

ROTATIONAL ASSIGNMENTS

I. Purpose

This Directive outlines the policy and responsibilities needed to establish a Department Rotational Assignments Program.

II. Scope

A. Organizational Coverage:

This Directive is applicable to all civilian DHS employees.

B. Employee Coverage:

The rotational assignments program established under this Directive addresses developmental and organizational needs for the following categories of employees within all DHS Components and the Office of the Secretary:

1. Members of the Senior Executive Service (SES);
2. Transportation Senior Executive Service (TSES);
3. All Department Managers and Supervisors; and
4. Participants in SES Candidate Development, Management Development or Career Development Programs.

III. Authorities

- A. Public Law 107-296, "Homeland Security Act of 2002"
- B. Public Law 109-295, "Department of Homeland Security Appropriations Act 2007," Section 622, "Establishment of Homeland Security Rotation Program at the Department of Homeland Security"
- C. Title 5, United States Code, Chapter 4101-4121, "Training"
- D. Title 5, Code of Federal Regulations, Part 410, "Training"

IV. Responsibilities

A. The **Secretary of Homeland Security** is responsible to:

Provide direction, support and encouraging senior leadership support for the rotational assignments program.

B. The **Under Secretary for Management** is responsible to:

1. Oversee the development and implementation of the rotational assignments program; and
2. Set the overall direction for the program within the parameters established by the Secretary, statute, regulations, and merit principles.

C. The **Chief Human Capital Officer** is responsible to:

1. Designate an office (within the Office of the Chief Human Capital Officer) to carry out Departmental responsibilities to implement policy;
2. Establish guidelines for the development of rotational assignments supervisor assessments of performance and assessment of performance and of accomplishment of employees under this program;
3. Ensure the DHS rotational assignments system operates within the DHS Leadership Development framework and complies with the requirements of merit principles, statutes, and regulations;
4. Ensure that policy and procedural information on the rotational assignments program is provided to participating executives, supervisors, and managers;
5. Provide technical support and advice to Components;
6. Establish and maintain a web-based posting of rotational assignments opportunities arranged by mission areas: Mission Support, Law Enforcement, Travel Security & Immigration, and Prevention & Response; and
7. Establish and maintain a web-based resume posting of DHS employees seeking rotational assignments.

D. **Component Human Resources/Human Capital Officers** are responsible to:

1. Designate an office to carry out departmental responsibilities to implement policy;
2. Develop programs for their Component, which establish a rotational assignments program within the parameters established by this Directive;
3. Assist the Department in establishing and selecting participants for rotational assignments;
4. Identify a Component point of contact for rotational assignments and mentoring programs in order to establish corporate knowledge, provide direction, guidance and technical assistance to participating executives, managers, and supervisors, and to provide a consistent point of contact to dialog with other Component Rotational Assignments Program Managers and the Office of the Chief Human Capital Officer (OCHCO) staff; and
5. Establish Component measures to assess the success of the program.

E. The **Heads of DHS Components** are responsible to:

1. Operate within the parameters of the DHS rotational assignments program;
2. Maintain program data and reporting as necessary to DHS OCHCO;
3. Provide reports to DHS OCHCO on the effectiveness of the program and responding in a timely manner to other data requests; and
4. Evaluate the overall effectiveness of the rotational assignments program using objective measures.

F. **Supervisors (Supervisors of Record and/or Rotation Assignment Supervisors)** are responsible to:

1. Ensure that performance objectives and standards are completed for employees participating in the rotational assignment;
2. Provide to the employee clear written expectations for the rotational assignment;

3. Solicit feedback from the rotational assignment supervisor and employee to assess performance on the rotational assignment; and
4. Utilize performance information on the rotational assignment in preparing the employee's rating of record.

G. **Participants** are responsible to:

1. Ensure they have completed all application documents;
2. Comply with all established Department and Component procedures;
3. Actively seeking out opportunities for rotational assignments;
4. Actively participating in all aspects of rotational assignments;
5. Participate in developing objectives and standards for rotational assignments so their performance can be appraised;
6. Provide feedback to the rotational assignments supervisor and keeping the supervisor of record updated on assignments; and
7. Participate in evaluation and post-effectiveness assessments.

V. Policy and Requirements

A. **Background:** The Secretary has identified rotational assignments between the various DHS Components as a key goal. DHS is the newest cabinet department in the Federal government, with constituent Components coming from many departments and agencies. It has a difficult mission – to lead the unified national effort to secure America; prevent and deter terrorist attacks and protect against and respond to threats and hazards to the nation; and ensure safe and secure borders, welcome lawful immigrants and visitors, and promote the free-flow of commerce. It is imperative that DHS develop a unified “Team DHS” organization. A culture of “Team DHS” is strengthened by leaders who have diverse experiences in the many facets and missions of the various DHS Components.

The Secretary has identified rotational assignments between the Department and Components to be a key means for fostering greater information sharing and team building. To effectively carry out the DHS goals, it is imperative that Departmental offices and Components share a common understanding of DHS goals and how Components contribute to achieving them. Rotational assignments are one means to obtain depth and breadth of experience while cross-pollinating knowledge, experience and corporate perspective.

The DHS OCHCO will continue to refine policies related to the program. Components will create and manage their own rotational assignments programs and provide the OCHCO with semi-annual updates of personnel participating in rotational assignments.

B. **Mandatory coverage:** All employees in SES candidate development and selective management or career development programs will complete a rotational assignment before completion of the program. Newly appointed SES members that have completed the DHS Senior Executive Candidate Development Program (SES-CDP) and its rotational assignment requirement, however, will have met the rotation expectation for members of the DHS SES and need not require another rotation within two years of appointment.

C. **Optional coverage:** Other SES members, supervisors, and managers are eligible for rotational assignments under this Directive. Rotational assignment opportunities may be made available on an individual basis with supervisor support and agreement and/or when not formally enrolled in established development programs.

D. **Minimum length:** The minimum length for rotational assignments is determined by the specific development program in which the employee is enrolled and the duty and/or position level of the employee. SES CDP participants are required by the Office of Personnel Management (OPM) to complete a four month rotation for individual and program certification. Each DHS leadership development program will establish durations for rotations commensurate with the goals of the program and/or organizational level of participants. Employees participating in a rotational assignment outside of a professional development program may establish an assignment duration with their immediate supervisor and the rotational assignment supervisor. Rotational assignments should be completed as consecutive month assignments.

E. **Types of rotational assignments:**

1. Employees may participate in the following types of rotational assignments, which is not an inclusive list:

- a. Component to the Office of the Secretary;
- b. to Office of the Chief Financial Officer;
- c. Component to Component (e.g., U.S. Coast Guard to Transportation Security Administration);
- d. the Federal Emergency Management Agency (FEMA);
- e. Transportation Security Administration (TSA);

- f. Customs and Border Protection (CBP) to the Office of the Chief Administrative Officer;
- g. DHS to interagency (e.g. DHS employee to Department of Defense)
- h. DHS to international host organizations (e.g. DHS/OIA to Britain MI-6);
- i. Component or Department to a designated disaster field site; and
- j. Employee to New Orleans for Katrina

2. To encourage broader understanding of the functions and organizations within DHS, participants in the rotational assignments program are encouraged to consider assignments in a DHS mission area other than their own, such as:

Mission Support:

Office of the Secretary
Management
Science and Technology
National Protection and Programs Directorate
Inspector General, Office of
Intelligence and Analysis, Office of

Law Enforcement

U.S. Secret Service
U.S. Customs and Border Protection
Federal Law Enforcement Training Center
U.S. Immigration and Customs Enforcement

Travel Security and Immigration

U.S. Citizenship and Immigration Services
US-VISIT
Transportation Security Administration

Prevention and Response

Federal Emergency Management Agency
U.S. Coast Guard

F. **Assessment/Evaluation:** Each rotational assignment should be based on individual developmental goals. Employees on assignment will receive a written performance evaluation by the rotation supervisor at the end of the rotation. The rotation supervisor will provide feedback to the supervisor of record for consideration in annual performance discussions. Employees deployed on assignment to a disaster assistance field site will define professional development of the assignment and receive performance feedback by the site supervisors.

G. **Funding:**

Components will fund all participants and associated costs for implementation of the rotational assignments program within the Component, to include all travel and per diem expenses for participants and operational costs to establish and maintain the program and its data reporting requirements.

H. **Procedures:**

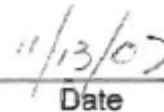
The procedures governing this Directive can be found in [DHS Instruction Guide 250-01-001](#).

VI. Questions

Questions or concerns regarding the rotational assignments program and/or this Directive should be directed to the DHS Office of the Chief Human Capital Officer, Chief Learning Officer.



Paul A. Schneider
Acting Deputy Secretary of Homeland Security



Date