

Question#:	1
Topic:	WPS Timelines and Goals
Hearing:	Empowering Women and Girls and Promoting International Security
Primary:	The Honorable Debbie Wasserman Schultz
Committee:	OVERSIGHT & GOV RFORM (HOUSE)

Question: In its U.S. Strategy on Women, Peace, and Security Implementation Plan, the Department of Homeland Security (DHS) describes multiple interagency metrics for evaluating progress.

Has DHS identified Department-specific targets and goals for evaluating the effectiveness of its Women, Peace, and Security activities and programs? Has DHS identified timelines for achieving these objectives?

Response: The U.S. Department of Homeland Security (DHS) is still identifying programs and activities that may be Women, Peace, and Security Implementation Plan (WPS)-aligned, and the first year will provide us with baseline figures. We may see some improvements simply as a result of capturing metrics and starting this discussion, but it will not come into sharp relief until after completion of the baseline, and in subsequent reporting periods.

At the same time, there are efforts already underway to improve women’s participation through existing WPS related activities such as Acting Secretary Wolf’s arrangement with his counterpart in the Government of Honduras to partner in this effort.

DHS has not yet identified Department-specific targets and goals for improving women’s participation but will do so following establishment of an initial baseline assessment of the Department’s current monetary and in-kind contributions. Because there are multiple sources of funding for these activities, and instructors and curriculum are provided by several agencies, identifying all the contributions and deconflicting the reporting on those contributions takes considerable effort. DHS has identified summer 2021 as the deadline for completing that baseline report and those figures will be included in our initial report on WPS activities at DHS.

An example of an identified baseline activity that supports WPS goals, which is supported by multiple agencies, is DHS support to the International Law Enforcement Academies (ILEA), in partnership with the Department of State’s Bureau of International Narcotics and Law Enforcement Affairs. DHS participating agencies include Immigration and Customs Enforcement, the U.S. Secret Service, and U.S. Customs and Border Protection. Other courses led or supported by DHS at ILEAs provide training to mid- to senior-level foreign investigators, prosecutors and judges on a range of specialized investigative techniques and leadership. More details on those programs are provided below.

DHS is developing a reporting process to better track both monetary and in-kind contributions to this training, as well as to track the extent to which women participate in the training, and how

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that participation can be improved. DHS believes that observable and enduring programmatic gains will begin in earnest after the initial reporting period ends on June 30, 2021.

Question#:	2
Topic:	WPS Implementation I
Hearing:	Empowering Women and Girls and Promoting International Security
Primary:	The Honorable Debbie Wasserman Schultz
Committee:	OVERSIGHT & GOV RFORM (HOUSE)

Question: DHS' Women, Peace, and Security Implementation Plan states: "DHS is just being added as a key partner in an on-going international effort by the US government. As such, the implementation methods contemplated in this plan, which are not currently in process, are unproven and must evolve year to year as program effectiveness is reviewed."

If DHS' implementation methods are "not currently in process," when does DHS plan to initiate them?

Response: DHS was supporting WPS activities prior to passage of the Act, as part of its ordinary mission activities and partnerships with other Departments and agencies. With passage of the Act, completion of the strategy and agency-specific implementation plans, the Department has gained an understanding of how its longstanding supporting efforts have furthered this important line of effort, and is developing reporting processes to identify the specific ways that DHS supports WPS goals and to focus on strengthening those efforts.

The first reporting period started on July 1, 2020. It will run until June 30, 2021 and will provide a measurement of the resources committed to WPS-aligned activities at DHS, and the level of female participation in those identified activities. As discussed in the response to Q1 above, DHS already has some pre-existing WPS-aligned activities, despite not having implemented WPS prior to this point, such as DHS-supported training at the International Law Enforcement Academies (ILEA). Because these multi-agency initiatives have several sources of funding, instructors and curriculum and occur at multiple locations, our initial reporting efforts include the improvement of data collection processes to emphasize disaggregation of data by sex, deconflicting reporting on the funding of these activities, and identifying the in-kind contributions from each of the reporting agencies. We are working within DHS and with our interagency partners to accomplish this task.

Question#:	3
Topic:	Previous Administration
Hearing:	Empowering Women and Girls and Promoting International Security
Primary:	The Honorable Debbie Wasserman Schultz
Committee:	OVERSIGHT & GOV RFORM (HOUSE)

Question: In 2011, the Obama Administration released the first National Action Plan for Women, Peace, and Security. The National Action Plan stated, "over the course of a year the White House National Security Staff assembled representatives from the Departments of State, Defense, Justice, Treasury, and Homeland Security." DHS is mentioned again in the Obama Administration's 2016 update to the National Action Plan.

What became of DHS' work from the Obama Administration related to Women, Peace, and Security efforts?

Did DHS integrate any of that work into its June 11, 2020, implementation plan?

Response: DHS was not formally involved in women, peace and security activities under the Obama Administration's National Action Plan. Nevertheless, the Department has provided law enforcement training that is open to and attended by women from our nation's security partners, and it operates programs to address issues that disparately affect women in conflict zones, such as efforts to fight female genital mutilation. One result of the passage of the Act is the Department is better able to align its efforts with the longstanding efforts of the U.S. Departments of State and Defense along with the United States Agency for International Development efforts in WPS. The Act and subsequent White House Strategy have also provided DHS with tools to measure that engagement and identify ways to strengthen it.

Much, though not all, of the law enforcement and security training provided by DHS that is WPS-aligned is the result of DHS support of training at the International Law Enforcement Academies (ILEA) in partnership with the Department of State's Bureau of International Narcotics and Law Enforcement Affairs. U.S. Immigration and Customs Enforcement (ICE), U.S. Customs and Border Patrol (CBP), and the U.S. Secret Service (USSS), and the Federal Law Enforcement Training Centers (FLETC) support ILEA training.

Attendees at the ILEAs include mid- to senior-level criminal justice sector officials and have included, at the executive ILEA in Roswell, NM, multiple supreme court justices and attorneys general. ICE leads trainings on trafficking in persons. CBP instructs on border security, including at land crossings and airports. USSS is noteworthy for the training it provides on financial fraud, cyber investigations, and protective detail. USSS also began hosting women's breakout sessions at all of the ILEA courses at which they instruct, throughout the program. FLETC trains foreign law enforcement and criminal justice sector personnel in a range of investigative and enforcement skills, through ILEAs, and of particular note, FLETC offers a five-day course in Leadership for Women In Law Enforcement.

Question#:	4
Topic:	Leadership Diversity
Hearing:	Empowering Women and Girls and Promoting International Security
Primary:	The Honorable Debbie Wasserman Schultz
Committee:	OVERSIGHT & GOV RFORM (HOUSE)

Question: In February 2020, DHS' Chief Human Capital Officer told the Committee on Homeland Security that women only represent about 36% of the department's leadership pipeline.

What specific steps is DHS taking to strengthen and improve diversity at senior leadership levels?

Response: DHS benefits from more diversity in its onboard workforce than many other federal departments and agencies. DHS' workforce diversity index has hovered between 44 percent and 46 percent in the past three years, almost double the federal workforce benchmarks. Moreover, in its brief (17 year) history, of six Senate-confirmed Secretaries, two have been women and one was an African-American male.

With regards to the existing Senior Executive Service (SES), 22 percent of DHS's SESs identified as ethnically or racially diverse (on par with the Federal Government), and an increase of 2 percent in the past three years, and the rate of women in the SES has hovered just below 30 percent recently.

The Department, through the DHS Office for Civil Rights and Civil Liberties (CRCL) and the DHS Office of the Chief Human Capital Officer (OCHCO) continues to undertake significant pro-active efforts to improve and strengthen diversity at senior leadership levels.

- a. CRCL's recent efforts have included the following:

Mentoring Programs

- Consistent with the Department's focus on the advancement of women in nontraditional career fields, CRCL previously conducted a DHS-wide study on women in law enforcement. The study's findings and recommendations circulated throughout DHS Components and operating divisions, and included observations from women in law enforcement across DHS, identified perceived barriers to equal employment opportunity and diversity, provided recommendations and strategies to achieve a model workplace, and highlighted best practices from within DHS and from other federal law enforcement agencies. One result of the DHS-wide study was establishment of a mentoring program for women law enforcement officers, as a valuable career development tool.

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The Women in Law Enforcement (WLE) Mentoring Program pilot launched in March 2019 for women law enforcement officers (LEOs), is the first of its kind in the Federal government. The mentees were located across the country, and across DHS Components, including CBP, ICE, FLETC, USSS and the Transportation Security Administration (TSA). The mentors included retired and current law enforcement officers from DHS, and the U.S. Departments of Justice and the Treasury. Feedback received from the participants resulted in the WLE Mentoring Program becoming a permanent career development tool under the Department's Federal Women's Program. The second cohort of the WLE Mentoring Program deployed in January 2020 during National Mentoring Month.

- DHS is committed to becoming a model employer of individuals with disabilities and individuals with targeted disabilities at all levels, including senior levels. This year, DHS deployed a Disability Mentoring Program Pilot. This program demonstrates the agency's proactive efforts to be the employer of choice, which includes hiring, advancing, and retaining employees with disabilities. The six-month, DHS-wide Pilot began in June and is scheduled to end in December.

Special Emphasis Programs and Briefings

- CRCL continues to sponsor Department-wide Special Emphasis Programs to focus on women and other under-represented workforce groups. These programs allow employees at all levels, to get information, ask questions, and become aware of the career opportunities at DHS, as well as the contributions various under-represented employees have made to the Department, the federal government, and the United States. This, in turn, enables under-represented groups of employees to gain new insights and new direction toward advancement.
- Through internal and external presentation and briefing requests, CRCL educates the workforce and others on the participation of women and other diverse workforce groups at DHS.
- CRCL also sponsors Department-wide speed mentoring sessions, which offer valuable career-enhancing advice and guidance to assist in preparing participating employees for seeking higher levels of advancement within the Agency.

b. OCHCO's recent efforts have included the following:

- Finding And Preparing DHS Employees For Senior Leadership Positions**

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In order to bolster the pipeline of DHS employees who apply for the Senior Executive Service, DHS has implemented the following:

- **DHS SES Candidate Development Program:** Prepares high-performing individuals, typically GS-14/15 (or equivalent), for positions in the Department’s Senior Executive Service through an intensive 12-18 month leadership development program.
 - DHS Components have similar leadership development programs such as the U.S. Citizenship and Immigration Services, USCG, CBP, and USSS.
- **Webinars to Prepare for SES:** Rollout webinars on the importance of preparing high quality SES application packages; preparing for SES interviews; and finding opportunities to build on SES executive core qualifications.
 - **Inclusive Leadership Training:** Providing inclusive diversity training to help executives, managers, and supervisors understand how to intentionally include all members of their team (in Fiscal Year 2019 almost 50 percent of total SES cadre – 400 – attended the training.)
- **Mitigating Bias:** Conducting unconscious bias training for hiring managers and selecting officials to mitigate possible bias within the selection process for candidate development programs.

ii. Finding External Candidates To Fill The Pipeline To Senior Leadership Positions

To strengthen and improve diversity at senior levels, DHS is working to create an external pipeline focused on reaching all segments of society. Specific activities include:

- **Engagement** in more than 15,000 events, sometimes including presentations by DHS employees from the operational components, across the past three years including DHS-wide recruiting and hiring events focused on Cyber, Veterans, and Women in Law Enforcement, which resulted in over 1,500 job offers made on the spot.
- **Outreach** to numerous diverse and executive level professional employee organizations.
- **Students and recent graduates:** Implementation of a broad outreach and recruitment strategy for students and recent graduates that covers over 3,000 diverse institutions including Historically Black Colleges and Universities, Centers of Academic Excellence, Hispanic Serving Institutions, Tribal Colleges and Universities, Asian American and Native American Pacific Islander-Serving Institutions, and 2-year and 4-year colleges.
- **Webinars to build the pipeline:** DHS hosts webinars on Department-wide missions, programs, and current job opportunities for students and recent graduates (as well as

Question#:	5
Topic:	Handling COVID-19
Hearing:	Empowering Women and Girls and Promoting International Security
Primary:	The Honorable Debbie Wasserman Schultz
Committee:	OVERSIGHT & GOV RFORM (HOUSE)

Question: As the United States continues to struggle to contain the coronavirus under the failed leadership of President Trump, it is telling that countries led by women, including New Zealand, Denmark, Finland, Germany, Iceland and Norway, have some of the lowest coronavirus infection rates in the world.

For example, New Zealand, led by Prime Minister Jacinda Ardern, has not only been described as flattening the curve, but "crushing the curve." As of July 28, the country only had about 1,550 cases and 22 deaths. Iceland, meanwhile, under the leadership of Prime Minister Katrín Jakobsdóttir, has had less than 2,000 cases and only 10 deaths.

While there are certainly men who have handled the pandemic extraordinarily well, and not all women have done so, there appears to be a pattern that countries led by women have generally fared better against the coronavirus than those led by men.

Why do women heads-of-state seem to have done a better job at handling the coronavirus than men?

Response: The mission of the Department is to safeguard the American people, our homeland, and our values with honor and integrity. The mission of CRCL is to aid in the protection of the homeland while safeguarding civil rights and civil liberties. Neither CRCL nor DHS, believe it necessary or appropriate to comment on the differences in gender specific leadership regarding coronavirus. However, we are committed to securing the nation while preserving individual liberty, fairness, and equity under the law. CRCL sees its role in executing the Department's WPS strategy as part of and consistent with its provision of proactive support for integration of protections into all DHS activities and policies.

Question#:	6
Topic:	Lessons Learned
Hearing:	Empowering Women and Girls and Promoting International Security
Primary:	The Honorable Debbie Wasserman Schultz
Committee:	OVERSIGHT & GOV RFORM (HOUSE)

Question: Are there lessons to be learned from the coronavirus pandemic about the importance of involving women in national security decision-making?

Response: Women at DHS play an invaluable role in safeguarding the American people, our homeland, and our values. As we continue to benefit from the contributions of women in meeting our many missions, it is also essential that we support the role of women globally. There are critical links between women’s empowerment and global peace and security — and by contrast, disastrous consequences, including mass migration and illegal immigration, as a result of marginalization and exclusion of women in other countries. Quite simply, the incorporation of women in national security decision-making increases the likelihood of economic and other success globally.

Question#:	7
Topic:	WPS Implementation II
Hearing:	Empowering Women and Girls and Promoting International Security
Primary:	The Honorable Virginia Foxx
Committee:	OVERSIGHT & GOV RFORM (HOUSE)

Question: I strongly identify with the Trump Administration's Women, Peace, and Security Strategy goals of reducing barriers that limit opportunities for women to serve in leadership positions. In fact, I offered an amendment to last years' State and Foreign Operations appropriations bill that would have increased funding for gender equality programs that are designed to increase leadership opportunities for women in other countries where discrimination is baked into the laws and policies of those countries. Unfortunately, the Rules Committee didn't make my amendment in order, but I remain committed to advancing opportunities for women here in the United States and around the world.

As you know, the WPS Strategy's line of effort Four aims to encourage partner governments to adopt policies to improve participation of women in decision-making institutions.

My question to all of you is, in your opinions, what would a successful implementation of line of effort four look like by 2023 and in the years beyond?

Response: Line of Effort 4 highlights the importance of engagement by key U.S leaders in WPS activities. U.S. Government (USG) senior-level engagement raises awareness of the importance of WPS in senior leadership of partner nations and helps mobilize political will and action from other governments, international organizations, and nongovernmental actors.

By 2023, senior interagency leadership meetings would ensure WPS principles are integrated across U.S. national security priorities and foreign policy. Significant success in Line of Effort 4 would also mean a number of our allies and partner nations, viewing US success in implementation of WPS, would also be willing to adopt policies, plans, and laws in support of WPS. In order to encourage integration of security and economic efforts into a holistic approach to women's empowerment globally, the interagency could convene an annual high-level meeting on WPS and W-GDP to share successful tools and tips, , and identify and build on mutually reinforcing successes.

The USG should serve as a global leader in promoting women's meaningful participation in conflict prevention, management and resolution, and post-conflict relief and economic, political, and social recovery. Tracking USG efforts to advance the WPS Strategy in multilateral fora measures our commitment to exercising global leadership on WPS and contributes to normative change and accountability.