females.
- **Supervisors' Leadership Training (SLT)** – The Supervisory Leadership Training is classroom training designed to provide basic knowledge and skills to newly appointed supervisors in Customs and Border Protection (CBP), Immigration and Customs Enforcement (ICE), and Citizenship and Immigration Services (CIS). In FY 05, 610 employees attended this training, of which 194 (31.8%) were minorities and 98 (16.1%) were females.
- **Creative Problem Solving** – the *El Paso Field Operation Office* sponsored a seminar on Creative Problem Solving. The seminar focused on developing strategies for formulating and considering multiple options and approaches to problems, and arriving at the best solution. The students learned and applied skills in problem solving, decision making, taking initiative, and knowing the difference between facts and inferences.

Also, during FY 2005, CBP participated in the National Defense University, Industrial College of the Armed Forces and the Army War College. CBP senior managers are also taking part in the Massachusetts Institute of Technology Seminar XXI, an international studies program, which provided future leaders with the broad perspectives and analytical skills required to evaluate and formulate effective policy options for the United States.

Additionally, Field Offices participated in a variety of career development programs that promoted the enhancement and development of employee skills and abilities. For instance,

- **Team Leadership Training Conference** – the *El Paso Field Operations* and the *Seattle Field Operations Offices* sponsored a seminar on Team Leadership. The seminar was designed to improve the skills of team and group leaders within large work units.



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- **Executive Leadership Program** – The *El Paso Border Patrol Sector* participated in the Executive Leadership Program sponsored by the Center for Leadership and Management at the U.S. Department of Agriculture Graduate School. It was a 12-month nationwide program for individuals at the GS 11-13 levels who had little or no supervisory experience.
- **New Leader Program** – The *El Paso Border Patrol Sector* participated in the New Leader Program. The program is sponsored by the Center for Leadership and Management at the U.S. Department of Agriculture Graduate School. It is a six-month leadership development program designed to develop future public service leaders by providing assessment, experiential learning, and individual development opportunities.
- **Federal Executive Board Leadership Development Program** – The program was designed to train and prepare graduates for entry into the Senior Executive Service once a graduate receives the SES Qualifications Review Board (QRB) certification. As a benefit, participating agencies receive an immediate, temporary SES allocation slot, for up to 3 years for each sponsored candidate. This program complements Federal agency strategic human capital management and leadership development initiatives. Three employees from the *El Paso Sector* participated in the program, of which one is a Hispanic male. Also, the *Los Angeles Field Operations Office* participated in this program.

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

USCIS launched the Managerial Rotation Program (MRP) to begin in mid October 2006. The MRP will include up to ten (10) participants GS-14 and above from various program offices throughout USCIS. Each employee will complete two rotational assignments of at least 60 days in duration to a field and service center office. Depending on the participants' background, rotational assignments may also be to a Headquarters location. A committee will match and assign participants to assignments. Committee members at a minimum will include program heads (or designees) from the following offices: Office of Domestic Operations, Office of Asylum & Refugee, Human Capital Management Office, Office of Training & Career Development and any other program head as appointed by the USCIS Director.

USCIS approved attendance at Supervisory and Leadership Courses at the Leadership Development Center in Dallas, Texas for over 100 employees.

The Miami Asylum Office SEPM researched and provided educational opportunities and information to all Asylum USCIS employees regarding various University continuing education programs geared towards working professionals, with classes offered in the evenings and weekends.

During FY 2005 the offices located in the Dallas EEO Field Office servicing area hired or promoted 212 females and 19 minority males. Of the 212 females, nine (9) are African

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American, five (5) are Asian/Pacific Islander, 36 are Hispanic and 162 are White Females. Of the 19 males, eight (8) are African American, three (3) are Asian/Pacific Islander and eight (8) are Hispanic Males.

During FY 2005, the Dallas Field Office reports that 37 females and two (2) males were detailed into career enhancing positions at the GS-09 to GS-14 level. These 37 females included: three (3) African American, one (1) Asian/Pacific Islander, four (4) Hispanic, and 29 White Females. The two (2) males were Asian/Pacific Islanders.

The Dallas District Director approved three (3) female employees to attend the training course, "Leadership Skills for Non-supervisors," which was held in San Antonio, TX on June 20 - 21, 2005.

The Dallas District Office sponsored a black female to attend the Blacks in Government (BIG) 27<sup>th</sup> Annual National Conference held in Orlando, Florida, August 1-5, 2005.

The New York District Native American Program Manager (NAPM) assisted in Virtual University EEO Training and conducted EEO Sexual Harassment Training of 24 employees at 26 Federal Plaza in New York, in response to a request by the Information Management Training Unit on July 13, 2005 and July 27, 2005.

Nine (9) USCIS Special Emphasis Program Managers (SEPMs) and managers attended Computer/Electronic Accommodations Program (CAP) training sponsored by the Department of Defense at various training locations. The training equipped the attendees to assist applicants with disabilities in the employment process.

***US Immigration and Customs Enforcement (ICE)*** organizations reported the following accomplishments:

- . The **Detroit Office** selected a GS-14 female Group Supervisor to Act as an Assistant Special Agent in Charge (SAC), GS-15, for 60 days.
- . The **San Francisco Office (SFO)** competitively provided a female employee an upward mobility position in a GS-7 career ladder professional series. Also, a Special Agent was converted to an Intelligence Research Specialist, GS-13. The SFO funded a career enhancement extended detail for an Asian female Immigration Enforcement Agent to the SAC position in Seattle, Washington. In addition, three employees the Women's History Month's Annual Training Conference.
- . The **San Juan Office** detailed two female investigators to Management positions.
- . All Managers in the **Los Angeles Office (LAO)** completed the following training: VU, MaxHR, Continuing Leal Education, SEVIS, NSEER, ENFORCE/TEC, AFFI, Data

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Quality, Structured Interview, Seized Property, and Pen Link. Also, a diverse make up of candidates for supervisory positions in the LAO received assignments and training, including acting positions, to develop their managerial skills. In addition, seven employees (one female and six males) attended ETP training at the Federal Law Enforcement Training Center (FLETC) in order to complete promotion requirements for GS-9 positions. Mandatory training in Detention and Violence against Women and Civil Aviation Awareness was conducted for all officers. Two minority males attended Fugitive Operations Training at FLETC; three female Deportation Assistants were trained in NCIC; one female Deportation Assistant was trained in IBIS; and two females attended web-based Time and Attendance training.

- The **Phoenix Office** provided training for one male and one female Special Agent serving as Recruiters.
- One employee from the **Denver Office DRO** was detailed for 45 days to the Phoenix Office for Operation ICE STORM. In addition, four employees (two males and two females) served in the capacity of acting supervisors on a rotational basis up to 30 days and ten employees acted in the capacity of Supervisory Immigration Enforcement Agent (IEA).
- The **Newark Office DRO** detailed one female to a Supervisory position for six months and sent 10 administrative staffers to a local upward mobility seminar sponsored by the Federal Executive Board.
- The **Atlanta DRO** detailed one female, GS-13, to the USDA's Executive Potential Program and subsequently to the position of Acting Deputy. The employee was later promoted to Deputy Field Office Director, GS-14.
- All eligible Intelligence Research Specialists in the **North Central Field Intelligence Unit** were detailed to acting development assignments.
- Two women in the **Houston South Central Field Intelligence Unit** assumed collateral security duties and received extensive formal training in the field. Also, several females participated in details to various SAC Offices.

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

During fiscal year 2005, the **FLETC** sponsored ten employees in the Senior Executive Service (SES) Candidate Development Program. One of the ten employees was a Black male, and two were Black females. The FLETC Leadership Executive Institute also provided a formal onsite training course for all employees, titled FLETC Leadership Through Understanding Human Behavior and Self Leadership Through Understanding Human Behavior. This training was made

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available to the entire workforce and is still in the process of completion. It was attended by minorities and women.

The FLETC continues to provide 100% reimbursable tuition to all employees for university and college level courses. The tuition also included the cost of the books. In addition to full tuition, the FLETC offers a Distance Learning Program to all of its employees, including minorities, women and persons with disability.

# FEORP

## Participants in Agency-wide Career Development Programs Fiscal Year 2005

| 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>                                 | 324    | 100%    | 3133   | 100%    | 4116    | 100%    | 1885     | 100%    | 14         | 100%    |
| Total Men  | 106    | 32.7%   | 942    | 30.1%   | 1880    | 45.7%   | 1007     | 53.4%   | 10         | 71.4%   |
| Total Women  | 218    | 67.3%   | 2191   | 69.9%   | 2236    | 54.3%   | 878      | 46.6%   | 4          | 28.6%   |
| <b>White Women</b>                                   | 78     | 24.1%   | 1036   | 33.1%   | 1202    | 29.2%   | 548      | 29.1%   | 3          | 21.4%   |
| <b>Total Black</b>                                   | 77     | 23.8%   | 643    | 20.5%   | 605     | 14.7%   | 249      | 13.2%   | 0          | 0.0%    |
| Black Men  | 18     | 23.4%   | 128    | 19.9%   | 174     | 28.8%   | 79       | 31.7%   | 0          | 0.0%    |
| Black Women  | 59     | 76.6%   | 515    | 80.1%   | 431     | 71.2%   | 170      | 68.3%   | 0          | 0.0%    |
| <b>Total Hispanic</b>                                | 99     | 30.6%   | 530    | 16.9%   | 655     | 15.9%   | 204      | 10.8%   | 1          | 7.1%    |
| Hispanic Men   | 34     | 34.3%   | 160    | 30.2%   | 272     | 41.5%   | 102      | 50.0%   | 1          | 100%    |
| Hispanic Women                                       | 65     | 65.7%   | 370    | 69.8%   | 383     | 58.5%   | 102      | 50.0%   | 0          | 0.0%    |
| <b>Total Asian American/Pacific Islander (AA/PI)</b> | 26     | 8.0%    | 405    | 12.9%   | 399     | 9.7%    | 94       | 5.0%    | 1          | 7.1%    |
| AA/PI Men  | 12     | 46.2%   | 155    | 38.3%   | 195     | 48.9%   | 41       | 43.6%   | 0          | 0.0%    |
| AA/PI Women  | 14     | 53.8%   | 250    | 61.7%   | 204     | 51.1%   | 53       | 56.4%   | 1          | 100%    |
| <b>Total Native American</b>                         | 2      | 0.6%    | 25     | 0.8%    | 24      | 0.6%    | 10       | 0.5%    | 0          | 0.0%    |
| Native American Men                                  | 0      | 0.0%    | 6      | 24.0%   | 8       | 33.3%   | 7        | 70.0%   | 0          | 0.0%    |
| Native American Women                                | 2      | 100%    | 19     | 76.0%   | 16      | 67%     | 3        | 30.0%   | 0          | 0.0%    |

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## Participants in Government-wide Career Development Programs

Fiscal Year 2005

| RNO and GENDER                                       | GS 14  |         | 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>                                 | 3      | 100%    | 8      | 100%    | 52      | 100%    | 69       | 100%    | 12         | 100%    |
| Total Men  | 1      | 33.3%   | 3      | 37.5%   | 32      | 61.5%   | 45       | 65.2%   | 8          | 66.7%   |
| Total Women  | 2      | 66.7%   | 5      | 62.5%   | 20      | 38.5%   | 24       | 34.8%   | 4          | 33.3%   |
| <b>White Women</b>                                   | 2      | 66.7%   | 2      | 25.0%   | 12      | 23.1%   | 16       | 23.2%   | 2          | 16.7%   |
| <b>Total Black</b>                                   | 0      | 0.0%    | 3      | 37.5%   | 9       | 17.3%   | 8        | 11.6%   | 3          | 25.0%   |
| Black Men  | 0      | 0.0%    | 0      | 0.0%    | 6       | 66.7%   | 1        | 12.5%   | 2          | 66.7%   |
| Black Women  | 0      | 0.0%    | 3      | 100%    | 3       | 33.3%   | 7        | 87.5%   | 1          | 33.3%   |
| <b>Total Hispanic</b>                                | 0      | 0.0%    | 0      | 0.0%    | 3       | 5.8%    | 3        | 4.3%    | 1          | 0.0%    |
| Hispanic Men   | 0      | 0.0%    | 0      | 0.0%    | 3       | 100%    | 3        | 100%    | 1          | 0.0%    |
| Hispanic Women                                       | 0      | 0.0%    | 0      | 0.0%    | 0       | 0.0%    | 0        | 0.0%    | 0          | 0.0%    |
| <b>Total Asian American/Pacific Islander (AA/PI)</b> | 0      | 0.0%    | 0      | 0.0%    | 8       | 15.4%   | 3        | 4.3%    | 0          | 0.0%    |
| AA/PI Men  | 0      | 0.0%    | 0      | 0.0%    | 3       | 37.5%   | 2        | 66.7%   | 0          | 0.0%    |
| AA/PI Women  | 0      | 0.0%    | 0      | 0.0%    | 5       | 62.5%   | 1        | 33.3%   | 0          | 0.0%    |
| <b>Total Native American</b>                         | 0      | 0.0%    | 0      | 0.0%    | 0       | 0.0%    | 0        | 0.0%    | 0          | 0.0%    |
| Native American Men                                  | 0      | 0.0%    | 0      | 0.0%    | 0       | 0.0%    | 0        | 0.0%    | 0          | 0.0%    |
| Native American Women                                | 0      | 0.0%    | 0      | 0.0%    | 0       | 0.0%    | 0        | 0.0%    | 0          | 0.0%    |