



Homeland
Security

DEC 13 2007

Ms. Carmen Andujar
U.S. Office of Personnel Management
Center for Talent and Capacity Policy
Division for Strategic Human Resources Policy
ATTN: HISPANIC REPORT
1900 E Street, NW, Room 6500
Washington, DC 20415-9000

Dear Ms. Andujar:

As requested, enclosed is the Department of Homeland Security's (DHS) Federal Equal Opportunity Recruitment Program (FEORP) Plan Certification for Fiscal Year 2008 and Accomplishment Report for Fiscal Year 2007. This report reflects DHS's efforts to recruit, hire, and train a diverse workforce, including minorities and women. These efforts show that improving representation of minorities and women at DHS is embraced by the departmental leadership and is a continuing priority at each individual DHS component.

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 cursive script that reads "Carmen H. Walker".

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

Enclosure

ANNUAL FEDERAL EQUAL OPPORTUNITY RECRUITMENT PROGRAM
(FEORP)
PLAN CERTIFICATION – FY 2008

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

12/12/07



Homeland Security

Federal Equal Opportunity Recruitment Program Accomplishment Report for Fiscal Year 2007

1. Workforce Planning

The Department of Homeland Security (DHS) developed and issued a Workforce Planning Guide in support of the Department's and component's workforce planning requirements to its Human Capital Officers. The Guide introduces a five-step workforce planning model and metrics for creating workforce plans and taking actions based on mission, strategic plans, budgetary resources and desired workforce competencies and diversity. The five-steps are as follows:

- Step One – Strategic Direction Setting
- Step Two – Supply, Demand & Discrepancies
- Step Three – Develop the Action Plan
- Step Four – Implement Action Plan
- Step Five – Monitor, Evaluate, Revise

In addition, the Guide will assist DHS managers, Human Resources practitioners, budget analysts, acquisition specialists and other key players in making integrated business decisions that:

- Facilitate effective and efficient use of the workforce as the same amount of work or more is accomplished with fewer staff members.
- Ensure diverse capable individuals are available to fill important vacancies even amidst increasing numbers of retirement-eligible workers, labor market shortages and limited compensation levels.
- Anticipate employee needs during the lifecycle of their employment by linking recruiting, retention, training and retraining, development, and career counseling efforts.
- Provide legitimate and realistic budget projections to support significant workforce-related costs.
- Help maintain or improve a diversified workforce.
- Prepare for restructuring, reducing, or expanding the workforce.

The DHS Workforce Planning Guide is the first step to linking the critical issues and strategies associated with attracting, developing and retaining diverse people and knowledge in conjunction with business strategies. To facilitate future workforce planning efforts within DHS, the Chief

DHS FEORP Accomplishment Report for Fiscal Year 2007

Human Capital Officer (CHCO) is also collaborating with the component organizations to develop the following Human Capital Management tools and programs:

- E-Recruitment, to include workforce data analysis tools and applicant flow tracking
- Automated Competency Assessments for Mission Critical Occupations
- Competency-based Qualifications for 115 DHS Occupations
- Component and Corporate Intern Programs
- Career Path Programs
- Workforce Planning Training
- DHScovery Learning Program
- Diversity Strategy

These tools and programs make DHS a more attractive employer for minorities and women. In addition, the DHS CHCO created a Human Capital Business Systems (HCBS) Unit which is chartered to find a DHS enterprise solution(s) to automated recruitment processing or e-recruitment. It is anticipated that e-recruitment will be an effective tool that will eventually allow access to applicants from non-traditional sources. The HCBS unit manages the implementation and operations of new DHS enterprise Human Resources (HR) information systems. HCBS works closely with the HR functional representatives and the Office of the Chief Information Officer to consolidate and modernize HR systems supporting core HR functions such as recruitment, time and attendance, payroll/personnel, performance management, learning management, and reporting. The HCBS strategy leverages government and commercial packaged software along with shared service centers; directly supporting OPM/OMB government wide programs e-Gov and HR Line of Business (HRLoB).

To support the Department's reporting requirements under FEORP, the HBCS 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, including Applicant Flow tracking. The Applicant Flow tracking will be important to understanding our success in reaching minority and women applicants. The e-recruitment system will provide a web-based tool to automate the hiring process from requisition to on-boarding. The e-Recruitment system will eventually replace current automated systems being used by DHS components, as well as paper-based processes used in certain DHS components. The goals of the e-Recruitment system are to provide an easy-to-use interface for all system users (hiring supervisors, HR professionals, and applicants), implement industry best practices, and reduce hiring/recruitment time and costs. On September 27, 2007, the contract was awarded to General Dynamics Information Technology, but the pilot system is not expected to roll out until FY 2009.

Component Specific Accomplishments

The *US Immigration and Customs Enforcement (ICE)* continued its Management Development Program (MDP), a program that helps to prepare ICE employees to serve as leaders through

DHS FEORP Accomplishment Report for Fiscal Year 2007

various developmental activities and experiences. The MDP focuses on the development of skills related to ICE Core Competencies including integrity, risk management, conflict management, change readiness, continual learning, communication, and performance management. The MDP is open to all non-bargaining unit GS-13 through GS-15 employees, both in field offices and headquarters.

The ***Federal Law Enforcement Training Center (FLETC)*** Human Capital Planning & Development Office (HCPD) provided supervisors and managers with workforce demographic trends for occupational groups at the FLETC during quarterly workforce briefings that focus on workforce planning. These demographics included race and national origin (RNO) data that may be used in working with the FLETC Equal Employment Opportunity (EEO) Office and the Human Resources Division (HRD) in addressing targeted recruitment efforts. The demographics also included workforce retirement projections for consideration in succession planning, and employee training and development. The HCPD quarterly workforce briefings included a review of the manager's organizational structure by grade distribution for career planning, recruitment decisions, and assessments regarding needed occupational competencies. Career pattern assessments will be analyzed by the HRD Classification Branch, to more formally identify career paths and develop upward mobility programs. Student Employment programs were also administered by HCPD as an outreach recruitment effort and potential succession planning venue for our supervisors and managers.

The HCPD met with managers and supervisors reviewing projected attrition/retention data. In addition, HRD, EEO and management officials worked collaboratively to implement positive measures that align with the FLETC strategic goals.

The ***Transportation Security Administration (TSA)*** launched an aggressive effort to identify and develop work environments that would attract a wider range of potential employees and retain a highly competent, diverse, and motivated workforce. Utilizing the Office of Personnel Management (OPM) Career Patterns guide, the Office of Human Capital (OHC) began by focusing efforts on two positions that are most critical to the agency's mission, Transportation Security Officer (TSO) and Federal Security Director (FSD). For both positions, OHC identified the features of the work environment to stress in recruitment information to attract a diverse pool of workers. Additionally, OHC developed associated recruitment strategies for better targeting both candidate pools.

TSA also conducted a Career Patterns Analysis for the TSO position, a Mission Critical Occupation. Currently, the TSO population comprises approximately 82% of the total TSA workforce. Minorities make up approximately 44% of the total TSO occupation. The OPM Career Patterns analysis revealed that students and retirees were viable applicant pool sources for the TSO occupation; therefore, TSA participated in job career fairs in the college community and the military community organizations, i.e., Military Stars Job Fair, DOD Hiring Heroes Job Fair, and Veterans Job Fair.

Furthermore, OHC continued to develop a robust Skills Inventory system for TSA. The purpose of the Skills Inventory is to provide a database that captures specific work experiences and skills

DHS FEORP Accomplishment Report for Fiscal Year 2007

of employees that can be used to staff critical task forces, details, and emergency response teams. The October 20, 2006 the Skills Inventory Program was launched TSA-wide to all Federal employees using its in-house, web-based, Online Learning Center. The Skills Inventory Program captures information such as:

- Education
- Linguistic abilities
- Licenses/Certifications
- Military experience
- Supervisory/Managerial experience
- Law enforcement experience
- Other specialized work experience (e.g., incident response, technical, interpersonal, etc.)
- Technical knowledge
- Other specialized skills (e.g., SCUBA, Red Cross, etc.)
- Career Interests
- Competency level experience assessment

2. 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 minority and women organizations on a regular basis. The Components also attended numerous career and job fairs.

CRCL continued to work with the Corporate Recruitment Sub-Council, 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 and CHCO jointly sponsored the first DHS Recruitment Summit in March 2007 with representatives from professional organizations, including the National Black MBA Association, Women in Federal Law Enforcement (WIFLE), Native American Law Enforcement Association (NALEA), American GI Forum, African American Federal Executives Association (AAFEA), National IMAGE, Inc., Hispanic American Police Command Officers Association (HAPCOA), Hispanic Association of Colleges and Universities (HACU), and Diversity Senior Advisory Panel for the Intelligence Community. The purpose of the summit was to assist the Department in developing a strategy for recruitment for its senior leadership positions.

DHS FEORP Accomplishment Report for Fiscal Year 2007

CRCL and CHCO also co-sponsored the creation of a new recruitment video that showcases DHS as America's newest and most dynamic Federal government organization. The video is approximately three minutes long and highlights DHS professionals of all ages and levels of experience. The video also places emphasis on the benefits available to Federal employees. The recruitment video, along with the DHS Corporate Recruitment Materials developed during Fiscal Year (FY) 2006, will assist the Department in attracting qualified and diverse external candidates for all levels of employment. The distribution matrix for this video includes, but it is not limited to, minority serving institutions (such as Historically Black Colleges and Universities, Tribal Colleges and Universities, and Hispanic Serving Institutions) and the professional organizations that participated in the first DHS Recruitment Summit.

The Department also established a corporate brand for DHS and its components, and tailored marketing language to attract the right candidates. As a result, the Department now has a Job Posting Template, DHS Component Language, and Career Patterns Targeted Language that can be adapted to meet agency-specific needs. These new tools were distributed to all DHS Human Capital and Recruitment Officers.

In addition, CHCO held the first Career Expo Job Fair, Washington, DC. The Expo provided a unique opportunity for the public to make informed decisions regarding where they might be interested in working at DHS and understand how each occupation plays a distinctive role in securing the homeland, thus promoting DHS as an employer of choice. The Expo consisted of informational workshops, Veteran and Student Outreach stations, and DHS professionals that spoke about jobs and careers at DHS. The Expo attracted over 1,200 potential applicants from student, military, and other backgrounds. Visitors voluntarily entered contact data to help build an "Applicant Supply File Database" (ASF-Db) to use in filling current and future vacancies at DHS. The ASF-Db currently has 1,242 job seekers who were referred to DHS components.

In September 2007, the DHS entered into a Memorandum of Agreement (MOA) with the National Urban League to participate in the *National Urban League's Black Executive Exchange Program (BEEP)*. The purpose of the MOA is to establish a framework to plan projects and activities that can enhance DHS's minority recruitment outreach program, while assisting the BEEP fulfill its mission in the African American education community.

Component Specific Accomplishments

US Customs and Border Protection (CBP) recruiters attended 1,154 recruitment events. Recruitment initiatives were developed to attract over 97,000 applicants for the Border Patrol (BP) Agent position; 56,500 applicants for the CBP Officer position; 6,500 applications for the Agriculture Specialist position; and over 1,300 applications for the CBP Auditor position. Also, ads were placed in such publications as military installation newspapers, Lovick Magazine Minority Career Journal, Black College Today, GI Jobs and both the NCAA Final Four and March Madness, and the NBA and Major League Baseball All Star Game programs.

DHS FEORP Accomplishment Report for Fiscal Year 2007

The CBP also reported that teams of Human Resources program managers along with full-time and part-time BP Agent recruiters, were responsible for conducting exclusive recruitment events consisting of compressed testing where applicants had the opportunity to take the written test, participate in the Oral Hiring Boards, and take physical exam and medical exams, all within a thirty-day period. CBP surpass 14,000 agents, making it the largest federal law enforcement agency in the United States.

Moreover, CBP was instrumental in creating a partial season sponsorship of a racecar in the 2007 NASCAR Busch Series to market the Border Patrol mission and the fact that CBP is recruiting to fill Border Patrol Agent positions. This sponsorship was a targeted effort through a unique venue to increase public awareness and increase the number of candidates from normally under-recruited areas for the Border Patrol. As an agency, CBP recognizes that it does not have a physical presence in non-border areas such as the Southeast United States, and NASCAR was a means to penetrate the market in an effort to reach groups not traditionally served by CBP's recruitment efforts. The NASCAR Busch Series sponsorship was teamed up alongside the Border Patrol Agents who conducted exclusive recruiting events, increased awareness and the number of applicants that learned about the BPA vacancies.

In an effort to address the under representation of female BP Agents, CBP combined the resources of the Office of Human Resources, the Office of Public Affairs, the Office of EEO and the Office of Border Patrol to create a female-specific recruiting and awareness campaign which included posters, tri-fold brochures, and a female BP Agent who was profiled on the internet to raise awareness of the BP Agent recruiting efforts. As a result, the percentage of female BP Agents attending the Academy and maintains a comparative level of applicants for the position has roughly doubled during this reporting period.

CBP Air and Marine Operations organized a working group to conduct targeted recruitment of African Americans as air pilots. An advertising and marketing plan will be developed to target individual pilots with the qualifications needed, especially those veteran pilots who are transitioning into civilian life from the military.

In April 2007, CBP sponsored its first bureau-wide job fair that attracted several thousand candidates resulting in almost 19,000 applicants for CBP operational and mission support positions. In addition, a nationwide vacancy announcement was posted for CBP Officers in which 30,000 applicants responded. In July 2007, HRM's National Recruitment Division planned targeted recruitment events for Auditor positions, in part, to meet the Presidential mandate to have 364 Auditors on board by 09/30/07. Because of these events, the Office of Trade, Office of Regulatory Audit, met its recruitment goal.

The **DHS Headquarters (HQ)** directorates and organizations, including the Office of the Inspector General (OIG), participated in a wide range of recruitment and outreach activities and events with exhibits and venues for communicating the mission and opportunities within HQ. The recruiting efforts focused on outreach to all employment groups including minorities and women and continued to announce available career opportunities to the widest audience by opening the area of consideration to all sources. In addition, HQ used a "List Serve" to

DHS FEORP Accomplishment Report for Fiscal Year 2007

disseminate vacancy to over 1,000 external groups, professional organizations, minority serving institutions and individuals. While recruitment efforts targeted the widest possible inclusion of all groups, HQ also attended career fairs that focused on the hiring of women and minorities.

The *HQ-Office of Intelligence and Analysis (I&A)* continued its capacity building efforts with regard to women and minorities by advertising in foreign policy magazines, including an I&A website banner on www.clearedjobs.net and featuring new positions on OPM's USAJobs.gov main website to attract women, minorities and individuals with disabilities. HQ-I&A also expanded their advertising in local and national markets and augmented collaboration with the Office of the Director of National Intelligence and HQ.

ICE is an active participant in the Partnership for Public Service "*Call to Serve Recruitment Initiative.*" The Initiative is an intense effort to study cost effective and sustainable ways for federal agencies to inspire and educate college students toward federal service. The findings from this study will provide the basis to engage the larger network and empower them to take a more proactive role in promoting federal public service as an employer of choice for their students. Six schools were chosen to participate in the pilot project based on their interest, leadership support and diversity (both geographic and student demographic): Clark Atlanta University; The George Washington University; Louisiana State University, Ohio State University; Stanford University; and University of New Mexico. ICE participated in a number of activities including federal search and apply sessions; offering tours of federal offices; providing speakers for the Speaker's Bureau; and participating in federal career fairs.

ICE also participated with other DHS components in two advisory council meetings with representatives from the American Indian Higher Education Consortium and the White House Initiative on Tribal Colleges and Universities to discuss ways in which ICE could contribute to capacity building at the Tribal Colleges. As a result, ICE initiated discussions between the President of Turtle Mountain College in North Dakota and the Office of Investigations, Forensic Document Lab training team regarding law enforcement curriculum development at Turtle Mountain. The goal is to assist in the development of a forensics document lab and thus build a pipeline for future hires with this specialized skill.

Furthermore, ICE reported a 300% increase in Auditor positions during FY 2007 and that the participation rates for African and Asian Americans increased from zero (0) in FY 2006 to 8.79% and 4.35%, respectively, in FY 2007. In addition, the ratio of men to women went from 80% to 20% in FY 2006, to 46% to 55% in FY 2007.

ICE refined its "College Relations" program, which is designed to build and enhance relations between ICE and the collegiate market. The program was created as a long-term program to attract and foster positive relations between ICE and diverse institutions. ICE efforts were directed at creating a positive public image, maintaining established pipelines for candidates, and creating new avenues for students to explore careers in federal law enforcement. During this fiscal year, ICE developed a proposal and action plan to initiate an "instructor-on-loan" program utilizing the Intergovernmental Personnel Act. This program will enable ICE to work towards achieving a presence on university and college campuses from which to recruit the next

DHS FEORP Accomplishment Report for Fiscal Year 2007

generation of ICE employees, and participate in curriculum development at Minority Serving Institutions, including Tribal Colleges and Universities, thereby providing capacity building support.

The *FLETC* shared job information and opportunities with the following local and surrounding Hispanic organizations, Latin American Resource Center (LARC), Latin American Services Organization (LASO), and First Coast Hispanic American Chamber of Commerce (FCHACC) via telephone calls, mailing and deliver brochures, etc. The EEO Office routinely sent out recruitment ads, job vacancies and internship information to the HACU organization. Brochures were provided to the local Georgia Department of Labor to share with veterans and the general public interested in government employment.

The FLETC outreach effort included making contacts via, telephone, email, recruitment ads and recruitment packages. In addition, the FLETC established and maintained a working relationship with Hispanic Servicing Institutions (HSIs), Historically Black Colleges and Universities (HBCUs), and Tribal Colleges and Universities (TCUs).

The *Secret Service* Office of Human Resources and Training (OHR&T) sponsored a hiring flexibilities seminar to provide hiring officials with information regarding recruitment and retention, appointing authorities for veterans, direct hire, excepted service employment and category rating. This hiring flexibility briefing covered in detail OPM and DHS flexibilities available for use in competing for highly talented applicants. In addition, OHR&T forwarded letters to all HBCUs and HSIs in the United States informing them of employment opportunities within the Secret Service for their students and alumni and to provide direct points of contact. The letter also provided the HBCUs and HSIs with the United States Secret Service web address and toll free employment telephone number for use in obtaining additional employment information.

Moreover, to attract qualified minority applicants for its 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/conferences that attract the best-qualified applicants with diverse skills and/or backgrounds; and
- advertised career opportunities in publications.

During Fiscal Year 2007, the Secret Service completed a new recruitment television commercial and continued advertising campaigns in Richmond, San Antonio, Albuquerque and Washington, D.C. in an effort to successfully attract minority and women candidates. Additionally, the Secret Service media advertisements continued to be displayed via billboards, radio and bus shelters.

DHS FEORP Accomplishment Report for Fiscal Year 2007

Overall, the Secret Service pursued a stronger advertising campaign, focusing on minority publications designed to reach a diverse audience.

TSA established partnerships with over sixty (60) diversity/minority organizations to recruit for Federal Security Director (FSD) and senior level positions at federalized airports across the United States and its territories. Also, the OHC developed an Airport Recruitment Portfolio, which included workforce data; historical recruitment challenges; local hiring pass/acceptance rates; area demographics; current and historical unemployment rates; historical recruitment efforts; recruitment return on investment; and summary of recruitment strategies. Furthermore, *TSA* drafted a “Recruitment Guide” to facilitate field recruitment and hiring efforts. Once finalized, the guide will be posted on the Recruitment and Staffing intranet site. *TSA* also provided the field with the local hiring recruitment toolkit via the *TSA* intranet and Sharepoint sites and developed a report to provide airport-specific hiring cycle time information on a regular basis.

3. Hiring

In FY 2007 DHS hired a total of 22,813 permanent employees and 3,851 temporary employees. Women comprised 8,066 (or 35.4%) of the permanent hires and minorities accounted for 9,680 (or 42.4%). The representation of women within the temporary hires was 1,614 (or 41.9%) and minorities was 1,076 (or 27.9%). Of particular interest are the efforts of the following components:

Component	Total Permanent & Temporary Hires	Women	Minorities
TSA	11,943	5,407 (45.3%)	5,467 (45.8%)
CBP	7,294	1,235 (16.9%)	2,966 (40.7%)
FEMA	2,369	1,077 (45.5%)	761 (32.1%)
ICE	1,760	580 (33.0%)	649 (36.9%)

See Appendix A, *DHS New Hires by Type of Appointment – Distribution by Race/Ethnicity and Sex*, for a complete breakdown by component.

DHS continued to actively utilize educational employment programs as a recruitment tool for entry-level positions. For example, in FY 2007, DHS hired a total of 6,902 students/interns under various educational and internship programs of those 1,469 (or 21.3%) were women and 3,093 (or 44.8%) were minorities. Of particular notice are the number of minorities hired under the Federal Career Intern Program (FCIP), Student Temporary Employment Program (STEP), Student Career Employment Program (SCEP), and Minority Serving Institutions Internship Program (MSIIP). For instance, women comprised 799 (or 14.0%) and minorities 2,611 (or 45.6%) of all FCIP interns; 414 (or 57.3%) women and 315 (or 43.6%) were minorities of all STEP participants; 131 (or 53.5%) women and 100 (or 40.8%) were minorities of all SCEP participants; and 17 (or 45.9%) women and 30 (or 81.1%) were minorities of all MSIIP interns. Furthermore, DHS hired a total of 26 PMF participants of which 14 (or 53.8%) were women and

DHS FEORP Accomplishment Report for Fiscal Year 2007

4 (or 15.4%) were minorities. See Appendix C, *DHS Educational Programs – Distribution by Race/Ethnicity and Sex*, for a complete breakdown by component and educational program.

The DHS components also added recruitment and retention incentives to their human capital plans in order to enhance the value of their recruitment and staffing portfolios. For instance, during FY 2007, a combined total of 1,699 employees received recruitment and retention incentives and of those 688 (or 40.5%) were women and 734 (or 43.2%) were minorities. Of particular interest are the efforts of TSA which reported that a total of 1,527 employees received retention incentives, 632 (or 41.4%) were women and 698 (or 45.7%) were minorities. In addition, TSA awarded relocation incentives to 110 employees, 32 (or 34.5%) were women and 20 (or 20.0%) were minorities. See Appendix C, *Recruitment and Retention Programs – Distribution by Race/Ethnicity and Sex*, for a complete breakdown by component and recruitment/retention program.

Although the Department does not have an Applicant Flow tracking system in place at this time, some of the components were able to capture limited recruitment and hiring data regarding their cross-cutting, high-profile occupations. The information is as follows:

Position Title	Number of Applications Received	Number of Certified Candidates	Number of Candidates Hired	% of Women Hired	% of Minorities Hired
Rail Inspector	3,308	412	9	22	44
Cargo Aviation Security Inspector	3,587	661	29	14	48
Bomb Detection Officer	8,452	3,443	287	37	49
Cargo Bomb Appraisal Officer	5,143	1,576	101	2	12
Transportation Security Officer	67,753		11,702	35	48
Criminal Investigator	3,238		167	18	29
Uniformed Division Officer	1,518		70	14	16
Immigration Enforcement Agent	9,810		500	11	43
Border Patrol Agent	94,937	1,492	2,500		
CBP Officer	41,967	1,445	646		
General Engineering	431	305	6	17	33
Engineering Technician	180	138	10	10	40
Architecture	55	38	5	0	20
Construction Control	37	18	2	0	0
Civil Engineering	141	88	3	0	0
Environmental Engineering	71	53	1	0	0
Mechanical Engineering	100	65	1	0	0
Electronics Engineering	90	57	6	0	17
Electronics Technician	361	274	1	0	0
Naval Architecture	64	42	1	0	0
Contracting	4,163	2,775	83	54	33
Information Technology	3,056	2,359	33	18	24

DHS FEORP Accomplishment Report for Fiscal Year 2007

Component Specific Accomplishments

The *HQ-I&A* offered hiring incentives of awards up to \$25,000 through the Pat Roberts Intelligence Scholarship and a hiring authority through the Student Career Experience Program (SCEP). The goal was to attract a diverse population of students, including women, minorities and individuals with disabilities.

ICE conducted two “On-the-Spot” hiring events, bringing a recruitment team representing human resources (staffing and classification), personnel security, recruitment, information technology (for IT support), and selecting officials to facilitate immediate tentative offers of employment. As a result, managers were directly involved in the recruitment process, teaming with classification, staffing, and security professionals to evaluate candidates directly. Tentative job offers were extended to ten (10) applicants at the two events.

TSA increased the network of computer-based testing centers and the number of medical testing affiliates to support local hiring at airports nationwide. As a result, TSA was able to offer 124 airports the ability to conduct in-airport computer-based tests on premises. Additionally, TSA established an inter-agency agreement with the Office of Personnel Management (OPM) to provide a network of Test Administrators to support the airports in the administration of the computer-based tests and airport assessments of candidates.

TSA also re-engineered the order of hiring steps to maximize the movement of eligible candidates through the local hiring process by placing the credit check before the medical evaluation. TSA also moved the requirement for completion of the e-86, Questionnaire for National Security Positions, post EOD in an effort to speed up the assessment process. This resulted in a cost savings to the agency without significantly increasing the time to hire. Furthermore, TSA created and implemented a tool that allows new hires the ability to complete the majority of the new employee orientation via an online process. The “e-Orientation” provides the employee a “Welcome” video, general/specific TSA information, orientation assistance Job Aids, as well as, valuable benefits information. New employees also have access to the forms tool, “EODonline”, which consists of a condensed forms packet of entry-on-duty (EOD) forms that accepts electronic, or “wet”, signatures. This new process has significantly reduced the cost of orientation; enhance form compliance and the time spent in the orientation process.

4. Career Development and Training

Through the advanced distributed learning (ADL) Program, DHS implemented a learning management system named DHScovery for Headquarters (HQ) staff, initially. The goal is to provide all DHS employees with full access to available training, performance support, competency management and related services. OPM GoLearn is the service provider for DHScovery. DHScovery is a principle first step in the implementation of an enterprise-wide system to deliver and manage the life cycle learning of DHS professionals. DHScovery will

DHS FEORP Accomplishment Report for Fiscal Year 2007

empower employee learning any place at any time and offers several benefits, including easy access to mandatory training, professional development training, and mission-specific courses.

Furthermore, DHS hosted a pre-conference forum at the Federally Employed Women's (FEW) 38th National Training Program (NTP) held at the Hilton Washington Hotel, Washington, D.C. The objective of the forum was to provide a framework to assist new and emerging leaders in the department in building their leadership skills and competencies. Entitled, "DHS and You: A Partnership for Your Future," the forum provided a three-pronged focus on leadership and featured a Leaders Empowering Others panel comprised of four DHS employees representing each level of the leadership competency framework: (1) team/project leader (managing projects), (2) supervisor (managing people), (3) manager (managing systems) and (4) executive (leading strategically). Presentations on the DHS core competencies and defining and following a leadership development path completed the forum.

A total of 1,499 DHS employees participated in agency career development programs during the reporting period, of those 504 (or 33.6%) were women and 481 (or 32.1%) were minorities. We note that the highest number of participants was found in the GS 13-15, or equivalent pay band, with a total of 773 participants of which 227 (or 29.4%) were women and 247 (or 32.0%) were minorities. See Appendix D, *DHS Agency Development Programs – Distribution by Race/Ethnicity and Sex*, for a complete breakdown by component and educational program.

In addition, 262 DHS employees participated in Government-wide career development programs of which 85 (or 32.4%) were women and 62 (or 23.7%) were minorities. The GS 13-15, or equivalent pay band, showed the highest number of participants, a total of 195 employees of which 56 (or 28.7%) were women and 43 (or 22.1%) were minorities. See Appendix E, *DHS Government-wide Career Development Programs – Distribution by Race/Ethnicity and Sex*, for a complete breakdown by component and educational program.

Component Specific Accomplishments

CBP reported that, during FY 2007, the Office of Training and Development (OTD) continued to design and deliver standardized and centralized training and career development to all employees. 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 provided 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 2007 NTP catalogue provided a complete list of courses available to CBP employees, including those delivered by CBP staff and vendors. The Standard Curriculum Framework (SCF) provided a breakdown by occupation for entry-, mid-, and advanced level NTP catalogue courses. The SCF helped managers and employees review and chart available training opportunities.

DHS FEORP Accomplishment Report for Fiscal Year 2007

CBP also established an infrastructure for a nationwide distance-learning program, which serves as a critical delivery mechanism to reach a widely dispersed, highly divergent workforce. Distance learning methods enabled the CBP to deliver on-site and on-demand training by reducing travel costs and providing increased training at each work site. In addition, the CBP offered a Master Trainer Program which is 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.

CBP reported that all managers and supervisors were required to take Equal Employment Opportunity (EEO) training as part of their mandatory Supervisory Leadership Training and Management Leadership Training held at the CBP Leadership Training Center in Dallas, Texas and Harper Ferry, West Virginia. There was also Basic EEO Awareness training, a mandatory 3-hour on-line training operated through the CBP Virtual Learning Center. The Office of the Special Assistant to the Commissioner for Equal Opportunity (EO) also conducted specialized training tailored to the needs of managers and supervisors in varying program areas throughout the field as requested. In Fiscal Year (FY) 07, EO Practitioners from the Office of the Special Assistant to the Commissioner (EO) trained 3,578 individuals. In addition, over 45,000 CBP employees received mandatory training on the No Fear Act.

The *US Citizenship and Immigration Services (CIS)* established an Academy designed to offer a full range of training and educational opportunities for CIS employees. In addition to presenting substantive entry-level training, the CIS Academy will provide intermediate and advanced immigration training; offer continuous learning opportunities for professional and workforce development; promote leadership education and development; and reimbursement of expenses for college-level courses and studies.

CIS also redesigned its mandatory ten week course for officers, which includes coursework, testing, shadowing and on the job training, is an effort to ensure that officers are prepared to perform their duties upon graduation. The two-week long New Supervisor course was also completely revamped, including the EEO and Diversity sections. In addition, a standardized and mandatory new employee orientation was created and launched. Also new in FY2007 was the Capstone Program which was designed to introduce and orient new CIS directors to their various programs, services, and mission. Furthermore, the Office of Equal Opportunity and Inclusion conducted or sponsored EEO and /or diversity training during this reporting period.

The *HQ-I&A* offered the Joint Duty and the Leadership Exchange Assignment Program (LEAP) as part of their professional development initiatives for headquarters employees.

ICE hosted an "Educational Opportunities Fair" to promote continuous learning and optimum job performance using the agency's Tuition Assistance Program (TAP), ICE online education system, Virtual University, and attendance at local colleges and universities. Over 16 educational institutions participated in the fair. In addition, ICE continues to participate in DHS,

DHS FEORP Accomplishment Report for Fiscal Year 2007

Government-wide, and ICE specific career development programs. Also, the Office of Training and Development added language learning software to the ICE training program.

ICE also reported that Assistant Secretary Julie L. Myers issued a policy statement entitled "Equal Employment Opportunity Training Course Requirements," establishing mandatory annual and bi-annual training on Affirmative Employment Programs, Diversity, EEO Alternative Dispute Resolution Program, EEO Complaints Process, and Prevention of Sexual Harassment. In addition, ICE included had several courses on its Virtual University, an online educational system that addressed diversity including Cross Cultural Business Communications, Developing Cross Cultural Communication Skills, and Understanding Cultural Differences.

The *FLETC* reported that employee development programs were offered to all managers and staff by the Human Capital and Planning Division (HCPD), including the New Supervisor Training Program. Also, on September 24, 2007, the FLETC announced the establishment of the Future Leaders Program (FLP). This is a leadership training and development program that will be launched as a pilot in January 2008. FLP will provide a series of challenging training and developmental experiences for a cadre of employees at the GS-12, GS-13, WG/WL-10, and WG/WL-11 levels who have demonstrated the potential to become FLETC's future leaders. In addition, the FLETC's Law Enforcement Leadership Institute (LELI) Division offered a 3-day training course designed for managers, supervisors, instructors, and team leaders and a 1 ½ day training course for non-supervisors and support staff.

In addition, FLETC Senior Executive Service (SES) s and Divisional supervisors received a mandatory "Leader of Leaders" Diversity Training, which focuses on the following training objectives: Four layers of Diversity; discuss the importance of contextual prejudice; and Define Social Distance and discuss its importance in developing relationships with others.

The *Secret Service* reported that it continued its two-year Executive Development Program partnership with Johns Hopkins University. This program has a multi-disciplinary curriculum, including practical and theoretical 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 will result in conferral of a Master of Science in Management Degree by the Johns Hopkins University School of Business and Education. Twenty-eight employees participated in the session that ended in the Spring of 2007. 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.

Also, the Secret Service James J. Rowley Training Center provided several major management development training courses that were designed specifically for managers and supervisors. The agency's EEO Office has a module in each session. In the EEO program section, information is provided on Management Directive 715; valuing and managing diversity; affirmative employment; reasonable accommodation for religion and persons with disabilities; understanding EEO regulations on non-discrimination; special emphasis programs; prevention of sexual harassment; hostile work environment; alternative dispute resolution; and the Notification and Federal Employee Anti-Discrimination and Retaliation (No FEAR) Act of 2002.

DHS FEORP Accomplishment Report for Fiscal Year 2007

The *TSA* Workforce Planning and Career Development Division launched the first Books24x7 pilot program with the Mid-Level Leadership Development Program (MLDP) to test the functionality and use of the reference library. Approximately 730 MLDP program managers and participants now have access to 9,700 reference titles (books, etc.) covering areas such as leadership, project management, team building, and desktop applications.

TSA also developed a “user-friendly” handbook for member of the Transportation Security Executive Service (TSES) that provides policy and other information in an easy-to-read format. The handbook identifies the differences between the regular Senior Executive Service and the TSES, highlighting what it means to be an excepted agency and outlining some of the rules/guidelines that are particular to TSA and the TSES ranks.

5. Mentoring

Three DHS components, including the Office of the Inspector General, have established informal and/or formal mentoring programs for their employees. For example, in FY 2007, a total of 113 employees participated in a mentoring program. Of those, 65 (or 57.5%) were women and 34 (or 30.1%) were minorities. The highest number of participants was found in the GS 5-8, or equivalent pay band, with a total of 69 participants of which 42 (or 60.9%) were women and 21 (or 30.4%) were minorities. See Appendix F, *DHS Mentoring Programs – Distribution by Race/Ethnicity and Sex*, for a complete breakdown by component.

Component Specific Accomplishments

The *ICE* Office of Investigations assigned a field-training agent to mentor and guide newly hired Special Agents through their first year of employment. During FY 2007, 461 employees participated in this program at their duty stations as part of their formal basic training.

Numerous *FLETC* employees continued to mentor at the schools in our local community. For instance, the EEO Officer mentors at Risley Middle School and an EEO staff member also mentors at Burroughs-Molette Elementary School, which has an early childhood-development-mentoring program in Glynn County. Burroughs-Molette Elementary School has one of the largest Hispanic student populations in Glynn County. Moreover, the FLETC mentors and participates in developmental programs at the following schools: Glynn Academy High School, Glynn Middle School, Needwood Middle School and Altama Elementary School.

In addition, students are selected to work with and shadow a specific FLETC employee for one day as a part of a program to increase awareness of career choices. Employees from the FLETC annually participate in practice interview sessions at Glynn Middle School, and visit students weekly at the schools listed above during the school year. These Hispanic children participate in the English with Speakers of Other Languages (ESOL) Program, where they are taught in conjunction with other subjects, speaking and reading skills in the English language. The

DHS FEORP Accomplishment Report for Fiscal Year 2007

schools provide interpreters for parents with Limited English Proficiency (LEP) as they participate in school activities such as PTA meetings. The above schools have made an effort to hire more bi-lingual educators and staff. The schools also provide the parents with written materials and instructions translated in Spanish.

The *Secret Service* reported that they maintained its partnership in education agreement with the James F. Oyster Bilingual Elementary School. Oyster is the only bilingual public school in the District of Columbia. This partnership is the epitome of excellence in education through teamwork. Secret Service employee volunteers, with their expertise and leadership skills, continue to serve as role models and mentors to students in an effort to promote public service as a professional career.

Appendix A

DHS New Hires by Type of Appointment

DHS NEW HIRES BY TYPE OF APPOINTMENT - Distribution by Race/Ethnicity and Sex

	Total Employees				Race/Ethnicity														
					Hispanic or Latino		Non- Hispanic or Latino												
							White		Black or African American		Asian		Native Hawaiian or Other Pacific Islander		American Indian or Alaskan Native		Two or More/Other Races		
All	Male	Female	Minorities	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female
DEPARTMENT-WIDE																			
Permanent	#	22,813	14,747	8,066	9,680	3,672	1,138	8,817	4,305	1,676	2,251	430	232	26	21	118	116	8	3
	%	100	64.6	35.4	42.4	16.1	5.0	38.6	18.9	7.3	9.9	1.9	1.0	0.1	0.1	0.5	0.5	0.04	0.01
Temporary	#	3,851	2,237	1,614	1,076	90	71	1,755	1,016	329	455	48	52	1	1	10	19	4	0
	%	100	58.1	41.9	27.9	2.3	1.8	45.6	26.4	8.5	11.8	1.2	1.4	0.03	0.03	0.3	0.5	0.1	0.0
Total	#	26,664	16,984	9,680	10,756	3,762	1,209	10,572	5,321	2,005	2,706	478	284	27	22	128	135	12	3
	%	100	63.4	36.3	40.3%	14.1	4.5	39.6	20.0	7.5	10.1	1.8	1.1	0.1	0.1	0.5	0.5	0.05	0.01
CLF	%	100	53.1	46.8	25.6	6.2	4.5	39.0	33.7	4.8	5.7	1.9	1.7	0.1	0.1	0.3	0.3	0.8	0.1
US Citizenship & Immigration Services																			
Permanent	#	461	202	259	156	18	16	141	164	24	59	17	17	0	0	2	3	0	0
	%	100	43.8	56.2	33.8	3.9	3.5	30.6	35.6	5.2	12.8	3.7	3.7	0.0	0.0	0.4	0.7	0.0	0.0
Temporary	#	90	42	48	45	2	1	22	23	15	19	3	5	0	0	0	0	0	0
	%	100	46.7	53.3	50.0	2.2	1.1	24.4	25.6	16.7	21.1	3.3	5.6	0.0	0.0	0.0	0.0	0.0	0.0
Total	#	551	244	307	201	20	17	163	187	39	78	20	22	0	0	2	3	0	0
	%	100	44.3	55.7	36.5	3.6	3.1	29.6	33.9	7.1	14.2	3.6	4.0	0.0	0.0	0.4	0.5	0.0	0.0
US Coast Guard																			
Permanent	#	710	452	258	172	10	5	378	155	43	76	11	17	2	1	4	3	4	1
	%	100	63.7	36.3	24.2	1.4	0.7	53.2	21.8	6.1	10.7	1.5	2.4	0.3	0.1	0.6	0.4	0.6	0.1
Temporary	#	368	201	167	93	10	13	156	117	27	32	3	3	1	0	2	2	2	0
	%	100	54.6	45.4	25.3	2.7	3.5	42.4	31.8	7.3	8.7	0.8	0.8	0.3	0.0	0.5	0.5	0.5	0.0
Total	#	1,078	653	425	265	20	18	534	272	70	108	14	20	3	1	6	5	6	1
	%	100	60.6	39.4	24.6	1.9	1.7	49.5	25.2	6.5	10.0	1.3	1.9	0.3	0.1	0.6	0.5	0.6	0.1

	Total Employees				Race/Ethnicity														
					Hispanic or Latino		Non- Hispanic or Latino												
							White		Black or African American		Asian		Native Hawaiian or Other Pacific Islander		American Indian or Alaskan Native		Two or More/Other Races		
All	Male	Female	Minorities	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female
US Customs & Border Protection																			
Permanent	#	6,977	5,815	1,162	2,913	2,387	287	3,273	786	94	73	48	13	0	0	9	2	4	1
	%	100	83.3	16.7	41.8	34.2	4.1	46.9	11.3	1.3	1.0	0.7	0.2	0.0	0.0	0.1	0.03	0.06	0.01
Temporary	#	317	244	73	53	22	6	211	53	10	13	1	1	0	0	0	0	0	0
	%	100	77.0	23.0	16.7	6.9	1.9	66.6	16.7	3.2	4.1	0.3	0.3	0.0	0.0	0.0	0.0	0.0	0.0
Total	#	7,294	6,059	1,235	2,966	2,409	293	3,484	839	104	86	49	14	0	0	9	2	4	1
	%	100	83.1	16.9	40.7	33.0	4.0	47.8	11.5	1.4	1.2	0.7	0.2	0.0	0.0	0.1	0.03	0.05	0.01
Federal Emergency Management Agency																			
Permanent	#	313	194	119	116	5	3	141	56	34	59	13	1	0	0	1	0	0	0
	%	100	62.0	38.0	37.1	1.6	1.0	45.0	17.9	10.9	18.8	4.2	0.3	0.0	0.0	0.3	0.0	0.0	0.0
Temporary	#	2,056	1,098	958	645	21	29	849	562	202	327	19	25	0	1	7	14	0	0
	%	100	53.4	46.6	31.4	1.0	1.4	41.3	27.3	9.8	15.9	0.9	1.2	0.0	0.05	0.3	0.7	0.0	0.0
Total	#	2,369	1,292	1,077	761	26	32	990	618	236	386	32	26	0	1	8	14	0	0
	%	100	54.5	45.5	32.1	1.1	1.4	41.8	26.1	10.0	16.3	1.4	1.1	0.0	0.04	0.3	0.6	0.0	0.0
Federal Law Enforcement Training Center																			
Permanent	#	80	51	29	19	3	2	42	19	5	8	0	0	0	0	1	0	0	0
	%	100	63.8	36.3	23.8	3.8	2.5	52.5	23.8	6.3	10.0	0.0	0.0	0.0	0.0	1.3	0.0	0.0	0.0
Temporary	#	98	60	38	23	5	0	49	26	6	11	0	1	0	0	0	0	0	0
	%	100	61.2	38.8	23.5	5.1	0.0	50.0	26.5	6.1	11.2	0.0	1.0	0.0	0.0	0.0	0.0	0.0	0.0
Total	#	178	111	67	42	8	2	91	45	11	19	0	1	0	0	1	0	0	0
	%	100	62.4	37.6	23.6	4.5	1.1	51.1	25.3	6.2	10.7	0.0	0.6	0.0	0.0	0.6	0.0	0.0	0.0
DHS Headquarters																			
Permanent	#	699	377	322	212	3	7	307	180	44	114	20	19	0	0	3	2	0	0
	%	100	53.9	46.1	30.3	0.4	1.0	43.9	25.8	6.3	16.3	2.9	2.7	0.0	0.0	0.4	0.3	0.0	0.0
Temporary	#	223	130	93	44	2	1	107	72	15	14	6	4	0	0	0	2	0	0
	%	100	58.3	41.7	19.7	0.9	0.4	48.0	32.3	6.7	6.3	2.7	1.8	0.0	0.0	0.0	0.9	0.0	0.0
Total	#	922	507	415	256	5	8	414	252	59	128	26	23	0	0	3	4	0	0
	%	100	55.0	45.0	27.8	0.5	0.9	44.9	27.3	6.4	13.9	2.8	2.5	0.0	0.0	0.3	0.4	0.0	0.0

	Total Employees				Race/Ethnicity														
					Hispanic or Latino		Non- Hispanic or Latino												
							White		Black or African American		Asian		Native Hawaiian or Other Pacific Islander		American Indian or Alaskan Native		Two or More/Other Races		
All	Male	Female	Minorities	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female
US Immigration & Customs Enforcement																			
Permanent #	1,663	1,125	538	615	256	86	717	330	79	87	67	31	0	0	6	3	0	1	
%	100	67.6	32.4	37.0	15.4	5.2	43.1	19.8	4.8	5.2	4.0	1.9	0.0	0.0	0.4	0.2	0.0	0.06	
Temporary #	97	55	42	34	7	12	41	22	5	6	2	1	0	0	0	1	0	0	
%	100	56.7	43.3	35.1	7.2	12.4	42.3	22.7	5.2	6.2	2.1	1.0	0.0	0.0	0.0	1.0	0.0	0.0	
Total #	1,760	1,180	580	649	263	98	758	352	84	93	69	32	0	0	6	4	0	1	
%	100	67.0	33.0	36.9	14.9	5.6	43.1	20.0	4.8	5.3	3.9	1.8	0.0	0.0	0.3	0.2	0.0	0.06	
US Secret Service																			
Permanent #	113	50	63	53	2	2	29	31	16	26	3	4	0	0	0	0	0	0	
%	100	44.2	55.8	46.9	1.8	1.8	25.7	27.4	14.2	23.0	2.7	3.5	0.0	0.0	0.0	0.0	0.0	0.0	
Temporary #	456	352	104	96	19	6	279	79	41	14	10	5	0	0	1	0	2	0	
%	100	77.2	22.8	21.1	4.2	1.3	61.2	17.3	9.0	3.1	2.2	1.1	0.0	0.0	0.2	0.0	0.4	0.0	
Total #	569	402	167	149	21	8	308	110	57	40	13	9	0	0	1	0	2	0	
%	100	70.7	29.3	26.2	3.7	1.4	54.1	19.3	10.0	7.0	2.3	1.6	0.0	0.0	0.2	0.0	0.4	0.0	
Transportation Security Administration																			
Permanent #	11,797	6,481	5,316	5,424	988	730	3,789	2,584	1,337	1,749	251	130	24	20	92	103	0	0	
%	100	54.9	45.1	46.0	8.4	6.2	32.1	21.9	11.3	14.8	2.1	1.1	0.2	0.2	0.8	0.9	0.0	0.0	
Temporary #	146	55	91	43	2	3	41	62	8	19	4	7	0	0	0	0	0	0	
%	100	37.7	62.3	29.5	1.4	2.1	28.1	42.5	5.5	13.0	2.7	4.8	0.0	0.0	0.0	0.0	0.0	0.0	
Total #	11943	6536	5407	5,467	990	733	3830	2646	1345	1768	255	137	24	20	92	103	0	0	
%	100	55.0	45.3	45.8	8.3	6.1	32.1	22.2	11.3	14.8	2.1	1.1	0.2	0.2	0.8	0.9	0.0	0.0	

Appendix B

DHS Recruitment and Retention Programs

DHS RECRUITMENT & RETENTION PROGRAMS - Distribution by Race/Ethnicity and Sex

	Total Employees				Race/Ethnicity														
					Hispanic or Latino		Non- Hispanic or Latino												
			White				Black or African American		Asian		Native Hawaiian or Other Pacific Islander		American Indian or Alaskan Native		Two or More/Other Races				
	All	Male	Female	Minorities	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	
Recruitment Incentive																			
HQ	#	1	1	0	0			1											
	%	100	100	0.0	0.0	0.0	0.0	100	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	
FEMA	#	15	8	7	7			5	3	2	4	1							
	%	100	53.3	46.7	46.7	0.0	0.0	33.3	20.0	13.3	26.7	6.7	0.0	0.0	0.0	0.0	0.0	0.0	
Relocation Incentive																			
FEMA	#	2	1	1	0			1	1										
	%	100	50.0	50.0	0.0	0.0	0.0	50.0	50.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	
TSA	#	110	72	38	21	3	1	58	30	6	5	2	1			3		1	
	%	100	65.5	34.5	19.1	2.7	0.9	52.7	27.3	5.5	4.5	1.8	0.9	0.0	0.0	2.7	0.0	0.0	
Retention Incentive																			
FEMA	#	1	1	0	0			1											
	%	100	100	0.0	0.0	0.0	0.0	100	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	
TSA	#	1,527	895	632	696	107	88	524	305	128	150	113	72			21	17	2	
	%	100	58.6	41.4	45.6	7.0	5.8	34.3	20.0	8.4	9.8	7.4	4.7	0.0	0.0	1.4	1.1	0.1	
Student Loan Repayment (SLR)																			
CIS	#	3	2	1	0			2	1										
	%	100	66.7	33.3	0.0	0.0	0.0	66.7	33.3	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	
HQ	#	1	1	0	0			1											
	%	100%	100%	0.0	0.0	0.0	0.0	100	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	
Enhanced Annual Leave Accrual (EALA)																			
ICE	#	7	7	0	0			7											
	%	100	100	0.0	0.0	0.0	0.0	100	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	
TSA	#	8	6	2	2	1		4	2			1							
	%	100	75.0	25.0	25.0	12.5	0.0	50.0	25.0	0.0	0.0	12.5	0.0	0.0	0.0	0.0	0.0	0.0	

		Total Employees				Race/Ethnicity													
						Hispanic or Latino		Non- Hispanic or Latino											
								White		Black or African American		Asian		Native Hawaiian or Other Pacific Islander		American Indian or Alaskan Native		Two or More/Other Races	
								All	Male	Female	Minorities	Male	Female	Male	Female	Male	Female	Male	Female
Superior Qualifications Appointment (SQA)																			
HQ	#	13	9	4	5			5	3	3		1	1						
	%	100	69.2	30.8	38.5	0.0	0.0	38.5	23.1	23.1	0.0	7.7	7.7	0.0	0.0	0.0	0.0	0.0	0.0
ICE	#	11	8	3	0			8	3										
	%	100	72.7	27.3	0.0	0.0	0.0	72.7	27.3	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
SUMMARY BY CATEGORY																			
Recruitment Incentive	#	16	9	7	7	0	0	6	3	2	4	1	0	0	0	0	0	0	0
	%	100	56.3	43.8	43.8	0.0	0.0	37.5	18.8	12.5	25.0	6.3	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Relocation Incentive	#	112	73	39	21	3	1	59	31	6	5	2	1	0	0	3	0	0	1
	%	100	65.2	34.8	18.8	2.7	0.9	52.7	27.7	5.4	4.5	1.8	0.9	0.0	0.0	2.7	0.0	0.0	0.9
Retention Incentive	#	1,528	896	632	696	107	88	525	305	128	150	113	72	0	0	21	17	2	0
	%	100	58.6	41.4	45.5	7.0	5.8	34.4	20.0	8.4	9.8	7.4	4.7	0.0	0.0	1.4	1.1	0.1	0.0
SRL	#	4	3	1	0	0	0	3	1	0	0	0	0	0	0	0	0	0	0
	%	100	75.0	25.0	0.0	0.0	0.0	75.0	25.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
EALA	#	15	13	2	2	1	0	11	2	0	0	1	0	0	0	0	0	0	0
	%	100	86.7	13.3	13.3	6.7	0.0	73.3	13.3	0.0	0.0	6.7	0.0	0.0	0.0	0.0	0.0	0.0	0.0
SQA	#	24	17	7	5	0	0	13	6	3	0	1	1	0	0	0	0	0	0
	%	100	70.8	29.2	20.8	0.0	0.0	54.2	25.0	12.5	0.0	4.2	4.2	0.0	0.0	0.0	0.0	0.0	0.0
GRAND TOTALS																			
	#	1,699	1,011	688	731	111	89	617	348	139	159	118	74	0	0	24	17	2	1
	%	100	59.5	40.5	43.0	6.5	5.2	36.3	20.5	8.2	9.4	6.9	4.4	0.0	0.0	1.4	1.0	0.1	0.1

Appendix C

DHS Educational Programs

DHS EDUCATIONAL PROGRAMS - Distribution by Race/Ethnicity and Sex

		Total Employees				Race/Ethnicity													
						Hispanic or Latino		Non- Hispanic or Latino											
								White		Black or African American		Asian		Native Hawaiian or Other Pacific Islander		American Indian or Alaskan Native		Two or More/Other Races	
All	Male	Female	Minorities	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female
Student Career Employment Program (SCEP)																			
CBP	#	50	25	25	13	2	1	19	18	4	6								
	%	100	50.0	50.0	26.0	4.0	2.0	38.0	36.0	8.0	12.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
CIS	#	10	4	6	2			3	5			1	1						
	%	100	40.0	60.0	20.0	0.0	0.0	30.0	50.0	0.0	0.0	10.0	10.0	0.0	0.0	0.0	0.0	0.0	0.0
USCG	#	52	34	18	12		1	27	13	5	2	2	1				1		
	%	100	65.4	34.6	23.1	0.0	1.9	51.9	25.0	9.6	3.8	3.8	1.9	0.0	0.0	0.0	1.9	0.0	0.0
HQ	#	8	4	4	3			3	2	1	2								
	%	100	50.0	50.0	37.5	0.0	0.0	37.5	25.0	12.5	25.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
ICE	#	23	13	10	4	2	1	11	8		1								
	%	100	56.5	43.5	17.4	8.7	4.3	47.8	34.8	0.0	4.3	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
FEMA	#	94	33	61	66		1	8	20	21	38	4	2						
	%	100	35.1	64.9	70.2	0.0	1.1	8.5	21.3	22.3	40.4	4.3	2.1	0.0	0.0	0.0	0.0	0.0	0.0
FLETC	#	14	5	9	3	1	1	4	7		1								
	%	100	35.7	64.3	21.4	7.1	7.1	28.6	50.0	0.0	7.1	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Student Temporary Employment Program (STEP)																			
CBP	#	210	80	130	97	21	28	43	70	15	29	1	3						
	%	100	38.1	61.9	46.2	10.0	13.3	20.5	33.3	7.1	13.8	0.5	1.4	0.0	0.0	0.0	0.0	0.0	0.0
CIS	#	76	71	5	1		1	71	4										
	%	100	93.4	6.6	1.3	0.0	1.3	93.4	5.3	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
USCG	#	47	15	32	20	2	4	8	19	2	8	3	1						
	%	100	31.9	68.1	42.6	4.3	8.5	17.0	40.4	4.3	17.0	6.4	2.1	0.0	0.0	0.0	0.0	0.0	0.0
HQ	#	27	13	14	8	1		8	11	3	3	1							
	%	100	48.1	51.9	29.6	3.7	0.0	29.6	40.7	11.1	11.1	3.7	0.0	0.0	0.0	0.0	0.0	0.0	0.0
ICE	#	96	37	59	59	8	24	19	18	8	13	2	2		1		1		
	%	100	38.5	61.5	61.5	8.3	25.0	19.8	18.8	8.3	13.5	2.1	2.1	0.0	1.0	0.0	1.0	0.0	0.0

		Total Employees				Race/Ethnicity													
						Hispanic or Latino		Non-Hispanic or Latino											
		All	Male	Female	Minorities			Male	Female	White		Black or African American		Asian		Native Hawaiian or Other Pacific Islander		American Indian or Alaskan Native	
Male	Female					Male	Female			Male	Female	Male	Female	Male	Female	Male	Female	Male	Female
STEP Continued																			
FEMA	#	41	10	31	14			7	20	3	10			1					
	%	100	24.4	75.6	34.1	0.0	0.0	17.1	48.8	7.3	24.4	0.0	2.4	0.0	0.0	0.0	0.0	0.0	0.0
FLETC	#	94	33	61	66		1	8	20	21	38	4	2						
	%	100	35.1	64.9	70.2	0.0	1.1	8.5	21.3	22.3	40.4	4.3	2.1	0.0	0.0	0.0	0.0	0.0	0.0
USSS	#	131	49	82	49	6	10	30	52	9	16	4	4						
	%	100	37.4	62.6	37.4	4.6	7.6	22.9	39.7	6.9	12.2	3.1	3.1	0.0	0.0	0.0	0.0	0.0	0.0
Federal Career Intern Program (FCIP)																			
CBP	#	4,143	3,638	505	1,991	1,721	179	1836	316	37	8	37	2			7			
	%	100	87.8	12.2	48.1	41.5	4.3	44.3	7.6	0.9	0.2	0.9	0.05	0.0	0.0	0.2	0.0	0.0	0.0
CIS	#	36	13	23	11	1	1	11	14	1	4		4						
	%	100	36.1	63.9	30.6	2.8	2.8	30.6	38.9	2.8	11.1	0.0	11.1	0.0	0.0	0.0	0.0	0.0	0.0
USCG	#	6	0	6	3				3		3								
	%	100	0.0	100.0	50.0	0.0	0.0	0.0	50.0	0.0	50.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
HQ	#	139	74	65	38	1		53	48	12	13	6	4			2			
	%	100	53.2	46.8	27.3	0.7	0.0	38.1	34.5	8.6	9.4	4.3	2.9	0.0	0.0	1.4	0.0	0.0	0.0
ICE	#	1,470	1,240	230	576	328	75	768	126	72	18	65	11			7			
	%	100	84.4	15.6	39.2	22.3	5.1	52.2	8.6	4.9	1.2	4.4	0.7	0.0	0.0	0.5	0.0	0.0	0.0
FEMA	#	20	7	13	9	0	0	6	5	1	8	0	0	0	0	0	0	0	0
	%	100	0.0%	65.0	45.0	0.0	0.0	30.0	25.0	5.0	40.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Career Entry-Level Opportunity (CEO)																			
USCG	#	18	5	13	10		2	1	7	3	4	1							
	%	100	27.8	72.2	55.6	0.0	11.1	5.6	38.9	16.7	22.2	5.6	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Presidential Management Fellows (PMF)																			
CBP	#	1	1	0	0			1											
	%	100	100	0.0	0.0	0.0	0.0	100	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
CIS	#	20	9	11	3			8	9	1			2						
	%	100	45.0	55.0	15.0	0.0	0.0	40.0	45.0	5.0	0.0	0.0	10.0	0.0	0.0	0.0	0.0	0.0	0.0

	Total Employees				Race/Ethnicity															
					Hispanic or Latino		Non- Hispanic or Latino													
							White		Black or African American		Asian		Native Hawaiian or Other Pacific Islander		American Indian or Alaskan Native		Two or More/Other Races			
All	Male	Female	Minorities	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	
PMF Continued																				
HQ	#	26	16	10	1			16	9				1							
	%	100	61.5	38.5	3.8	0.0	0.0	61.5	34.6	0.0	0.0	0.0	3.8	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Minority Serving Institutions Internship Program (MSIIP)																				
USCG	#	37	20	17	30	12	9	3	4	2	2	2	1			1	1			
	%	100	54.1	45.9	81.1	32.4	24.3	8.1	10.8	5.4	5.4	5.4	2.7	0.0	0.0	2.7	2.7	0.0	0.0	0.0
Outstanding Scholar																				
CIS	#	129	48	81	23		10	43	63	1	5	4	3							
	%	100	37.2	62.8	17.8	0.0	7.8	33.3	48.8	0.8	3.9	3.1	2.3	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Summary																				
Total SCEP	#	251	118	133	103	5	5	75	73	31	50	7	4	0	0	0	1	0	0	0
	%	100	47.0	53.0	41.0	2.0	2.0	29.9	29.1	12.4	19.9	2.8	1.6	0.0	0.0	0.0	0.4	0.0	0.0	0.0
Total STEP	#	722	308	414	314	38	68	194	214	61	117	15	13	0	1	0	1	0	0	0
	%	100	42.7	57.3	43.5	5.3	9.4	26.9	29.6	8.4	16.2	2.1	1.8	0.0	0.1	0.0	0.1	0.0	0.0	0.0
Total FCIP	#	5,814	4,972	842	2,628	2,051	255	2,674	512	123	54	108	21	0	0	16	0	0	0	0
	%	100	85.5	14.5	45.2	35.3	4.4	46.0	8.8	2.1	0.9	1.9	0.4	0.0	0.0	0.3	0.0	0.0	0.0	0.0
Total CEO	#	18	5	13	10	0	2	1	7	3	4	1	0	0	0	0	0	0	0	0
	%	100	27.8	72.2	55.6	0.0	11.1	5.6	38.9	16.7	22.2	5.6	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Total PMF	#	47	26	21	4	0	0	25	18	1	0	0	3	0	0	0	0	0	0	0
	%	100	55.3	44.7	8.5	0.0	0.0	53.2	38.3	2.1	0.0	0.0	6.4	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Total MSIIP	#	37	20	17	30	12	9	3	4	2	2	2	1	0	0	1	1	0	0	0
	%	100	54.1	45.9	81.1	32.4	24.3	8.1	10.8	5.4	5.4	5.4	2.7	0.0	0.0	2.7	2.7	0.0	0.0	0.0
Outstanding Scholar	#	129	48	81	23		10	43	63	1	5	4	3							
	%	100	37.2	62.8	17.8	0.0	7.8	33.3	48.8	0.8	3.9	3.1	2.3	0.0	0.0	0.0	0.0	0.0	0.0	0.0
GRAND TOTALS																				
	#	7,018	5,497	1,521	3,112	2,106	349	3,015	891	222	232	137	45	0	1	17	3	0	0	0
	%	100	78.3	21.7	44.3	30.0	5.0	43.0	12.7	3.2	3.3	2.0	0.6	0.0	0.01	0.2	0.04	0.0	0.0	0.0

Appendix D

DHS Agency Career Development Programs

**FEORP: DHS PARTICIPANTS IN FORMAL AGENCY CAREER DEVELOPMENT PROGRAMS –
Distribution by Race/Ethnicity and Sex**

	Total Employees				Race/Ethnicity													
					Hispanic or Latino		Non- Hispanic or Latino											
							White		Black or African American		Asian		Native Hawaiian or Other Pacific Islander		American Indian or Alaskan Native		Two or More/Other Races	
All	Male	Female	Minorities	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	
Citizenship & Immigration Services (CIS)																		
New Leaders Program																		
GS 9-12 or Equivalent #	1	0	1	1					1									
%	100	0.0	100	100.0	0.0	0.0	0.0	0.0	100	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
US Coast Guard (USCG)																		
Career Enrichment Seminar																		
GS 5-8 or Equivalent #	44	13	31	17	1		9	18	3	12		1						
%	100	29.5	70.5	38.6	2.3	0.0	20.5	40.9	6.8	27.3	0.0	2.3	0.0	0.0	0.0	0.0	0.0	0.0
Civilian Orientation Program																		
GS 9-12 or Equivalent #	27	13	14	8			11	8	2	5		1						
%	100	48.1	51.9	29.6	0.0	0.0	40.7	29.6	7.4	18.5	0.0	3.7	0.0	0.0	0.0	0.0	0.0	0.0
GS 13-15 or Equivalent #	20	10	10	5			7	8		2	3							
%	100	50.0	50.0	25.0	0.0	0.0	35.0	40.0	0.0	10.0	15.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
DHS Fellows Program																		
GS 13-15 or Equivalent #	6	6	0	0			6											
%	100	100	0.0	0.0	0.0	0.0	100	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Power of Vision																		
GS 13-15 or Equivalent #	13	5	8	11	2	4	2		1	3		1						
%	100	38.5	61.5	84.6	15.4	30.8	15.4	0.0	7.7	23.1	0.0	7.7	0.0	0.0	0.0	0.0	0.0	0.0
Senior Leadership Principles & Skills (SLPS)																		
GS 9-12 or Equivalent #	34	11	23	13	2			21	8	1	1	1						
%	100	32.4	67.6	38.2	5.9	0.0	0.0	61.8	23.5	2.9	2.9	2.9	0.0	0.0	0.0	0.0	0.0	0.0
GS 13-15 or Equivalent #	27	16	11	4	1			15	8		2		1					
%	100	59.3	40.7	14.8	3.7	0.0	55.6	29.6	0.0	7.4	0.0	3.7	0.0	0.0	0.0	0.0	0.0	0.0

	Total Employees				Race/Ethnicity													
					Hispanic or Latino		Non- Hispanic or Latino											
							White		Black or African American		Asian		Native Hawaiian or Other Pacific Islander		American Indian or Alaskan Native		Two or More/Other Races	
	All	Male	Female	Minorities	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female
Customs & Border Patrol																		
Career Development Program																		
GS 13-15 or Equivalent #	37	31	6	11	5	1	23	3	3	2								
%	100	83.8	16.2	29.7	13.5	2.7	62.2	8.1	8.1	5.4	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Senior Pay #	10	9	1	1		1	9											
%	100	90.0	10.0	10.0	0.0	10.0	90.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
DHS Headquarters Directorates																		
SES Candidate Development Program																		
GS 13-15 or Equivalent #	15	12	3	3			10	2	1		1	1						
%	100	80.0	20.0	20.0	0.0	0.0	66.7	13.3	6.7	0.0	6.7	6.7	0.0	0.0	0.0	0.0	0.0	0.0
Immigration & Customs Enforcement (ICE)																		
Supervisory Leadership Training Program																		
GS 9-12 or Equivalent #	57	46	11	33	16	3	19	5	8	2	2	1			1			
%	100	80.7	19.3	57.9	28.1	5.3	33.3	8.8	14.0	3.5	3.5	1.8	0.0	0.0	1.8	0.0	0.0	0.0
GS 13-15 or Equivalent #	284	206	78	112	58	13	124	48	15	15	7	2			2			
%	100	72.5	27.5	39.4	20.4	4.6	43.7	16.9	5.3	5.3	2.5	0.7	0.0	0.0	0.7	0.0	0.0	0.0
Tuition Assistance Program (TAP)																		
GS 5-8 or Equivalent #	13	4	9	8	1	4	2	3	1	2								
%	100	30.8	69.2	61.5	7.7	30.8	15.4	23.1	7.7	15.4	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
GS 9-12 or Equivalent #	48	21	27	18	5	4	12	18	3	4	1	1						
%	100	43.8	56.3	37.5	10.4	8.3	25.0	37.5	6.3	8.3	2.1	2.1	0.0	0.0	0.0	0.0	0.0	0.0
GS 13-15 or Equivalent #	51	33	18	17	2	5	25	9	4	4	1				1			
%	100	64.7	35.3	33.3	3.9	9.8	49.0	17.6	7.8	7.8	2.0	0.0	0.0	0.0	2.0	0.0	0.0	0.0
Federal Emergency Management Agency (FEMA)																		
Support Advisory Group for Empowerment (SAGE)																		
GS 1-4 or Equivalent #	26	22	4	11		1	13	2	9					1				
%	100	84.6	15.4	42.3	0.0	3.8	50.0	7.7	34.6	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
GS 5-8 or Equivalent #	4	2	2	2			2		1						1			
%	100	50.0	50.0	50.0	0.0	0.0	50.0	0.0	0.0	25.0	0.0	0.0	0.0	0.0	0.0	25.0	0.0	0.0

	Total Employees				Race/Ethnicity													
					Hispanic or Latino		Non-Hispanic or Latino											
							White		Black or African American		Asian		Native Hawaiian or Other Pacific Islander		American Indian or Alaskan Native		Two or More/Other Races	
All	Male	Female	Minorities	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	
FEMA Continued																		
Career Builder Express Program																		
GS 9-12 or Equivalent #	80	42	38	25	2	2	29	26	10	8	1			2				
%	100	52.5	47.5	31.3	2.5	2.5	36.3	32.5	12.5	10.0	1.3	0.0	0.0	2.5	0.0	0.0	0.0	0.0
Executive Leadership Program																		
GS 13-15 or Equivalent #	22	16	6	4	1		13	4	1	1		1					1	
%	100	72.7	27.3	18.2	4.5	0.0	59.1	18.2	4.5	4.5	0.0	4.5	0.0	0.0	0.0	0.0	0.0	4.5
Federal Executive Institute and Industrial College of Armed Forces																		
GS 13-15 or Equivalent #	6	6	0	3	1		3				2							
%	100	100	0.0	50.0	16.7	0.0	50.0	0.0	0.0	0.0	33.3	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Federal Law Enforcement Training Center (FLETC)																		
DHS SES Candidate Development Program																		
GS 13-15 or Equivalent #	1	1	0	0			1											
%	100	100	0.0	0.0	0.0	0.0	100	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Leadership Through Understanding Human Behavior																		
GS 9-12 or Equivalent #	1	1	0	0			1											
%	100	100	0.0	0.0	0.0	0.0	100	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
GS 13-15 or Equivalent #	6	6	0	0			6											
%	100	100	0.0	0.0	0.0	0.0	100	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
New Supervisor Training Program (FNSTP)																		
GS 9-12 or Equivalent #	2	2	0	0			2											
%	100	100	0.0	0.0	0.0	0.0	100	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
GS 13-15 or Equivalent #	30	21	9	5	1		17	8	2	1					1			
%	100	70.0	30.0	16.7	3.3	0.0	56.7	26.7	6.7	3.3	0.0	0.0	0.0	0.0	3.3	0.0	0.0	0.0
Self Leadership Through Understanding Human Behavior																		
GS 5-8 or Equivalent #	9	0	9	2				7		2								
%	100	0.0	100	22.2	0.0	0.0	0.0	77.8	0.0	22.2	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0

	Total Employees				Race/Ethnicity													
					Hispanic or Latino		Non- Hispanic or Latino											
							White		Black or African American		Asian		Native Hawaiian or Other Pacific Islander		American Indian or Alaskan Native		Two or More/Other Races	
All	Male	Female	Minorities	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	
FLETC Continued																		
GS 9-12 or Equivalent #	5	2	3	0			2	3										
%	100	40.0	60.0	0.0	0.0	0.0	40.0	60.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
GS 13-15 or Equivalent #	11	5	6	1			4	6								1		
%	100	45.5	54.5	9.1	0.0	0.0	36.4	54.5	0.0	0.0	0.0	0.0	0.0	0.0	0.0	9.1	0.0	0.0
US Secret Service																		
SES Candidate Development Program																		
Senior Pay #	36	27	9	10	2		19	7	5	2	1							
%	100	75.0	25.0	27.8	5.6	0.0	52.8	19.4	13.9	5.6	2.8	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Transportation Security Administration (TSA)																		
Senior Leadership Development Program																		
GS 9-12 or Equivalent #	1	1	0	0			1											
%	100	100	0.0	0.0	0.0	0.0	100	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
GS 13-15 or Equivalent #	135	107	28	29	6	3	87	19	6	4	6					2	2	
%	100	79.3	20.7	21.5	4.4	2.2	64.4	14.1	4.4	3.0	4.4	0.0	0.0	0.0	0.0	1.5	1.5	0.0
TSA Continued																		
Management Leadership Development Program																		
GS 9-12 or Equivalent #	328	233	95	85	18	7	158	65	32	11	3	5				4	5	18
%	100	71	29.0	25.9	5.5	2.1	48	19.8	9.8	3.4	0.9	1.5	0.0	0.0	0.0	1.2	1.5	5.5
GS 13-15 or Equivalent #	109	65	44	42	9	8	44	23	7	11	3					2	2	
%	100	59.6	40.4	38.5	8.3	7.3	40.4	21.1	6.4	10.1	2.8	0.0	0.0	0.0	0.0	1.8	1.8	0.0

	Total Employees				Race/Ethnicity														
					Hispanic or Latino		Non-Hispanic or Latino												
							White		Black or African American		Asian		Native Hawaiian or Other Pacific Islander		American Indian or Alaskan Native		Two or More/Other Races		
All	Male	Female	Minorities	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female
SUMMARY BY GRADE CATEGORY																			
GS 1-4 or Equivalent	#	26	22	4	11	0	1	13	2	9	0	0	0	0	1	0	0	0	0
	%	100	84.6	15.4	42.3	0.0	3.8	50.0	7.7	34.6	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
GS 5-8 or Equivalent	#	70	19	51	29	2	4	13	28	4	17	0	1	0	0	0	1	0	0
	%	100	27.1	72.9	41.4	2.9	5.7	18.6	40.0	5.7	24.3	0.0	1.4	0.0	0.0	0.0	1.4	0.0	0.0
GS 9-12 or Equivalent	#	584	372	212	183	43	16	235	146	63	32	8	9	0	2	5	5	18	2
	%	100	63.7	36.3	31.3	7.4	2.7	40.2	25.0	10.8	5.5	1.4	1.5	0.0	0.3	0.9	0.9	3.1	0.3
GS 13-15 or Equivalent	#	773	546	227	247	86	34	387	138	40	45	23	6	0	0	9	4	1	0
	%	100	70.6	29.4	32.0	11.1	4.4	50.1	17.9	5.2	5.8	3.0	0.8	0.0	0.0	1.2	0.5	0.1	0.0
Senior Pay	#	46	36	10	11	2	1	28	7	5	2	1	0	0	0	0	0	0	0
	%	100	78.3	21.7	23.9	4.3	2.2	60.9	15.2	10.9	4.3	2.2	0.0	0.0	0.0	0.0	0.0	0.0	0.0
GRAND TOTALS																			
	#	1,499	995	504	481	133	56	676	321	121	96	32	16	0	3	14	10	19	2
	%	100	66.4	33.6	32.1	8.9	3.7	45.1	21.4	8.1	6.4	2.1	1.1	0.0	0.2	0.9	0.7	1.3	0.1

Appendix E

DHS Government-wide Career Development Programs

**FEORP: DHS PARTICIPANTS IN FORMAL GOVERNMENT-WIDE CAREER DEVELOPMENT PROGRAMS –
Distribution by Race/Ethnicity and Sex**

	Total Employees				Race/Ethnicity														
					Hispanic or Latino		Non- Hispanic or Latino												
							White		Black or African American		Asian		Native Hawaiian or Other Pacific Islander		American Indian or Alaskan Native		Two or More/Other Races		
All	Male	Female	Minorities	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female
Citizenship & Immigration Services (CIS)																			
Aspiring Leadership																			
GS 9-12 or Equivalent	#	1	0	1	0			1											
	%	100	0.0	100	0.0	0.0	0.0	0.0	100	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Executive Leadership Program																			
GS 13-15 or Equivalent	#	2	2	0	0			2											
	%	100	100	0.0	0.0	0.0	0.0	100	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
USDA Executive Leadership Program																			
GS 13-15 or Equivalent	#	1	1	0	0			1											
	%	100	100	0.0	0.0	0.0	0.0	100	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
US Coast Guard (USCG)																			
Aspiring Leaders Program (ALP)																			
GS 5-8 or Equivalent	#	8	5	3	4			1	3	2		2							
	%	100	62.5	37.5	50.0	0.0	0.0	12.5	37.5	25.0	0.0	25.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
National Defense University - Industrial College of the Armed Forces (ICAF)																			
GS 13-15 or Equivalent	#	3	3	0	0			3											
	%	100	100	0.0	0.0	0.0	0.0	100	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
National Defense University - National War College																			
GS 13-15 or Equivalent	#	2	2	0	0			2											
	%	100	100	0.0	0.0	0.0	0.0	100	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
New Leader Program (NLP)																			
GS 5-8 or Equivalent	#	4	1	3	1			1	2		1								
	%	100	25.0	75.0	25.0	0.0	0.0	25.0	50.0	0.0	25.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
GS 9-12 or Equivalent	#	9	5	4	3			5	1		3								
	%	100	55.6	44.4	33.3	0.0	0.0	55.6	11.1	0.0	33.3	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0

	Total Employees				Race/Ethnicity														
					Hispanic or Latino		Non- Hispanic or Latino												
							White		Black or African American		Asian		Native Hawaiian or Other Pacific Islander		American Indian or Alaskan Native		Two or More/Other Races		
All	Male	Female	Minorities	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female
USCG (Continued)																			
Executive Potential Program																			
GS 13-15 or Equivalent	#	2	2	0	0			2											
	%	100	100	0.0	0.0	0.0	0.0	100	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Federal Executive Institute (FEI)																			
GS 13-15 or Equivalent	#	2	2	0	1			1				1							
	%	100	100	0.0	0.0	0.0	0.0	50.0	0.0	0.0	0.0	50.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Brookings																			
GS 13-15 or Equivalent	#	1	1	0	0			1											
	%	100	100	0.0	0.0	0.0	0.0	100	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Capitol Hill Workshop																			
GS 13-15 or Equivalent	#	12	10	2	2	2		8	2										
	%	100	83.3	16.7	16.7	16.7	0.0	66.7	16.7	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Executive Development Seminar																			
GS 13-15 or Equivalent	#	1	1	0	0			1											
	%	100	100	0.0	0.0	0.0	0.0	100	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Strategic Leadership Seminar																			
GS 13-15 or Equivalent	#	6	6	0	1			5		1									
	%	100	100	0.0	16.7	0.0	0.0	83.3	0.0	16.7	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
White House Workshop																			
GS 13-15 or Equivalent	#	7	3	4	1			3	3								1		
	%	100	42.9	57.1	14.3	0.0	0.0	42.9	42.9	0.0	0.0	0.0	0.0	0.0	0.0	0.0	14.3	0.0	0.0
Supervisory Leadership Seminar																			
GS 9-12 or Equivalent	#	5	4	1	2	1		2	1	1									
	%	100	80.0	20.0	40.0	20.0	0.0	40.0	20.0	20.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0

	Total Employees				Race/Ethnicity														
					Hispanic or Latino		Non- Hispanic or Latino												
							White		Black or African American		Asian		Native Hawaiian or Other Pacific Islander		American Indian or Alaskan Native		Two or More/Other Races		
All	Male	Female	Minorities	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female
USCG (Continued)																			
Management Development Seminar																			
GS 9-12 or Equivalent	#	7	6	1	1			5	1	1									
	%	100	85.7	14.3	14.3	0.0	0.0	71.4	14.3	14.3	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
GS 13-15 or Equivalent	#	9	5	4	1			5	3		1								
	%	100	55.6	44.4	11.1	0.0	0.0	55.6	33.3	0.0	11.1	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Executive Leadership Program																			
GS 9-12 or Equivalent	#	1	0	1	0				1										
	%	100	0.0	100	0.0	0.0	0.0	0.0	100	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
GS 13-15 or Equivalent	#	3	2	1	0			2	1										
	%	100	66.7	33.3	0.0	0.0	0.0	66.7	33.3	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Seminar for New Managers																			
GS 9-12 or Equivalent	#	3	3	0	1			2		1									
	%	100	100	0.0	33.3	0.0	0.0	66.7	0.0	33.3	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
GS 13-15 or Equivalent	#	4	3	1	2	1		1	1	1									
	%	100	75.0	25.0	50.0	25.0	0.0	25.0	25.0	25.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
DHS Headquarters Directorates																			
Georgetown University Master's Degree Program																			
GS 13-15 or Equivalent	#	7	4	3	5	1	1	2			2	1							
	%	100	57.1	42.9	71.4	14.3	14.3	28.6	0.0	0.0	28.6	14.3	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Executive Leadership Development Program																			
GS 13-15 or Equivalent	#	20	15	5	0														
	%	100	75.0	25.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Federal Executive Institute (FEI)																			
GS 13-15 or Equivalent	#	6	6	0	0														
	%	100	100	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0

	Total Employees				Race/Ethnicity														
					Hispanic or Latino		Non- Hispanic or Latino												
							White		Black or African American		Asian		Native Hawaiian or Other Pacific Islander		American Indian or Alaskan Native		Two or More/Other Races		
All	Male	Female	Minorities	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female
Immigration & Customs Enforcement (ICE)																			
Management Development Program (MDP)																			
GS 13-15 or Equivalent	#	38	29	9	13	4	1	22	3	2	5	1							
	%	100	76.3	23.7	34.2	10.5	2.6	57.9	7.9	5.3	13.2	2.6	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Aspiring Leaders Program (ALP)																			
GS 5-8 or Equivalent	#	7	5	2	6	2	1	1		1	1	1							
	%	100	71.4	28.6	85.7	28.6	14.3	14.3	0.0	14.3	14.3	14.3	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Executive Leadership Program (ELP)																			
GS 9-12 or Equivalent	#	5	2	3	3	1	1	1	1		1								
	%	100	40.0	60.0	60.0	20.0	20.0	20.0	20.0	0.0	20.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
GS 13-15 or Equivalent	#	6	4	2	1			4	1		1								
	%	100	66.7	33.3	16.7	0.0	0.0	66.7	16.7	0.0	16.7	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
National Defense University - Industrial College of the Armed Forces (ICAF)																			
GS 13-15 or Equivalent	#	1	1	0	0			1											
	%	100	100	0.0	0.0	0.0	0.0	100	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
National Defense University - National War College																			
GS 13-15 or Equivalent	#	1	0	1	0			1											
	%	100	0.0	100	0.0	0.0	0.0	0.0	100	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Federal Executive Institute (FEI) for a Democratic Society																			
GS 13-15 or Equivalent	#	6	4	2	0			4	2										
	%	100	66.7	33.3	0.0	0.0	0.0	66.7	33.3	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Naval Postgraduate School (NPS) Center for Homeland Defense & Security - ELP																			
GS 13-15 or Equivalent	#	1	0	1	0			1											
	%	100	0.0	100	0.0	0.0	0.0	0.0	100	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Naval Postgraduate School Homeland Security Master's Program																			
GS 13-15 or Equivalent	#	3	1	2	0			1	2										
	%	100	33.3	66.7	0.0	0.0	0.0	33.3	66.7	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0

	Total Employees				Race/Ethnicity															
					Hispanic or Latino		Non-Hispanic or Latino													
							White		Black or African American		Asian		Native Hawaiian or Other Pacific Islander		American Indian or Alaskan Native		Two or More/Other Races			
All	Male	Female	Minorities	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	
Federal Emergency Management Agency																				
Executive Leadership Program																				
GS 13-15 or Equivalent	#	22	16	6	4	1		13	4	1	1		1					1		
	%	100	72.7	27.3	18.2	4.5	0.0	59.1	18.2	4.5	4.5	0.0	4.5	0.0	0.0	0.0	0.0	0.0	4.5	0.0
Federal Executive Institute and Industrial College of Armed Forces																				
GS 13-15 or Equivalent	#	6	6	0	3	1		3					2							
	%	100	100	0.0	50.0	16.7	0.0	50.0	0.0	0.0	0.0	33.3	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Federal Law Enforcement Training Center (FLETC)																				
Tuition Assistance Program (TAP)																				
GS 5-8 or Equivalent	#	6	1	5	1			1	4		1									
	%	100	16.7	83.3	16.7	0.0	0.0	16.7	66.7	0.0	16.7	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
GS 9-12 or Equivalent	#	18	11	7	3		1	10	5		1	1								
	%	100	61.1	38.9	16.7	0.0	5.6	55.6	27.8	0.0	5.6	5.6	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
GS 13-15 or Equivalent	#	19	14	5	1			13	5	1										
	%	100	73.7	26.3	5.3	0.0	0.0	68.4	26.3	5.3	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Transportation Security Administration																				
Executive Education and Development																				
GS 13-15 or Equivalent	#	30	17	13	8	3		13	9		4	1								
	%	100	56.7	43.3	26.7	10.0	0.0	43.3	30.0	0.0	13.3	3.3	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
SUMMARY BY GRADE CATEGORY																				
GS 5-8 or Equivalent	#	18	7	11	6	0	0	3	9	2	2	2	0	0	0	0	0	0	0	
	%	100	38.9	61.1	33.3	0.0	0.0	16.7	50.0	11.1	11.1	11.1	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
GS 9-12 or Equivalent	#	49	31	18	13	2	2	25	11	3	5	1	0	0	0	0	0	0	0	
	%	100	63.3	36.7	26.5	4.1	4.1	51.0	22.4	6.1	10.2	2.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
GS 13-15 or Equivalent	#	195	139	56	43	13	2	113	38	6	14	6	1	0	0	0	1	1	0	
	%	100	71.3	28.7	22.1	6.7	1.0	57.9	19.5	3.1	7.2	3.1	0.5	0.0	0.0	0.0	0.5	0.5	0.0	
GRAND TOTALS																				
	#	262	177	85	62	15	4	141	58	11	21	9	1	0	0	0	1	1	0	
	%	100%	67.6	32.4	23.7	5.7	1.5	53.8	22.1	4.2	8.0	3.4	0.4	0.0	0.0	0.0	0.4	0.4	0.0	

Appendix F

DHS Mentoring Programs

DHS MENTORING PROGRAMS - Distribution by Race/Ethnicity and Sex

	Total Employees				Race/Ethnicity															
					Hispanic or Latino		Non- Hispanic or Latino													
							White		Black or African American		Asian		Native Hawaiian or Other Pacific Islander		American Indian or Alaskan Native		Two or More/Other Races			
All	Male	Female	Minorities	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	
Citizenship & Immigration Services																				
Informal Mentoring Program																				
GS 1-4 or Equivalent	#	8	3	5	2		2	3	3											
	%	100	37.5	62.5	25.0	0.0	25.0	37.5	37.5	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
GS 5-8 or Equivalent	#	3	3	0	2	1		1		1										
	%	100%	100%	0.0%	66.7%	33.3%	0.0	33.3%	0.0	33.3%	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
GS 9-12 or Equivalent	#	1	1	0	1	1														
	%	100%	100%	0.0%	100.0%	100%	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
GS 13-15 or Equivalent	#	2	1	1	0			1	1											
	%	100%	50.0%	50.0%	0.0	0.0	0.0	50.0%	50.0%	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Formal Mentoring Program																				
GS 1-4 or Equivalent	#	5	0	5	3		3		2											
	%	100%	0.0	100%	60.0%	0.0%	60.0%	0.0%	40.0%	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
GS 5-8 or Equivalent	#	66	24	42	19	1	8	21	26	1	8	1								
	%	100%	36.4%	63.6%	28.8%	1.5%	12.1%	31.8%	39.4%	1.5%	12.1%	1.5%	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
GS 9-12 or Equivalent	#	2	0	2	0				2											
	%	100%	0.0	100%	0.0%	0.0	0.0	0.0	100%	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
GS 13-15 or Equivalent	#	5	3	2	2			2	1	1	1									
	%	100%	60.0%	40.0%	40.0%	0.0	0.0	40.0%	20.0%	20.0%	20.0%	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
US Coast Guard																				
Formal Mentoring Program																				
GS 9-12 or Equivalent	#	2	0	2	1				1		1									
	%	100%	0.0	100%	50.0%	0.0	0.0	0.0	50.0%	0.0%	50.0%	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
GS 13-15 or Equivalent	#	1	0	1	0				1											
	%	100%	0.0	100%	0.0	0.0	0.0	0.0	100%	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0

	Total Employees				Race/Ethnicity														
					Hispanic or Latino		Non- Hispanic or Latino												
							White		Black or African American		Asian		Native Hawaiian or Other Pacific Islander		American Indian or Alaskan Native		Two or More/Other Races		
							Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male
All	Male	Female	Minorities	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female		
DHS Headquarters Directorates																			
Formal Mentoring Program																			
GS 9-12 or Equivalent	#	3	2	1	1			1	1	1									
	%	100%	66.7%	33.3%	33.3%	0.0	0.0	33.3%	33.3%	33.3%	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
GS 13-15 or Equivalent	#	15	11	4	3	2		9	3		1								
	%	100%	73.3%	26.7%	20.0%	13.3%	0.0	60.0%	20.0%	0.0	6.7%	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
SUMMARY BY GRADE CATEGORY																			
GS 1-4 or Equivalent	#	13	3	10	5		5	3	5										
	%	100%	23.1%	76.9%	38.5%	0.0%	38.5%	23.1%	38.5%	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
GS 5-8 or Equivalent	#	69	27	42	21	2	8	22	26	2	8	1							
	%	100%	39.1%	60.9%	30.4%	2.9%	11.6%	31.9%	37.7%	2.9%	11.6%	1.4%	0.0	0.0	0.0	0.0	0.0	0.0	0.0
GS 9-12 or Equivalent	#	8	3	5	3	1		1	4	1	1								
	%	100%	37.5%	62.5%	37.5%	12.5%	0.0	12.5%	50%	12.5%	12.5%	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
GS 13-15 or Equivalent	#	23	15	8	5	2	0	12	6	1	2	0	0	0	0	0	0	0	0
	%	100%	65.2%	34.8%	21.7%	8.7%	0.0	52.2%	26.1%	4.3%	8.7%	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
GRAND TOTALS																			
	#	113	48	65	34	5	13	38	41	4	11	1							
	%	100%	42.5%	57.5%	30.1%	4.4%	11.5%	33.6%	36.3%	3.5%	9.7%	0.9%	0.0	0.0	0.0	0.0	0.0	0.0	0.0