



Homeland
Security

NOV 06 2006

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 2007 and Accomplishment Report for Fiscal Year 2006. Should you have any questions, please feel free to contact Ivelisse Reyes-Sainz, EEO and Diversity Manager, at (202) 357-8236.

Sincerely,

A handwritten signature in black ink that reads "Carmen H. Walker".

Carmen H. Walker
Deputy Officer for
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 2007

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

U.S. Department of Homeland Security
Office for Civil Rights and Civil Liberties
245 Murray Ln, SW, Bldg. 410, MS-0800
Washington, DC 20528

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

Carmen H. Walker
Deputy Officer for
Equal Employment Opportunity Programs

Telephone and Fax Numbers:

(202) 357-8216
(202) 401-4708 (Fax)

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

Ivelisse Reyes-Sainz
EEO & Diversity Manager

Telephone and Fax Numbers:

(202) 357-8236
(202) 401-4708 (Fax)

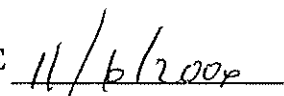
CERTIFICATION:

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





Homeland Security

Federal Equal Opportunity Recruitment Program (FEORP) FY 2006 Accomplishment Report

During FY 2006, the Department of Homeland Security (DHS) took the first steps in the implementation of a corporate recruitment model. The first goal was to have materials that cover the spectrum of available opportunities within the Department and to establish branding for the newly formed agency. We believe DHS Corporate Recruitment Materials will assist the Department in attracting external candidates for all levels of employment; entry, journey, management and executive. The motto: *America's Goal. Our Mission. Work with the best* – is DHS calling card. DHS components and headquarters directorates utilized these marketing materials at various career fairs and conferences to attract qualified individuals and promote DHS as an employer of choice.

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 HCBS Group and the Office for Civil Rights and Civil Liberties (CRCL) continued their collaborative partnership to ensure that the new DHS e-Recruitment System includes an Applicant Flow and Career Development Tracking System in compliance with MD 715 and FEORP. To that end, CRCL utilized an existing inter-agency agreement with OPM's Training and Management Assistance (TMA) Program to complete Phase I of the Applicant Flow and Career Development Tracking System. This involved identifying the applicant/recruitment/career development data currently being gathered by DHS component agencies, determining a standard set of data to be captured and reported in the future, and translating this standard data set into functional requirements and design specifications for the new DHS e-Recruitment System. The expected outcome is that, 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, DHS is working with OPM/TMA to design and conduct a barrier analysis to identify, examine and remove structural barriers that limit or tend to limit employment opportunities for employees/applicants of a particular race, sex, ethnic background or disability status. DHS will also develop an action plan to eliminate probable barriers based on the results of the analysis.

Department of Homeland Security
FY 2006 FEORP Accomplishment Report

COMPONENTS ACCOMPLISHMENTS

Recruitment

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 diverse organizations on a regular basis. The Components also attended numerous career and job fairs.

CRCL continued to work 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.

CRCL participated in a variety of recruitment activities aimed at increasing the diversity of the applicant pool for DHS cross-cutting, high-profile occupations including 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:

- . Placed an advertorial in the New York Times Sunday Magazine "Leadership in Diversity" issue which ran with an interview detailing DHS recruitment priorities;
- . Participated in interviews on Telemundo, Univision and with regional Hispanic newspapers to discuss employment with the Department;
- . Presented information on careers in DHS and the federal government as an employer at the Proyecto Vision, Bridges to Employment Conference
- . Conducted a Federal Careers Workshop at the Islamic Society of North American Conference
- . Participated in the Arab American Anti-discrimination Annual Conference;

Department of Homeland Security FY 2006 FEORP Accomplishment Report

- Conducted a workshop at the Women in Federal Law Enforcement Annual Conference; and
- Widely disseminating the Department's job openings to hundreds of professional associations, colleges and universities. CRCL is continuously expanding its network of associations and educational institutions.

Component specific accomplishments are as follows:

DHS-Headquarters (DHS-HQ)

The **DHS-HQ** directorates participated in a wide range of recruitment and outreach activities and events with exhibits and venues for communicating the mission and opportunities within the various directorates and organizations. The recruiting efforts focused on outreach to all employment groups including African Americans, American Indians, Asian and Pacific Island Americans, and Hispanics. Special emphasis was also given to recruitment of women and individuals with disabilities including veterans with disabilities.

The DHS-HQ continued to send weekly electronic mail messages – known as “List Serve” - to over 1,000 wide-ranging organizations. The List Serve highlights DHS-HQ and Office of the Inspector General Vacancy Announcements. 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. Plans are underway to develop measures to evaluate the effectiveness of current outreach efforts.

US Citizenship and Immigration Services (CIS)

As part of its recruitment effort, the **CIS** New York District Office continues to offer unpaid internship programs to participating colleges in the New York District Office including John Jay College of Criminal Justice, Monroe College and St. Peter's College. Plans to recruit from Hofstra University in Long Island are also being considered. The CIS District offices and Services Centers reported utilization of the summer intern and Stay-in-School programs in their recruitment efforts. In addition to using the “USAJOBS” website as a resource to disseminate job vacancies available within the agency, CIS distributed copies of vacancy announcements to colleges, universities, and community groups for further circulation.

Department of Homeland Security FY 2006 FEORP Accomplishment Report

US Customs and Border Protection (CBP)

Significant resources continued to be committed to **CBP's** National Recruitment Program during FY 2006. Fees for recruitment events were approximately \$190,548 and travel costs were approximately \$800,000. The cost of items, known as program identifiers, for distribution to potential applicants at recruitment events, was \$300,000. The annual CBP advertising spending totaled \$3,213,500, which included advertising targeting minorities and females. Recruitment initiatives were developed to attract over 75,000 applicants for the Border Patrol Agent position, 25,000 applicants for CBP Officer positions and over 2,000 applicants for Agriculture Specialist positions.

CBP recruiters from the Offices of Field Operations and Border Patrol expended more than 3,524 staff hours by contacting over 96,206 potential applicants, of whom approximately 46% (or 44,265) were female. In addition, CBP worked with the Association of American People with Disabilities (AAPD) to hire a Microsoft Federal Information Technology Intern.

Moreover, in partnership with the Office of the Special Assistant to the Commissioner for Equal Opportunity, CBP is conducting an extensive barrier analysis regarding the hiring of Women and African Americans in law enforcement occupations. CBP has not been as successful in attracting qualified applicants who first demonstrate an initial interest in these positions but fail to follow-up and eventually take the written test. Overall, CBP experienced a no-show rate of over forty percent of applicants who fail to show up for the written exams. Despite the level of college recruitment at HBCUs and advertisement in targeted media outlets throughout the country, African Americans experience a no-show rate of over 60%. CBP is aggressively trying to identify any potential barriers to African American applicants throughout the testing process in order to resolve the issue of under-representation in law enforcement positions.

In addition, Air and Marine Operations has organized a working group to conduct targeted recruitment of African Americans as air pilots. To develop a marketing plan to attract pilots with the required qualifications, especially those veteran pilots who are transitioning into civilian life from the military, CPB has contracted with a firm for targeted advertisements.

US Coast Guard (USCG)

The **USCG** requested additional Career Entry-Level Opportunity Program (CEO) billets to encourage use of entry-level hiring programs by Coast Guard Commands. Twenty billets are already dedicated to this program to be used as a pipeline to recruit diverse talented applicants for future Coast Guard positions. To address a severe shortage of qualified Contract Specialists, the USCG also requested 5 additional CEO billets to be used in their acquisition program. The USCG reported that 16 of the 20 billets had been filled. USCG also utilized the Minority Serving Institutions (MSI) Program contract as an avenue to build a pipeline of diverse highly qualified candidates interested in Coast Guard positions. In addition, the USCG utilized The

Department of Homeland Security FY 2006 FEORP Accomplishment Report

Washington Center Program and the Hispanic Association of Colleges and Universities Internship Program to provide the Coast Guard with 17 MSI Contract Interns.

USCG tracked progress in filling civilian workforce positions by utilizing a monthly recruiting report, and by attending monthly recruiting meetings with the Assistant Commandant for Human Resources. Additionally, a monthly recruiting report that tracks new permanent hires, separation of permanent employees, reasons for separation, status of recruitment actions, diversity of hires including people with disabilities, and disabled veterans, hiring incentives, and diversity of the CEO hires is prepared and briefed to the Assistant Commandant for Human Resources.

Federal Emergency Management Agency (FEMA)

FEMA continues to make progress in recruiting a high performing, results-oriented, diverse and citizen-centered workforce. FEMA is dedicated to having a workforce that is reflective of American's diversity and equal to that of the civilian labor force. In addition, FEMA continues to refine its employment strategies and has developed and begun implementing a workforce planning initiative to ensure that the right people are in the right place at the right time to achieve the mission, goals and objectives. In FY 2006, FEMA partnered with the Environmental Protection Agency (EPA) and Howard University to provide employment opportunities to all interested students, especially those students displaced as a result of Hurricane Katrina. This effort led to the development of a summer hire program that promoted career development opportunities to highly qualified high school and college students, as well as exposed them to potential career opportunities at FEMA.

Moreover, FEMA participated in a number of career fairs and encouraged targeted Hispanic employment in areas affected by Hurricanes Katrina and Rita. In areas such as the Gulf Coast and Florida, deployed Equal Rights Officers were required to develop outreach programs designed to identify and nurture relationships with local Hispanic organizations for the dissemination of disaster related FEMA information and to identify Spanish speaking interpreters. In addition, relationships were formed with local Hispanic organizations to develop Spanish-language informational and recruitment materials to attract Hispanic candidates to potential job opportunities within FEMA. In the Gulf Coast area, FEMA utilized paid advertisement including public newspapers, radio, print and electronics to notify communities of employment opportunities available to the local population.

Additionally, FEMA's Office of Human Resources hired a full time recruiter and diversity program manager to develop and implement recruitment strategies focused on employing and increasing minority participation in mission critical occupations.

Department of Homeland Security FY 2006 FEORP Accomplishment Report

US Immigration and Customs Enforcement (ICE)

ICE recruitment activities and accomplishments include the following.

- . ICE Office of Marketing and Public Outreach (MPO) incorporated the objective of fostering positive relationships between ICE and institutions of higher education, particularly with HBCUs. Howard University was one of MPOs initial partnering institutions when ICE created a College Relations Program.
- . MPO initiated and oversaw the Immigration Enforcement Agent (IEA) Recruitment Campaign that ran from October 24 thru November 7, 2005. The objective was to register 10,000 applicants for IEA positions with ICE. However, 22,966 applicants registered during the IEA Recruitment Campaign far exceeding its goal. MPO also marketed and advertised its IEA Recruitment Campaign on www.HBCUConnect.com. Consequently, 4,467 (19%) of 22,966 registered applicants derived from HBCUConnect.com and other ads.
- . MPO reached out to the "Partnership for Public Service's Call to Serve" initiative to facilitate the advertisement and marketing of IEA positions. This initiative targets hundreds of colleges and universities, including HBCUs, informing students about opportunities available in the public service.
- . An ICE Senior Special Agent served as a guest on ThinkTalk Networks TV Show in December 2005, discussing her HBCU background and career progression from undergraduate co-operative education student to her current career accomplishments. ThinkTalk, an interactive career TV for college students, broadcasts on campuses and cable stations around the country and reaches over 500,000 students and 5 million households.
- . MPO sponsored "ICE Night," a program to discuss ICE mission, career opportunities, and federal employment to college students, at Bowie State University in Bowie, MD.
- . As part of ICE's major recruitment campaign for entry level law enforcement positions, ICE advertised to the Hispanic Association of Colleges and Universities (HACU) through their website, www.HACU.net, using banner ads and member e-mails. This campaign generated approximately 8,000 Hispanic/Latino applicants for IEA vacancies. Ads were also published through the National Latino Peace Officer Association during the IEA recruitment campaign.
- . As part of the IEA Recruitment Campaign, online ads were placed on diversity and college market websites generating 144 applicants identified as American Indian/Alaskan Native.
- . ICE donated approximately \$34,000 in equipment to Northwest Indian College. ICE also met with the American Indian Higher Education Consortium, Alexandria, VA to discuss ways of reaching students attending Tribal Colleges.

Department of Homeland Security FY 2006 FEORP Accomplishment Report

As part of recruitment efforts, MPO established the "ICE College Relations Program." This program was created to sustain a long-term college relations program primarily to attract and foster positive relations between ICE and diverse, talented, students from various institutions.

US Secret Service (Secret Service)

The **Secret Service** established a National Recruitment Strategy (NRS) covering Fiscal Years 2006-2011, to meet the agency's strategic staffing/workforce needs. The Secret Service also established a Recruiting Initiative Working Group to develop a strategy to reach hiring goals for Fiscal Year 2007. The objective of the working group was to create a tangible plan incorporating the various entities within the Secret Service to meet the 2007 hiring targets.

The Diversity Management Program, Personnel Division and the Recruitment and Hiring Coordinating Center developed an initiative to assist the Secret Service in the area of minority recruitment. This targeted recruitment strategy was established to promote a diverse workforce through a focused recruitment of Native Americans, Asian Americans, African Americans, Hispanic Americans, and women for the special agent and Uniformed Division positions. Specifically, the Diversity Management Program selected universities from the Diversity Best Practices' 2006 list of top 100 undergraduate institutions that reflect the highest percentage of minorities. This information assisted Secret Service Field Office Districts with implementation of a targeted recruitment strategy, as well as establishing long-term partnerships with colleges and universities in their respective districts.

Moreover, to attract qualified minority applicants for their Criminal Investigator and Uniformed Division Officer positions, Secret Service supervisors and recruiters routinely:

- contacted civic and community organizations advocating equal employment opportunity;
- contacted colleges and universities including Historically Black Colleges and Universities, Tribal Colleges and Universities and Hispanic Serving Institutions;
- contacted national law enforcement organizations;
- attended job fairs and conferences that attract the best-qualified applicants with diverse skills and/or backgrounds; and
- advertised career opportunities in publications.

Due to the Secret Service recruitment efforts, 715 (37.93%) of the 1,885 applicants for the Criminal Investigator positions were women and minorities. The minorities and women applicants by race, sex, and national origin were as follows: 207 (10.98%) White females, 196 (10.40%) Black males, 83 (4.40%) Black females, 135 (7.16%) Hispanic males, 24 (1.27%) Hispanic females, 56 (2.97%) Asian males, 7 (0.37%) Asian females, 7 (0.37%) American Indian/Alaska Native males, and 0 (0.00%) American Indian/Alaska Native females.

Department of Homeland Security FY 2006 FEORP Accomplishment Report

The Secret Service also actively recruited for Uniformed Division Officer applicants during FY 2006. These efforts yielded 1,476 applicants for Uniformed Division Officer positions of whom 618 (41.87%) were women and minorities. The number of minorities and women applicants by race, sex, and national origin were as follows: 86 (5.83%) White females, 285 (19.31%) Black males, 78 (5.28%) Black females, 110 (7.45%) Hispanic males, 18 (1.22%) Hispanic females, 34 (2.30%) Asian males, 2 (0.14%) Asian females, 2 (0.14%) American Indian/Alaska Native males, and 3 (0.20%) American Indian/Alaska Native females.

Additionally, the Secret Service Recruitment, Hiring and Coordinating Center (RHCC) contacted several Historically Black Colleges & Universities (HBCUs), Hispanic Serving Institutions (HSIs), and Women's colleges and universities. Furthermore, the Secret Service continues to list the duties and requirements for Special Agent and Uniformed Division positions on the Secret Service employment web page.

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 veteran's organizations. In addition, the TSA website highlighted vacant positions and focused on links to professional organizations, college recruitment sites, special interest sites, and sites promoting diversity and 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 reported that nearly 1,997 applications were received for the Rail inspector positions of which 620 candidates were certified for management's consideration. Also, 11,998 applications were received for the Cargo Aviation Security Inspector positions and 3,644 were certified for management's consideration. TSA received over 555,000 Transportation Security Officer (TSO) applications during FY 2006. Over 189,500 candidates completed the computerized test and over 42,000 candidates completed the assessment process.

Hiring

DHS-Headquarters (DHS-HQ)

The **DHS-HQ** uses student educational programs and internships, e.g., the Student Career Experience Program (SCEP), Student Temporary Employment Program (STEP) and Federal Career Intern Programs, to improve the pipeline of diverse candidates for entry-level positions. For instance, the Office of the Inspector General (OIG) hired 24 college students through the

Department of Homeland Security FY 2006 FEORP Accomplishment Report

STEP program. Of those, ten (41.67%) were women; 4 (16.67%) were African American women; 3 (12.5%) were African American men; and 1 (4.17%) was an Asian American woman. In addition, 22 Presidential Management Fellows (PMFs) came on board and are working within various DHS Headquarters Directorates and program offices. Of those, nine (40.91%) PMF's are women.

Additionally, the DHS-HQ Office of the Chief Information Officer (CIO) hired a Microsoft Federal IT intern. This intern program is made possible through a grant from Microsoft that provides students with disabilities the exclusive opportunity to participate in an eleven week I.T. internship at a federal agency in Washington, DC. This internship enables students to gain real-world work experience and enhance work opportunities.

US Citizenship and Immigration Services (CIS)

In FY 2006, CIS hired 657 new employees of those 375 (57 %) are females and 282 (43%) are males. The breakdown of the 657 hires are: .2% American Indian females, .2% American Indian males, 4% Asian females, 3% Asian males, 12% Black females, 7% Black males, 6% Hispanic females, 5% Hispanic males, 35% White females and 28% White males. These hires were in the major mission oriented occupations such as Immigration Status Verifier (0303), Asylum Officer (0930), Contact Representative (0962), Adjudications Officer (1801) and Immigration Information Officer (1802).

US Customs and Border Protection (CBP)

CBP reported that a total of 3,066 new permanent full-time hires. Of those hired, 21.39% were females, and 32.58% were minorities. In addition, Hispanics made up 55.14% of new hires for Border Patrol Agents positions. CBP also hired 242 Agriculture Specialists, of which 38.43% were females. CBP reported that 64 college students participated in the Student Career Experience Program (SCEP) educational program, of those, 44 (59%) were females and 28 (44%). Nineteen SCEP students completed the program and were converted to career-conditional appointments during this reporting period. Of those converted, two were Hispanic, four were African American, and one was Asian American/Pacific Islander.

Federal Law Enforcement Training Center (FLETC)

The FLETC hired a total of 12 Black females, 4 Black males, 2 Hispanic females, 22 Hispanic males, 1 American Indian/Alaskan female, 3 American Indian/Alaskan males, 34 White females, and 20 Individuals with Disabilities. FLETC also reported that 28 minorities and 6 White females were hired in the GS-1801 (Instructor) series. The breakdown of minorities hired is: 1 Black female, 3 Black males, 1 Hispanic female, 19 Hispanic males, 1 American Indian/Alaskan female, and 3 American Indian/Alaskan males.

Department of Homeland Security FY 2006 FEORP Accomplishment Report

Transportation Security Administration (TSA)

The TSA Office of Human Capital (OHC) implemented a Transportation Security Officer (TSO) hiring model to enable local airport managers to take responsibility for staffing. This new initiative provides local airport managers more control over all aspects of hiring by providing them the training and tools needed to direct recruitment activities; serve as primary points-of-contact for TSO applicants and candidates; shepherd prospects through the application process, testing and airport assessment cycles; and ultimately determine the best-qualified for offers of employment. Airports can now move candidates through the process more quickly, thus resulting in more hires while losing fewer candidates due to hiring process and cycle delays. Among the more significant achievements of the local hiring team were:

- . Redesigned and provided airport access to a web-based applicant tracking tool in a dashboard format which allows airports to view candidate status and updates as the candidate processes through the entire selection process (e.g., testing, background review, medical review).
- . Increased the network of computer-based testing centers by over 100 sites and increased the number of medical testing affiliates from 157 to 867 to support the efforts of airports nationwide.
- . Created an airport quota management functionality for computerized based testing to help airports better manage the number of test allocations for each individual airport assuring that the airports do not inadvertently over-test for the number of applicants needed.
- . Revised the interview process to provide airports the opportunity to interview each applicant in the TSO selection process.
- . Implemented automated color vision scoring as part of the airport “dashboard” tool.
- . Redesigned the background review process to provide for a National Agency Check and Inquiries (NACI) background investigation of each candidate and subsequent completion of the e-86, Questionnaire for National Security Positions, prior to or immediately following entry on duty.
- . Provided training to hundreds of airport personnel responsible for managing the candidate selection process for their respective airports and related hub-spoke airports.
- . Developed and posted on-line for airport use a guidance manual containing over 400 pages of useful information for answering questions and assisting airports in processing applicants.
- . Established an Airport Recruitment Center Help Desk to provide guidance and assistance to airports in the processing of applicants.

Department of Homeland Security FY 2006 FEORP Accomplishment Report

- Quickly stood up a 25-person electronic fingerprinting cadre to provide priority airport assistance when needed.
- Established a working agreement with OPM to provide a network of Test Administrators to provide more cost effective assistance to airports in the conduct of computer-based tests and airport assessments of candidates.

OHC also 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 now submit their resume online, and answer basic questions about their status for government employment. Quickhire rates and ranks applicants as soon as the vacancy announcement closes thereby enabling the human resource specialist to produce a Certificate of Eligibles for a manager within a much shorter period of time than was previously possible.

Additionally, TSA hired 8,749 TSOs and 22 Transportation Senior Executive Service (TSES) employees, including 3 (13%) women. TSA placed six disabled veterans on temporary employment through the Department of Defense's Operation Warfighter Temporary Assignment Program.

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.

DHS-Headquarters (DHS-HQ)

The **DHS-HQ** Preparedness Directorate's Leadership Academy developed and offered a three – day *Developing Leadership Workshop* in FY 2006. The workshop was open to all DHS employees. Four workshops were conducted in FY 2006. Of the four workshops, three workshops were attended by a total of 57 GS-11 through GS-13 employees, which included 28 women (49.12%). The fourth workshop was attended by 7 GS-10 and below employees, all of which were women.

In response to the President's Management Agenda for executive succession planning, Office of the Chief Human Capital (CHCO) developed the DHS Senior Executive Service Candidate

Department of Homeland Security FY 2006 FEORP Accomplishment Report

Development Program. The pilot was projected to include 15 participants for an 18-month program. The program focuses on DHS needs and mission critical occupations such as procurement, information technology, human capital, financial management, program management and specific mission critical occupations identified by DHS components. The program was open to qualified, GS-15 Federal Government employees and equivalent applicants outside the Government. The advertisement process and review of the applications for minimum qualifications was administered by the Department. The Office for Civil Rights and Civil Liberties (CRCL) coordinated with CHCO to ensure that the goal of achieving a diversified workforce is considered when implementing the program. Final selections by the Executive Resources Council and DHS senior leadership have not been completed at this time.

US Citizenship and Immigration Services (USCIS)

USCIS encourages all employees to apply for leadership and career development programs by announcing their availability and requirements through its Service-wide Training Opportunity broadcast. Managers are also encouraged to nominate employees and/or support employee nominations for participation in these programs.

Other career development opportunities and accomplishments included:

- . Texas Service Center provided senior level detail opportunities for four female supervisors.
- . Aspiring Leaders Program was broadcasted nationally.
- . SES Candidate development program was broadcasted nationally.

US Customs and Border Protection (CBP)

CBP's Office of Training and Development (OTD) continued to design and deliver standardized and centralized training and career development. Each year a National Training Plan (NTP) is developed to help ensure the agency's readiness to meet the challenges of a changing and diverse workforce. The NTP provides a consistent means for all CBP offices to determine their training needs in order to meet organizational, occupational, and individual requirements for maintaining and enhancing knowledge, skills, and abilities. The planning documents used to develop the NTP consist of a catalogue of course offerings and the Standard Curriculum Framework by occupation. Furthermore, these planning documents provide managers and employees with the tools and sequential processes needed to build and justify their training plans. The FY 2006 NTP catalogue provides a complete list of courses available to CBP employees, including those delivered by CBP staff and vendors. The Standard Curriculum Framework (SCF) provides a breakdown by occupation for entry-, mid-, and advanced level NTP catalogue courses. The SCF helps managers and employees review and chart available training opportunities. CBP has established an infrastructure for a nationwide distance-learning program, which serves as a

Department of Homeland Security FY 2006 FEORP Accomplishment Report

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.

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.
- *Management Development Program* - During FY 2006, CBP developed and recruited for the Headquarters Rotational Management Development Program (HQRMDP), which is a three-year program designed to attract GS-13/14 field personnel to Headquarters positions in the Office of Border Patrol and the Office of Field Operations. During their service at Headquarters, the selected employees will rotate through other offices, and those who successfully complete the program will be eligible for non-competitive promotions to the GS-15 level. The assessment, evaluation and recommendation phases for selecting candidates into the HQRMDP concluded on October 31, 2006. Final selections for the HQRMDP will be made in early November 2006.

Federal Emergency Management Agency (FEMA)

FEMA's employee development programs include the following:

- *Support Advisory Group for Empowerment (SAGE)* - SAGE's mission is to serve as a liaison to FEMA's administrative support personnel in the development of methods for improving the overall administrative support to the agency. In order to accomplish our mission, SAGE recommends and/or provides training opportunities and activities that enhance job knowledge, skills, and abilities. A total of 19 employees are participating in the Program, including 17 women (14 African Americans and 1 Asian American/Pacific Islander) and 2 men (1 African American).
- *Career Builder Express Program (CBEP)* - CBEP is an 8-month, computer-based program linked to a cross-training assignment and a mentoring partnership. The program is designed to provide interested employees with a flexible and innovative learning experience. It allows participants to learn from some of the most well known business experts, such as Ken Blanchard, Tom Peters, Clifton Taulbert and others through the Ninth House interactive computer courses. There are two developmental tracks. Track 1 is geared towards FEMA's GS-10 and below and is designed to develop job skills, enhance career opportunities and

Department of Homeland Security FY 2006 FEORP Accomplishment Report

encourage self management. Track 2 is geared toward the GS-11 through GS-13 employee with a desire to enhance job skills and develop themselves as future leaders within FEMA. A total of 14 employees are participating in the Program, including 10 women (4 African Americans) and 4 men (2 African Americans).

- *Career Enhancement Program (CEP)* – CEP is a comprehensive career development, enhancement and leadership training program for FEMA’s administrative support staff and para-professionals positions in grades 5 through 8. This program provides training to enhance current skills and develop new skills that may be transferable to other career opportunities. A total of 15 employees are participating in the Program, including 8 women (2 African Americans), and 7 men (1 African American and 1 Hispanic).
- *Professional Excellence Program (PEP)* – PEP is a developmental leadership training program for non-supervisory employees in grades 9 through 12 who have demonstrated a high potential for leadership positions. A total of 26 employees are participating in the Program, including 11 women (2 Hispanic, and 2 African Americans) and 15 men (3 African American and 1 Asian).
- *Leadership Excellence Program (LEP)* – LEP is a professional development program for FEMA managers and supervisors in grades 13 through 15 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 24 employees are participating in the Program, including 11 women, 4 are African American and 13 men including 1 Hispanic.

Federal Law Enforcement Training Center (FLETC)

During FY 2005, the **FLETC** sponsored ten employees in an Senior Executive Service (SES) Candidate Development Program. Nine completed the program successfully, one Black male, two Black females, one White female and five White males. One of the candidates (Black male) attained an SES position.

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 has been made available to the entire workforce. Attendees have included minorities and women. In addition, the FLETC’s Tuition Assistance Program provides 75% reimbursable tuition per approved course up to a cap of \$3,500 per year per employee for books. In addition, the FLETC offers a Distance Learning Program to all of its employees, including minorities, women and persons with disability.

Department of Homeland Security FY 2006 FEORP Accomplishment Report

US Immigration and Customs Enforcement (ICE)

ICE promotes and encourages participation of all employees in management, leadership and career development programs. During FY 2006, ICE participated in the following career development programs:

- . Management Development Program (MDP) – This program provides emerging leaders (all ICE GS-13, GS-14, and GS-15 personnel in the Field Office and at Headquarters) an opportunity to display their talents to senior managers at ICE Headquarters, gain a broader perspective into the agency and the Department, and receive tailored career development training related to Senior Executive Service core competencies. Twenty ICE employees were selected for the MDP program.
- . ICE Aspiring Leaders Program – This program is for employees at grades GS-7 thru GS-12, designed to provide a series of assessment and developmental experiences for high potential employees. In FY 2006, a total of six (6) employees were selected.
- . Executive Leadership Program (ELP) – This is a nine-month program for individuals at the GS-11 through GS-13 level who have little or no supervisory experience. The ELP provides residential training, developmental work experience, needs assessment and career planning tailored to the federal environment. The ELP includes four residential seminars structured around OPM's Leadership Effectiveness Framework. Sixteen ICE employees were selected for this program.
- . New Leaders Program (NLP) - The Center for Progressive Leadership (CPL) is a national political training institute dedicated to developing the next generation of progressive political leaders. Established in 2003, CPL is dedicated to building a stronger and more representative democracy by giving a diverse community of individuals the resources and training necessary to become political leaders. Thirteen ICE employees were selected for this program.

US Secret Service (Secret Service)

The **Secret Service** reported that in FY 2006 the Senior Executive Service (SES) Candidate Development program had 43 candidates, of which 19 (44.2%) were women and minorities. When compared to FY 2005, while the overall number of candidates decreased by 22 (33.9%) the representation of women and minorities increased by 30.4%.

The Secret Service also continues its partnership with Johns Hopkins University regarding the two year pilot Executive Development Program. This program encompasses two academic years; classes commenced on Friday, September 2, 2005, and will conclude in the Spring of 2007. The pilot has a multi-disciplinary curriculum, which includes practical and theoretical

Department of Homeland Security FY 2006 FEORP Accomplishment Report

management, human resources management, and leadership courses. This is an academically rigorous program, involving a significant investment of off duty time and scholarly initiative. Successful completion could result in conferral of a Master of Science in Management Degree by the Johns Hopkins University School of Business and Education. There are a total of 28 candidates in the Johns Hopkins University Executive Development Program. The candidates by race, sex and national origin are as follows: 16 (57.14%) White males, 5 (17.86%) White females, 4 (14.29%) Black males, and 3 (10.71%) Black females.

In addition, the Secret Service continued to use the Student Temporary Employment Program (STEP) as an on-the-job training program for participants. The United States Secret Service employed a total of 110 student assistants. Approximately three fourths (73%) of students in the STEP were women and minorities. In comparing FY 2006 and FY 2005, the percent of women and minority student assistants increased from 66% to 73%.

Transportation Security Administration (TSA)

TSA continued to offer employees several career planning and development tools and services. These tools and services are designed to assist all employees in creating well thought out career plans, to help employees increase their skills in current jobs, as well as to develop additional competencies for career advancement. For example, a telephonic career coaching service, staffed by professional career counselors, provides confidential career assistance to TSA employees. These services include interest inventory interpretation, goal setting guidance and critiques of federal applications and resumes. Also, TSA implemented online career planning tools including 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. The online career path information identifies the important competencies for success in each position. It also provides suggestions on developmental activities, online training courses, articles, books, and websites that may enhance individual skill levels. In addition, TSA's career coaching website has links to other comprehensive career planning websites and reproducible handouts on career development topics of interest to TSA employees. The career coaches also present monthly Career Planning Lunch and Learn sessions at TSA headquarters. Handouts from these programs are accessible to field employees through TSA's Online Learning Center.

In FY 2006, TSA expanded the available online resources to include Security Officers Advancement Resources. This resource provides brief descriptions of occupations with TSA and other DHS components that may appeal to their TSO workforce.

Other TSA career development initiatives include:

- *Foundations of Leadership* – This course is comprehensive training program for newly-appointed supervisors to help them develop supervisory knowledge and skills. The course addresses the needs of Supervisory Transportation Security Officers (STSOs), Transportation Security Managers

Department of Homeland Security FY 2006 FEORP Accomplishment Report

(TSMs), Supervisory Aviation Security Inspectors (ASIs), Federal Air Marshal Service (FAMS) Assistant Special Agents in Charge and Headquarters (HQ) Supervisors. Much of the knowledge-based learning is communicated in a self-study workbook format that is to be completed prior to attending the two-week classroom portion of the training. Classroom learning is accomplished through interactive exercises which require students to apply communication, conflict management and team building skills, using the various aspects of policy, ethics and employee relations directives. In FY 2006, TSA conducted two sessions for 26 STSOs and 20 TSMs.

- . *Leadership Development Program/Employee Relations (LDP/ER)* – TSA offered 19 sessions with a total of 334 trained (STSOs, TSMs, Security Inspector Supervisors, and TSA HQ first-line supervisors).
- . *Federal Security Directors(FSDs)/Deputy FSDs Technical Orientation* – TSA offers new FSDs and Deputy FSDs an opportunity to expand their organizational knowledge base and to network with other TSA leaders during this four-day session. One orientation was conducted this year with 17 FSD/DFSDs completing the program.
- . *Executive Training: Federal Executive Institute (FEI)* – OHC sponsored and coordinated the participation of three TSA executives, two L band employees and five K band employees in the four-week “Leadership for a Democratic Society” Program. This program assists senior executives in developing broad corporate viewpoints, understanding constitutional roles, and enhancing essential skills.
- . *Executive Training: Executive Education Pilot Program* – The ERC initiated a pilot program for executive education and professional development that involves sending TSA executives to different high-profile and well-recommended programs across the United States. Six employees attended the Center for Creative Leadership, Leadership Development Program, and 14 employees participated in 8 additional executive education programs.
- . *SES Forum Series* – TSA executives were afforded the opportunity to attend 3 hour sessions with top educators, leaders, and authors. The forums are designed to cover a range of topics to reinforce the skills and knowledge of senior leaders in areas defined by the OPM Executive Core Qualifications. There were five sessions conducted this year with a total of 76 attendees (with some people attending multiple sessions).
- . *National Defense University, Industrial College of the Armed Forces (ICAF)* – For the second year, 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 responsibilities. During the 2006 academic year, two TSA candidates completed ICAF. A single candidate was selected for the 2007 academic year program.

Department of Homeland Security
FY 2006 FEORP Accomplishment Report

- . *Ninth House Suite for Computer-based Courses* – The Ninth House Suite provides self-paced, interactive online courses and simulations to more effectively develop leaders at all levels. During FY 2006, 267 senior managers and executives completed the Managing Change course to assist them during the “2SR at TSA” transformation.

Department of Homeland Security - FY 2006 FEORP Accomplishment Report
Participants in Agency-wide Career Development Programs

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
Overall Total	3	100%	100	100%	649	100%	496	100%	4	100%
Total Men	0	0.0%	21	21.0%	481	74.1%	323	65.1%	1	25.0%
Total Women	3	100.0%	67	67.0%	157	24.2%	162	32.7%	3	75.0%
Total Unidentified ¹ Employees	0	0.0%	12	57.1%	11	2.3%	11	3.4%	0	0.0%
White Women	0	0.0%	32	32.0%	93	14.3%	91	18.3%	1	25.0%
Total Black	3	100.0%	39	39.0%	59	9.1%	74	14.9%	3	75.0%
Black Men	0	0.0%	11	28.2%	22	37.3%	25	33.8%	1	0.0%
Black Women	3	100.0%	28	71.8%	37	62.7%	49	66.2%	2	0.0%
Total Hispanic	0	0.0%	6	6.0%	159	24.5%	57	11.5%	0	0.0%
Hispanic Men	0	0.0%	3	50.0%	137	86.2%	42	73.7%	0	0%
Hispanic Women	0	0.0%	3	50.0%	22	13.8%	15	26.3%	0	0.0%
Total Asian American/Pacific Islander (AA/PI)	0	0.0%	3	3.0%	14	2.2%	13	2.6%	0	0.0%
AA/PI Men	0	0.0%	0	0.0%	11	78.6%	7	53.8%	0	0.0%
AA/PI Women	0	0.0%	3	100.0%	3	21.4%	6	46.2%	0	0%
Total Native American	0	0.0%	0	0.0%	4	0.6%	4	0.8%	0	0.0%
Native American Men	0	0.0%	0	0.0%	4	100.0%	3	75.0%	0	0.0%
Native American Women	0	0%	0	0.0%	0	0%	1	25.0%	0	0.0%

¹ The Citizenship & Immigration Services (CIS) component reported that thirty-four (34) employees participated in various career development programs during FY 2006. However, CIS was not able to provide information regarding their gender, race or national origin.

Department of Homeland Security - FY 2006 FEORP Accomplishment Report
Participants in Government-wide Career Development Programs

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
Overall Total	0	0.0%	18	100%	60	100%	15	100%	0	0.0%
Total Men	0	0.0%	9	50.0%	25	41.7%	7	46.7%	0	0.0%
Total Women	0	0.0%	9	50.0%	35	58.3%	8	53.3%	0	0.0%
White Women	0	0.0%	1	5.6%	24	40.0%	3	20.0%	0	0.0%
Total Black	0	0.0%	6	33.3%	9	15.0%	3	20.0%	0	0.0%
Black Men	0	0.0%	0	0.0%	2	22.2%	0	0.0%	0	0.0%
Black Women	0	0.0%	6	100.0%	7	77.8%	3	100.0%	0	0.0%
Total Hispanic	0	0.0%	4	22.2%	7	11.7%	2	13.3%	0	0.0%
Hispanic Men	0	0.0%	2	50.0%	3	42.9%	1	50.0%	0	0.0%
Hispanic Women	0	0.0%	2	50.0%	4	57.1%	1	50.0%	0	0.0%
Total Asian American/Pacific Islander (AA/PI)	0	0.0%	1	5.6%	0	0.0%	1	6.7%	0	0.0%
AA/PI Men	0	0.0%	1	100.0%	0	0.0%	0	0.0%	0	0.0%
AA/PI Women	0	0.0%	0	0.0%	0	0.0%	1	100.0%	0	0.0%
Total Native American	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%