



**Homeland
Security**

November 21, 2008

Mr. Daniel Fusco, Manager
Recruiting, Examining and Assessment Group
Center for Talent and Capacity Policy
ATTN: FY 2008 FEORP REPORT
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 2009 and Accomplishment Report for Fiscal Year 2008. 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 "Stephen T. Shih".

Stephen T. Shih, Esq.
Deputy Officer
for 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 2009**

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)**

Stephen T. Shih
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

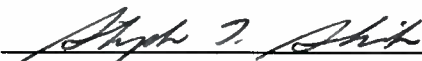
Telephone and Fax Numbers:

(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

November 21, 2008



Homeland Security

Federal Equal Opportunity Recruitment Program Accomplishment Report for Fiscal Year 2008

1. Workforce Planning

- Analyze workforce trends and projections, determining skills gaps and needs, and devising succession-planning strategies.
- Provide training to managers about practical ways to make a diverse workforce a strength for the entire organization. This may include such subjects as the value of understanding differences, identifying an agency's culture and values, and cross-cultural communication.

The Department of Homeland Security (DHS) launched a comprehensive strategic approach to workforce planning. The new approach takes the long-term view of the needs of the components, focusing on necessary competencies and/or skills and the changes in functions as a result of changing missions, new processes and environmental factors. The Department's efforts also include developing a manual that establishes a uniform process for providing a disciplined methodology for matching human resources with the anticipated needs of the Department and its components. DHS recently developed a Train-the-Trainer Workforce Planning Training Module for the components, expected to be deployed department-wide during Fiscal Year 2009.

Component Specific Accomplishments

All **CBP** managers and supervisors are required to take EEO training as part of the mandatory Supervisory Leadership Training and Management Leadership Training.

CIS reported that approximately 3,500 employees completed EEO/diversity training online through courses taken via their Learning Management System.

FLETC provides annual mandatory training to managers and supervisors on various EEO program requirements.

The **ICE** Assistant Secretary issued policy directives mandating all employees, including managers and supervisors, to complete the following EEO and diversity training via the ICE Virtual University (VU). VU is a self-paced training program available to all ICE employees.

- Affirmative Employment Programs for Managers (1,014 completed the course)
- Diversity Training for Managers (1,319 completed the course)

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- EEO Alternative Dispute Resolution Program (5,349 completed the course)
- EEO Complaints Process Training for Managers (964 completed the course)
- Prevention of Sexual Harassment Training (8,367 completed the course)

The *Secret Service* reported that they sponsor several annual training events through their Diversity Management Program entitled “Conference on Cultural Diversity and Inclusion.” This training course is designed to raise awareness about diversity; to provide skills to identify and challenge assumptions about others; to recognize different communication styles and increase one’s ability to communicate across these differences; and to identify ways that greater appreciation and understanding of diversity can positively impact the mission of the Secret Service.

2. Recruitment

- Providing information on Federal employment opportunities to students, faculty, educational institutions, school systems, and underrepresented communities.
- Developing and maintaining long-term partnerships with academia, professional associations, and minority-serving organizations for the purpose of recruiting high-quality candidates.
- Using student educational employment programs and internships (e.g., Student Career Experience Program, Student Temporary Employment Program, Federal Career Intern Program) to improve the pipeline of diverse candidates for entry-level positions.
- Using the Presidential Management Fellows (PMF) Program for recruiting and advancing graduate and professional school graduates, including traditionally underrepresented community members.

DHS Components distributed vacancy announcements on a regular basis to minority and women’s organizations. Some components included radio and televised recruitment ads to their campaigns. 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. Other Components advertised in newspapers and periodicals, and regularly mailed vacancy announcements to minority and women’s organizations. DHS components participated in numerous outreach activities, career/job fairs, conferences, and workshops throughout the reporting year and shared employment information with students and faculty.

DHS continues to utilize educational employment programs as a recruitment tool for entry-level positions. For example, in FY 2008, DHS hired 4,444 students/interns under various educational and internship programs, of which 1,649 (or 37.1%) were women and 1,810 (or 40.7%) minorities. We note that the highest number of women (1,100) and minorities (1,415) hired was under the Federal Career Intern Program (FCIP). See Appendix B, *DHS Educational Programs – Distribution by Race/Ethnicity and Sex*, for a complete breakdown by component and educational program.

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In FY 2008, DHS hired 71 Presidential Management Fellows (PMFs) participants of which 44 (or 62.0%) were women and 10 (or 14.1%) minorities. See Appendix B, *DHS Educational Programs – Distribution by Race/Ethnicity and Sex*, for a complete breakdown by component.

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 2008, a combined total of 2,433 employees received recruitment and retention incentives, including 994 (or 40.9%) women and 929 (or 38.2%) minorities. Of particular interest are the efforts of TSA, which reported that 1,710 employees received retention incentives, including 706 (or 41.3%) women and 736 (or 43.0%) minorities. In addition, TSA awarded relocation incentives to 62 employees, including 13 (or 21.0%) women and 10 (or 16.1%) minorities. DHS Headquarters reported recruitment incentive to 167 employees, of whom 70 (or 41.9%) were women and 29 (or 17.4%) were minorities. Collectively, CG, ICE, FEMA, and DHS Headquarters reported 148 appointments under the Superior Qualifications Appointments (SQA) flexibility, including 62 (or 41.9%) women and 42 (or 28.4%) minorities. See Appendix C, *Recruitment and Retention Programs – Distribution by Race/Ethnicity and Sex*, for a complete breakdown by component and recruitment/retention program.

In FY 2008, the Office for Civil Rights and Civil Liberties (CRCL) helped successfully launch the National Security Internship program in partnership with the Federal Bureau of Investigation (FBI). The National Security Internship is an intensive nine-week, full immersion summer program that combines Arabic language, Homeland Security, Intelligence and Area Studies, and On-the-Job-Training experience at DHS or FBI Headquarters. The goal of the National Security Internship program is to create a direct career path for the DHS and FBI with some of America's best and brightest undergraduate and graduate college students who speak or are studying Arabic as well as Homeland Security, Intelligence and Area Studies in college. The National Security Internship is open to qualified applicants who are able to meet the requirements to be granted a top-secret clearance. The objectives of this program are not to develop a cadre of translators, but rather to build a national security workforce of individuals who possess a higher degree of cultural competency. For additional information, please visit www.nationalsecurityinternship.com.

Component Specific Accomplishments

US Customs and Border Protection (CBP) recruiters attended 3,232 recruitment events and spend approximately \$5,000,000 in advertising, which included adds targeting at women and minorities. CBP expanded its use of the NASCAR Nationwide Series Racing events by establishing a full season sponsorship of a racecar in 2008 to market the Border Patrol mission and conduct targeted recruitment events at each of the 33 sponsored races, to fill Border Patrol Agent positions.

USCG attended 67 national outreach events, placed 48 diversity advertisements were printed in regional and local newspapers, and placed 34 diversity advertisements in radio stations.

DHS FEORP Accomplishment Report for Fiscal Year 2008

CIS participated in 34 recruitment and outreach events, and placed advertisements in various media outlets during the reporting year.

The Office of the Inspector General (OIG), a directorate of the *DHS Headquarters (HQ)* organization, attended the Hispanic Association of Colleges and Universities Annual Conference, and career fairs at North Carolina Central University and Bowie State University. The OIG also participated in the National Organization of Blacks Law Enforcement Executives' Annual Conference.

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. In addition, ICE continued to enhance and utilize the "College Relations" program to target diverse candidates, including women and minorities. The program was designed to create, promote, and sustain long-term relations between ICE and diverse institutions.

FEMA's Human Capital Division and the Office of Equal Rights partnered on the development of a recruitment/outreach approach to include increased participation from FEMA Regions, expected to consistently boost local recruitment results. This effort included the development of a Minority Colleges and Universities Initiatives Implementation Plan, designed to fully utilize joint recruitment effort strategies.

The *FLETC* shared job information and opportunities with women and minority organizations such as Women in Federal Law Enforcement, National Black Police Association, Hispanic American Police Command Officers, and National Asia Peace Officers Association.

The *Secret Service* exhibited and/or participated in numerous job fairs and conferences that addressed the employment of women and minorities. Additionally, the Secret Service placed ads in 35 magazine, publications, websites, and/or radio stations. 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.

TSA Headquarters Recruitment Team participated in 87 recruitment events nationwide, of which 81 were targeted recruitment events. *TSA* recruiters at various airports nationwide participated in approximately 680 recruitment events, of which 78 were targeted recruitment events. In addition,

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TSA developed a recruitment guide for program office and field recruiters to assist them in their recruitment efforts of “identifying the right talent, for the right position, at the right time.” TSA also developed a recruitment video for its recruiters that capture the vast array of employment opportunities within the agency.

3. Hiring

In FY 2008, DHS hired a total of 25,306 permanent employees and 3,005 temporary employees. Women comprised 8,978 (or 35.5%) of the permanent hires and minorities accounted for 9,858 (or 39.0%). The representation of women within the temporary hires was 1,285 (or 42.8%) and minorities was 840 (or 28.0%). Of particular interest are the efforts of the following components:

Component	Total Permanent & Temporary Hires	Women	Minorities
TSA	13,052	57117 (43.7%)	5,749 (44.0%)
CBP	7,860	1,304 (16.6%)	2,642 (33.6%)
CIS	1,889	1,063 (56.3%)	710 (37.6%)
FEMA	1,724	751 (43.6%)	509 (29.5%)
ICE	1,511	552 (36.5%)	520 (34.4%)

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

4. Career Development and Training

- Promoting participation of all employees in management, leadership, and career development programs.

A total of 1,374 DHS employees participated in agency career development programs during the reporting period, of those 437 (or 31.8%) were women and 343 (or 25.0%) minorities. We note that the highest number of participants (904) occupied the GS 13-15, or equivalent pay band, of which 265 (or 29.3%) were women and 218 (or 24.1%) 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, 1,792 DHS employees participated in Government-wide career development programs of which 403 (or 22.5%) were women and 647 (or 36.1%) minorities. The GS 9-12, or equivalent pay band, showed the highest number of participants (999), of which 148 (or 14.8%) were women and 412 (or 41.2%) 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.

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- Developing formal or informal mentoring programs for all employees by grade level.

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 2008, a total of 4,491 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.

Five DHS components, including the Office of the Inspector General, have established informal and/or formal mentoring programs for their employees. For example, in FY 2008, 4,491 civilian employees participated in a mentoring program and 1,742 (or 38.8%) were women and 980 (or 21.8%) minorities. Unfortunately, the breakdown by grade or pay band for the USCG participants was not available, but the rest of the data shows that the highest number of participants (54) occupied the GS 9-12 grades, or equivalent pay band, of which 39 (or 57.4%) were women and 31 (or 72.2%) minorities. In addition, the USCG reported 411 military participants in formal mentoring programs, including 224 (or 55.0%) women and 61 (or 14.8%) minorities. See Appendix F, *DHS Mentoring Programs – Distribution by Race/Ethnicity and Sex*, for a complete breakdown by component.

Appendix A

DHS New Hires by Type of Appointment

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

		Race/Ethnicity																						
		Total Employees							Non - Hispanic or Latino							Two or More/Other Races								
		All	Male	Female	Minorities	Male	Female	Hispanic or Latino	Male	Female	White	Male	Female	Black or African American	Male	Female	Asian	Male	Female	Native Hawaiian or Other Pacific Islander	Male	Female	American Indian or Alaskan Native	Male
DEPARTMENT-WIDE																								
Permanent	#	25306	16328	8978	9,858	3772	1445	10424	5002	1535	2096	477	320	1	0	104	108	15	7					
	%	100	64.52	35.47	38.96	14.90	5.71	41.19	19.76	6.06	8.28	1.88	1.26	0.00	0.00	0.41	0.42	0.05	0.02					
Temporary	#	3005	1720	1285	840	60	71	1355	802	216	336	62	69	0	0	19	7	8	0					
	%	100	57.23	42.76	27.95	1.99	2.36	45.09	26.68	7.18	11.18	2.06	2.29	0.00	0.00	0.63	0.23	0.26	0.00					
Total	#	28311	18048	10263	10,698	3832	1516	11779	5804	1751	2432	539	389	1	0	123	115	23	7					
	%	100	63.74	36.25	37.79	13.53	5.35	41.60	21.50	6.18	8.59	1.90	1.37	0.00	0.00	0.43	0.40	0.08	0.02					
CLF	%	100	53.10	46.80	6.20	4.50	39.00	33.70	4.80	5.70	1.90	1.70	0.10	0.10	0.30	0.30	0.30	0.80	0.10					
US Citizenship & Immigration Services																								
Permanent	#	1588	709	879	581	44	55	469	538	94	166	101	104	0	0	1	16	0	0					
	%	100	44.64	55.35	36.59	2.77	3.46	29.53	33.87	5.91	10.45	6.36	6.54	0.00	0.00	0.06	1.00	0.00	0.00					
Temporary	#	301	117	184	129	6	16	78	94	17	49	15	23	0	0	1	2	0	0					
	%	100	38.87	61.12	42.86	1.99	5.31	25.91	31.22	5.64	16.27	4.98	7.64	0.00	0.00	0.33	0.66	0.00	0.00					
Total	#	1889	826	1063	710	50	71	547	632	111	215	116	127	0	0	2	18	0	0					
	%	100	43.72	56.27	37.59	2.64	3.75	28.95	33.45	5.87	11.38	6.14	6.72	0.00	0.00	0.10	0.95	0.00	0.00					
US Coast Guard																								
Permanent	#	691	456	235	138	10	5	379	170	54	49	8	8	0	0	1	3	4	0					
	%	100	65.99	34.00	19.97	1.44	0.72	54.84	24.60	7.81	7.09	1.15	1.15	0.00	0.00	0.14	0.43	0.57	0.00					
Temporary	#	330	180	150	84	7	4	139	105	26	34	6	7	0	0	0	0	2	0					
	%	100	54.54	45.45	25.45	2.12	1.21	42.12	31.81	7.87	10.30	1.81	2.12	0.00	0.00	0.00	0.00	0.60	0.00					
Total	#	1021	636	385	222	17	9	518	275	80	83	14	15	0	0	1	3	6	0					
	%	100	62.29	37.70	21.74	1.66	0.88	50.73	26.93	7.83	8.12	1.37	1.46	0.00	0.00	0.09	0.29	0.58	0.00					

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

		Race/Ethnicity																
		Total Employees						Hispanic or Latino				Non-Hispanic or Latino				Two or More/Other Races		
		All	Male	Female	Minorities	Male	Female	Male	Female	White	Black or African American	Asian	Native Hawaiian or Other Pacific Islander	American Indian or Alaskan Native				
US Customs & Border Protection																		
Permanent	#	7605	6374	1231	2,597	2172	209	4087	905	78	97	18	10	0	0	3	9	7
	%	100	83.81	16.18	34.15	28.56	2.74	53.74	11.90	1.02	1.27	0.23	0.13	0.00	0.03	0.11	0.09	
Temporary	#	255	182	73	45	5	6	155	50	15	14	1	3	0	0	0	5	0
	%	100	71.37	28.62	17.65	1.96	2.35	60.78	19.60	5.88	5.49	0.39	1.17	0.00	0.00	0.00	1.96	0.00
Total	#	7860	6556	1304	2,642	2177	215	4242	955	93	111	19	13	0	0	3	14	7
	%	100	83.40	16.59	33.61	27.69	2.73	53.96	12.15	1.18	1.41	0.24	0.16	0.00	0.00	0.13	0.02	0.08
Federal Emergency Management Agency																		
Permanent	#	383	237	146	118	3	0	182	83	48	56	3	5	0	0	2	0	0
	%	100	61.87	38.12	30.81	0.78	0.00	47.51	21.67	12.53	14.62	0.78	1.30	0.00	0.00	0.26	0.00	0.00
Temporary	#	1341	736	605	391	21	25	574	376	108	178	22	22	0	0	11	0	0
	%	100	54.88	45.11	29.15	1.56	1.86	42.80	28.03	8.05	13.27	1.64	1.64	0.00	0.00	0.82	0.00	0.00
Total	#	1724	973	751	509	24	25	756	459	156	234	25	27	0	0	12	0	0
	%	100	56.43	43.56	29.52	1.39	1.45	43.85	26.62	9.04	13.57	1.45	1.56	0.00	0.00	0.69	0.00	0.00
Federal Law Enforcement Training Center																		
Permanent	#	40	23	17	9	0	1	18	13	5	2	0	1	0	0	0	0	0
	%	100	57.50	42.50	22.50	0.00	2.50	45.00	32.50	12.50	5.00	0.00	2.50	0.00	0.00	0.00	0.00	0.00
Temporary	#	98	56	42	22	1	1	48	28	6	12	0	0	0	0	1	0	0
	%	100	57.14	42.85	22.45	1.02	1.02	48.97	28.57	6.12	12.24	0.00	0.00	0.00	0.00	1.02	0.00	0.00
Total	#	138	79	59	31	1	2	66	41	11	14	0	1	0	1	1	0	0
	%	100	57.24	42.75	22.46	0.72	1.44	47.82	29.71	7.97	10.14	0.00	0.72	0.00	0.72	0.72	0.00	0.00

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

		Race/Ethnicity																			
		Total Employees							Non- Hispanic or Latino												
																		Hispanic or Latino		White	
		All		Male		Female		Male		Female		Male		Female		Male		Female			
#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%		
DHS Headquarters																					
Permanent	#	584	323	261	179	5	2	251	154	40	86	26	16	0	0	0	0	1	3	0	0
	%	100	55.30	44.69	30.65	0.85	0.34	42.97	26.36	6.84	14.72	4.45	2.73	0.00	0.00	0.00	0.00	0.17	0.51	0.00	0.00
Temporary	#	108	63	45	21	1	1	52	35	4	7	5	2	0	0	0	0	1	0	0	0
	%	100	58.33	41.66	19.44	0.92	0.92	48.14	32.40	3.70	6.48	4.62	1.85	0.00	0.00	0.00	0.00	0.92	0.00	0.00	0.00
Total	#	692	386	306	200	6	3	303	189	44	93	31	18	0	0	0	0	2	3	0	0
	%	100	55.78	44.21	28.90	0.86	0.43	43.78	27.31	6.35	13.43	4.47	2.60	0.00	0.00	0.00	0.00	0.28	0.43	0.00	0.00
US Immigration & Customs Enforcement																					
Permanent	#	1378	886	492	471	148	61	605	300	84	100	39	25	0	0	0	0	8	6	2	0
	%	100	64.29	35.70	34.18	10.74	4.42	43.90	21.77	6.09	7.25	2.83	1.81	0.00	0.00	0.00	0.00	0.58	0.43	0.14	0.00
Temporary	#	133	73	60	49	8	12	57	27	4	16	4	5	0	0	0	0	0	0	0	0
	%	100	54.88	45.11	36.84	6.01	9.02	42.85	20.30	3.00	12.03	3.00	3.75	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Total	#	1511	959	552	520	156	73	662	327	88	116	43	30	0	0	0	0	8	6	2	0
	%	100	63.46	36.53	34.41	10.32	4.83	43.81	21.64	5.82	7.67	2.84	1.98	0.00	0.00	0.00	0.00	0.52	0.39	0.13	0.00
US Secret Service																					
Permanent	#	106	37	69	51	1	10	26	29	5	22	5	8	0	0	0	0	0	0	0	0
	%	100	34.90	65.09	48.11	0.94	9.43	24.52	27.35	4.71	20.75	4.71	7.54	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Temporary	#	318	255	63	64	8	5	206	47	29	10	7	1	0	0	0	0	4	0	1	0
	%	100	80.18	19.81	20.12	2.51	1.57	64.77	14.77	9.11	3.14	2.20	0.31	0.00	0.00	0.00	0.00	1.25	0.00	0.31	0.00
Total	#	424	292	132	115	9	15	232	76	34	32	12	9	0	0	0	0	4	0	1	0
	%	100	69.09	31.01	27.12	0.02	0.04	0.55	0.18	0.08	0.08	0.03	0.02	0.00	0.00	0.00	0.00	0.01	0.00	0.00	0.00

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

		Race/Ethnicity																
		Total Employees						Non-Hispanic or Latino								Two or More/Other Races		
		All	Male	Female	Minorities	Male	Female	Hispanic or Latino		White		Black or African American		Asian		Native Hawaiian or Other Pacific Islander		American Indian or Alaskan Native
Transportation Security Administration																		
Permanent	#	12931	7283	5648	5,714	1389	1102	2810	1127	1518	277	143	1	0	82	75	0	0
	%	100	56.32	43.67	44.19	10.74	8.52	21.73	8.71	11.73	2.14	1.10	0.00	0.00	0.63	0.58	0.00	0.00
Temporary	#	121	58	63	35	3	1	40	7	16	2	6	0	0	0	0	0	0
	%	100	47.93	52.06	28.92	2.47	0.82	33.05	5.78	13.22	1.65	4.95	0.00	0.00	0.00	0.00	0.00	0.00
Total	#	13052	7341	5711	5,749	1392	1103	2850	1134	1534	279	149	1	0	82	75	0	0
	%	100	56.24	43.75	44.05	10.66	8.45	21.83	8.68	11.75	2.13	1.14	0.00	0.00	0.62	0.57	0.00	0.00

Appendix B

DHS Recruitment and Retention Programs

DHS EDUCATIONAL PROGRAMS - Distribution by Race/Ethnicity and Sex

	Race/Ethnicity															
	Total Employees						Hispanic or Latino				Non-Hispanic or Latino				Two or More/Other Races	
	Minorities		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	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	
Student Career Employment Program (SCEP)																
CBP	#	32	11	21	15	2	2	6	11	3	7	1	1			
	%	100%	34.4%	65.6%	46.9%	6.3%	6.3%	18.8%	34.4%	9.4%	21.9%	0.0%	3.1%	0.0%	0.0%	
CIS	#	45	22	23	16	3	6	14	15	2	1	3	1			
	%	100%	48.9%	51.1%	35.6%	6.7%	13.3%	31.1%	33.3%	4.4%	2.2%	6.7%	2.2%	0.0%	0.0%	
USCG	#	18	7	11	6	1	1	4	8	1	1	2	1			
	%	100%	38.9%	61.1%	33.3%	0.0%	5.6%	22.2%	44.4%	5.6%	5.6%	11.1%	5.6%	0.0%	0.0%	
HQ	#	100	46	54	39	1	2	28	33	11	17	6	1	1		
	%	100%	46%	54.0%	39.0%	1.0%	2.0%	28%	33.0%	11.0%	17.0%	6.0%	1.0%	0.0%	0.0%	
ICE	#	28	21	7	9	4	3	16	3	1	1	1				
	%	100%	75.0%	25.0%	32.1%	14.3%	10.7%	57.1%	10.7%	0.0%	3.6%	3.6%	0.0%	0.0%	0.0%	
FEMA	#	1	0	1	0			1	1							
	%	100%	0.0%	100%	0.0%	0.0%	0.0%	0%	100%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	
FLETC	#	12	2	10	3	1	1	2	7	2	2					
	%	100%	16.7%	83.3%	25.0%	0.0%	8.3%	16.7%	58.3%	0.0%	16.7%	0.0%	0.0%	0.0%	0.0%	
Student Temporary Employment Program (STEP)																
CBP	#	104	54	50	44	2	3	32	28	15	16	1	3		4	
	%	100%	51.9%	48.1%	42.3%	1.9%	2.9%	30.8%	26.9%	14.4%	15.4%	1.0%	2.9%	0.0%	3.8%	
CIS	#	42	15	27	7			12	23	1	1	2	3			
	%	100%	35.7%	64.3%	16.7%	0.0%	0.0%	28.6%	54.8%	2.4%	2.4%	4.8%	7.1%	0.0%	0.0%	
USCG	#	82	31	51	48	2	5	14	20	11	24	4	2			
	%	100%	37.8%	62.2%	58.5%	2.4%	6.1%	17.1%	24.4%	13.4%	29.3%	4.9%	2.4%	0.0%	0.0%	
HQ	#	16	8	8	9			7	7	6		2	1			
	%	100%	50.0%	50.0%	56.3%	0.0%	0.0%	43.8%	43.8%	37.5%	0.0%	12.5%	6.3%	0.0%	0.0%	
ICE	#	181	73	108	107	14	39	41	33	9	31	9	4	1		
	%	100%	40.3%	59.7%	59.1%	7.7%	21.5%	22.7%	18.2%	5.0%	17.1%	5.0%	2.2%	0.6%	0.0%	
FLETC	#	42	13	29	15			8	19	5	10					
	%	100%	31.0%	69.0%	35.7%	0.0%	0.0%	19.0%	45.2%	11.9%	23.8%	0.0%	0.0%	0.0%	0.0%	

DHS EDUCATIONAL PROGRAMS - Distribution by Race/Ethnicity and Sex

	Race/Ethnicity															
	Total Employees						Non-Hispanic or Latino								Two or More/Other Races	
	Hispanic or Latino		White		Black or African American		Asian		Native Hawaiian or Other Pacific Islander		American Indian or Alaskan Native		Male		Female	
	All	Minorities	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female
STEP Continued																
FEMA	#	25	1	24	20			5	1	18			1			
	%	100%	4.0%	0.0%	80.0%	0.0%	0.0%	20.0%	4.0%	72.0%	0.0%	0.0%	4.0%	0.0%	0.0%	0.0%
USSS	#	107	42	65	34	2	8	42	6	10	3	4			1	
	%	100%	39.3%	60.7%	31.8%	1.9%	7.5%	39.3%	5.6%	9.3%	2.8%	3.7%	0.0%	0.0%	0.9%	0.0%
Federal Career Intern Program (FCIP)																
CBP	#	52	20	32	24	2	4	11	7	11						
	%	100%	38.5%	61.5%	46.2%	3.8%	7.7%	32.7%	13.5%	21.2%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
CIS	#	1216	538	678	494	56	72	343	52	129	87	98				
	%	100%	44.2%	55.8%	40.6%	4.6%	5.9%	28.2%	4.3%	10.6%	7.2%	8.1%	0.0%	0.0%	0.0%	0.0%
USCG	#	15	3	12	5	1		9		3	1					
	%	100%	20.0%	80.0%	33.3%	6.7%	0.0%	60.0%	0.0%	20.0%	6.7%	0.0%	0.0%	0.0%	0.0%	0.0%
HQ	#	118	60	58	33	1	3	46	6	9	5	7				
	%	100%	50.8%	49.2%	28.0%	0.8%	2.5%	39.0%	5.1%	7.6%	4.2%	5.9%	0.0%	0.0%	1.7%	0.0%
ICE	#	2,078	1,777	301	845	478	90	1072	112	28	103	19				
	%	100%	85.5%	14.5%	40.7%	23.0%	4.3%	51.6%	5.4%	1.3%	5.0%	0.9%	0.0%	0.0%	0.6%	0.0%
FEMA	#	24	6	18	13	1		6		12						
	%	100%	0.0%	75.0%	54.2%	4.2%	0.0%	25.0%	0.0%	50.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
FLETC	#	1	0	1	1					1						
	%	100%	0.0%	100%	100%	0.0%	0.0%	0.0%	0.0%	100%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Presidential Management Fellows (PMF)																
CBP	#	2	1	1	0			1	1							
	%	100%	50%	50.0%	0.0%	0.0%	0.0%	50.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
CIS	#	42	15	27	7			23	1	1	2	3				
	%	100%	35.7%	64.3%	16.7%	0.0%	0.0%	54.8%	2.4%	2.4%	4.8%	7.1%	0.0%	0.0%	0.0%	0.0%
USCG	#	3	3	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%
HQ	#	19	7	12	2			10	2	2						
	%	100%	37%	63.2%	10.5%	0.0%	0.0%	52.6%	0.0%	10.5%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%

DHS EDUCATIONAL PROGRAMS - Distribution by Race/Ethnicity and Sex

	Race/Ethnicity															
	Total Employees						Non-Hispanic or Latino									
	Hispanic or Latino		White		Black or African American		Asian		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
PMF Continued																
ICE	#	4	0	4	1											
	%	100%	0.0%	100.0%	25.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
TSA	#	1	1	0	0	1										
	%	100%	100%	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%
FLETC College Intern Program (CIP)																
FLETC	#	20	11	9	1	3	3	1								
	%	100%	55.0%	45.0%	5.0%	0.0%	15.0%	5.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Minority Serving Institutions Internship Program (MSIIP)																
USCG	#	27	14	13	16	8	3	5	4	4	1					
	%	100%	51.9%	48.1%	59.3%	29.6%	11.1%	18.5%	14.8%	0.0%	14.8%	0.0%	0.0%	0.0%	0.0%	0.0%
Summary																
Total SCEP	#	236	109	127	88	10	15	70	78	17	29	12	4	0	0	1
	%	100%	46.2%	53.8%	37.3%	4.2%	6.4%	29.7%	33.1%	7.2%	12.3%	5.1%	1.7%	0.0%	0.0%	0.4%
Total STEP	#	599	237	362	280	20	55	138	177	54	110	21	18	0	0	2
	%	100%	39.6%	60.4%	46.7%	3.3%	9.2%	23.0%	29.5%	9.0%	18.4%	3.5%	3.0%	0.0%	0.0%	0.3%
Total FCIP	#	3,504	2,404	1,100	1,415	539	169	1,478	611	177	193	196	124	0	0	3
	%	100%	68.6%	31.4%	40.4%	15.4%	4.8%	42.2%	17.4%	5.1%	5.5%	5.6%	3.5%	0.0%	0.4%	0.1%
Total PMF	#	71	27	44	10	0	0	24	37	1	4	2	3	0	0	0
	%	100%	38.0%	62.0%	14.1%	0.0%	0.0%	33.8%	52.1%	1.4%	5.6%	2.8%	4.2%	0.0%	0.0%	0.0%
Total MSIIP	#	27	14	13	16	8	3	5	4	0	4	0	1	0	0	1
	%	100%	51.9%	48.1%	59.3%	29.6%	11.1%	18.5%	14.8%	0.0%	14.8%	0.0%	3.7%	0.0%	0.0%	3.7%
Total	#	7	4	3	1	0	0	3	3	1	0	0	0	0	0	0
FLETC CIP	%	100%	57.1%	42.9%	14.3%	0.0%	0.0%	42.9%	42.9%	14.3%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
GRAND TOTALS																
	#	4,444	2,795	1,649	1,810	577	242	1,718	910	250	340	231	150	0	0	6
	%	100%	62.9%	37.1%	40.7%	13.0%	5.4%	38.7%	20.5%	5.6%	7.7%	5.2%	3.4%	0.0%	0.3%	0.1%

Appendix C

DHS Educational Programs

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

		Total Employees										Race/Ethnicity										
		Minorities					Hispanic or Latino					Non-Hispanic or Latino					Two or More/Other Races					
		Male		Female		Minorities	Male		Female		Male		Female		Male		Female		Male		Female	
		#	%	#	%		#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%
Recruitment Incentive																						
USCG	#	11	3	8	10																	
	%	100%	27%	72.7%	90.9%	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%	0.0%
HQ	#	167	97	70	29																	
	%	100%	58%	41.9%	17.4%	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%	0.0%
ICE	#	18	14	4	6																	
	%	100%	77.8%	22.2%	33.3%	5.6%	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%
FEIMA	#	6	3	3	2																	
	%	100%	50.0%	50.0%	33.3%	16.7%	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%
TSA	#	12	11	1	2																	
	%	100%	91.7%	8.3%	16.7%	8.3%	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%
Relocation Incentive																						
USCG	#	12	9	3	5																	
	%	100%	75%	25.0%	41.7%	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%	0.0%
HQ	#	6	4	2	1																	
	%	100%	67%	33.3%	16.7%	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%	0.0%
ICE	#	2	2	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%	0.0%	0.0%	0.0%
FEIMA	#	2	1	1	0																	
	%	100%	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%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
TSA	#	62	49	13	10																	
	%	100%	79.0%	21.0%	16.1%	4.8%	1.6%	67.7%	16.1%	3.2%	3.2%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%

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

	Race/Ethnicity															
	Total Employees						Non-Hispanic or Latino								Two or More/Other Races	
	Hispanic or Latino			White			Black or African American		Asian		Native Hawaiian or Other Pacific Islander		American Indian or Alaskan Native		Male	Female
	All	Male	Female	Minorities	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female
Retention Incentive																
USCG	#	4	3	1	0			1								
	%	100%	75%	25.0%	0.0%	0.0%	0.0%	25%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	25.0%
HQ	#	6	4	2	2			2								
	%	100%	67%	33.3%	33.3%	0.0%	0.0%	33%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
ICE	#	2	2	0	0			2								
	%	100%	100%	0.0%	0%	0.0%	0.0%	100%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
FEMA	#	1	1	0	1											
	%	100%	100%	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%
TSA	#	1,710	1,004	706	736	151	147	617	357	161	173	62	14	4	2	9
	%	100%	58.7%	41.3%	43.0%	8.8%	8.6%	36.1%	20.9%	9.4%	10.1%	3.6%	0.8%	0.2%	0.1%	0.5%
Enhanced Annual Leave Accrual (EALA)																
CBP	#	141	85	56	54	15	11	55	29	10	15	2	2		1	3
	%	100%	60.3%	39.7%	38.3%	10.6%	7.8%	39.0%	20.6%	7.1%	10.6%	1.4%	0.0%	0.0%	0.7%	0.0%
HQ	#	76	31	45	18		3	28	30	2	8	1	4			
	%	100%	41%	59.2%	23.7%	0.0%	3.9%	37%	39.5%	2.6%	10.5%	1.3%	5.3%	0.0%	0.0%	0.0%
ICE	#	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%
Student Loan Repayment (SLR)																
USCG	#	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%
ICE	#	30	20	10	9	1		16	5	3	2	3				
	%	100%	66.7%	33.3%	30.0%	3.3%	0.0%	53.3%	16.7%	10.0%	6.7%	10.0%	10.0%	0.0%	0.0%	0.0%
TSA	#	12	8	4	2	1		6	4	1						
	%	100%	66.7%	33.3%	16.7%	8.3%	0.0%	50.0%	33.3%	8.3%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%

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

	Race/Ethnicity																	
	Total Employees							Non-Hispanic or Latino							Two or More/Other Races			
	Hispanic or Latino			White				Black or African American		Asian		Native Hawaiian or Other Pacific Islander		American Indian or Alaskan Native		Male	Female	
	All	Male	Female	Minorities	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female
Superior Qualifications Appointment (SQA)																		
USCG	#	52	31	21	23	1		21	8	1	1	13	7					
	%	100%	60%	40.4%	44.2%	1.9%	0.0%	40.4%	15.4%	1.9%	0.0%	25.0%	13.5%	0.0%	0.0%	0.0%	0.0%	0.0%
HQ	#	5	5	0	2			3		1								
	%	100%	100%	0.0%	40%	0.0%	0.0%	60.0%	0.0%	20.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
ICE	#	59	33	26	12			30	17	2	1	3						
	%	100%	55.9%	44.1%	20.3%	0.0%	0.0%	50.8%	28.8%	3.4%	1.7%	5.1%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
FEIMA	#	33	18	15	6			15	12	2	1	1						
	%	100%	54.5%	45.5%	18.2%	0.0%	0.0%	45%	36.4%	6.1%	3.0%	3.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
SUMMARY																		
Total Recruitment Incentive	#	214	128	86	49	3	0	108	57	7	15	10	13	0	0	0	1	0
	%	100%	59.8%	40.2%	22.9%	1.4%	0.0%	50.5%	26.6%	3.3%	7.0%	4.7%	6.1%	0.0%	0.0%	0.0%	0.5%	0.0%
Total Relocation Incentive	#	84	65	19	16	3	2	55	12	2	4	2	0	3	0	0	0	1
	%	100%	77.4%	22.6%	19.0%	3.6%	2.4%	65.5%	14.3%	2.4%	4.8%	2.4%	0.0%	3.6%	0.0%	0.0%	0.0%	1.2%
Total Retention Incentive	#	1,723	1,014	709	739	154	147	622	359	161	173	62	14	4	2	9	13	2
	%	100%	58.9%	41.1%	42.9%	8.9%	8.5%	36.1%	20.8%	9.3%	10.0%	3.6%	0.8%	0.2%	0.1%	0.5%	0.8%	0.1%
Total SRL	#	219	116	103	72	15	14	83	61	12	23	3	4	0	1	0	0	3
	%	100%	53.0%	47.0%	32.9%	6.8%	6.4%	37.9%	27.9%	5.5%	10.5%	1.4%	1.8%	0.0%	0.5%	0.0%	0.0%	1.4%
Total EALA	#	45	30	15	11	2	0	24	10	4	2	0	3	0	0	0	0	0
	%	100%	66.7%	33.3%	24.4%	4.4%	0.0%	53.3%	22.2%	8.9%	4.4%	0.0%	6.7%	0.0%	0.0%	0.0%	0.0%	0.0%
Total SQA	#	148	86	62	42	0	0	69	37	6	8	4	17	7	0	0	0	0
	%	100%	58.1%	41.9%	28.4%	0.0%	0.0%	46.6%	25.0%	4.1%	5.4%	2.7%	11.5%	4.7%	0.0%	0.0%	0.0%	0.0%
GRAND TOTALS																		
	#	2,433	1,439	994	929	177	163	961	536	192	225	81	51	14	3	9	14	5
	%	100%	59.1%	40.9%	38.2%	7.3%	6.7%	39.5%	22.0%	7.9%	9.2%	3.3%	2.1%	0.6%	0.1%	0.4%	0.6%	0.2%

Appendix D

DHS Agency Career Development Programs

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

		Race/Ethnicity																									
		Total Employees						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	Male	Female	Male	Female		
US Coast Guard (USCG)																											
Career Enrichment Seminar																											
GS 1-4 or Equivalent	#	3	2	1	3	1																					
	%	100%	66.7%	33%	100.0%	33.3%	0.0%	0.0%	0.0%	0.0%	0.0%	33.3%	0%	0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%		
GS 5-8 or Equivalent	#	47	13	34	22	2	2	4	19	6	11	6	11	6	11	1	1	1	1	1	1	1	1	1	1		
	%	100%	27.7%	72.3%	46.8%	4.3%	4.3%	8.5%	40.4%	12.8%	23.4%	12.8%	23.4%	12.8%	23.4%	2.1%	2.1%	2.1%	2.1%	2.1%	2.1%	2.1%	2.1%	2.1%	2.1%		
GS 9-12 or Equivalent	#	9	4	5	3			2	4	2						1											
	%	100%	44.4%	56%	33.3%	0.0%	0.0%	22.2%	44.4%	22.2%	0%	0%	0%	0%	0%	11.1%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%		
Civilian Orientation Program																											
GS 5-8 or Equivalent	#	2	0	2	2																						
	%	100%	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%	0.0%	0.0%	0.0%	0.0%		
GS 9-12 or Equivalent	#	15	4	11	4			3	8	1	2	1	2	1	2												
	%	100%	26.7%	73.3%	26.7%	0.0%	6.7%	20.0%	53.3%	6.7%	13.3%	6.7%	13.3%	6.7%	13.3%	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	2	9	2			1	8	1	1	1	1	1	1												
	%	100%	18.2%	81.8%	18.2%	0.0%	0.0%	9.1%	72.7%	9.1%	9.1%	9.1%	9.1%	9.1%	9.1%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%		
DHS Fellows Program																											
GS 13-15 or Equivalent	#	4	4	0	1			3																			
	%	100%	100%	0.0%	25.0%	0.0%	0.0%	75%	0.0%	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%		
Power of Vision																											
GS 13-15 or Equivalent	#	10	8	2	2			6	1	1	1	1	1	1	1												
	%	100%	80.0%	20.0%	20.0%	0.0%	0.0%	60.0%	10.0%	10.0%	10.0%	10.0%	10.0%	10.0%	10.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%		
Senior Leadership Principles & Skills (SLPS)																											
GS 9-12 or Equivalent	#	9	4	5	2			4	3																		
	%	100%	44.4%	55.6%	22.2%	0.0%	0.0%	44.4%	33.3%	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%		
GS 13-15 or Equivalent	#	41	30	11	6			27	8	3	3	3	3	3	3												
	%	100%	73.2%	26.8%	14.6%	0.0%	0.0%	65.9%	19.5%	7.3%	7.3%	7.3%	7.3%	7.3%	7.3%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%		

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

	Race/Ethnicity														
	Total Employees							Non-Hispanic or Latino							
	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	Minorities	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female
DHS Headquarters Directorates - Office of the Inspector General (HQ_OIG)															
Fellows Program															
GS 13-15 or #	1	0	1	1											
Equivalent %	100%	0.0%	100%	100%	0.0%	0.0%	0.0%	0.0%	0.0%	100%	0.0%	0.0%	0.0%	0.0%	0.0%
Immigration & Customs Enforcement (ICE)															
Management Leadership Development Program															
GS 13-15 or #	20	14	6	7	2	1	11	2	2	1	1	1			
Equivalent %	100%	70.0%	30.0%	35.0%	10.0%	5.0%	55.0%	10.0%	0.0%	10.0%	5.0%	5.0%	0.0%	0.0%	0.0%
Fellows Program															
GS 13-15 or #	21	13	8	8	2	1	9	4	2	2	1				
Equivalent %	100%	61.9%	38.1%	38.1%	9.5%	4.8%	42.9%	19.0%	9.5%	9.5%	0.0%	4.8%	0.0%	0.0%	0.0%
Federal Emergency Management Agency															
Career Builder Express Program															
GS 5-8 or #	5	0	5	2	1	3				1					
Equivalent %	100%	0.0%	100.0%	40.0%	0.0%	60.0%	0.0%	0.0%	0.0%	20.0%	0.0%	0.0%	0.0%	0.0%	0.0%
GS 9-12 or #	11	6	5	4		3	4	3	2	2					
Equivalent %	100%	54.5%	45.5%	36.4%	0.0%	27.3%	36.4%	18.2%	18.2%	18.2%	0.0%	0.0%	0.0%	0.0%	0.0%
GS 13-15 or #	1	1	0	0		1									
Equivalent %	100%	100%	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%
Federal Law Enforcement Training Center (FLETC)															
DHS Fellows Program															
GS 9-12 or #	1	1	0	0		1									
Equivalent %	100%	100%	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%
GS 13-15 or #	14	9	5	1		9	4	1							
Equivalent %	100%	64.3%	35.7%	7.1%	0.0%	64.3%	28.6%	7.1%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%

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

	Race/Ethnicity															
	Total Employees						Non-Hispanic or Latino								Two or More/Other Races	
	Hispanic or Latino		White		Black or African American		Asian		Native Hawaiian or Other Pacific Islander		American Indian or Alaskan Native		Male	Female		
	All	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	
DHS SES Candidate Development Program																
GS 13-15 or Equivalent	#	2	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%	0.0%	0.0%	
Future Leaders Program																
GS 9-12 or Equivalent	#	1	0	1												
	%	100%	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	#	14	9	5	1											
	%	100%	64.3%	35.7%	7.1%	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	#	2	2	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%	
GS 13-15 or Equivalent	#	5	3	2	1											
	%	100%	60.0%	40.0%	20.0%	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 13-15 or Equivalent	#	35	25	10	6	1										
	%	100%	71.4%	28.6%	17.1%	2.9%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	
Self Leadership Through Understanding Human Behavior																
GS 5-8 or Equivalent	#	3	1	2	0											
	%	100%	33.3%	67%	0.0%	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	#	2	2	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%	
GS 13-15 or Equivalent	#	1	1	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%	

FLETC (Continued)

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

		Race/Ethnicity															
		Total Employees							Non-Hispanic or Latino							Two or More/Other Races	
		Hispanic or Latino		White		Black or African American		Asian		Native Hawaiian or Other Pacific Islander		American Indian or Alaskan Native		Male	Female		
All	Male	Female	Minorities	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female		
US Secret Service																	
Senior Executive Service Candidate Development Program																	
GS 13-15 or #	19	15	4	6	1	9	4	4	1								
Equivalent %	100%	78.9%	21.1%	31.6%	5.3%	47.4%	21.1%	21.1%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%		
John Hopkins Executive Development Program																	
GS 13-15 or #	14	11	3	4		8	2	2	1	1							
Equivalent %	100%	78.6%	21.4%	28.6%	0.0%	57.1%	14.3%	14.3%	7.1%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%		
Transportation Security Administration (TSA)																	
Mid-Level Management Leadership Development Program																	
GS 9-12 or #	360	259	101	82	15	201	77	36	11	5	5	2	2				
Equivalent %	100%	72%	28.1%	22.8%	4.2%	56%	21.4%	10.0%	3.1%	1.4%	1.4%	0.6%	0.6%	0.0%	0.0%		
GS 13-15 or #	201	129	72	63	15	95	43	12	15	2	4	5					
Equivalent %	100%	64.2%	35.8%	31.3%	7.5%	47.3%	21.4%	6.0%	7.5%	1.0%	2.0%	2.5%	0.0%	0.0%	0.0%		
Senior Leadership Development Program 1																	
GS 13-15 or #	58	47	11	16	3	35	7	3	3	5							
Equivalent %	100%	81.0%	19.0%	27.6%	5.2%	60.3%	12.1%	5.2%	5.2%	8.6%	0.0%	0.0%	1.7%	0.0%	0.0%		
Senior Leadership Development Program 2																	
GS 13-15 or #	50	42	8	7	2	36	7	2	2	1			1				
Equivalent %	100%	84.0%	16.0%	14.0%	4.0%	72.0%	14.0%	4.0%	0.0%	2.0%	0.0%	0.0%	2.0%	0.0%	0.0%		
Senior Leadership Development Program 3																	
GS 13-15 or #	22	15	7	4	1	12	6	2	1								
Equivalent %	100%	68.2%	31.8%	18.2%	4.5%	54.5%	27.3%	9.1%	4.5%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%		

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

	Race/Ethnicity																	
	Total Employees				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
SUMMARY BY GRADE CATEGORY																		
GS 1-4 or Equivalent	# 3	2	1	3	1	0	0	0	1	0	0	1	0	0	0	0	0	0
	% 100%	66.7%	33.3%	100.0%	33.3%	0.0%	0.0%	0.0%	33.3%	0.0%	0.0%	33.3%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
GS 5-8 or Equivalent	# 57	14	43	26	2	3	5	24	6	14	6	1	0	0	0	0	1	1
	% 100%	24.6%	75.4%	45.6%	3.5%	5.3%	8.8%	42.1%	10.5%	24.6%	10.5%	1.8%	0.0%	0.0%	0.0%	0.0%	1.8%	1.8%
GS 9-12 or Equivalent	# 410	282	128	96	15	7	219	95	41	16	41	5	8	0	0	2	0	0
	% 100%	68.8%	31.2%	23.4%	3.7%	1.7%	53.4%	23.2%	10.0%	3.9%	10.0%	1.2%	2.0%	0.0%	0.0%	0.5%	0.0%	0.0%
GS 13-15 or Equivalent	# 904	639	265	218	42	20	498	187	71	45	71	16	11	0	0	11	2	1
	% 100%	70.7%	29.3%	24.1%	4.6%	2.2%	55.1%	20.7%	7.9%	5.0%	7.9%	1.8%	1.2%	0.0%	0.0%	1.2%	0.2%	0.1%
GRAND TOTALS																		
	# 1374	937	437	343	60	30	722	306	119	75	119	21	21	0	0	13	4	2
	% 100%	68.2%	31.8%	25.0%	4.4%	2.2%	52.5%	22.3%	8.7%	5.5%	8.7%	1.5%	1.5%	0.0%	0.0%	0.9%	0.3%	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																													
	Minorities					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		All		Male		Female		All		Male		Female		All		Male		Female		All		Male		Female		All		Male		Female		All					
	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%						
US Coast Guard (USCG)																																								
Aspiring Leaders Program (ALP)																																								
GS 5-8 or Equivalent	#	1	0	1	0	0	0.0%	0.0%	0.0%	0.0%	0.0%	1	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%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%					
GS 9-12 or Equivalent	#	5	4	1	1	3	60.0%	20.0%	0.0%	0.0%	0.0%	3	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%	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	0	1	0	0	0.0%	0.0%	0.0%	0.0%	0.0%	1	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%	0.0%	0.0%	0.0%	0.0%	0.0%						
National Defense University - National War College																																								
GS 13-15 or Equivalent	#	2	1	1	1	1	50%	50.0%	0.0%	0.0%	0.0%	1	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%	0.0%	0.0%	0.0%	0.0%	0.0%						
New Leader Program (NLP)																																								
GS 5-8 or Equivalent	#	4	1	3	2	2	25.0%	75.0%	0.0%	0.0%	0.0%	2	50%	50.0%	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%	0.0%	0.0%	0.0%	0.0%	0.0%						
GS 9-12 or Equivalent	#	6	3	3	1	3	50.0%	50.0%	0.0%	0.0%	0.0%	2	33.3%	33.3%	50.0%	16.7%	16.7%	16.7%	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%						
Executive Potential Program																																								
GS 13-15 or Equivalent	#	3	1	2	1	1	33%	66.7%	0.0%	0.0%	0.0%	1	33%	33.3%	50.0%	16.7%	16.7%	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%	0.0%						
Federal Executive Institute (FEI)																																								
GS 13-15 or Equivalent	#	2	1	1	0	1	50%	50.0%	0.0%	0.0%	0.0%	1	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%	0.0%	0.0%	0.0%	0.0%	0.0%						
Excellence in Government Fellows Program																																								
GS 13-15 or Equivalent	#	2	2	0	1	1	100%	100%	0.0%	0.0%	0.0%	1	50%	50.0%	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%	0.0%	0.0%	0.0%	0.0%	0.0%						

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

	Race/Ethnicity												
	Total Employees					Non-Hispanic or Latino					Two or More/Other Races		
	Hispanic or Latino		White		Black or African American		Asian		Native Hawaiian or Other Pacific Islander			American Indian or Alaskan Native	
All	Male	Female	Minorities	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female
USCG (Continued)													
Capitol Hill Workshop													
GS 13-15 or Equivalent	# 6	4	2	0	1	2							3
	% 100%	66.7%	33.3%	0.0%	0.0%	33.3%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	50.0%
Executive Development Seminar													
GS 13-15 or Equivalent	# 5	5	0	0	2								3
	% 100%	100%	0.0%	0.0%	40%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	60.0%
Strategic Leadership Seminar													
GS 13-15 or Equivalent	# 2	2	0	0	2								
	% 100%	100%	0.0%	0.0%	100%	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	6	1	0	2	1							4
	% 100%	85.7%	14.3%	0.0%	0.0%	14.3%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	57.1%
Supervisory Leadership Seminar													
GS 9-12 or Equivalent	# 6	5	1	0	3								2
	% 100%	83.3%	16.7%	0.0%	0.0%	50.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	33.3%
Management Development Seminar													
GS 13-15 or Equivalent	# 4	3	1	0	3	1							
	% 100%	75.0%	25.0%	0.0%	0.0%	75.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Executive Leadership Program													
GS 9-12 or Equivalent	# 4	2	2	1	2	1							
	% 100%	50.0%	50%	25.0%	0.0%	25%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Seminar for New Managers													
GS 13-15 or Equivalent	# 3	2	1	0	2	1							
	% 100%	66.7%	33.3%	0.0%	0.0%	66.7%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%

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

	Total Employees										Race/Ethnicity														
	All					Minorities					Hispanic or Latino					Non-Hispanic or Latino					Two or More Other Races				
	Male		Female		Total		Male		Female		Total		Male		Female		Total		Male		Female		Total		
ICE Continued																									
Executive Leadership Program																									
GS 9-12 or Equivalent	#	7	3	4	5	2	1	1	3	0.0%	14.3%	14.3%	0.0%	0.0%	42.9%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	
	%	100%	42.9%	57.1%	71.4%	28.6%	0.0%	0.0%	0.0%	0.0%	14.3%	14.3%	0.0%	0.0%	42.9%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	
GS 13-15 or Equivalent	#	10	3	7	7	1	3	3	3	1	3	3	2	3	3	1	10.0%	30.0%	20.0%	30.0%	10.0%	0.0%	0.0%	0.0%	
	%	100%	30.0%	70.0%	70.0%	0.0%	0.0%	10.0%	30.0%	10.0%	30.0%	30.0%	20.0%	30.0%	30.0%	10.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	
Executive Potential Program																									
GS 13-15 or Equivalent	#	1	1	0	0	0	1	1	0	0	0	0	0	0	0	0	0.0%	100%	0.0%	0.0%	0.0%	0.0%	0.0%	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%	100%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	
Tuition Assistance Program																									
GS 5-8 or Equivalent	#	15	5	10	9	6	4	2	1	2	2	2	1	2	2	0	0.0%	40.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	
	%	100%	33%	66.7%	60.0%	0.0%	27%	13.3%	6.7%	13.3%	13.3%	6.7%	6.7%	13.3%	0.0%	0.0%	0.0%	40.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	
GS 9-12 or Equivalent	#	25	19	6	8	1	11	6	4	4	11	6	4	4	3	3	0.0%	24.0%	4.0%	16.0%	12.0%	0.0%	0.0%	0.0%	
	%	100%	76%	24.0%	32.0%	4.0%	44%	24.0%	16.0%	16.0%	44%	24.0%	16.0%	12.0%	0.0%	0.0%	0.0%	24.0%	4.0%	16.0%	12.0%	0.0%	0.0%	0.0%	
GS 13-15 or Equivalent	#	35	26	9	9	4	20	6	2	2	20	6	2	2	2	2	0.0%	25.7%	11.4%	0.0%	5.7%	0.0%	0.0%	0.0%	
	%	100%	74%	25.7%	25.7%	11.4%	57%	17.1%	0.0%	5.7%	17.1%	6.0%	5.7%	5.7%	5.7%	0.0%	0.0%	25.7%	11.4%	0.0%	5.7%	0.0%	0.0%	0.0%	
Supervisory Leadership Seminar																									
GS 9-12 or Equivalent	#	88	77	11	48	28	37	3	10	6	3	1	1	1	1	1	0.0%	12.5%	31.8%	11.4%	6.8%	0.0%	0.0%	0.0%	
	%	100%	88%	12.5%	54.5%	31.8%	42%	3.4%	11.4%	6.8%	3.4%	1.1%	1.1%	1.1%	1.1%	1.1%	0.0%	12.5%	31.8%	11.4%	6.8%	0.0%	0.0%	0.0%	
GS 13-15 or Equivalent	#	247	188	59	89	34	131	27	14	17	27	4	6	5	5	5	0.0%	24%	36.0%	13.8%	6.9%	2.0%	0.0%	0.0%	
	%	100%	76%	24%	36.0%	13.8%	53%	11%	5.7%	6.9%	11%	1.6%	2.4%	2.0%	2.0%	2.0%	0.0%	24%	36.0%	13.8%	6.9%	2.0%	0.0%	0.0%	
Federal Executive Institute (FEI) for a Democratic Society																									
GS 13-15 or Equivalent	#	6	4	2	1	0	4	1	1	1	1	0	0	0	0	0	0.0%	66.7%	0.0%	0.0%	16.7%	0.0%	0.0%	0.0%	
	%	100%	66.7%	33.3%	16.7%	0.0%	66.7%	16.7%	0.0%	16.7%	16.7%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	66.7%	0.0%	0.0%	16.7%	0.0%	0.0%	0.0%	
DHS Fellows Program																									
GS 13-15 or Equivalent	#	4	2	2	0	0	2	2	0	0	2	2	0	0	0	0	0.0%	50.0%	50%	0.0%	50%	0.0%	0.0%	0.0%	
	%	100%	50.0%	50%	0.0%	0.0%	50%	50%	0.0%	0.0%	50%	50%	0.0%	0.0%	0.0%	0.0%	0.0%	50.0%	50%	0.0%	50%	0.0%	0.0%	0.0%	

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

	Total Employees										Race/Ethnicity																				
	All					Minorities					Hispanic or Latino					Non-Hispanic or Latino					Two or More/Other Races										
	Male	Female	%	#	Male	Female	%	#	Male	Female	%	#	Male	Female	%	#	Male	Female	%	#	Male	Female	%	#	Male	Female	%	#			
ICE Continued																															
Departmental Senior Executive Service Candidate Development Program																															
GS 13-15 or Equivalent	1	0	100%	1	1	100.0%	1	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%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	
Excellence in Government and e-Government Fellows Program																															
GS 13-15 or Equivalent	2	0	100%	1	1	50.0%	1	50%	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%	0.0%	0.0%	0.0%	0.0%	0.0%	
Industrial College of Armed Forces National Defense University																															
GS 13-15 or Equivalent	1	0	100%	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%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Naval Postgraduate School Center for Homeland Defense and Security																															
GS 13-15 or Equivalent	1	0	100%	0	0	0.0%	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%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Center for Homeland Defense and Security Master's Degree Program																															
GS 13-15 or Equivalent	1	0	100%	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%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Federal Emergency Management (FEMA)																															
Executive Development Opportunities																															
GS 13-15 or Equivalent	16	13	81.3%	3	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%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Senior Pay	3	2	67%	1	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%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Supervisory Leadership Program																															
GS 13-15 or Equivalent	64	34	53.1%	30	19	29.7%	3	4.7%	3.1%	22	34.4%	23	9	14.1%	7.8%	5	35.9%	14.1%	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%

Appendix F

DHS Mentoring Programs

DHS MENTORING PROGRAMS - Distribution by Race/Ethnicity and Sex

		Race/Ethnicity														
		Total Employees						Non-Hispanic or Latino						Two or More/Other Races		
		Hispanic or Latino		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	Male	Female	
US Coast Guard																
Formal Mentoring Program																
Civilian	#	42	26	16	12	3	1	18	11	1	3	3	1			
	%	100%	61.9%	38%	28.6%	7%	2.4%	42.9%	26.2%	2.4%	7.1%	7.1%	2.4%	0.0%	0.0%	0.0%
Military	#	411	187	224	61	12	12	137	184	16	4	6	8	2	1	15
	%	100%	45.5%	55%	14.8%	2.9%	2.9%	33.3%	45%	3.9%	1.0%	1.5%	1.9%	0.0%	0.2%	3.6%
Informal Mentoring Program																
Civilian	#	3955	2507	1448	865	134	115	1958	891	155	243	73	55	21	24	32
	%	100%	63.4%	37%	21.9%	3%	2.9%	49.5%	22.5%	3.9%	6.1%	1.8%	1.4%	0.5%	0.6%	0.8%
Federal Emergency Management (FEMA)																
Formal Mentoring Program																
GS 9-12 or Equivalent	#	24	6	18	13	1		5	6							
	%	100%	25.0%	75.0%	54.2%	4.2%	0.0%	20.8%	25.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
GS 13-15 or Equivalent	#	2	1	1	2					1	1					
	%	100%	50.0%	50.0%	100.0%	0.0%	0.0%	0.0%	0.0%	50.0%	50.0%	0.0%	0.0%	0.0%	0.0%	0.0%
DHS Headquarters Directorates																
Formal Mentoring Program																
GS 1-4 or Equivalent	#	1	1	0	0			1								
	%	100%	100%	0.0%	0.0%	0%	0.0%	100%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
GS 5-8 or Equivalent	#	2	0	2	1				1							
	%	100%	0.0%	100.0%	50.0%	0.0%	0.0%	0.0%	50.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
GS 9-12 or Equivalent	#	5	3	2	4				1		1	2	1	1		
	%	100%	60.0%	40.0%	80.0%	0%	0.0%	0.0%	20.0%	0.0%	20.0%	40.0%	0.0%	20.0%	0.0%	0.0%
GS 13-15 or Equivalent	#	8	2	6	5		2	2	1		1		2			
	%	100%	25.0%	75.0%	62.5%	0.0%	25.0%	25.0%	12.5%	0.0%	12.5%	0.0%	25.0%	0.0%	0.0%	0.0%

DHS MENTORING PROGRAMS - Distribution by Race/Ethnicity and Sex

		Race/Ethnicity															
		Total Employees							Non- Hispanic or Latino								
																Hispanic or Latino	
		All	Male	Female	Minorities	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female
Federal Emergency Management Agency																	
Formal Mentoring Program																	
GS 9-12 or Equivalent	#	24	6	18	13	1		5	6		12						
	%	100%	25.0%	75.0%	54.2%	4%	0.0%	20.8%	25.0%	0.0%	50.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
GS 13-15 or Equivalent	#	2	1	1	2			1			1						
	%	100%	50.0%	50.0%	100.0%	0.0%	0.0%	50.0%	0.0%	0.0%	50.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Federal Law Enforcement Training Center (FLETC)																	
Formal Mentoring 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%	0.0%	0.0%	0.0%	0.0%	100%	0.0%	0.0%
GS 13-15 or Equivalent	#	14	9	5	1			9	4		1						
	%	100%	64.3%	35.7%	7.1%	0.0%	0.0%	64.3%	28.6%	0.0%	7.1%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
SUMMARY BY GRADE CATEGORY																	
GS 1-4 or Equivalent	#	1	1	0	0	0	0	1	0	0	0	0	0	0	0	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%	0.0%
GS 5-8 or Equivalent	#	2	0	2	1	0	0	0	1	0	1	0	0	0	0	0	0
	%	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%
GS 9-12 or Equivalent	#	54	15	39	31	2	0	10	13	0	25	2	0	1	1	0	0
	%	100%	27.8%	72.2%	57.4%	3.7%	0.0%	18.5%	24%	0.0%	46.3%	3.7%	0.0%	1.9%	1.9%	0.0%	0.0%
GS 13-15 or Equivalent	#	26	13	13	10	0	2	11	5	2	4	0	2	0	0	0	0
	%	100%	50.0%	50.0%	38.5%	0.0%	7.7%	42.3%	19.2%	7.7%	15.4%	0.0%	7.7%	0.0%	0.0%	0.0%	0.0%
GRAND TOTALS																	
	#	4491	2749	1742	980	151	130	2135	1105	174	280	84	66	22	25	14	149
	%	100%	61.2%	38.8%	21.8%	3.4%	2.9%	47.5%	24.6%	3.9%	6.2%	1.9%	1.5%	0.5%	0.6%	0.3%	3.3%