



STATEMENT OF

ANGELA BAILEY

Chief Human Capital Officer
U.S. Department of Homeland Security

FOR A HEARING ON

**“Building a Diverse and Inclusive Workforce
to Meet the Homeland Security Mission”**

BEFORE THE

**United States House of Representatives
Committee on Homeland Security
Subcommittee on Oversight, Management, and Accountability**

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Introduction

Chairwoman Torres Small, Ranking Member Crenshaw, and distinguished Members of the Subcommittee, thank you for the opportunity to appear before you today to discuss Inclusive Diversity at the U.S. Department of Homeland Security (DHS or the Department).

I am Angela Bailey, the Department's Chief Human Capital Officer. I joined DHS in January 2016 as a career federal executive and have more than 38 years of service, 32 of those in human resources.

The Department's compelling mission to make a difference in the lives of our fellow citizens encourages our workforce and draws candidates seeking to join the team, even though the threats and challenges facing DHS and the Nation are complex and constantly evolving. As a result, DHS is one of the most ethnically and racially diverse agencies across the Federal Government. Forty-seven percent of the DHS workforce identifies with a diverse racial or ethnic group, compared to 37 percent for the broader federal workforce.

As the Chief Human Capital Officer, Inclusive Diversity is one of my highest priorities and is taken seriously across DHS. Inclusion connects employees and diversity reflects the public we serve and helps build bridges with communities where we work. Our success, and the protection of the homeland, requires the engagement of all of us: senior leaders, managers, and employees. DHS has made notable progress in its diversity and inclusion efforts, yet opportunities remain for continued improvement.

Our DHS commitment to inclusion is reflected in our five-percentage point increase in the past four years on the Inclusion Index, a part of the Federal Employee Viewpoint Survey (FEVS) that measures the extent to which employees believe they are recognized, valued, and respected. And, we will continue to do more.

Diversity within the Department is also notable. Again, the DHS workforce is ethnically and racially diverse, far surpassing government-wide workforce diversity percentages. DHS has the largest percentage of Hispanics in the federal workforce by a large margin—22 percent versus just under nine percent—and higher than the nine percent of Hispanics working in private sector occupations analogous to our positions. Women comprise 35 percent of the DHS workforce overall, but in our non-law enforcement workforce, women comprise 46 percent of our workforce, slightly higher than the government-wide number of 43 percent.

This diversity is also reflected in our executives. Twenty-two percent of our Senior Executives (SES) identify with a diverse racial or ethnic group, a number that is on par with the rest of the federal workforce. At DHS, women comprise nearly 29 percent of our SESs, just slightly below the average for the total federal workforce.

DHS also strives to be a model employer for individuals with disabilities. Historically, individuals with disabilities comprised less than ten percent of the DHS workforce. However, our determined focus in this area has been a significant driver for increases among new hires.

In the first quarter of this Fiscal Year (FY), just over 12 percent of new hires across DHS were individuals with disabilities, but several Components have new hire rates well above 20 percent. Even regarding employment of individuals with targeted disabilities, or those with the most

severe disabilities, we have made tremendous progress and hired over two percent in this quarter, exceeding the federal goal.

Finally, I am extremely proud to talk about our veterans hiring at DHS, which is considered one of the leaders across the Federal Government. We have received the Council on Veterans Employment's highest rating of "Exemplary" for three straight years and expect to achieve a fourth straight Exemplary rating for our efforts in FY 2019. Onboard at DHS, we have 26 percent veterans (a total of 56,209 employees) and ten percent veterans with disabilities—making us number one among the agencies of similar size, i.e., Health and Human Services and the Departments of Justice, Treasury, and Agriculture. Already this FY, more than one in five new hires were veterans and eight percent were veterans with disabilities.

A New Paradigm

Getting to these successful results has taken time and innovative thinking. In 2016, the Department shifted to a new way of thinking, moving from the traditional Diversity and Inclusion (D&I) paradigm to the concept of Inclusive Diversity. While the original D&I paradigm focused on elements such as race, ethnicity, and gender, Inclusive Diversity reaches beyond these characteristics to a broader swath of diversity such as generational status and neurodiversity. Inclusive Diversity also emphasizes the essential role of the work environment and the importance of building inclusive workplaces.

Specifically, Inclusive Diversity is comprised of a set of behaviors that promote collaboration and high performance, creativity and innovation, fairness and respect, and an environment where employees believe they belong. It empowers employees at every level and builds a culture of trust within teams. Inclusive Diversity is comprised of people's perceptions of fairness and respect, i.e., are their experiences similar to others' in terms of opportunities, pay, and evaluation; do they feel value and belonging, which focuses more on the uniqueness of each person; whether they are part of formal and informal networks; and whether they have a voice in decision-making.

We recognize that Inclusive Diversity is critical to the way we attract and retain our workforce. For example, diversity helps guide many of our recruitment efforts, including our webinars, campus visits, and hiring events across the nation at Minority Serving Institutions (MSIs), including Historically Black Colleges and Universities (HBCUs), Hispanic Serving Institutions, Asian American and Native American Pacific Islander Serving Institutions, and Tribal Colleges and Universities.

The Department has participated in the Congressional Black Caucus Foundation's Annual Legislative Conference and Career Fair, where in 2019, DHS recruiters shared information about our mission and current job opportunities with 350 potential candidates. In 2019, we also attended Chairman Thompson's College and Career Fair in Mississippi. At this event in Greenville, DHS recruiters spoke collectively with 1,170 students. At the most recent Career Expo for Individuals with Disabilities, recruiters spoke to 250 potential candidates and conducted onsite interviews. The Department conducts joint hiring events on military bases to highlight our veterans hiring and we hold events focused on recruiting more women into law enforcement. Finally, we use cyber-focused recruiting events to help build a cybersecurity workforce that is strong because of its diversity.

In total, in FY 2019, DHS hosted over 2,500 people on recruiting webinars and attended 5,099 recruiting events in order to attract a workforce that mirrors the public we serve, including visiting 223 MSIs (716 events) and 46 HBCUs (100 events).

The Department has internship programs that attract hundreds of diverse students, teaching them about work at DHS, with the goal of hiring them after graduation. Our Pathways Programs supports hundreds of these interns as well as recent graduates and Presidential Management Fellows, and uses partnerships like the Urban Alliance, the CyberCorps: Scholarship for Service, and the Mayor Marion S. Barry Summer Youth Employment Program. Last year, we had 600 participants in these programs, but we want to do even more to attract diverse applicants to DHS. Our legislative proposal that has been submitted to Congress, the Enhanced Hiring Act, would build on these efforts and give DHS broad flexibility to determine how to recruit and provide public notice for mission critical positions through more effective means, such as social media and campus recruitment (e.g., MSIs, HBCUs), as well as on military installations to reach even more potential applicants.

While diversity hiring is key to our efforts, focusing only on hiring can cause a revolving door where we are constantly recruiting and hiring, and not looking at ensuring employees are included, engaged, and motivated to stay. Because we value the whole person, we use a three-pronged approach to retain employees and ensure they feel respected.

Our exceptional inclusion and engagement efforts are one way to help with engagement, productivity, and innovation. For example, we have built a framework to help executive leaders identify measurable actions and activities to implement and cultivate a continued commitment to, and accountability for, Inclusive Diversity. We continue to build on a successful pilot program launching a Department-wide rollout of the Inclusive Diversity Dialogues Program, modeled after successful programs at the National Aeronautics and Space Administration, Department of Justice, and Office of Personnel Management. We provide unconscious bias awareness training for hiring managers, Inclusive Diversity training for executive leaders, and FEVS Inclusion Index-based train-the-trainer sessions to build a cadre of qualified trainers across the Department.

As I testified last month before this Subcommittee, DHS has also strengthened its agency-wide leadership development programs by providing more opportunities for lower-grade employees to begin their leadership journeys, have additional rotational experiences, and gain further career path guidance. We know that these approaches help employees feel valued. Examples include our brand new leader development strategy, called the “Leadership Bridges Program,” introduced in FY 2019. Instead of waiting to develop leadership skills at each level, this new program establishes a variety of products and tools for employees seeking to increase their capabilities and aspiring to higher leadership levels.

Part of the Bridges program includes innovative, self-paced program training that meets the needs of our geographically dispersed workforce and provides motivated employees—at any grade level—with a set of curated activities central to the development of essential supervisory leadership competencies. This training helps our frontline employees who are not in Washington, DC. The Bridges program is also piloting a six-month Supervisory Leadership Bridges Cohort program that will guide participants in specific job series through a rigorous process to identify traits validated as predictive of leadership success and build on those traits with classroom, mentoring, and experiential learning.

The third prong of our engagement, retention, and inclusion efforts is our Employee and Family Readiness (EFR) program. DHS currently has seven suites of programs in place, all designed to deepen employees' sense of belonging, inclusion, and value inside the Department. Today we provide mindfulness courses to strengthen employee resilience and reduce stress; a financial literacy campaign to build financial wellness; stronger bonds training to improve relationships and communication; increased services for child and dependent care; a mental health initiative and resource center to help reduce stigma and increase utilization; and affinity groups for employees and spouses to build social connectedness with others who share the same background, challenges, or interests.

Because all seven EFR efforts are based on input received from DHS employees themselves, we are confident they will be successful both as specific subjects and as a reflection of the fact that DHS cared enough to listen. This innovative EFR program, combined with the Department's leadership development and diversity hiring efforts, as well as our inclusion activities, makes the DHS Inclusive Diversity program a balanced and robust model for the Federal Government.

Conclusion

As the Department works to secure our Nation, an inclusive and diverse workforce is critical to foster innovation, cultivate creativity, and elevate operational effectiveness. Together, these characteristics enhance our capabilities in all mission areas. Moreover, it is important that we have an agile workforce that can work across organizational and interpersonal boundaries and collaborate to address the Department's most complex and challenging issues.

We must continue our efforts to build Inclusive Diversity across DHS to ensure we create a workplace where employees believe they belong, that we leverage unique employee talents, that we listen, and help build networks of shared experience while respecting individual uniqueness. We will further embed these principles into our broader strategies and initiatives by raising the bar on Inclusive Diversity, mindfulness, accountability, and transparency.

In closing, engaging the entire workforce and sustaining the highest levels of integrity, accountability, and professionalism is paramount to promote and achieve the strategic vision we have for Inclusive Diversity. We understand that, while we have made significant progress, we still have more work to do to achieve a fully inclusive culture. As we move forward, we will continue to embrace workplace cultures that are fair, respectful, and value the unique contributions of each employee to enable all employees to reach their full potential. Rest assured that while each of our Components has its own distinct homeland security mission and history, we are unified and steadfast in our goal—to safeguard the American people, our homeland, and our values, including embracing Inclusive Diversity in all its facets.

Thank you again for the opportunity to testify today and I look forward to your questions.



Angela Bailey
Chief Human Capital Officer

Angela Bailey has dedicated more than 38 years to public service, with almost 32 of those years in human resources. Ms. Bailey was appointed as the Department of Homeland Security's Chief Human Capital Officer (CHCO) in January 2016. She is responsible for the Department's human capital program, which includes human resources policy, systems, and programs for strategic workforce planning, recruitment and hiring, pay and leave, performance management, employee development, executive resources, labor relations, work/life and safety and health. She also serves on the United States Coast Guard Academy Board of Trustees.

She also served as the Chief Operating Officer (COO) for the U.S. Office of Personnel Management (OPM) from November 2013 to January 2016. In this role, she provided overall organization management to improve OPM's performance, mission and goals through strategic and performance planning, measurement, analysis, and regular progress assessment. She was also responsible for managing OPM's human, financial, acquisition and information technology to achieve OPM's program results efficiently, economically, and effectively.

Other roles at OPM included serving as Deputy Associate Director for Recruitment and Hiring and Associate Director for Employee Services, including as the agency's CHCO. In that role, she was responsible for the design, development and implementation of government-wide human resources policy, systems, and programs for strategic workforce planning, recruitment and hiring, pay and leave, performance management, employee development, executive resources, labor relations, and work/life. In addition, she led OPM's implementation of the President's Veterans Employment Initiative, which resulted in 20-year highs in terms of the percentage of new federal employees who are veterans. As the CHCO for OPM, she also oversaw the agency's internal human resources office. Ms. Bailey also spearheaded OPM's flagship initiative on hiring reform, and the Pathways Programs for students and recent graduates, including the Presidential Management Fellows Program.

Ms. Bailey began her career with the Social Security Administration. She later worked for the Department of Defense in several different components and Defense agencies. She has served in many roles, including Budget Analyst, Labor Relations Officer, and as the Director of Human Resources for the Defense Contract Management Agency.

Ms. Bailey has a master's degree in Leadership from Bellevue University and participated in Harvard University's Kennedy School National Preparedness Leadership Initiative for Executives in 2012. She is also a 2017 Meritorious Presidential Rank Award recipient and a 2019 National Academy of Public Administration Fellow.