

**Statement for the Record  
The Honorable Jane Holl Lute  
Deputy Secretary  
U.S. Department of Homeland Security**

**Before the  
House Committee on Homeland Security  
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## **INTRODUCTION**

Chairman Thompson, Ranking Member King, and members of the Committee:

Thank you for the opportunity to testify today about the Department of Homeland Security's (DHS) efforts to increase diversity among our 225,000 member federal workforce, attract new talent to the Department, and expand our outreach to diversity-serving organizations and educational institutions across the United States.

At the outset, let me emphasize that creating a diverse workforce at DHS remains a top priority for Secretary Napolitano, for me, and for all the Department's leadership. We believe our nation's homeland security workforce should reflect America's homeland. It should reflect America's own diversity and the extraordinary backgrounds, skills, education, and experience of the American people.

By reflecting America's diversity, our workforce will provide a wider range of ideas and solutions to protect our homeland, create a more equitable and inclusive organization, and bring new energy and perspectives to our important mission. But it is not enough for us to merely look like America. We must embody America's *promise*, the promise of equal opportunity at all levels of governance and leadership. We have a lot of work to do to bring a more diverse group of leaders to the senior-most positions at DHS.

Past efforts have not yielded satisfactory results. Indeed, many of the Department's diversity efforts have fallen well short of their intended goals, especially when looking at senior-leadership positions.

We are acting swiftly and deliberately to change this situation. Today I would like to share with you our diversity strategy; the core principles and goals that guide the Department's diversity efforts; our plans for initiating changes and making necessary improvements; and the results we expect to achieve.

## **DHS DIVERSITY STRATEGY**

In April 2008, the Department approved a diversity strategy that set forth four guiding principles to improve diversity hiring and outreach and to make DHS more effective by:

- Recruiting, developing, and retaining qualified individuals at all levels within the Department whose diverse backgrounds, experience, education, and skills will advance our mission;
- Integrating diversity into our organizational culture, not as a stand-alone program;
- Recognizing that diversity is a matter of equity and fairness: a means to build, foster, and enhance inclusion; and
- Leveraging the full range of diversity currently present in the DHS workforce.

As part of this strategy, we established three overarching goals to increase diversity across our mission operations, outreach efforts, and senior leadership. Specifically:

Integrating diversity into our mission operations by:

- Establishing a senior-level Diversity Council to ensure the highest level of commitment to diversity as a means of conducting business;
- Identifying appropriate metrics and outcomes to measure the effectiveness of diversity's impact on our organizational performance; and
- Integrating diversity strategies into our comprehensive human resource operation (recruitment, staffing, performance management, development, recognition, retention, succession planning, and workforce planning).

Maximizing our diversity potential by:

- Undertaking outreach efforts in the areas of recruitment, collaboration with professional associations, and partnerships with colleges and universities; and
- Designing and revising recruitment, retention, employee development and recognition strategies using empirical data that encompasses potential applicants, employees, and the U.S. workforce.

Strengthening our commitment to diversity in the Department's leadership ranks by:

- Establishing robust, ongoing recruitment, development, and retention initiatives to ensure a qualified, diverse cadre of executives and senior managers prepared to lead DHS;
- Ensuring all DHS leaders have access to training, tools and support needed to serve as diversity champions;
- Emphasizing the value of a "Diversity Advocate" leadership competency in the performance management process; and
- Assigning managers and supervisors as active mentors to promote, guide, and enhance career planning and professional development of a diverse workforce.

**DIVERSITY ACTION PLAN**

In November 2008, the Department's Office of the Chief Human Capital Officer (CHCO) issued a Human Capital Strategic Plan outlining specific plans and actions to implement the diversity strategy across a five-year period, from Fiscal Year 2009 to Fiscal Year 2013.

Initial efforts under this plan have included the establishment of the high-level Diversity Council; the establishment of a Departmental Recruiting Council; the creation of a new Veterans Outreach Program; the appointment of an SES Diversity Program Executive within CHCO; and the introduction of a "Diversity Advocate" performance goal for all SES performance plans.

In April 2009, at the direction of Secretary Napolitano, the Diversity Council initiated a 120-Day Action Plan to assess progress under the Diversity Action Plan and determine

what additional steps could be taken over a 120 day period to accelerate the Department's diversity efforts.

The key elements of this 120 Day Action Plan include:

- Initiating targeted marketing and outreach for all vacant SES positions, including partnering with groups such as minority-focused professional organizations;
- Establishing performance measurements for DHS executives that include diversity recruitment and outreach efforts;
- Implementing revised DHS-wide procedures for SES selection to enhance diversity, and expanding efforts to educate our workforce on SES application procedures and requirements;
- Conducting organizational assessments to identify barriers to enhancing diversity;
- Implementing partnering agreements with diverse universities and colleges for recruiting, internships, and academic projects;
- Implementing diversity management training;
- Establishing a centralized DHS student hiring program as a means to develop a pathway for diverse talent;
- Continuing to leverage current veterans outreach efforts as an integral part of diversity outreach; and
- Establishing corporate- and Component-level goals and accompanying action plans for hiring individuals with disabilities.

Some progress has been made in these areas. CHCO recently drafted diversity performance standards for all DHS managers and supervisors. These standards are being validated in accordance with Office of Personnel Management (OPM)-approved methodology. We expect to release them in Fiscal Year 2010. The Department also has completed a draft version of a new long-term DHS Diversity Strategic Plan, which is currently under review by our Diversity Subcouncil.

DHS has initiated a new process for implementing partnering agreements with universities and colleges to boost minority recruiting, internships, and academic projects. To facilitate this effort, we have established a Minority Serving Institutions (MSI) working sub-group under the aegis of the DHS Recruiting Council.

We have expanded outreach to veterans and veterans' organizations. For example, on July 17, the Department hosted its first Veterans Job Fair in Washington, D.C. I attended and spoke to a group of attendees. I'm pleased to report that more than 745 veterans attended this event. Secretary Napolitano also has met with leaders of key veterans organizations to discuss outreach opportunities, and we have re-convened the Department's Veterans Advisory Forum to solicit input.

In addition, the Department invited more than fifty diversity-serving organizations to participate in the first-ever DHS Diversity Forum, an open discussion about how to enhance diversity among our SES and senior leadership ranks. That forum took place on September 16, and I am optimistic that those conversations will lead to fruitful

partnerships with organizations that can help us identify the best and brightest from a variety of communities. We have also distributed SES vacancy announcements to diversity executive-related associations across the United States.

Finally, to more effectively analyze our recruitment and hiring results, CHCO is in the process of deploying a new applicant workforce tool, which will allow us to more accurately capture, track, and isolate our diversity data.

## **OUTREACH TO EDUCATIONAL INSTITUTIONS**

DHS' outreach to academic and educational institutions is a priority. We will build upon existing efforts to engage historically black colleges and universities (HBCUs), tribal colleges and universities (TCUs), and minority serving institutions (MSIs), while creating new initiatives to further this work. For example:

- The DHS Office of the Chief Human Capital Officer supported the Black Executive Exchange Program and developed relationships with campus administration officials and faculty at 16 HBCUs, including Alabama State University, Clark Atlanta University, Morris-Brown College, Coppin State University, Howard University, Lincoln University, Mississippi Valley State University, Spelman College, St. Augustine's College, Winston-Salem State University, Lincoln University, Tennessee State University, Huston-Tillotson University and Hampton University.
- DHS Office for Civil Rights and Civil Liberties (CRCL) co-sponsored a workshop titled "Developing Program Opportunities between the DHS and Tribal Colleges and Universities (TCUs)." Three TCU Presidents and more than 30 DHS officials participated and were able to explore mutual goals and identify opportunities to merge resources and support.
- FEMA developed a five-year plan to assist TCUs to develop effective proposals to compete for grants and cooperative agreements; increase the use of TCU facilities to host FEMA events; recruit students for internships in emergency management careers; increase collaboration between TCU faculty and FEMA program managers; and develop, present, and replicate emergency management courses on TCU campuses
- U.S. Customs and Border Protection (CBP) visited and contacted approximately 20 HBCUs, 30 HSIs, 25 women's and over 60 veterans' organizations during Fiscal Year 2009, both for recruitment and outreach purposes. CBP plans to further enhance its list of targeted organizations, primarily focusing on events targeting Asians, American Indians and persons with disabilities.
- CBP employed 107 college students in the Student Career Experience Program (SCEP) during Fiscal Year 2009. Twenty-seven SCEP students completed the

program and were converted to career-conditional appointments during this period. Forty percent were minorities and 74 percent were females.

In addition, the Department's MSI Outreach Planning Task Force (MOP) intends to host four regional awareness activities in Fiscal Year 2010 for colleges, students, and the general public, focused on states in the lower south and Delta region (Louisiana, Mississippi, Alabama, Georgia); Tribal Colleges (Arizona and New Mexico); and Criminal Justice Internships (California, New York).

### **COMPONENT DIVERSITY ACTIVITIES**

Beyond these efforts, we are taking a very hard look at diversity hiring, recruitment, and retention across our operational components. Under the aegis of the Diversity Council, DHS created an "inventory" of current diversity initiatives, challenges, actions, and functions at each major operating component to establish a baseline of past efforts, identify gaps, and ensure future efforts are consistent with overall Departmental goals and policy.

Specifically, in April 2009, DHS asked its components: whether their offices had established a diversity management function and metrics to determine the effectiveness of diversity efforts; whether they had a diversity strategy; whether they had provided diversity-based training to managers; and whether they had conducted formal assessments related to diversity.

Summaries of these efforts are attached to this testimony for each of the four operational components that have been asked to appear before the committee today (TSA, FEMA, CBP, and Secret Service).

### **CONCLUSION**

The bottom line is that much remains to be done. Secretary Napolitano and I are not satisfied with where things stand and we are resolutely committed to achieving and sustaining a diverse DHS workforce.

We know, based on the numbers, we have a lot of work to do in this area. I can assure you that the Secretary and I have made diversity a top management priority at the highest ranks of the Department. We have created a diversity plan designed to achieve results and we are committed to ensuring serious and sustained senior-level attention is given to this critical issue.

I appreciate the Committee's support as we continue to grow and mature the Department and create a workforce that reflects America's homeland, embodies America's promise, and provides equal opportunity at all levels of governance and leadership. I look forward to keeping you updated on our progress.

**ATTACHMENTS – COMPONENT SUMMARIES**

## **Transportation Security Administration (TSA)**

TSA's principal diversity efforts are aligned with the Office of Civil Rights and Liberties (OCRL) and the Office of Human Capital (OHC), and considerable partnering occurs between OCRL and OHC. In addition, TSA's Office of Law Enforcement/Federal Air Marshal Service (OLE/FAMS) has a dedicated staff to address diversity challenges unique to its mission.

Subsequent to TSA's creation of a Diversity Action Plan in 2007, TSA has undertaken numerous initiatives to promote workplace diversity, including the following:

- Implemented the Career Resident Program, a career intern program leading to permanent positions with career promotion potential at TSA Headquarters. This program recruited from partner minority serving institutions. The first cohort of 36 new employees, which is 72 percent minority and women, came on board last month;
- Conducted a barrier analysis to identify barriers to recruiting and retaining women as Federal Air Marshals (FAMs). The findings offer specific recommendations for recruitment of female FAMs;
- Initiated collaborative relationships between OLE/FAMS and major professional law enforcement diversity organizations – including the National Organization of Black Law Enforcement Executives (NOBLE), Women in Federal Law Enforcement (WIFLE), Hispanic American Police Command Officers' Association (HAPCOA), National Asian Peace Officers' Association (NAPOA) and National Native American Law Enforcement Association (NNALEA) – to promote the recruitment, retention and diversity of law enforcement professionals;
- Implemented a Diversity Action Plan (DAP) in OLE/FAMS to pursue diversity outreach activities at the local level to recruit applicants for law enforcement careers as FAMs;
- Implemented a Recruitment Working Group to consolidate recruitment events to ensure we reach out to diverse candidates more effectively;
- Expanded relationships with minority serving institutions, including establishing an Intergovernmental Personnel Act (IPA) two-year rotational at Tougaloo College in Mississippi, a historically black college.

Also, since 2008 OCRL has promoted an enhanced relationship with professional organizations serving underrepresented populations in TSA's mid- and senior-level positions, while OHC has made diversity a key consideration in developing and launching new programs such as New Horizons, Career Evolution Program; Career Resident Program; and the Associates Degree Program.

Other diversity programs and initiatives that have a cross-organizational impact include the diversity training for all employees, including TSA's Senior Leadership Team; diversity recruitment at job fairs and conferences that target people with disabilities; and recruiting from a diverse candidate pool for Senior Management and/or Executive positions.



To gauge progress, OHC has developed performance metrics to demonstrate results of diversity initiatives in recruitment and hiring, career development, strategic and workforce planning and performance evaluation and policy development.

In addition, OHC prepares a quarterly Diversity Selection Report (DSR) for Assistant Administrators in each line of business to demonstrate hiring practices that may be a barrier to attaining a diverse workforce. The DSR includes data on the race/national origin/gender (RNO) of current employees, supervisory employees, promoted employees, and qualified internal candidates for open positions during the previous quarter. OHC uses the DSR as a tool to highlight potential employment opportunities to increase the diversity of their offices.

TSA has recently selected the second Diversity Advisory Council, which will convene on Sept. 21, 2009. The Council serves as a think tank for TSA's Building and Maintaining Diversity initiative and coordinates the activities associated with creating, developing and retaining a diverse and highly skilled workforce at all levels.

## **Federal Emergency Management Agency (FEMA)**

While FEMA has a number of policies aimed at recruiting minority workers, it does not have an overarching diversity plan. That needs to change.

FEMA's Human Capital Strategic Plan stresses the importance of creating and maintaining a diverse workforce that reflects the rich cultural and ethnic diversity of the United States even at the highest levels of the Agency. In addition, consistent with Equal Employment Opportunity Commission Regulations, the Director of FEMA's Equal Rights Office reports directly to the Administrator. FEMA has also developed a minority intern program aimed toward attracting students from HBCUs, TCUs, and HSIs.

The "Diversity Intern Program" is part of a White House initiative begun last year to improve the federal government's recruiting efforts at minority colleges and universities. The program is designed to attract exceptional individuals into a variety of occupations and to increase the balance of minorities within FEMA's regional offices. Under FEMA's program, 20 positions are being established for students who are attending, or have graduated from, minority institutions. Ten of these positions are career intern positions reserved for graduates. The intern positions last for 2 years, and could eventually lead to a full-time position with the Agency. The other 10 positions are short-term internships for students who are sophomores, juniors, or seniors. Administrator Fugate has identified this program as a top priority and funding for it is forthcoming.

In addition to the "Diversity Intern Program," FEMA's Emergency Management Institute (EMI) has a program aimed at expanding outreach to HBCUs. In January, EMI sponsored a conference with HBCUs to discuss how to establish an emergency management curriculum. One of the goals of the conference was to expand the number of minority students who pursue careers in emergency management. FEMA intends to expand these conferences to Tribal and Hispanic-serving institutions.

Although all of these efforts are important, they do not constitute a comprehensive plan to ensure a diverse workforce. The need for this plan is underscored by the current workforce statistics at FEMA. At the GS-12 level and below, racial minorities represent 34 percent of the workforce. This compares favorably to the 28 percent minority representation in the overall federal workforce at those grade levels. Racial minority workers make up a quarter of the Agency's workforce at the GS-13 and -14 levels. And at the GS-15 level, minority workers comprise 17 percent of the workforce.

The statistics for gender diversity showed a similar trend. While females accounted for 57 percent of the FEMA workforce at the GS-12 level and below, they represent 39 percent of the GS-13 and GS-14 workforce. At the GS-15 level, women accounted for 28 percent of the workforce.

As these numbers indicate, more needs to be done to encourage greater representation of minorities in the higher grade levels at FEMA. Not only do we need to find ways to recruit additional minorities for the FEMA workforce, but we also need to encourage

FEMA's minority employees to stay and develop their careers within the Agency. The longer their tenure, the more likely it is that they will rise in the organizational structure and assume leadership positions. This is exactly why a comprehensive diversity plan is so important for the future of FEMA.

Administrator Fugate has made the development of a diversity plan a top priority for FEMA, and he has been actively working with his senior staff to ensure that a final plan is approved and in place by the end of the year.

As it is currently drafted, the plan will add a number of key objectives to FEMA's overall strategic plan to:

- Strengthen FEMA's commitment to workplace diversity and FEMA's awareness of diversity's direct link to successful organizational performance;
- Cultivate the recruitment, development, advancement, and retention of a diverse workforce;
- Proactively identify potential barriers that impede the development of a diverse workforce; and
- Establish accountability and monitoring mechanisms to ensure that these objectives are being met in a timely fashion.

Goals and objectives are important, but so are the specific tactics and strategies used to meet these goals. That is why FEMA is committed to developing realistic methods to achieve a more diverse workforce, especially in the higher GS levels. To identify these strategies, FEMA is seeking input from a variety of sources, including its own employees.

## **U.S. Customs and Border Protection**

U.S. Customs and Border Protection (CBP) values diversity as a tool for achieving readiness and accomplishing its core mission. CBP fully embraces the concept of diversity and inclusion management to create and maintain a positive work environment where the similarities and differences of individuals are respected and valued.

CBP is the largest uniformed Federal law enforcement agency in the country. It stations over 20,000 CBP Officers at access points around the nation, including at air, land, and sea ports. It has deployed over 19,000 Border Patrol Agents between the ports of entry. These forces are supplemented with 1,133 Air and Marine Agents, 2,392 Agricultural Specialists and other professionals. These personnel are key players to the implementation of the Administration's Southwest Border Security Initiative announced by Secretary Napolitano on March 24, 2009.

CBP cannot perform its mission with the success it has shown without an outstanding and diverse workforce – in fact, CBP is successful because of its workforce. CBP has a higher percentage of Hispanics, Asians, and Pacific Islanders within its workforce than the federal average and is equal to the average for Native Americans. The table below illustrates CBP's workforce demographics over between Fiscal Year 2006 and Fiscal Year 2009.

	<b>FY06</b>	<b>FY07</b>	<b>FY08</b>	<b>FY09 as of 8/29/2009</b>
	43,545	47,606	52,543	58,290
Male	75.7%	76.9%	77.8%	78.2%
Female	24.3%	23.1%	22.2%	21.8%
White	56.3%	56.4%	57.7%	58.1%
Black	7.1%	6.5%	6.1%	6.0%
Hispanic	31.5%	32.4%	31.8%	31.5%
Asian American	4.5%	4.2%	3.8%	3.8%
Native American	0.6%	0.5%	0.5%	0.5%
Non-Hispanic in PR	0.1%	0.1%	0.1%	0.0%

However, CBP recognizes it has low numbers of females and African Americans in its workforce compared to the government and civilian labor force averages. Women and African Americans are underrepresented throughout CBP, but especially within the CBP Office of Border Patrol.

CBP is constantly working to create a work environment that recognizes diversity, fosters inclusion and provides equal opportunity. To further these goals, CBP established a Human Capital Advisory Committee to focus on improving the morale of the workforce and providing recognition for employees who perform at high levels each day. CBP has developed a draft diversity plan and an executive recruitment hiring strategy. In addition, CBP utilizes diversity strategies to advance its mission by focusing internal and external diversity activities.

## **Internal and External Diversity Activities**

The responsibility to establish and maintain a diverse workforce is not limited to managerial actions regarding recruiting and employment; it is the responsibility of all CBP employees to work to dispel stereotypes and to build a work environment that is based on mutual respect. By fostering a positive work environment based on diversity and inclusion, we can leverage the strengths afforded by the cultural perspective of each person to achieve our homeland security mission. To integrate diversity and inclusion principles into CBP's organizational culture, CBP focuses on external and internal outreach and cultural awareness. In Fiscal Year 2009, as part of CBP's external outreach program, CBP increased community outreach activities by 13 percent, from 39,426 in 2008 to over 44,553 in 2009 year-to-date.

To foster diversity and cultural awareness internally, CBP increased the number of employees participating in Diversity and Special Emphasis Committees (Committees) by 93 percent, from 60 in Fiscal Year 2008 to 115 in Fiscal Year 2009 year-to-date. The increase in the number of Committees led to a 59 percent increase in the number of internal diversity and cultural awareness activities, from 247 in Fiscal Year 2008 to over 393 in Fiscal Year 2009 year-to-date. Employee attendance and participation in diversity and cultural activities increased by over 72 percent, from 16,828 in Fiscal Year 2008 to over 28,894 in Fiscal Year 2009 year-to-date. In addition, the number of employees receiving diversity and EEO training increased by 11.3 percent over Fiscal Year 2008. CBP provided training to 5,629 employees.

## **Recruitment and Hiring**

CBP has undertaken a targeted recruitment effort during the past two years in an attempt to raise the number of women and African Americans in its workforce. CBP continues to work towards the goal of increasing female and African American representation in its workforce by increasing community outreach activities and directing CBP National Recruitment Team events toward diversity-oriented programs.

In addition to recruiting and hiring events at minority serving colleges and universities, CBP has reached out to special emphasis organizations like the Southern Arizona Federal Women's Program Interagency Council, Northwest Job Exposition, Peninsula Women's Exposition, Pierce County veterans, and participated in several diversity events such as Diversity Employment Day (Minneapolis, MN), Job Fairs sponsored by Congressmen Bennie Thompson and Lincoln Diaz-Balart, Diversity Jobs USA, Metro Diversity Partners, National Society of Black Engineers, and Hispanic Alliance for Career Enhancement (HACE).

CBP's overall workforce increased by 10 percent, from 52,543 employees in Fiscal Year 2008 to over 57,811 as of August 2009. Since 2007, the number of executives on board increased by 30. While the percentage of female and African American executives of the current executive population decreased 1 percent and 1.4 percent respectively, the actual number of executive females increased from 23 to 29 (26 percent increase) and the

number of African American executives remained the same (5). Since 2008, senior management reviews the status of recruitment efforts on a monthly basis in meetings chaired by the Commissioner or Acting Commissioner, and CBP produces monthly recruitment and hiring status and analysis reports outlining progress toward annual hiring goals.

CBP facilitated five targeted recruitment events to recruit Auditors for the Office of Internal Trade in spring 2009. These hiring events continue to modernize job fairs and streamline the way CBP hires candidates for the positions. The events took place in Boston; Long Beach, CA; Miami; New York; and Washington. From the five events, CBP offered positions to more than 60 candidates from diverse backgrounds.

In May 2009, CBP hosted its first career fair targeting careers in the human resources profession. Local newspaper ads were placed, a news release was issued, and various special emphasis organizations and individuals were contacted to attract potential applicants to the event. Over 300 people from diverse backgrounds attended the fair.

From June through July 2009, CBP conducted its first Federal Career Intern Program (FCIP) Virtual Job Fair for entry-level positions including Accountant, Budget Analyst, Contract Specialist, Human Resources Specialist, IT Specialist and Management and Program Analyst. Promotion of the virtual job fair was posted on Career Builder in addition to a CBP news release and postings at multiple community, professional and special emphasis organizations nationwide to attract applicants to the online job fair. The advertising and outreach of the fair resulted in over 40,000 views by the public and approximately 4,500 applications for the positions advertised.

With regard to CBP's Senior Executive Service (SES) ranks, the representation of women increased from 23.7 percent to 25.7 percent between Fiscal Years 2007 and 2009; Hispanics represent 12.8%, whites 80 percent, African Americans 5 percent, and Asians 2 percent of the SES ranks. To continue our efforts to increase the representation of all employee groups at the SES level, we must implement a diversity strategy to create a diverse pool of qualified candidates. The tables below illustrate CBP SES workforce demographics between October 2007 and September 2009.

<b>CBP - SES GENDER Profile</b>	<b>October 2007</b>		<b>September 2009</b>		<b>Change</b>	
Female	23	28.75%	29	28%	+ 06	- .75%
Male	57	71.25%	75	72%	+ 18	+ .75%
Total	80		104		+ 24	+ 30%

<b>CBP SES – RNO Profile</b>	<b>October 2007</b>		<b>September 2009</b>		<b>Change</b>	
White	68	85%	82	79%	+ 14	- .75%
Hispanic	07	8.75%	15	14.4%	+ 08	+ 5.65%
African American	05	6.25%	05	4.8%	00	- 1.45%
Asian American	00	00%	02	1.9%	+ 02	+ 1.9%
Total	80		104		+ 24	+ 30%

Building upon prior successes, CBP has enhanced its workforce planning and analysis efforts to assist in developing strategies, solutions and tools for managing human resources needs, to include a focus on diversity improvement activities. To that end, the following tools and activities are underway to strengthen CBP's workforce diversity:

- **Workforce Profiles** - This quick reference document provides quarterly workforce data and analysis to assist the agency with its recruitment, hiring, and succession management activities. The workforce profiles focus on diversity data to include gender, race and national origin, and veterans.
- **Workforce Plans** -These plans identify short and long-term strategies for building and sustaining a diverse and quality workforce. Based on a thorough analysis of data, strategies are identified to address workforce gaps and challenges. The strategies may target recruitment, retention and succession efforts of particular concern or unique to a program office.
- **Workforce Planning Training** – CBP has begun to train management and employees on the workforce planning process. During these sessions, time is spent discussing the gaps analysis exercise that examines areas of improvement with respect to diversity, competencies and skills, and staffing numbers. The gaps analysis is critical to workforce planning because it drives the strategies that are later developed for closing gaps and adequately preparing the agency for future workforce needs.
- **DHS Efficiency Retention Subgroup** – CBP participates on this subgroup responsible for identifying best practices that could be implemented across DHS for retaining a talented and diverse workforce.

## **United States Secret Service**

The Secret Service recognizes its responsibility to ensure that the fundamental rights of its employees and all applicants for employment are respected and protected. All applicants are provided a full and fair opportunity at employment, training and career advancement without regard to race, color, religion, national origin, disability (physical or mental), gender, age, reprisal, sexual orientation, genetic information or parental status. Its Equal Employment Opportunity (EEO) program continually provides its internal and external customers with professional leadership that promotes equality for all.

### **Elimination of Barriers**

The Secret Service is committed to finding and removing barriers to entry and barriers to promotion whenever or wherever they are identified. The barrier identification and elimination planning process includes the review and analysis of workforce data and information, Affirmative Employment Plans, agency policies, procedures, strategies, and performance reports dealing with recruitment, retention or accessibility.

The major approaches, which make up the EEO Plan to Eliminate Identified Barriers, are as follows:

- Provide training for employees that address diversity awareness, EEO guidance and regulations, including providing reasonable accommodation to employees with disabilities and ensuring compliance with the documentation requirements of Section 508 and accessibility for Persons with Disabilities; and, federal hiring/selection procedures.
- Monitor recruitment initiatives and other initiatives and policies established by the Workforce Planning Office, the Recruitment Program, or the Diversity Management Program at the Secret Service.
- Focus the Secret Service's resources for barrier analysis and elimination on areas of primary concern for the agency. Those areas are recruitment and retention.
- Ensure accountability of Secret Service managers and supervisors in the area of EEO as outlined in EEO Management Directive 715.

### **Secret Service Recruitment Initiatives**

Recruitment and hiring of qualified applicants from ethnically diverse backgrounds is a top management priority and an important component of the Secret Service's recruitment business plan.

The recruitment of special agents and Uniformed Division officers is conducted through the Secret Service's 164 field offices throughout the world. However, overall



coordination of minority recruitment and outreach is administered through the Recruitment Program at Secret Service headquarters in Washington, D.C.

The Recruitment Program uses numerous methods to attract and recruit potential candidates from ethnically diverse backgrounds. On average the Recruitment Program will attend over 300 career fairs a year. Many of these events are held at HBCUs, HSIs, TCUs and women's colleges. The Recruitment Program will advertise career opportunities with ethnically diverse magazines, radio stations and websites. Further, the Recruitment Program will target select cities to host recruitment events, which have a large population of individuals from ethnically diverse backgrounds.

The Secret Service Recruitment Program has implemented a yearly national recruitment strategy with specific initiatives, incentives, and strategies to attract and recruit the best and the brightest high-quality candidates for a diverse workforce. Key elements include:

- Attendance at career fairs throughout the United States, including those specifically targeting minority groups, nationwide military recruitment events, and nationwide diversity conferences. Specifically, the Secret Service attended 1,083 career fairs from Fiscal Years 2007-2009 and 154 nationwide military recruitment events.
- Focused outreach at HBCUs, HSIs, TCUs, and women's colleges and universities.
- Sponsor Secret Service recruiting and testing events in cities throughout the United States which have high minority populations.
- Targeted recruiting of veterans of the United States Armed Forces, who represent a source of highly qualified, ethnically diverse candidates for Secret Service positions in all occupational categories.
- Using the services of a contractor, LEAP Frog solutions, a minority women-owned business, to help coordinate print, online and radio advertising that specifically target ethnically diverse populations.

#### *African-American Recruiting Initiatives*

The Recruitment Program has consistently maintained an aggressive and proactive recruiting approach as it pertains to the African-American community. In Fiscal Year 2008, the Recruitment Program attended 20 career fairs specifically targeting African-Americans. The Recruitment Program attended five national conferences and sponsored seven recruiting events in cities with large African-American populations. In Fiscal Year 2009, the Secret Service attended 29 career fairs specifically targeting African-Americans; attended six national conferences; and sponsored six recruiting events in cities with large African-American populations. Additionally, the Recruitment Program advertises career opportunities in several print magazines, radio stations and websites specifically targeted towards the African-American community.

Additionally, in support of Executive Order 13256, which established the President's Board of Advisors of HBCUs, the Secret Service participated in the White House Initiative on Historically Black Colleges and Universities (WHI/HBCUs). Secret Service involvement in this initiative was part of a continuing effort to effectively engage the African-American community and promote public service as a professional career.

This meeting also served as an opportunity to better assist the Secret Service with developing comprehensive strategies to strengthen support for African-American students, share ideas and information, and recognize promising best practices to accelerate African-American success in higher education.

The Recruitment Program also initiated a Service-wide program of conducting college and university educational presentations to career counselors. This program will provide an opportunity for college and university career counselors to become educated about the duties and responsibilities of the Secret Service's dual mission and to promote the Secret Service to their students.

#### Hispanic / Latino Recruiting Initiatives

The Secret Service Recruitment Program has maintained an aggressive recruiting approach as it pertains to the Hispanic/Latino community. In Fiscal Year 2008, the Recruitment Program attended 23 career fairs specifically targeting Hispanics/Latinos; attended three national conferences; and sponsored six events in cities with a large Hispanic/Latino population. In Fiscal Year 2009, the Recruitment Program attended 18 career fairs specifically targeting Hispanics/Latinos; attended three national conferences; and sponsored five events in cities with large Hispanic/Latino populations.

The Recruitment Program advertises career opportunities to the Hispanic/Latino community through a variety of media outlets, including print magazines, radio and websites. The Secret Service also has advertised career opportunities on the Univision television network in the past.

In compliance with Executive Order 13171 (Hispanic Employment in the Federal Government), the Secret Service also has cultivated a partnership with Excelencia in Education. This new partnership is part of a continuing effort to effectively engage the Hispanic community as partners and promote public service as a professional career. In addition, the Secret Service has sponsored career advertisements in the Hispanic Association of Colleges and Universities Capitol Forum Program, and advertised career opportunities with the Excelencia in Education Hispanic Serving Institutions Almanac and on their website.

#### Native-American Recruiting Initiatives

The Secret Service has maintained a recruiting effort as it relates to the Native-American community. In Fiscal Year 2008, the Recruitment Program attended two career fairs

specifically targeting the Native-American Community. In Fiscal Year 2009, the Recruitment Program attended five events specifically targeted at the Native-American Community. The Recruitment Program has recognized that additional efforts and outreach need to be focused towards this community. On Oct. 27, 2009 the Secret Service Recruitment Program is scheduled to participate in a career fair at the Haskell Indian Nations University in Lawrence, Kansas.

The Recruitment Program has established a relationship with the White House Initiative for Tribal Colleges and Universities (WHITCU). This Partnership will assist the Secret Service in establishing and maintaining a working relationship with over 35 recognized WHITCU institutions.

To increase the number of American Indian/Alaskan Natives recruited for employment opportunities during Fiscal Year 2008, the Secret Service has partnered with DHS Office for Civil Rights and Civil Liberties and the WHITCU to meet with seven Tribal Colleges and University Presidents in Washington, D.C.

#### *Asian-American Recruiting Initiatives*

The Recruitment Program continues to develop its recruitment efforts to inform the Asian-American Community about career opportunities within the Secret Service. In Fiscal Year 2009 the Recruitment Program attended four career fairs specifically targeted to the Asian-American Community.

The Recruitment Program has begun to work with field offices throughout the country with significant Asian-American populations to coordinate outreach activities to educate this community about career opportunities with the Secret Service.

#### *Women Recruiting Initiatives*

The Recruitment Program has consistently maintained a proactive recruiting approach in its efforts to recruit women. In Fiscal Year 2008, the Recruitment Program attended 16 career fairs specifically targeting women and two national conferences. Thus far in Fiscal Year 2009, the Recruitment Program has attended two career fairs specifically targeting women and two national conferences, with additional events already scheduled this year.

The Recruitment Program also has advertised in Professional Women's Magazine and Essence Magazine, and it has distributed pamphlets to over 74 women's colleges and universities.

#### *Military Recruitment Strategies*

Our nation's Armed Forces are a source of highly qualified, diverse candidates for Secret Service positions in all occupational categories. The Recruitment Program developed a coordinated system of advance planning and recruiting tools in order to establish a

pipeline of high-quality candidates to fill vacancies and to enhance and maintain long-term relationships with the military community. These events will assist the Secret Service in achieving the strategic staffing/workforce needs in hiring special agent, Uniformed Division officer, and administrative, professional and technical personnel.

#### *Special Agent Hiring*

As a result of its recruiting efforts, between Oct. 1, 2007 and Sept. 30, 2008, 426 (34.22 percent) of the 1,245 applicants for the USSS Special Agent position who voluntarily identified their race were women and minorities. In Fiscal Year 2008 the Secret Service hired 169 new Special Agents. Out of the 169 new hires, 42 (24.9 percent) were women and minorities.

#### *Uniformed Division Officer*

The Secret Service also actively recruited for the Uniformed Division Officer position in Fiscal Year 2008. Between Oct. 1, 2007 and Sept. 30, 2008, these efforts yielded 1,134 applicants for Uniformed Division Officer position of whom 516 (45.50 percent) were women and minorities. In Fiscal Year 2008, the Service hired 149 new Uniformed Division Officers. Out of the 149 new hires, 51 (34.2 percent) were women and minorities.

#### *USSS Diversity Management Program*

The Secret Service's Diversity Management Program continues to maintain a constituency base with several external law enforcement organizations in order to implement strategies for ensuring best practices throughout the agency's diverse population.

In an effort to maximize the career development potential for its workforce, the Secret Service designates employee representatives to attend various national minority training Conferences on a yearly basis. These training expeditions are sponsored by the following law enforcement organizations: Hispanic American Police Command Officers Association; Women in Federal Law Enforcement; National Organization of Black Law Enforcement Executives; National Asian Peace Officers Association; and the National Native American Law Enforcement Association.

#### *Annual Conference Participation*

The Secret Service chose 25 representatives within the special agent and Uniformed Division ranks to attend this year's Women in Federal Law Enforcement 10<sup>th</sup> Annual Leadership Training Conference. A team of recruiters from the Recruitment Division also provided information to potential candidates who were interested in future employment with the Service.

For more than 15 years, the Secret Service has been an avid supporter of the National Organization of Black Law Enforcement Executives (NOBLE). This year, the Secret Service's Diversity Management Program sent 26 representatives to NOBLE's annual conference, where they took full advantage of a training agenda designed to prepare future leaders for the next level in their law enforcement careers. The conference provided an opportunity for the Secret Service to recruit more African Americans.

The Secret Service also served as co-sponsor of the National Asian Peace Officers Association (NAPOA) 22<sup>nd</sup> Annual Training Conference. Over 35 Secret Service employees within the special agent, Uniformed Division, and the administrative, professional and technical ranks participated in this year's NAPOA conference. The NAPOA Executive Board also hosted an open job fair at the conference.

#### *Special Program Plan for the Recruitment, Hiring, and Advancement of Individuals with Targeted Disabilities*

The Special Program Plan for the Recruitment, Hiring, and Advancement of Individuals with Targeted Disabilities evaluates employment trends and participation rates in agency employment programs for individuals with targeted disabilities. The Secret Service currently employs 15 individuals with targeted disabilities.

#### *Johns Hopkins University – Masters in Management Program*

In order to further develop future leaders of the Secret Service, supervisors and managers are selected biennially to participate in a two-year program offered by Johns Hopkins University. Upon successful completion, participants receive a Masters in Science and Management Degree from the Johns Hopkins University of Business and Education.

The program has a multi-disciplinary curriculum, which includes practical and theoretical management, human resources management, and leadership courses. Since 2003, 90 Secret Service employees have been selected by the Director to attend the program, 35 of whom were minority or female.

#### *Senior Executive Service Candidate Development Program*

For Fiscal Year 2008, the Secret Service Senior Executive Service Candidate Development program had 19 candidates. Ten (52.6 percent) of the candidates were minority or female.