

Fiscal Year 2016
Department of Homeland Security
Federal Equal Opportunity Recruitment Program
(FEORP)

Accomplishment Report

Table of Contents

I.	Executive Summary	1
	A. Introduction	1
	B. Robust Overall Diversity at DHS	1
	C. DHS Diversity and Inclusion Workgroup	1
II.	Narrative on Promising Practices	2
	A. Workforce Diversity	2
	i. DHS Unity of Effort in Recruitment – Strategic Outreach and Recruitment	2
	B. Workplace Inclusion	3
	C. Sustainability	3
	Component-specific promising practices related to diversity and inclusion	4
III.	Strategic Activities Related to Hispanic Employment	4
	A. Hispanic Employment – Highest Percentage of Hispanics in Government including Strong Hispanic Representation among SES and Millennials	4
	Component activities or actions related to Hispanic Employment.....	5
	B. Applicant Flow Data – Improvements in Data Collection and Analysis, including DHS Analysis of SES CDP	5
	i. Overview - OPM USA Staffing and Monster Government Solutions	5
	ii. Senior Executive Service Candidate Development Program	6
IV.	Strategic Activities or Actions Related to the Employment of People with Disabilities.....	7
	A. Overview	7
	Component activities related to employment of people with disabilities	8
V.	Conclusion	9

Appendices

Appendix 1:	Fiscal Year 2016 FEORP Plan Accomplishments, Completed Annual FEORP Plan for Fiscal Year 2017, Multicomponent Progress Tracker and Demographic Information about Mentoring and Development Programs
Appendix 2:	Certification for Fiscal Year 2017 FEORP Plan

I. Executive Summary

A. Introduction

The Fiscal Year (FY) 2016 Department of Homeland Security (DHS) Federal Equal Opportunity Recruitment Program (FEORP) Accomplishment Report highlights human capital best practices to recruit, develop and retain a diverse and highly qualified civilian workforce. DHS is highly committed to creating a more diverse workforce, building more inclusive workplaces and sustaining leadership commitment across the department. This report is prepared pursuant to 5 United States Code § 7201 and 5 C.F.R. Part 720, Subpart B, and submitted to the Office of Personnel Management (OPM).

B. Robust Overall Diversity at DHS

The DHS civilian workforce¹ is very diverse with almost 43% identifying as a member of a diverse racial or ethnic group, compared to 35% for the federal government² overall. DHS continued to employ the largest percentage of Hispanics in the federal government at 21% compared to 8% for the Federal Workforce (FW) and 10% for the civilian workforce (2006-2010 American Community Survey). This is primarily due to the nature of the mission, language needs at the Southwest border and airports, in addition to targeted recruitment and outreach. African Americans also comprise roughly 15% of the DHS total workforce and Asian Americans make up 5%. The department's Individuals with Disabilities (IWD) new hires reached 11.2%, the highest year-end result in recorded history.

In addition, DHS demonstrated a significant increase in the Federal Employee Viewpoint Survey (FEVS) results for FY16 as the Employee Engagement Index, comprising three sub-indices (Leaders Lead, Supervisors, and Intrinsic Work Experience), and the Inclusion Index (New Inclusion Quotient or New IQ) both increased 3%, reflecting an overall upward trend in the FEVS scores across the department.

C. DHS Diversity and Inclusion Workgroup

The DHS Diversity and Inclusion (D&I) Workgroup, initially established to develop the D&I Strategic Plan, continues to focus on executing the Plan. The Workgroup is comprised of D&I, Human Capital (HC), and Equal Employment Opportunity (EEO) staff from the operational components, as well as staff from Headquarters (HQ) Office for the Chief Human Capital Officer (OCHCO) D&I and the Office for Civil Rights and Civil Liberties (CRCL). The D&I Workgroup has three committees that encompass the three goals of the Plan. Workforce Diversity focuses on recruitment and outreach (it has subsequently been subsumed by the DHS Corporate Recruiting Council); Workplace Inclusion, which focuses on the organizational culture and employee engagement within DHS workplaces; and Sustainability, which focuses on leadership commitment and management accountability. The OCHCO D&I Executive Director and the CRCL Deputy Officer and Director for EEO and Diversity Programs co-chair the Workgroup. The DHS operational components consist of the following:

¹ Source for all FY16 DHS Workforce data in this report: Business Intelligence (BI) AXIS, FY16 ending October 1, 2016.

² Source for all FY14 Federal Workforce (FW) data in this report: OPM Diversity & Inclusion Federal Workforce At-a-Glance website, <https://www.opm.gov/policy-data-oversight/diversity-and-inclusion/federal-workforce-at-a-glance>.

- Federal Emergency Management Agency (FEMA)
- Federal Law Enforcement Training Center (FLETC)
- National Protection and Programs Directorate (NPPD)
- Transportation Security Administration (TSA)
- U.S. Citizenship and Immigration Services (USCIS)
- U.S. Coast Guard (USCG)
- U.S. Customs and Border Protection (CBP)
- U.S. Immigration and Customs Enforcement (ICE)
- U.S. Secret Service (USSS)

II. Narrative on Promising Practices

Several key D&I accomplishments from FY16 that other federal agencies could leverage as promising practices include:

A. Workforce Diversity

i. DHS Unity of Effort in Recruitment – Strategic Outreach and Recruitment

- DHS signed the DHS Strategic Outreach and Recruitment Plan (SOAR), FY16-19 to drive DHS's federal government-leading diversity program. These efforts were key to the General Accountability Office's (GAO) plan to rate DHS as "Fully Addressed" in the outreach and recruiting outcome (HCM #3) in its FY17 High Risk Report.
- DHS continues to be one of the leading employers of veterans in the federal government. During FY16, 24.1% of the department's new hires were veterans. Hiring veterans, including those with disabilities, is an additional element of an ongoing commitment to sustain a highly qualified and diverse workforce.
- OCHCO coordinated department-wide participation in diversity recruiting events, including the first-ever cybersecurity hiring event, which led to the hiring of more than 400 cyber professionals.
- To implement the SOAR, DHS components completed Component Recruitment and Outreach Plans (CROP), with a focus on mission-critical occupations (MCO). The CROPs include long-term staffing gap projections and planned strategies to fill those gaps. This process requires component recruiters to collaborate with workforce planners as well as D&I and EEO staff to identify staffing gaps for the next two years. OCHCO D&I developed and evaluated the CROPs through an Accountability Checklist to assess the CROP submissions for accuracy and completion.
- The DHS Corporate Recruiting Council (CRC), comprised of recruiting personnel from DHS components, coordinated the DHS recruiting presence across all DHS components with the following organizations in FY16:
 - Women in Federal Law Enforcement
 - National Asian Peace Officers Association
 - National Organization of Black Law Enforcement Executives
 - National Native American Law Enforcement Association

- League of United Latin American Citizens
- Hispanic Associations of Colleges and Universities
- DHS increased its use of the Pathways Programs, the federal government's primary entrance point for students and recent graduates. In FY16, DHS hired 373 Pathways student interns, 70 Recent Graduates and 33 Presidential Management Fellows, totaling 476 Pathways Program participants. Of these, 40% identified as members of a diverse racial or ethnic group, and 54% were women. This data indicates a strong pipeline of diverse new talent.

B. Workplace Inclusion

i. Federal Employee Viewpoint Survey

- DHS demonstrated a significant increase in the Federal Employee Viewpoint Survey (FEVS) results for FY16; the DHS response rate was 3% higher than in 2015, and exceeded the government-wide rate by 4%. DHS's Employee Engagement Index, comprising three sub-indices (Leaders Lead, Supervisors, and Intrinsic Work Experience), increased 3% as well, reflecting an overall upward trend in the FEVS scores across the department. Lastly, the Inclusion Index also increased 3% for DHS.
- In FY16, D&I analyzed Inclusion Index data in an expanded capacity, looking at demographic information to include Race and Ethnicity, Gender, IWDs, Generational Groups and LGBT status. This was presented to the EEO Council and the D&I Workgroup.

ii. New Inclusion Quotient

- OCHCO D&I implemented the New Inclusion Quotient (IQ) training for HQ Office of the General Counsel and launched a DHS-wide New IQ Train-the-Trainer (T3) session in April 2016 with nearly 30 component participants. In FY17, component trainers will provide a framework for delivery of the training to HQ and field personnel. The purpose of the New IQ training is to provide the latest research on diversity and inclusion through innovative training techniques to DHS personnel with the goal of improving employee engagement and morale.

C. Sustainability

i. DHS Senior Leadership Forum and Town Halls

- OCHCO D&I executed the first ever DHS Senior Leadership Forum on May 9, 2016 with approximately 600 senior leaders from across the country. This forum served as a tremendous opportunity to bring together our senior leadership to provide the latest information on Unity of Effort, employee engagement, and other department priorities. Through participant evaluations received we learned that the biggest impacts included the Secretary's speech and the networking opportunity among senior leaders.
- The Secretary and Deputy Secretary also held town hall meetings with employees across the country recognizing achievement and service, and

improving communication with employees. DHS OCHCO also strengthened executive performance plan requirements with specific measures focusing on employee engagement; initiated a communications campaign of “leader alerts”; and distributed toolkits and resources to executives and supervisors.

Component-specific promising practices related to diversity and inclusion include, but are not limited to the following:

CBP: The Women’s Leadership Forum continues to provide recommendations for recruiting into and retaining females in CBP’s uniformed occupations. During FY16, the Forum has implemented the following:

- A family resource page that provides guidance on work-life balance; the page addresses the impact of major life-changing events, including childbirth and adoption along with caregiver support
- Messaging to all employees ensuring their awareness and access to the Employee Assistance Program
- An update to the Agency self-inspection sheet to ensure CBP-wide compliance with designating lactation rooms in all locations

In addition, the Forum has proposed the following:

- A pilot program of a local “maternity closet” to loan uniforms during a female officer’s pregnancy
- Implementation of local support networks for female employees planning for and returning from maternity leave

III. Strategic Activities or Actions Related to Hispanic Employment

A. Hispanic Employment – Highest Percentage of Hispanics in Government, including Strong Hispanic Representation among SES and Millennials

DHS’s Hispanic workforce representation (21%) is more than double when compared to the FW (8%). CBP (34%), ICE (22%), TSA (20%), and USCIS (11%) contribute most strongly to this due to their mission, including location and language requirements, in addition to outstanding outreach and recruitment efforts. In the DHS Millennial workforce (those 34 and under), Hispanics are one of the groups driving greater racial and ethnic diversity, representing 25% of the Millennial cohort, which is greater than the 21% Hispanic participation in the overall DHS workforce.

DHS OCHCO also represents the department on the Hispanic Council on Federal Employment, which includes both federal agencies and community groups. The main purpose of the Council is to enhance Hispanic employment across the federal government as there is generally a lower participation rate for this group across government compared to representation in the country and industry. D&I participated in a subcommittee that recommended the issuance of a Memo to Heads of Executive Departments and Agencies, directing them to focus their FY17 MD-715 barrier analysis on Hispanic/Latino employment. The following are some of the priority recruiting and outreach events attended by DHS components during FY16:

1. League of United Latin American Citizens Conference (LULAC)

2. Hispanic American Police Command Officers Association (HAPCOA)
3. Hispanic Association of Colleges and Universities (HACU)

Component-specific activities or actions related to Hispanic employment include, but are not limited to the following:

USSS: The Talent and Employee Acquisition Management Division (TAD) and the Outreach Branch (ORB) held eight outreach events and five recruitment conferences – the highlighted event was titled LatPro Bilingual and Diversity Job Fair. The purpose of this job fair was to introduce Hispanic and bilingual professionals to employers with current job vacancies in private industry and government entities. As a participating employer, the Secret Service met with potential candidates, established their suitability in meeting the minimum requirements for successful hiring, and provided information regarding the various employment opportunities within the Secret Service. The ORB personnel staffed a booth throughout the event, which displayed brochures for the Uniformed Division Officer, Special Agent, Administrative, Professional, and Technical positions.

TSA: At 20% of the total TSA workforce, Hispanics are significantly more represented than in the Federal workforce as a whole or in the Civilian Labor Force. The agency intends to continue an aggressive campaign of outreach and engagement of the Hispanic population through participation in college/university recruitment events (including information sessions in conjunction with recruitment events, hosted by TSA HC staff) and commercial events. It will also continue to routinely share information about employment opportunities with students at Hispanic-Serving Institutions (HSI) around the country during the fiscal year. Media networking through diversity focused internet resources and minority focused publications will also continue to be a part of the agency's strategic approach to encourage Hispanic job seekers to apply to available opportunities.

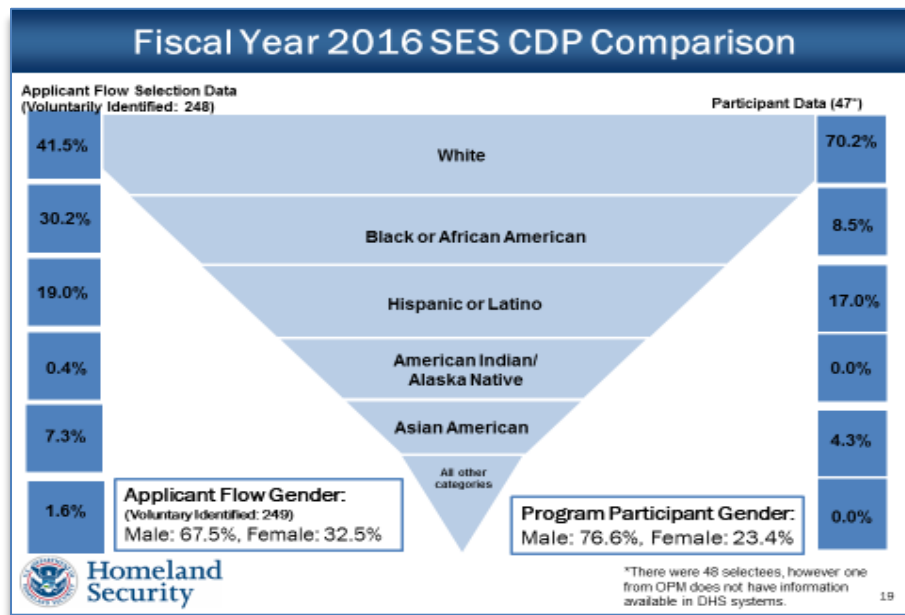
B. Applicant Flow Data – Improvements in Data Collection and Analysis, including DHS Analysis of SES CDP

i. Overview – OPM USA Staffing and Monster Government Solutions

- In FY16, the department developed an Applicant Flow Data (AFD) Framework. This framework is important because it helps identify and address potential recruitment and outreach barriers. It is our hope that as our requirements change, this framework will evolve annually. This framework covers the following areas: how AFD works (Data Source, Demographic Questions, and DHS AFD System), Guidelines (User Access and Roles and Responsibilities), Reports, and Resources.
- All components within the department have the capability to run and export canned reports such as applicants and hires for major occupations, with fixed metrics and dimensions or parameters. Components also have some capability to run aggregate ad hoc AFD reports, using on-line recruitment and applicant management systems – USA Staffing or Monster Government Solutions.

ii. **Senior Executive Service Candidate Development Program (SES CDP)³**

The chart below shows the representation of the SES CDP applicant pool by various ethnic and racial groups by those who voluntarily provided self-identified applicant flow data (left side) and by actual selectee participation (right side):



Notably for women the representation rate decreased from 32.5% in the application stage to 23.4% in the selection stage. There was a similar trend for Black/African Americans and Asian Americans, as their representation rates also dropped from the application to the selection stage, 30.2% to 8.5% and 7.3% to 4.3%, respectively for those racial groups. These results trigger the need for further analysis.

The DHS point of contact for applicant flow data is:

Name: Kirston Hardley
Position: D&I Management Specialist
Office: OCHCO
Agency: Department of Homeland Security
Phone: 202-357-8417
Email: kirston.hardley@hq.dhs.gov

Access to applicant flow data is contingent upon the applicant voluntarily completing and providing the identifying information and is limited to vacancies that component HC have audited and closed.

³ AFD for the DHS SES CDP is reflective of completed/audited Vacancy ID #1250665 via the USA Staffing Applicant Flow Data Cognos.

IV. Strategic Activities or Actions Related to the Employment of People with Disabilities

A. Overview

Pursuant to Executive Order 13548, *Increasing Federal Employment of Individuals with Disabilities*, DHS has a recruitment and retention plan for individuals with disabilities (IWDs) and individuals with targeted disabilities (IWTDS). The DHS D&I Strategic Plan also incorporates operational activities related to the employment of IWDs and IWTDS.

DHS follows the Department of Defense and the Veterans Administration in the total number of IWDs onboard. DHS is proud of that accomplishment, but also recognizes that a key driver in the high number of IWDs onboard is the size of the department. DHS presently employs nearly 18,000 IWDs, including veterans who identified as 30 percent or more disabled. As the nation's largest law enforcement agency, the relatively high number of law enforcement related positions at DHS can create potential employment challenges for many IWDs. The DHS components with the lowest percentage of IWDs in the workforce also have the highest number of law enforcement positions. Similarly, although not law enforcement, Transportation Security Officers represent the overwhelming majority of the TSA workforce and also have statutory physical requirements for employment. In addition, the significant number of law enforcement related and Transportation Security Officer positions at DHS creates an even greater employment challenge specifically for IWTDS.

i. FY16 Hiring and Onboard Results – Record Set for New Hires for IWDs

The department's IWD new hires reached 11.2%, the highest year-end result in recorded history. OCHCO will continue to advance this priority and work with components to help ensure strong results for the next fiscal year and beyond.

To further its commitment to the employment of IWDs and IWTDS, DHS established hiring goals for those groups (as well as veterans and veterans with disabilities). The FY16 IWD new hire goal was 12% and the IWTDS goal was 1.5%, the latter of which covers non-law enforcement and non-Transportation Security Officer positions. DHS ended FY16 with IWTDS representing 0.9% of all applicable new hires at DHS. The FY16 veterans with disabilities new hire goal was 10%, and DHS ended FY16 with a result of 8.6%. As this was lower than in FY15, DHS specifically will work with those components whose individual results were lower this year.

DHS ended FY16 with the following results for onboard employees in those categories:

- IWDs: Employees self-identifying as having a disability on the SF-256 and employees who are veterans with a service-connected disability rating of 30% or more, but have not self-identified via the SF-256, represented 9.2% of the DHS workforce, compared to 13.6% for the FW.
- IWTDS: Individuals with targeted disabilities held 0.8% of non-law enforcement and non-Transportation Security Officer positions, compared to the Equal Employment Opportunity Commission's government-wide onboard goal of 2.0%.

- Veterans with Disabilities: At the end of FY15, there were more than 16,000 veterans with disabilities in DHS, representing 8.5% of the workforce.

Additionally, in support of Executive Order 13548, OPM mandated that all federal agencies and departments implement training on hiring, retaining, and advancing persons with disabilities through an online course, “Employment for People with Disabilities: A Roadmap to Success.” DHS CRCL designed this course, which OPM adopted as a best practice to identify federal laws, regulations, policies and initiatives that promote an inclusive workplace for people with disabilities. DHS has implemented this training requirement across the department through each component’s learning management system for all human resources personnel and hiring managers. As with the Uniformed Services Employment and Reemployment Rights Act training, this course is mandatory for all employees that recommend, initiate, take or approve any personnel actions. The required personnel must complete this course every other year.

DHS entered into a USA Staffing Applicant Flow Memorandum of Understanding with OPM. In addition to Ethnicity Race Indicator/Race or National Origin data, OPM added a Disability/Serious Health Condition item to its USAJOBS portal. OCHCO D&I, CRCL and DHS components, will use the applicant flow data to evaluate recruiting and outreach efforts for IWDs and IWTDs.

OCHCO D&I and CRCL created an “Individuals with Disabilities Fact Sheet” that provides information on Executive Order 13548. The Fact Sheet includes DHS’s Disability Recruitment and Retention Strategic Plan Goals as well as a list of the Selective Placement Program Coordinators (SPPC) and resources. D&I in partnership with CRCL is revising the DHS Disability Plan for FY17.

OCHCO D&I coordinated and conducted an initial meeting to establish an Employee Association (EA) for the Deaf and Hard of Hearing. The EA is currently in the Department’s clearance process.

Moreover, DHS components continued to maintain partnerships with state and local vocational rehabilitation centers, campus organizations and other networks providing services to IWDs/IWTDs.

Component-specific activities related to employment of people with disabilities include, but are not limited to the following:

FEMA: Expanded their outreach efforts with a strong recruitment program via social media that included LinkedIn, Facebook, and Twitter accounts to promote FEMA’s vacancies and announcements to increase awareness for disabled veterans and people with disabilities. They also attended monthly Operation WarFighter (OWF) events held at the Walter Reed National Military Center as well as quarterly OWF leadership meetings with OWF Program Coordinators.

CBP: Their Section 508 Compliance team continued to develop Agency awareness of 508 requirements. Twenty-three CBP employees received the DHS Office of Accessible Systems and Technology, Section 508 Trusted Tester Certification. The CBP Advanced Training Center in Harpers Ferry, West Virginia received installation of screen magnification software for low-vision

employees. They launched a Section 508 compliance multimedia campaign to ensure captioning of all CBP videos. CBP issued two mass e-mails to all supervisors and human resources (HR) staff regarding (1) use of the Workforce Recruitment Program database of students with disabilities and (2) the various sources available to locate qualified applicants with disabilities.

V. Conclusion

The FY16 FEORP Accomplishment Report, along with other annual reports, such as the Disabled Veterans Affirmative Action Program (DVAAP) and EEO MD-715, show DHS's commitment to diversity, inclusion, and employee engagement as indicated by numerous accomplishments, best practices and awards and recognition in the area. DHS continues to update and revise the FEORP Scorecard to improve the quality of FEORP report submissions, while enhancing the FEORP Program that leverages best practices across the department.

Moving forward for FY17, there are opportunities to enhance overall workforce diversity, workplace inclusion, accountability and leadership commitment. Planned FY17 activities include:

- Continue to meet hiring goals for IWDs, IWTDs, veterans, and veterans with disabilities
- Execute the new DHS SOAR and sustaining targeted outreach and recruitment
- Develop an implicit bias training module with a focus on fair and impartial law enforcement and
- Update the DHS D&I Strategic Plan based on OPM guidance.

Leaders and staff across DHS look forward to continuing to collaborate, share promising practices, and leveraging diversity and inclusion to enhance the department's ability to fulfill the full scope of its extraordinary mission and to better serve the public.