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**Homeland
Security**

Orientation Materials

DHS Organization



Homeland Security



DHS History

- **September 11, 2001:** Terrorists attack the United States
- **October 8, 2001:** President George W. Bush creates the White House Office of Homeland Security
- **November 19, 2002:** Congress passes legislation mandating the Department of Homeland Security
- **November 25, 2002:** President Bush signs the Homeland Security Act into law
- **January 24, 2003:** The department becomes operational
- **March 1, 2003:** Most component organizations merge to form the Department of Homeland Security



Definition of Homeland Security

“a concerted national effort to prevent terrorist attacks within the United States, reduce America’s vulnerability to terrorism, and minimize the damage and recover from attacks that do occur includes actions to prepare for, protect against, prevent, respond to, and recover from all threats or acts of terrorism”



Vision and Mission

Vision: Preserving our freedoms, protecting America...we secure our Homeland.

Mission: While the Department of Homeland Security is the lead Federal agency for mitigating vulnerabilities, threats and incidents from terrorism; its responsibilities also include preparing for, responding to, and recovering from natural disasters, stemming drug flows, thwarting fraudulent immigration, strengthening border security, promoting the free flow of commerce, and maintaining civil rights.



Core Values

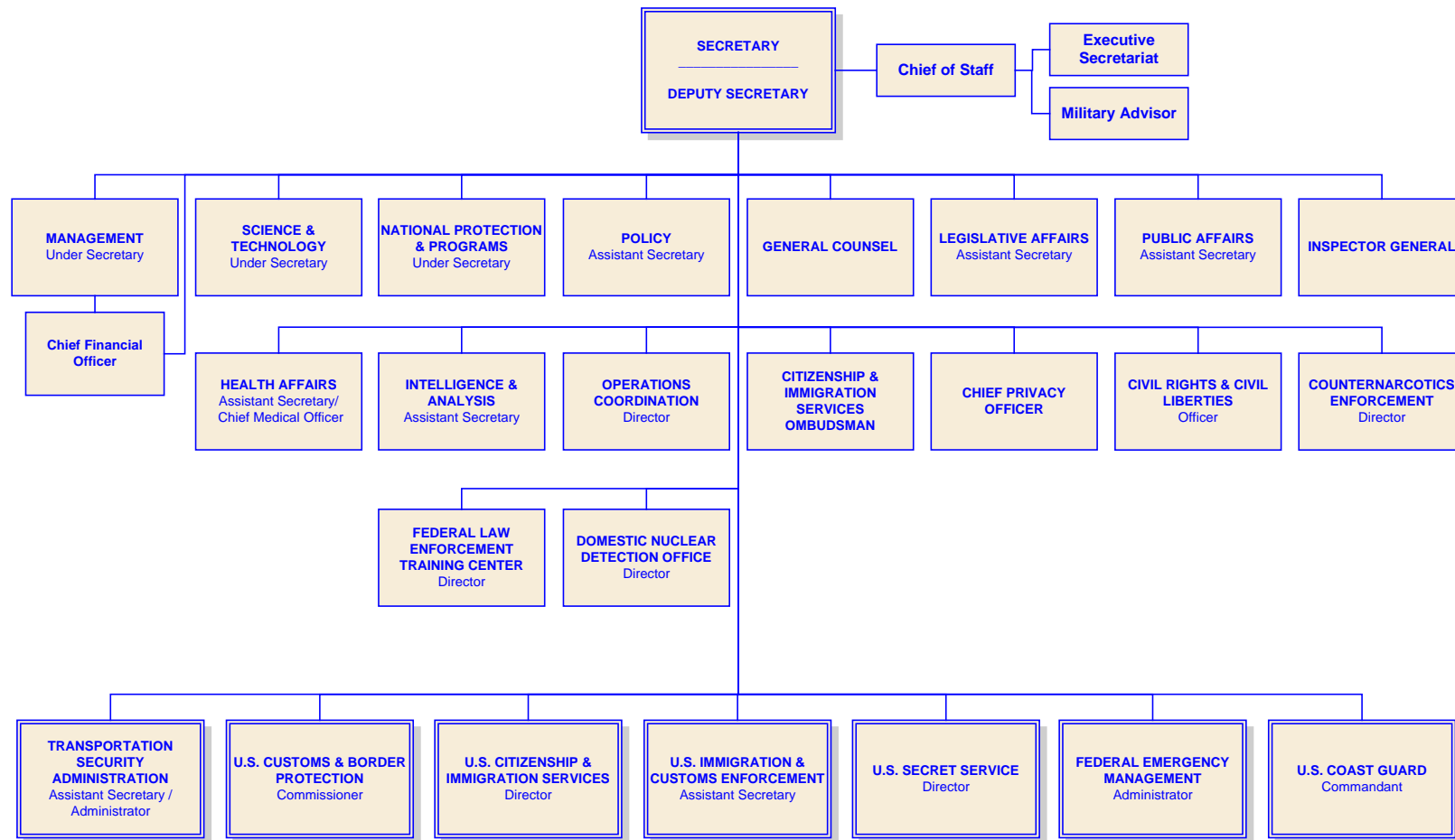
Integrity: *Service before self*

Vigilance: *Guarding America*

Respect: *Honoring our partners*



U.S. DEPARTMENT OF HOMELAND SECURITY





The DHS Performance Management Program

Employee Guide



Homeland
Security

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THE DHS PERFORMANCE MANAGEMENT PROGRAM

Overview

The purpose of this employee guide is to give you important information related to the DHS Performance Management Program (the Program).

The main elements of the Program are designed to align individual performance goals with the Department's strategic priorities, ensure we are prepared to meet our mission requirements and help employees further their professional development.

The development of the DHS Performance Management Program was based on:

- The Department's continuing need to address the ever-changing environmental imperatives of meeting the critical mission of homeland security and
- Organizational culture issues raised by the creation of DHS – combining 22 legacy agencies into eight components.

By addressing these two areas, the DHS Performance Management Program contributes to the fulfillment of the mission of DHS and its components.

Performance management positively influences both you and the organization by promoting higher performance (continuous improvement) and organizational culture changes. Within this Program, your supervisor will apply performance management principles to further both technical and behavioral accomplishment.

New elements of performance management will give you a clear understanding of both your supervisor's expectations for your performance and your own individual performance expectations. Through frequent communication, a mid-cycle performance review, and your annual appraisal, performance management will be ongoing throughout the year.

THE DHS PERFORMANCE MANAGEMENT PROGRAM

The Performance Management Cycle

The Performance Management Cycle is an ongoing process during which you and your supervisor jointly determine performance expectations in an initial performance planning meeting, you receive feedback and coaching throughout the rating cycle and jointly review individual performance through the mid-cycle and annual appraisal.

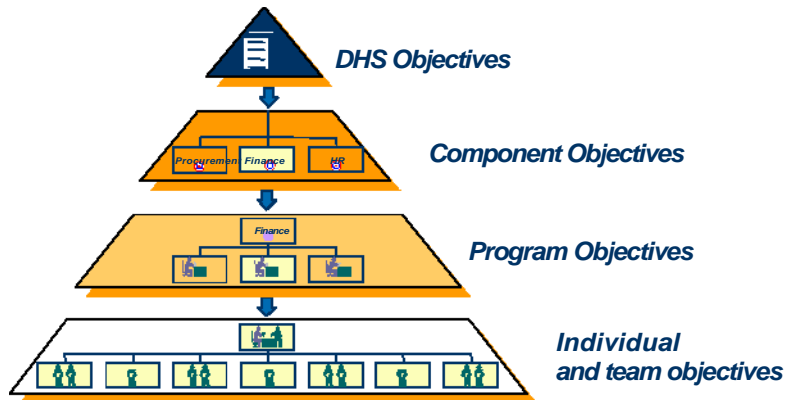
This Performance Management Cycle is an ongoing three-phase process supported by continuous feedback and coaching:



The DHS Performance Management Program ensures that every employee works towards clear objectives linked to higher-level goals and builds individual skills needed for the performance of individual job duties.

Through the improvement of each individual employee, work units and components become higher-performing organizations that enable DHS to achieve its primary mission.

Referred to as “line of sight”, this helps align everyone to make his or her greatest contribution to mission success.



For the Program to be successful there must be continual dialogue and collaboration between you and your supervisor throughout the Performance Management Cycle.

Supervisors will share performance information, engage in two-way discussions to clarify expectations, and provide feedback and coaching to help you be successful. You will be an active participant in these discussions.

Throughout the process, you should:

- Propose ideas for annual goals.
- Provide input during your progress reviews.
- Participate in coaching conversations to improve your performance.
- Provide comments regarding key results and accomplishments for your annual appraisal.

YOUR ROLE IN THE PERFORMANCE MANAGEMENT PROGRAM

You play an active role in managing your own performance and personal development. Your supervisor will provide direction in setting performance goals and will support your personal development.

Your Primary Responsibilities Include

- Performing in a manner that meets the performance expectations that are established during the performance planning period.
- Drafting your Achieving Results (Performance Goals) (the “what” that you are expected to do) and understanding the Core Competencies (the “how” you do what you do) at the beginning of the Performance Management Cycle. Performance Goals and Competencies are considered Critical Elements.
- Making sure that you understand what your individual goals mean and how they link to higher-level goals.
- Ensuring you have a clear understanding of the performance expectations for the rating cycle.
 - ✓ Understanding what success and failure look like.
 - ✓ Understanding how you are assessed against your goals and the targets you are expected to meet.
- Being open to new processes and procedures for developing new skills.
- Providing comments on your progress for the mid-cycle review and for your annual appraisal.
- Meeting with your supervisor throughout the rating period and at the end of the Performance Management Cycle to discuss your overall performance.

YOUR SUPERVISOR'S ROLE IN THE PERFORMANCE MANAGEMENT PROGRAM

Your Supervisor's Primary Responsibilities Include

- Establishing individual performance plans and creating a working culture and environment that promotes high-performance.
- Communicating performance expectations clearly and holding employees accountable for achieving them, monitoring employees' performance and providing feedback, developing employees, making meaningful distinctions among employees based on performance and fostering and rewarding excellent performance.
- Reviewing, developing and modifying your Achieving Results (Performance Goals) with you.
- Meeting with you to finalize your performance plan.
- Clarifying the linkage between your individual goals and DHS strategic goals, component goals and work unit goals.
- Ensuring consistency with plans established for similar positions within their jurisdiction and conformity with organizational goals.
- Ensuring that you understand how you will be assessed against your performance plan and the targets you are expected to meet.
- Ensuring that you understand what success and failure look like—the Summary Ratings given at the end of the performance cycle.
- Providing ongoing feedback and coaching to help you meet your Performance Goals.
- Conducting progress reviews (including mid-cycle), and preparing interim ratings and/or final ratings of record in support of Chapter 43 of Title 5, United States Code.
- Meeting with you at the end of the performance cycle to discuss overall performance.

PERFORMANCE EXPECTATIONS

What Are They

Performance expectations describe “what” and “how” work will be accomplished and “how” the accomplishments will be measured. Performance expectations may take the following form:

- Goals that set general or specific performance targets at the individual, team, and/or organizational level.
- Organizational, occupational, or other work requirements, such as standard operating procedures, operating instructions, administrative manuals, internal rules and MDs, and/or other instructions that are generally applicable and available to the employee.
- A particular work assignment, including expectations regarding the quality, quantity, accuracy, timeliness, cost effectiveness, and/or other expected characteristics of the completed assignment.
- Competencies an employee is expected to demonstrate on the job, and/or the contributions an employee is expected to make.

The Program adopts performance expectations that balance competency measures and achieving results. The DHS competency model has six pre-established core competencies for all employees (plus two additional competencies for supervisors and managers) that supervisors will use in appraising performance. The core competencies for DHS employees are:

- Achieving Results (Performance Goals)
- Technical proficiency
- Customer service (except for positions in the 1811 and 1896 series)
- Teamwork/cooperation
- Communications
- Representing the agency
- Assigning, monitoring and evaluating work (supervisors and managers only)
- Leadership (supervisors and managers only)

The first core competency “Achieving Results (Performance Goals)” is the results-based portion of the rating. It accounts for 60% of the annual rating of record. It ensures that the DHS Performance Management Program focuses on results. Performance Goals and Competencies are considered critical elements.

Performance goals are the “what” that you are expected to accomplish.

- Only one goal is required but three to five goals are recommended for a rating cycle.
- Each goal will be written with performance standards at the “Achieved Expectations” and the “Achieved Excellence” levels. These performance standards are used to evaluate progress in achieving the goals.
- Goals are flexible and can be changed dependent upon the needs of the Department, component or work unit up to 90 days prior to the end of the rating cycle.
- The **minimum time** for you to be **under an approved performance plan and receive a rating of record is 90 days.**

The five additional core competencies (seven core competencies for supervisors and managers) shown above account for the remaining 40% of the annual rating of record.

- These competencies focus on rating your work behaviors, or “how” you accomplish your work.
- The Department has established these competencies and their associated Department-wide performance standards based on the type of job performed (professional or technical) and the level of work (grade) at the “Achieved Expectations” and “Achieved Excellence” level.
- These standards will be used to evaluate your performance on each of the remaining five (seven for supervisors and managers) core competencies.

PERFORMANCE MANAGEMENT CONVERSATIONS: PERFORMANCE PLANNING

What It Is

The performance planning conversation is the first formal meeting—in an ongoing series of formal and informal conversations (coaching and feedback)—where you and your supervisor set your annual goals.

You should prepare for the performance planning discussion with your supervisor by:

- Reviewing your component and work unit goals.
- Drafting your 3 to 5 Achieving Results (Performance Goals) prior to the performance planning discussion. (These draft goals will be written at two rating levels - Achieved Expectations and Achieved Excellence)
- Reviewing the five (or seven) additional core competencies that will comprise the remainder of your performance plan
- Meeting with your supervisor to discuss and refine performance goals and confirm your understanding of the goals

How to Do It

The key to an effective performance planning discussion is planning and collaboration. Review your draft goals. Identify the critical actions. Note areas that require clarification or which have assumptions/dependencies.

During the performance planning discussion, you and your supervisor will:

- Discuss performance goals and requirements for success, that is, assumptions/dependencies, such as budget, timeframes, and so on.
- Identify and discuss any other goals that may be necessary.
- Discuss the linkage of your goals to higher-level goals.
- Decide if you will develop an Individual Development Plan (IDP). An IDP is an optional part of the DHS Performance Management Program showing your short and long term developmental interests both behaviorally and technically.
- Discuss performance levels—Summary Rating Levels:
 - ✓ Level 5-Achieved Excellence.
 - ✓ Level 4-Exceeded Expectations.
 - ✓ Level 3-Achieved Expectations.
 - ✓ Level 1-Unacceptable.

PERFORMANCE MANAGEMENT CONVERSATIONS: MID-Cycle REVIEW

What It Is

Good performance management is a continuous reinforcing process. You and your supervisor should discuss your progress throughout the rating cycle.

A mid-cycle progress review is a formal, documented discussion between you and your supervisor about your performance to date, as compared to the performance expectations set forth in your performance plan.

Supervisors are required to conduct mid-cycle reviews with all employees covered by the DHS Performance Management Program. This review occurs at the mid-point of the rating cycle and focuses on performance during the first half of the rating cycle. Goals and expectations may be reviewed, and changed if necessary.

The mid-cycle review does not result in a rating of record and no summary rating of overall performance is assigned.

Having this discussion reduces the potential for “surprises” at the annual appraisal.

How to Do It

Mid-cycle performance review conversations are enhanced by planning and collaboration.

Before the mid-cycle review, you should:

- Provide comments on your key results and accomplishments.
- Identify sources of feedback, in addition to your supervisor, on your exhibition of competency proficiency.
- Request feedback from agreed-upon sources and forward to supervisor.
- Identify questions and concerns to discuss with your supervisor.

PERFORMANCE MANAGEMENT CONVERSATIONS: ANNUAL APPRAISAL

What It Is

Your supervisor will meet with you at the end of the rating cycle in a formal meeting to discuss your key results and accomplishments (Achieving Results - Performance Goals) from your performance plan.

The annual appraisal is the annual review and evaluation of your performance.

The basis for your annual appraisal is your success at accomplishing your established goals and how you exhibit the core competencies of the DHS Performance Management Program.

Your supervisor must complete your rating of record within 30 days after the end of the appraisal period.

How to Do It

Planning and collaboration enhance the effectiveness of the performance appraisal discussion.

Before the annual appraisal, you should:

- Provide comments on your key results and accomplishments.
- Collect core competency feedback from agreed-upon sources and provide to your supervisor.
- Identify performance successes above Level 3, Achieved Expectations and highlight achievements in the face of negative conditions.
- List any shortfalls in performance caused by barriers to performance or extraordinary circumstances, which negatively affected success.
- Identify questions and concerns to discuss with your supervisor.

COACHING AND FEEDBACK

What It Is

Coaching is an ongoing series of actions—formal and informal, planned and spontaneous—that managers, supervisors and team members take to help people they work with learn and develop. The majority of these actions are informal. However, coaching takes place in all of the three formal conversations (performance planning, mid-cycle review and annual appraisal) as well.

Coaching helps build individual capability leading to improved results. Your supervisor will provide ongoing coaching to ensure your success. This will primarily take the form of providing feedback and acting as a “sounding board” to help you think through alternatives. It is also your responsibility to seek feedback and coaching when faced with new or challenging situations.

There are three types of coaching and feedback:

- “Reinforcing Feedback” is used to:
 - ✓ Increase the likelihood of future use of an observed, positive skill or behavior.
 - ✓ Describe individual contributions to component and work unit successes.
 - ✓ Describe the degree individual progress is being made toward desired outcomes.
 - ✓ Express appreciation.
- “Developmental Feedback” is used to:
 - ✓ Change behavior in a positive direction or improve a skill level.
 - ✓ Communicate and resolve potential roadblocks in performance.
 - ✓ Redirect actions and behaviors towards expectations.
 - ✓ Foster a shared understanding of expectations.
- “Thinking Partner Coaching” is used to:
 - ✓ Help others discover or arrive at their own analysis of organizational issues.
 - ✓ Provide a sounding board for alternate approaches and ideas.
 - ✓ Offer an opportunity to reflect on experiences and identify lessons learned.
 - ✓ Deepen a person’s awareness of their current behavior and its motivators; uncovering beliefs and assumptions.

How to Receive Feedback

Some of the feedback you receive will be positive and reinforcing. Other feedback will be developmental and will identify things that you can do differently or better. How you receive feedback will determine how effective that feedback is for you.

Listen first. Do not react!

- Do not be afraid to ask your supervisor how you are doing. You want to know what you are doing well and areas where you can improve:
 - ✓ When you receive feedback about:
 - What you are doing well – take time to consider how you can apply what is working to your other responsibilities.
 - Areas for Improvement – try not to be defensive. Instead, ask for specific examples of how you need to improve and clarify any questions and concerns you may have.
- Take a moment to note the outcome of your feedback so you have a record of it and you can use the information later when preparing for your annual appraisal.
- Summarize the feedback to ensure your understanding

For example, “Let me make sure I understand. When someone accuses me of forgetting to do something, you do not want me to try to prove him/her wrong. Instead, you want me to focus on how we can provide what the person needs. Is that right?”
- Recognize the intent of the feedback. Feedback provided to help you succeed is a gift.
- Thank the person for taking the time (and risk) to provide feedback.

ADDITIONAL RESOURCES

What Is Available

Performance Management website
Employee Job Aids available on the PM website
Competencies and Performance Standards on the PM website



NEW EMPLOYEE SURVEY

We would appreciate any feedback you can provide regarding the overall hiring and orientation process. This information will be used to further enhance and improve our talent management programs.

1. I was attracted to this position by a federal recruitment effort

NOTE: Please do not answer "Yes" if you simply heard about this position through USAJOBS.

Yes No

If Yes, please select how you learned of the position:

- Agency Recruiter
- Career Fair
- Agency Flier
- Employee of Agency
- Other

2. I received or was able to obtain information about the status of my application during each of the following notification points throughout the hiring process.

When my application/resume was received:	<input type="checkbox"/> Yes	<input type="checkbox"/> No
When my application/resume was assessed:	<input type="checkbox"/> Yes	<input type="checkbox"/> No
When my application/resume was referred:	<input type="checkbox"/> Yes	<input type="checkbox"/> No
When a tentative job offer was made:	<input type="checkbox"/> Yes	<input type="checkbox"/> No

3. Overall, I was satisfied with the hiring process:

- Strongly Agree
- Agree
- Neither Agree nor Disagree
- Disagree
- Strongly Disagree

4. Overall, I am satisfied with the orientation that I received:

- Strongly Agree
- Agree
- Neither Agree nor Disagree
- Disagree
- Strongly Disagree

WELCOME TO THE DEPARTMENT OF HOMELAND SECURITY!



NEW EMPLOYEES POINT OF CONTACT

New Employees please direct your inquiries to the following staff members:

Payroll:

Mary Drawhorn 202-357-8494
mary.drawhorn@associates.dhs.gov

Ronda Hickey 202-357-8241
ronda.hickey@associates.dhs.gov

Justin Gilpin 202-357-8211
justin.gilpin@associates.hq.dhs.gov

Benefits:

Bertha Wade 202-357-8393
bertha.Wade@associates.dhs.gov

Dottie Bowling 202-357-8267
dorothy.bowling@hq.dhs.gov

Amy Surratt 202-725-7246
asurratt@fpmi.com

Executive Resources:

Theresa Givens 202-357-8255
theresa.givens@dhs.gov

Blanche Twardowski 202-357-8274
blanche.twardowski@dhs.gov

Fax all Documents to: (202) 357-8462



Homeland Security

BENEFITS AND RETIREMENT DSHQBENEFITS@DHS.GOV

- Enrollment or issue resolution for Federal Employees' Health Insurance (FEHB), Federal Employees' Group Life Insurance (FEGLI), and Thrift Savings Plan (TSP) Assistance with Leave Without Pay (LWOP) employment status and counseling regarding impacted benefits
- Retirement counseling and processing for CSRS, CSRS Offset, and FERS
- Calculation of Military and Civilian Deposits and assistance with initiating deposit payments
- Service Computation Date (SCD) for leave, retirement, TSP, and RIF
- Retirement annuity estimates for Civilian Service Retirement System (CSRS), CSRS Offset, and Federal Employee Retirement System (FERS)
- Employee and Dependent death benefit processing

EOPF REQUEST EOPFREQUEST@DHS.GOV

- eOPF access requests
- Scanning paper form into eOPF
- Acquisition and merging of prior service OPF
- Disposition of eOPF record for terminated employees
- SF-50 request

PAYROLL AND PERSONNEL PROCESSING DSHQPROCESSING@DHS.GOV

- SCD changes/corrections
- Lump sum payments
- No pay resolution
- W2 corrections
- Benefits election corrections/changes
- Tax changes
- Thrift Savings Plan changes, reimbursement, and/or debt
- Leave transfers through the Voluntary Leave Transfer Program (VLTP)
- Service Computation Date changes (SCD)
- Annual and sick leave balance changes

ONBOARDING TEAM..... DSHQONBOARDING@DHS.GOV

- Access request or login issues
- Password reset

PD LIBRARY PD_SUPPORT@DHSRHSOLUTIONS.COM

- Locate SmartForm 3130, 400, and 400-2 on DHS Online
- Technology termination due to employee departure
- New hire technology enablement request

CUSTOMER SERVICE SURVEYS CUSTOMER_SERVICE@DHSRHSOLUTIONS.GOV

If you are a FERS employee:

- You can elect to contribute to the TSP at any time; there is no waiting period. The amount you can contribute changes annually. You may elect to contribute any dollar amount or percentage (1 to 100) of your basic pay. However, your annual dollar total cannot exceed the Internal Revenue Code limit, which is \$15,500 for 2007.
- Your agency will start to contribute Agency Automatic (1%) Contributions to your account after you have completed the mandatory waiting period. See the chart below to determine when you will be eligible.
- If you are contributing your own money, you will also receive Agency Matching Contributions after you have completed the mandatory waiting period. See the chart below to determine when you will be eligible.

If you were hired:			Your Agency Contributions will begin the first full pay period in:
June 1, 2007	—	November 30, 2007	June 2008
December 1, 2007	—	May 31, 2008	December 2008
June 1, 2008	—	November 30, 2008	June 2009
December 1, 2008	—	May 31, 2009	December 2009

If you are a CSRS employee:

- You can elect to contribute to the TSP at any time; there is no waiting period. The amount you can contribute changes annually. You may elect to contribute any dollar amount or percentage of basic pay. However, your annual dollar total cannot exceed the Internal Revenue Code limit which is \$15,500 for 2007.
- You do not receive any Agency Automatic (1%) or Matching Contributions.

NEW EMPLOYEE TRAINING BENEFITS OVERVIEW

BENEFIT TOPICS	DESCRIPTION	ELIGIBILITY	DEADLINE	EFFECTIVE DATE	OPEN SEASON
<p>Federal Employees Health Benefits FEHB SF-2809 Health Benefits Election Form</p> <p>The following resources are available:</p> <p>Detailed guidance for new employees is found in the Eligibility and Election and the Enrollment chapters of the FEHB Handbook.</p> <p>Visit the Federal Employees Health Benefits web site at www.opm.gov/insure/health</p> <p>For assistance in choosing a new health plan, visit the Office of Personnel Management (OPM) plan selection pages at: http://www.opm.gov/insure/health/index.asp</p>	<p>You are entitled to enroll yourself and family in a health plan offered under the FEHB Program, unless your position is excluded from coverage by Law or regulation.</p>	<p>Permanent Employees on a full time/part work schedule</p> <p>Temporary employees after one year continuous employment</p>	<p>Within 60 days after your appointment</p> <p>Within 60 days after you become eligible</p>	<p>Benefits begin the pay period following the receipt of the SF-2809 Health Benefits Election Form</p>	<p>Once enrolled, <u>your coverage continues unchanged</u>, unless you make a change during open season or as a result of a Qualifying Life Event that permits a change outside of open season.</p>
<p>Federal Employees Dental and Vision Insurance Program (FEDVIP) COMPLETE ENROLLMENT APPLICATION ON-LINE</p> <p>Provides dental and vision insurance to be purchased on a group basis. Premiums are competitive and there no pre-existing conditions. Premiums will be withheld from your bi-weekly salary on a pre-tax basis.</p> <p>Visit the web site at: www.opm.gov/insure/DentalVision/index.asp Contact the customer service representatives at: 1(877)888-3337.</p>	<p>You may enroll in a plan for Self-only, Self plus one, or Self and family coverage.</p> <p>Eligible family members include an enrollee's spouse and unmarried dependent children under the age of 22.</p>	<p>You must be eligible for the FEHB Program in order to be eligible to enroll in FEDVIP. Eligibility is the key.</p>	<p>Within 60 days after your appointment</p>	<p>Benefits begin the first day after acceptance of your enrollment</p> <p>Eligible Employees must apply online using the BENEFEDS Portal website at www.BENEFEDS.com</p>	<p>Once enrolled, <u>your coverage continues unchanged</u>, unless you make a change during open season or as a result of a Qualifying Life Event that permits a change outside of open season.</p>
<p>Flexible Spending Account – FSA COMPLETE ENROLLMENT APPLICATION ON-LINE</p> <p>The Flexible Spending Account offers three types: Health Care HCFSA – Max: \$5,000 annually per person Dependent Care DCFSA – Max: \$5,000 annually per family Limited Expense HCFSA- Max: \$5,000 per household Visit the web site at: www.fsafeds.com Contact the customer service representatives at: 1-877-372-3337.</p>	<p>This account allows you to pay for certain health and dependent care expenses with pre-tax dollars</p>	<p>Permanent Employees on a full time/part work schedule</p> <p>Temporary employees after one year continuous employment</p>	<p>Within 60 days after your appointment</p> <p>Within 60 days after you become eligible</p>	<p>Benefits begin the first day after acceptance of your enrollment</p> <p>Eligible Employees must apply online with FSAFEDS</p>	<p>Yearly re-enrollment is required</p> <p>You have up to April 30, 2010 to file your claims for eligible expenses before they are forfeit.</p>

<p>Federal Employees Group Life Insurance Program – FEGLI <u>SF-2817 Life Insurance Election Form</u></p> <p>Visit the web site at: www.opm.gov/insure/life</p>	<p>FEGLI automatically provides group term life insurance. It consists of Basic Life insurance coverage</p>	<p>Permanent Employees on a full time/part work schedule</p> <p>Temporary employees after one year continuous employment</p>	<p>To elect Optional Insurance:</p> <p>Within 31 days after you become eligible</p>	<p>Basic Insurance is effective day of appointment</p> <p>Optional is effective on first day the employee is at work in a pay status on/or after the day of receipt of application</p>	<p>Open Season is announced by the Office of Personnel Management</p>
<p>Long Term Care – LTC COMPLETE ENROLLMENT APPLICATION ON-LINE</p> <p>Visit the web site at: www.ltcfeds.com Contact the customer service representatives at: 1-800-582-3337.</p>	<p>Provides Long Term Care insurance for Federal employees and their parents, in-laws, stepparents, spouses, and adult children. Long Term Care provides care while recovering from a disease or an accident.</p>	<p>Permanent Employees on a full time/part work schedule</p> <p>Temporary employees after one year continuous employment</p>	<p>Within 60 days after your appointment</p> <p>If you apply AFTER the 60 days, you must use the long underwriting application</p>	<p>Begins the first day of the month following approval of your application, so long as you work that day</p>	<p>Open Season is announced by the Office of Personnel Management</p>
<p>Federal Employees Retirement System – FERS</p> <p>Visit the web site at www.opm.gov/fers election</p>	<p>Almost all new employees are automatically covered by FERS.</p> <p>CSRS employees have the Option to make an election to FERS except in certain circumstances</p>	<p>New Hires</p> <p>CSRS and CSRS Offset rehired after 1 year break in service</p>	<p>No Enrollment</p> <p>Within 6 months of reemployment</p>	<p>Covered first day of employment</p> <p>FERS coverage begins the pay period following receipt of application</p>	<p>No Open Season</p>
<p>Thrift Savings Plan – TSP <u>TSP-1 Election Form</u></p> <p>Visit the web site at: www.tsp.gov</p>	<p>A retirement savings and investment plan for Federal Employees. FERS, CSRS and CSRS-Offset employees may contribute to the plan.</p> <p>2009 IRS maximum limits is \$16,500.00</p>	<p>Permanent Employees on a full time/part work schedule</p> <p>Temporary employees after one year continuous employment</p>	<p>Within 60 days after your appointment</p>	<p>Benefits begin the pay period following the receipt of application</p>	<p>You may elect, to change or stop contributions at any time</p>
<p>Thrift Savings Plan – Catch-Up <u>TSP-1-C Election Form</u></p> <p>Visit the web site at: www.tsp.gov</p>	<p>Tax Deferred “Catch-Up are contributions from your basic pay up to \$5,500.00</p> <p>Catch-Up contributions do not receive agency matching.</p>	<p>Must be 50 or older, currently employed and in pay status, and contributing the maximum TSP contribution percentage.</p>	<p>You can elect, to change or stop catch-up contributions at any time</p>	<p>Benefits begin the pay period following the receipt of application</p>	<p>You may elect, to change or stop contributions at any time</p>
<p>TSP – Loans Transfer of Information Between Agencies TSP-19</p>	<p>TSP Loan Program gives you access to the money that you contributed to your TSP account.</p>	<p>Must be in pay status Payment is made through payroll deduction.</p>	<p>If you have a current outstanding loan, you must complete a TSP Form 19. The form will be faxed to the National Finance Center.</p>	<p>Set by TSP Loan Program</p>	

Annual Leave	A Federal employee accrues Annual Leave every 2 weeks. This may be used for vacations, personal business or emergencies	4 hrs – Less than 3 years of service 6 hrs – 3 to 15 years of service 8 hrs – Over 15 years of service and SES/SL/ST			
Sick Leave	Accrues sick leave every 2 weeks. If accumulated, could be used for long term illness.	4 hrs per pay period over entire work history			
Employee Personal Page (EPP)	Allows employees the ability to view personal, payroll and benefits information 24/7. Allows employees to make online changes requests.				

Revised for DHS DECEMBER 01-04-2009



MANAGING
YOUR ACCOUNT

April 2007

Check List for New Participants

- ✓ Contribute to the TSP from your own pay.
- ✓ Safeguard your ThriftLine Personal Identification Number (PIN) and your Web password when you receive them.
- ✓ Read about your TSP investment options.
- ✓ Decide whether you want to use one of the TSP's professionally designed Lifecycle Funds or manage your own TSP investments.
- ✓ Make a *contribution allocation* to direct the way your future contributions are invested.
- ✓ Make an *interfund transfer* to move your existing account balance into the funds of your choice. (New accounts are invested in the G Fund.)
- ✓ Decide whether you want to designate beneficiaries for your account.

To learn more about the TSP, ask your agency or service for a copy of the *Summary of the Thrift Savings Plan*, or download one from the TSP Web site at www.tsp.gov. The forms and publications referred to in this booklet can be obtained from the TSP Web site or your TSP representative.

Welcome to the Thrift Savings Plan!

The TSP offers these important features to help you save for retirement:

- Your contributions and earnings are *tax deferred*. You pay no Federal income taxes on the money until you withdraw it from your account.
- FERS employees are eligible for agency automatic and matching contributions.
- You can invest in:
 - **Lifecycle Funds**, an automated investment tool which combines the TSP stock, bond, and Government securities funds in professionally determined proportions based on when you expect to need the money; or
 - **Individual TSP Funds**, which you can combine in any way you choose.
- You can transfer money from other eligible employer plans or Individual Retirement Accounts (IRAs) to your TSP account.
- If you are age 50 or older, you may be able to make additional catch-up contributions.
- If the need arises, you can borrow from your account.
- You can make an in-service withdrawal for financial hardship or after age 59½.
- You have a choice of withdrawal options after you separate. You can also leave your money in the TSP.

To get the most out of the TSP, you need to make several important decisions about your account. This booklet will help you get started.

Getting Started

Starting or Changing Your Contributions

You can enroll in the TSP at any time. But if you are new to the Federal Government, you should take advantage of this important benefit by starting right away.

To enroll in the TSP, submit the Election Form (TSP-1 for civilians; TSP-U-1 for members of the uniformed services) to your agency or service. The form is available from your TSP representative or the TSP Web site. Some agencies and services require electronic enrollment. Check with your TSP representative.¹

To change the amount of your contributions, use either the TSP Election Form or your agency's electronic system.

You can stop and restart your contributions at any time.

Contribution Limits

FERS employees may contribute any amount up to the IRS elective deferral limit (\$15,500 in 2007).

When you are eligible, you will receive two types of agency contributions:

- **Agency Automatic (1%) Contributions.** You receive an amount equal to 1% of your basic pay whether or not you contribute from your pay.

¹ Your TSP representative is generally a person in your personnel or human resources office.

- **Agency Matching Contributions.** Your agency matches your contributions dollar-for-dollar on the first 3% of basic pay you contribute per pay period, and 50 cents on the dollar on the next 2%.

Together, these agency contributions can equal as much as 5% of your basic pay. But you must contribute at least 5% in order to receive the full amount of agency money.

Your eligibility for agency contributions depends on the date you were hired. Check with your TSP representative.

Note for FERS employees: If you reach the IRS elective deferral limit before the end of the year, your own contributions — and consequently your Agency Matching Contributions — will be suspended. To avoid losing agency matching contributions, use the Elective Deferral Calculator on the TSP Web site.

CSRS employees may contribute any amount up to the IRS elective deferral limit (\$15,500 in 2007).

Members of the uniformed services may contribute any amount up to the IRS elective deferral limit (\$15,500 in 2007). If you elect to contribute from basic pay, you may also elect to contribute up to 100% of incentive pay and special pay (including bonus pay), but your total contributions from taxable pay for the year may not exceed this IRS limit.

Contributions from pay that is subject to the combat zone tax exclusion are tax-exempt. They are not included in the elective deferral limit, but they count toward another IRS limit which specifies that the combined total of all

contributions of any type cannot exceed 100% of compensation or \$45,000 (in 2007), whichever is less. (This dollar amount may change each year.)

If you also contribute to a civilian TSP account, total contributions to both your accounts cannot exceed these limits.

Note for members of the Ready

Reserve: If you contribute to the TSP both as a member of the Ready Reserve and as a civilian FERS participant, be sure that your combined contributions to both accounts do not cause you to reach the IRS annual elective deferral limit before the end of the calendar year. If you do, you could lose out on matching contributions from your civilian agency.

Catch-Up Contributions

If you are age 50 or older (or will turn 50 during the calendar year) and will reach the maximum that you are eligible to contribute to the TSP, you can make additional “catch-up” contributions from your pay — up to \$5,000 in 2007. You must make a separate election for these contributions each year. Check with your TSP representative.

Your First Contributions

Contributions are deducted from your pay automatically and sent to the TSP. Your first contribution establishes your account. (Accounts for FERS employees can also be established by Agency Automatic (1%) Contributions even if the participant does not choose to contribute.) Contributions are automatically invested in the Government Securities Investment (G) Fund until you make a different contribution alloca-

tion. (See “Investing in the TSP” on page 7, which describes your TSP investment options and the actions you need to take to invest in the funds of your choice.)

Your TSP PIN and Password

When your first contribution is received, the TSP will mail you a 4-digit Personal Identification Number (PIN) that will allow you to get information about your account and request transactions using the ThriftLine (1-877-968-3778). The TSP will also separately mail you an 8-character password that you can use to access your account through the TSP Web site (www.tsp.gov).

You can change your initial PIN to one of your choice on the ThriftLine. You can change your initial Web password to one of your choice through the Account Access section of the TSP Web site. The change will become effective immediately.

If you lose your PIN, you can request a replacement on the ThriftLine. If you lose your Web password, you can request a replacement from the Account Access section of the TSP Web site. You can also request a new PIN or password by contacting the TSP. (If you make a written request, you must include your entire Social Security number (SSN) and date of birth in your letter.) You should receive your new PIN or password within 10 days after the TSP receives your request. In the meantime, you will not be able to access your account through the ThriftLine without your new PIN or through the TSP Web site without your new password.

Safeguard your ThriftLine PIN and your Web password to protect your account. The TSP is not responsible for losses resulting from the unauthorized use of your ThriftLine PIN or the unauthorized use of your Web password.

When using the TSP system, please ensure that your computer is protected against the latest viruses, Trojans, and keylogger software. The FAQs on the TSP Web site contain additional information about internet security as do many government Web sites such as: <http://www.OnGuardOnline.gov> and <http://www.us-cert.gov>. The TSP is not responsible for losses resulting from use of a compromised computer.

Your Beneficiary Designation

You can designate one or more persons, a trust, or another entity to receive your TSP account in the event of your death. To designate beneficiaries, complete a Designation of Beneficiary form (Form TSP-3 for civilians; Form TSP-U-3 for members of the uniformed services). The form is available at www.tsp.gov or from your agency or service TSP representative.

If you do not designate one or more beneficiaries for your account, in the event of your death your account will be distributed according to the order of precedence required by law: to your widow or widower; if none, to your child or children equally, and descendants of deceased children by representation; if none, to your parents equally or to the surviving parent; if none, to the appointed executor or administrator of your estate; if none, to your next of kin who is entitled to your estate under the laws of the state in which you resided at the time of your death.

Be sure to keep your beneficiary designation up to date to reflect changes in your life, such as marriage, births, adoptions, divorce — even a change of address for your beneficiaries. Send a new form to change a beneficiary designation or update information.

A will is not a substitute for a Designation of Beneficiary form and will not affect the disposition of your TSP account.

Investing in the TSP

The TSP offers you two approaches to investing your account:

- **Lifecycle Funds** (L Funds)
- **Individual TSP Funds** (G, F, C, S, and I Funds)

Lifecycle (L) Funds

The L Funds offer an easy option for those participants who do not have the time, interest, or knowledge to manage their TSP investments.

The L Funds are “lifecycle” funds that are invested according to a professionally determined mix of stocks, bonds, and securities based on various time horizons. (See page 8.) L Funds with farther time horizons (for example, L 2040) are focused on growth, and therefore are invested more aggressively, with higher percentages in foreign and domestic stocks and lower percentages in Government securities. As each L Fund matures, its mix gradually shifts to more conservative investments with a higher percentage of Government securities and lower percentages of stocks. This more conservative mix is designed to preserve assets while still providing protection against inflation. (Detailed information about each L Fund is available on the TSP Web site.)

Each L Fund is automatically rebalanced, generally each business day, to restore the fund to its intended investment mix. Each quarter, the fund’s asset allocation is adjusted to slightly more conservative investments. When an L Fund reaches its time horizon, it will roll into the L Income Fund, and a new fund will be added with a more distant time horizon.

Select one of the five L Funds based on your time horizon (that is, when you expect to need the money in your account):

- **L 2040** — 2035 and later
- **L 2030** — 2025 through 2034
- **L 2020** — 2015 through 2024
- **L 2010** — 2008 through 2014
- **L Income** — Now withdrawing, or planning to withdraw before 2008

If you decide to invest your entire account in one of the L Funds, you are done making your investment decisions. The TSP will do the rest for you.

Individual TSP Funds

The TSP has five individual investment funds:

Government Securities Investment (G) Fund — invested in short-term, U.S. Treasury securities that are specially issued to the TSP (Government securities with no risk of loss)

Fixed Income Index Investment (F) Fund — invested in a bond index fund that tracks the Lehman Brothers U.S. Aggregate (LBA) bond index (U.S. investment-grade corporate, Government, and mortgaged-backed securities)

Common Stock Index Investment (C) Fund — invested in a stock index fund that tracks the Standard & Poor’s (S&P) 500 stock index (primarily large U.S. companies)

Small Capitalization Stock Index Investment (S) Fund — invested in a stock index fund that tracks the Dow Jones Wilshire 4500 Completion stock index (medium to small U.S. companies)

International Stock Index Investment

(I) Fund — invested in a stock index fund that tracks the Morgan Stanley Capital International EAFE (Europe, Australasia, Far East) stock index (primarily large companies in 21 developed countries)

Visit the TSP Web site for detailed fund descriptions and information on fund performance.

If you choose your own investment mix from the G, F, C, S, and I Funds, remember that your investment allocation is one of the most important factors affecting the growth of your TSP account. If you prefer this “hands-on” approach, keep the following points in mind:

- **Consider both risk and return.** The F Fund (bonds) and the C, S, and I Funds (stocks) have higher potential returns than the G Fund (Government securities). But stocks and bonds also carry the risk of investment losses, which the G Fund does not. On the other hand, investing entirely in the G Fund may not give you the returns you need to meet your retirement savings goal.
- **You need to be comfortable with the amount of risk you expect to take.** Your investment comfort zone should allow you to use a “buy and hold” strategy so that you are not chasing market returns during upswings, or abandoning your investment strategy during downswings.
- **You can reduce your overall risk by diversifying your account.** The five individual TSP funds offer a broad range of investment options, including Government securities, bonds, and domestic and foreign stocks. Generally, it’s best not to put “all of your eggs in one basket.”

- **The amount of risk you can sustain depends upon your investment time horizon.** The more time you have before you need to withdraw your account, the more risk you can take. (This is because early losses can be offset by later gains.)
- **Periodically review your investment choices.** Check the distribution of your account balance among the funds to make sure that the mix you chose is still appropriate for your situation. If not, rebalance your account to get the allocation you want.

Deciding on Your Approach

The TSP investment options are designed for you to choose **either** the L Fund that is appropriate for your time horizon, **or** a combination of the individual TSP funds that will support your personal investment strategy. However, you are permitted to invest in any fund or combination of funds. Just keep in mind that the L Funds are made up of the five individual TSP funds (G, F, C, S, and I). If you invest in an L Fund as well as in the individual funds, you will duplicate some of your investments, and you may find that your allocation is not what you wanted.

Implementing Your Investment Choice

Once you have decided on your investment approach — professionally designed (L Funds) or self-directed (individual TSP funds) — there are two transactions you can make to put your money in the fund(s) you have chosen:

- The first transaction you need to make is a **contribution allocation**. This transaction directs how new money (payroll contributions, transfers into the TSP, loan payments) will be invested. It does not change your existing account balance.

- The second transaction you need to make is an **interfund transfer**. This transaction moves money that is already in your account into the funds you choose. An interfund transfer is a one-time transaction that affects your existing balance. It has no effect on new money coming into your account.

You can perform these transactions in the Account Access section of the TSP Web site, using your SSN and Web password or you can request these transactions through the ThriftLine, using your SSN and PIN (see page 5). You can also contact the TSP or submit an Investment Allocation form to the TSP. The form is available from your agency or service.

Transferring Other Investments to Your TSP Account

If your TSP account has already been established, you can transfer (pre-tax) balances from your traditional IRAs or eligible employer plans into your account. Transferred money will be invested according to your most recent contribution allocation. Use the form Request for a Transfer Into the TSP, which is available at www.tsp.gov.

Account Information

Your Account Balance

Your account balance (expressed in both dollars and shares) is available in the Account Access section of the TSP Web site and on the ThriftLine. Your account balance is updated

at the end of each business day based on that day's closing share prices and any transactions processed that night.

Your Quarterly Statement

Your first TSP statement will be mailed to you. After that, your quarterly statements will be available only on the TSP Web site — unless you make a request to continue receiving them in the mail. You can make this request on the TSP Web site or the ThriftLine.

Check your quarterly statement to ensure that:

- your personal information (name, address, date of birth, etc.) is correct.
- your current beneficiary designation is on file (if you filed one).
- the correct contribution amount is being deposited each pay period.
- payments on any loans you may have are being deposited in the correct amount.
- all transactions (interfund transfers, loans, withdrawals, etc.) have been properly recorded.

Correcting Your Account Information

To correct personal information, **current employees and members of the uniformed services** should have their agency or service make any corrections to their TSP account record. **Separated participants** should notify the TSP directly. If you are a separated participant, you can make address changes yourself on the TSP Web site or send Form TSP-9 (or Form TSP-U-9 for a uniformed services account), Change of Address for Separated Participant, to the TSP.

To update your beneficiary information or change your beneficiary(ies), send a new Designation of Beneficiary form (Form TSP-3 or Form TSP-U-3 for a uniformed services account) directly to the TSP.

If you change agencies (or payroll offices), make sure that your TSP contributions (and your loan payments, if any) continue after you transfer. Report any errors to your new payroll office immediately, and follow up to make sure the corrections took effect.

Note: Beginning in mid-2007, all participants will be issued account numbers. The new account numbers will replace Social Security numbers as a method of account access authentication. Once account numbers have been issued, you will need to use your account number in conjunction with your ThriftLine PIN or Web password to access your account.

Getting Your Money Out

Loans

The TSP loan program allows eligible participants to borrow from their accounts and repay the loan with interest.

There are two types of loans:

- **General purpose loans**, which can be used for any purpose, have a repayment period of 1 to 5 years.

- **Residential loans**, which are available only for the purchase or construction of a primary residence, have a repayment period of 1 to 15 years.

To learn more about the loan program, read the booklet *TSP Loans*, which is available from the TSP Web site or from your agency or service. In particular, read the section that discusses the things to consider before you borrow; it will help you decide whether your TSP account is your best option for borrowing money. Taking a loan can reduce your TSP balance at retirement because the interest rate you pay to your account for the loan may be less than the earnings you would have received if the money had remained in your account.

In-Service Withdrawals

If you are still employed by the Federal Government, you can withdraw money from your account only under the following circumstances:

- If you are 59½ or older, you may make a one-time **age-based in-service withdrawal**.
- If you have a financial hardship, you may make a **financial hardship in-service withdrawal** (limited to one every 6 months). You will not be allowed to make contributions to your account for 6 months after you make the withdrawal. (If you are a FERS employee, you will not receive Agency Matching Contributions during that time; Agency Automatic (1%) Contributions will continue.) In addition, if you are under age 59½, you may be required to pay an early withdrawal penalty tax.

Other restrictions apply to these withdrawals. Read the booklet *TSP In-Service Withdrawals* and the TSP tax notice "Important Tax Information About Payments From Your TSP Account" for more information.

Post-Separation Withdrawals

When you leave Federal service, you have a number of withdrawal options:

- **Leave your money in the TSP.** If you have more than \$200, you can leave your account in the TSP. (If your account is less than \$200, the TSP will automatically send you the entire amount in a single payment. You cannot leave it in the TSP.)

You must withdraw your account (or begin receiving monthly payments) by April 1 of the year following the year you turn 70½ and are no longer in Federal service.

If you have both a civilian and a uniformed services TSP account and you separate from Federal civilian service or from the uniformed services (or both), you may combine your TSP accounts. Use Form TSP-65, Request to Combine Uniformed Services and Civilian TSP Accounts.

- **Make a partial withdrawal.** You may make a one-time, single-payment, partial withdrawal (but only if you had not previously made an age-based in-service withdrawal).
- **Make a full withdrawal.** You have three withdrawal options:
 - A single payment
 - Monthly payments
 - An annuity (purchased for you by the TSP)

You can combine any of these three options.

You can also have the TSP transfer part or all of a partial withdrawal or certain types of full withdrawals to an IRA or an eligible employer plan.

When considering your withdrawal options, use the calculators on the TSP Web site to estimate the amount of annuity payments or monthly payments you might receive.

The booklet *Withdrawing Your TSP Account After Leaving Federal Service* describes your TSP withdrawal options. You should also read the TSP tax notice “Important Information About Payments From Your TSP Account.” The booklet and tax notice are available from the TSP Web site, your agency or service, or the TSP.

Spouses’ Rights

Spouses’ rights requirements apply to loans, in-service withdrawals, and post-separation withdrawals.

Loans, In-Service Withdrawals, and Partial Withdrawals. If you are a married FERS participant or a member of the uniformed services, your spouse must give written consent to your loan, or notarized written consent to your in-service or partial withdrawal request. If you are a married CSRS participant, the TSP will notify your spouse of your loan application or your partial or in-service withdrawal request.

Post-Separation Full Withdrawals. Spouses’ rights requirements apply to vested accounts of more than \$3,500 for a full withdrawal. If you are a married FERS participant or a member of the uniformed services, your spouse is entitled to a prescribed joint life and survivor annuity. If you select any other withdrawal option, your spouse must first waive his or her right to the prescribed annuity. If you are a married CSRS participant, the TSP must notify your spouse of any withdrawal election.

Under certain limited circumstances, exceptions to these requirements may be granted. See the Exception to Spousal Requirements form, available from the TSP Web site.

TSP Web Site

www.tsp.gov

ThriftLine

**1-TSP-YOU-FRST
(1-877-968-3778)**

**(Toll free from the United States
and Canada)**

All Other International Callers

**404-233-4400
(Not toll free)**

Fax Number

1-866-817-5023

TDD

**1-TSP-THRIFT5
(1-877-847-4385)**

Thrift Savings Plan

**P.O. Box 385021
Birmingham, AL 35238**

Federal Retirement Thrift Investment Board



FPI-PET

TSPBK30 (4/07)
PREVIOUS EDITIONS OBSOLETE

NFC 2009 BI-WEEKLY PAY PERIODS

PAY PERIOD	BEGINNING DATE	ENDING DATE	PAY DATE
01	01/04/09	01/17/09	01/29/09
02	01/18/09	01/31/09	02/12/09
03	02/01/09	02/14/09	02/26/09
04	02/15/09	02/28/09	03/12/09
05	03/01/09	03/14/09	03/26/09
06	03/15/09	03/28/09	04/09/09
07	03/29/09	04/11/09	04/23/09
08	04/12/09	04/25/09	05/07/09
09	04/26/09	05/09/09	05/21/09
10	05/10/09	05/23/09	06/04/09
11	05/24/09	06/06/09	06/18/09
12	06/07/09	06/20/09	07/02/09
13	06/21/09	07/04/09	07/16/09
14	07/05/09	07/18/09	07/30/09
15	07/19/09	08/01/09	08/13/09
16	08/02/09	08/15/09	08/27/09
17	08/16/09	08/29/09	09/10/09
18	08/30/09	09/12/09	09/24/09
19	09/13/09	09/26/09	10/08/09
20	09/27/09	10/10/09	10/22/09
21	10/11/09	10/24/09	11/05/09
22	10/25/09	11/07/09	11/19/09
23	11/08/09	11/21/09	12/03/09
24	11/22/09	12/05/09	12/17/09
*25	12/06/09	12/19/09	12/31/09
**26	12/20/09	01/02/09	01/14/10

***End of 2009 Tax Year**

***Employees in the 6 Hour Leave Category Accrue 10 Hours**

****End of 2009 Leave Year**

DHS 2009 Payroll Calendar

Print

User Defined Legend

	Totals
	0
	0
	0
	0

Legend

P	Official Payday	25
H	Federal Holiday	11
TA-E	Time Attendance (Emp)	26
TA-M	Time Attendance (Mgr)	26

January							
PP	SUN	MON	TUE	WED	THU	FRI	SAT
26					1 H	2	3
1	4	5 TA-E	6 TA-M	7	8	9	10
	11	12	13	14	15 TA-E	16 TA-M	17
2	18	19 H	20 H	21	22	23	24
	25	26	27	28	29 P	30	31

February							
PP	SUN	MON	TUE	WED	THU	FRI	SAT
3	1	2 TA-E	3 TA-M	4	5	6	7
	8	9	10	11	12 P	13 TA-E	14
4	15	16 H	17 TA-M	18	19	20	21
	22	23	24	25	26 P	27	28

March							
PP	SUN	MON	TUE	WED	THU	FRI	SAT
5	1	2 TA-E	3 TA-M	4	5	6	7
	8	9	10	11	12 P	13	14
6	15	16 TA-E	17 TA-M	18	19	20	21
	22	23	24	25	26 P	27	28
7	29	30 TA-E	31 TA-M				

April							
PP	SUN	MON	TUE	WED	THU	FRI	SAT
7				1	2	3	4
	5	6	7	8	9 P	10	11
8	12	13 TA-E	14 TA-M	15	16	17	18
	19	20	21	22	23 P	24	25
9	26	27 TA-E	28 TA-M	29	30		

May							
PP	SUN	MON	TUE	WED	THU	FRI	SAT
9						1	2
	3	4	5	6	7 P	8	9
10	10	11 TA-E	12 TA-M	13	14	15	16
	17	18	19	20	21 P	22 TA-E	23
11	24	25 H	26 TA-M	27	28	29	30
	31						

June							
PP	SUN	MON	TUE	WED	THU	FRI	SAT
11		1	2	3	4 P	5	6
	7	8	9	10	11	12	13
12	14	15 TA-E	16 TA-M	17	18 P	19	20
	21	22	23	24	25	26	27
13	29	29 TA-E	30 TA-M				

July							
PP	SUN	MON	TUE	WED	THU	FRI	SAT
13				1	2 P	3 H	4
	5	6 TA-E	7 TA-M	8	9	10	11
14	12	13	14	15	16 P	17	18
	19	20 TA-E	21 TA-M	22	23	24	25
15	26	27	28	29	30 P	31	

August							
PP	SUN	MON	TUE	WED	THU	FRI	SAT
15							1
	2	3 TA-E	4 TA-M	5	6	7	8
16	9	10	11	12	13 P	14	15
	16	17 TA-E	18 TA-M	19	20	21	22
17	23	24	25	26	27 P	28	29
	30	31 TA-E					

September							
PP	SUN	MON	TUE	WED	THU	FRI	SAT
18			1 TA-M	2	3	4	5
	6	7 H	8	9	10 P	11	12
19	13	14 TA-E	15 TA-M	16	17	18	19
	20	21	22	23	24 P	25	26
20	27	28 TA-E	29 TA-M	30			

October							
PP	SUN	MON	TUE	WED	THU	FRI	SAT
20					1	2	3
	4	5	6	7	8 P	9 TA-E	10
21	11	12 H	13 TA-M	14	15	16	17
	18	19	20	21	22 P	23	24
22	25	26 TA-E	27 TA-M	28	29	30	31

November							
PP	SUN	MON	TUE	WED	THU	FRI	SAT
22							
	1	2	3	4	5 P	6	7
23	8	9 TA-E	10 TA-M	11 H	12	13	14
	15	16	17	18	19 P	20	21
24	22	23 TA-E	24 TA-M	25	26 H	27	28
	29	30					

December							
PP	SUN	MON	TUE	WED	THU	FRI	SAT
24			2	2	3 P	4	5
	6	7 TA-E	8 TA-M	9	10	11	12
25	13	14	15	16	17 P	18	19
	20	21 TA-E	22 TA-M	23	24	25 H	26
26	27	28	29	30	31 P		

Requests for EPP Access:

Employees should access the NFC home page on the Internet (www.nfc.usda.gov) and select **My EPP** to obtain a password to view their data. The password will be mailed directly to the employee by NFC. The NFC-assigned password must be changed by the employee on the first access of the EPP. Employees are encouraged to periodically change this password to ensure confidentiality.

System Requirements:

- A personal computer with Internet capabilities.
- Access to the Internet with a Microsoft Internet Explorer browser of 5.5 or higher or Netscape with a browser of 6.2.x.
- A browser supporting 128-bit Secure Socket Layer encryption (United States version).

Additional Information:

Employees with questions about their EPP should contact their agency personnel office. Agencies needing additional information on the EPP should contact the Client Management Staff at:

Client Management Branch
National Finance Center, USDA
ATTN: CS-0806
P.O. Box 60000
New Orleans, LA 70160-0001
email: customer.support@usda.gov



**National
Finance
Center**

U. S. Department of Agriculture
NEW ORLEANS, LA

National Finance Center
Office of the Chief Financial Officer
United States Department of Agriculture

Form AD-1129 (Rev. 8/06)

The image shows a screenshot of the 'My EPP' website. A hand cursor is pointing to the 'My EPP' logo, which features the NFC logo and the text 'My EPP'. The background shows a user interface with a navigation menu, a 'Welcome to the Employee' message, and a table of employee information. The table includes columns for 'Personal Info', 'Self-Service', 'EPP Home', and 'E&L Statement'. Below the table, there is a 'News!' section with a 'Good Morning!' message and a 'Salary' table. The 'Salary' table has columns for 'Annual', 'Sick', and 'Comp'. The 'Annual' column shows a value of 75.50, the 'Sick' column shows 176.00, and the 'Comp' column shows 176.00. Below the 'Salary' table, there is a 'Home' section with a 'Religious' link. At the bottom, there is a 'Hours' table with columns for 'Restored Annual', 'Time Off Award', and 'Time Off Award'. The 'Time Off Award' column shows a value of 10. Below the 'Hours' table, there is a 'FY Ending Balance' section with a 'Thi' column.

**My
Employee
Personal
Page**

The pace of change in today's workplace is increasing. Mergers, acquisitions, reorganizations, downsizing, globalization, rapid changes in technology and even cultural shifts are among the many stressors affecting organizations and employees.

Even when the change in your workplace is due to growth, you may experience fear and uncertainty about your job. It can be difficult to cope with new bosses, new co-workers and changing requirements and expectations.

If you have seen layoffs and downsizing, you may feel anxiety, shock, guilt and confusion. You may feel grateful to still have a job; you may feel betrayed or less than optimistic about the company.

Coping with Change

While all these feelings are valid, it's best to not let the stress of the situation get to you. Instead of dwelling on the negative possibilities, try to keep an open mind and a positive outlook.

- > **Be objective.** Most companies go through changes at some point; people make it through those trying times, and so can you.
- > **Express your feelings.** Talking can help. Calling your Employee Assistance Program (EAP), talking with your manager or discussing your reactions with a friend or family member all can be beneficial.
- > **Balance your time carefully.** If your workload has increased, you may have to work a bit harder now, but don't neglect your personal time. Take better care of yourself by getting enough rest, exercising, eating right and engaging in leisure activities you enjoy.
- > **Don't try to cope by using alcohol or drugs.** These may contribute to anxiety and depression and an increased sense of loss of control.
- > **Focus on enhancing your work skills.** What new skills can you learn? How can you improve your knowledge?
- > **Rise to the challenge.** One way to deal with a situation is to accept what has happened and keep moving forward. Take active responsibility for your career. Recognize that you have an opportunity to expand your value to your company and to yourself.

Additional Information

This information is brought to you by ComPsych® GuidanceResources®.

This company-sponsored benefit offers confidential help and support 24 hours a day, 7 days per week, at no cost to you or your immediate family. Our Guidance Consultants can assist you with your concerns at: **866-511-3372**

Online: www.guidanceresources.com

Enter your company ID: **YF6190U**



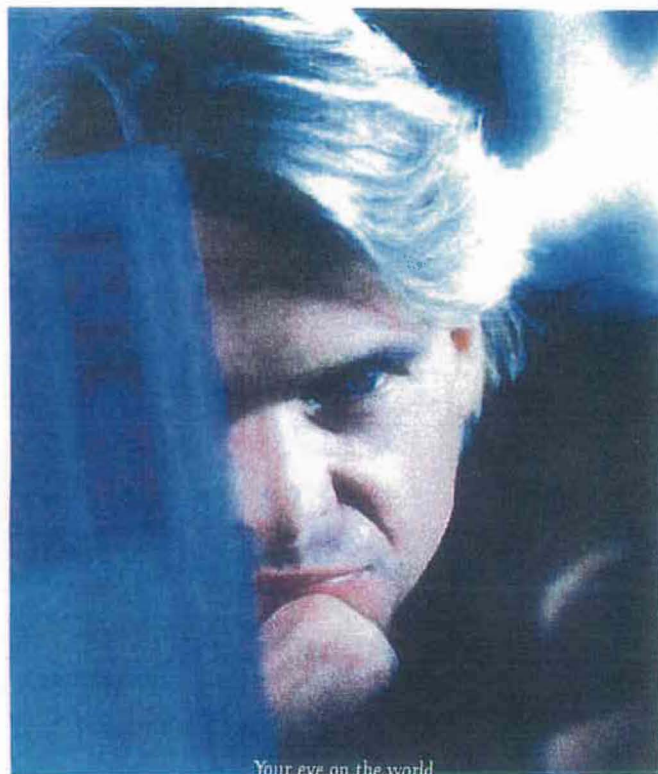
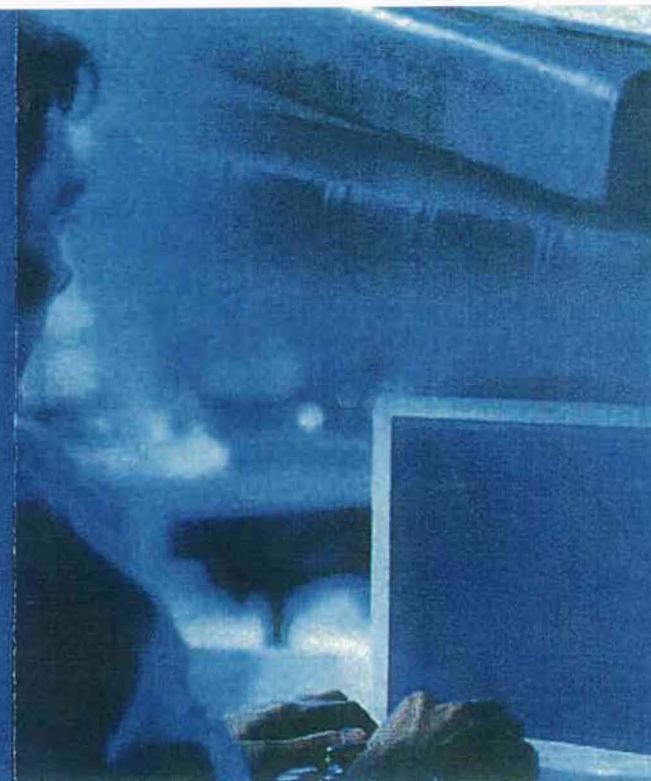
Ask-A-Librarian

The DHS Library/Information Services Program provides support for information research needs DHS-wide. The DHS Online portal provides easy access to mission-essential licensed commercial content, as well as a one stop virtual reference service where DHS staff may simply Ask-A-Librarian for assistance in locating and/or retrieving materials.

Library/Information Services oversees the Consortium of DHS Libraries providing access to the cataloged holdings of the various component libraries, and facilitates reciprocal lending agreements with other Federal and academic institutions.

Go ahead, Ask A Librarian!
Access the DHS Library Service
portal on DHSONline —
Look for the links from the
Main DHSONline page

Ask-A-Librarian
askalibrarian@dhs.gov



Department of Homeland Security

Primary Business Address
7th & D St. SW
Rm. 3636
Washington, DC 20528

Phone: 202-447-5077
Fax: 202-447-5780
E-mail: askalibrarian@dhs.gov

February 2007



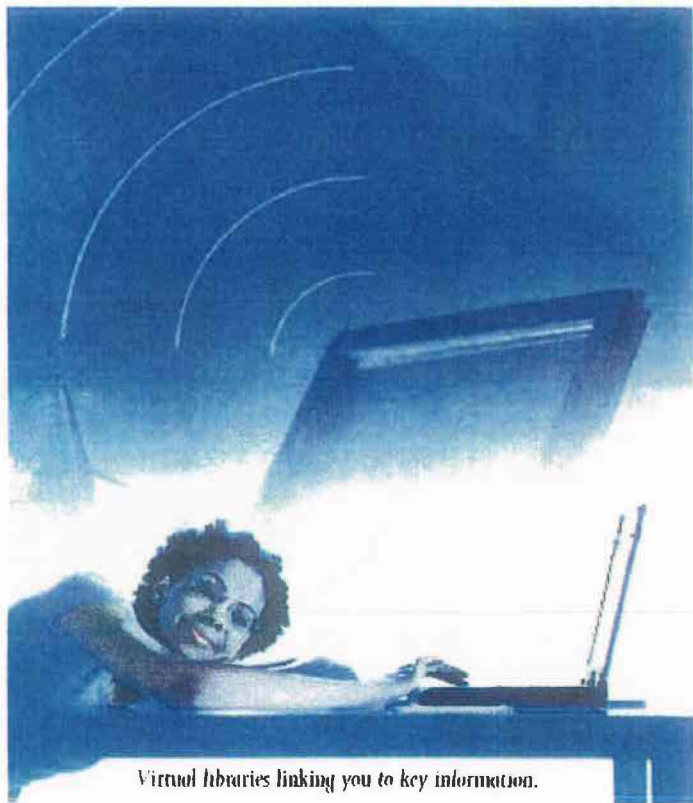
Library
Service
Knowledge
Management

Library Services

Access to knowledge

The consortium of Department of Homeland Security Libraries and Information Services was established in 2004 to implement the functional integration of DHS-wide information assets supporting decision-making, investigation, enforcement, research and information gathering activities of the DHS workforce.

The library program provides desktop access to mission-essential open source and licensed electronic resources.



Virtual libraries linking you to key information.

One Stop for Information

Librarians provide professional support for DHS employees seeking knowledge.

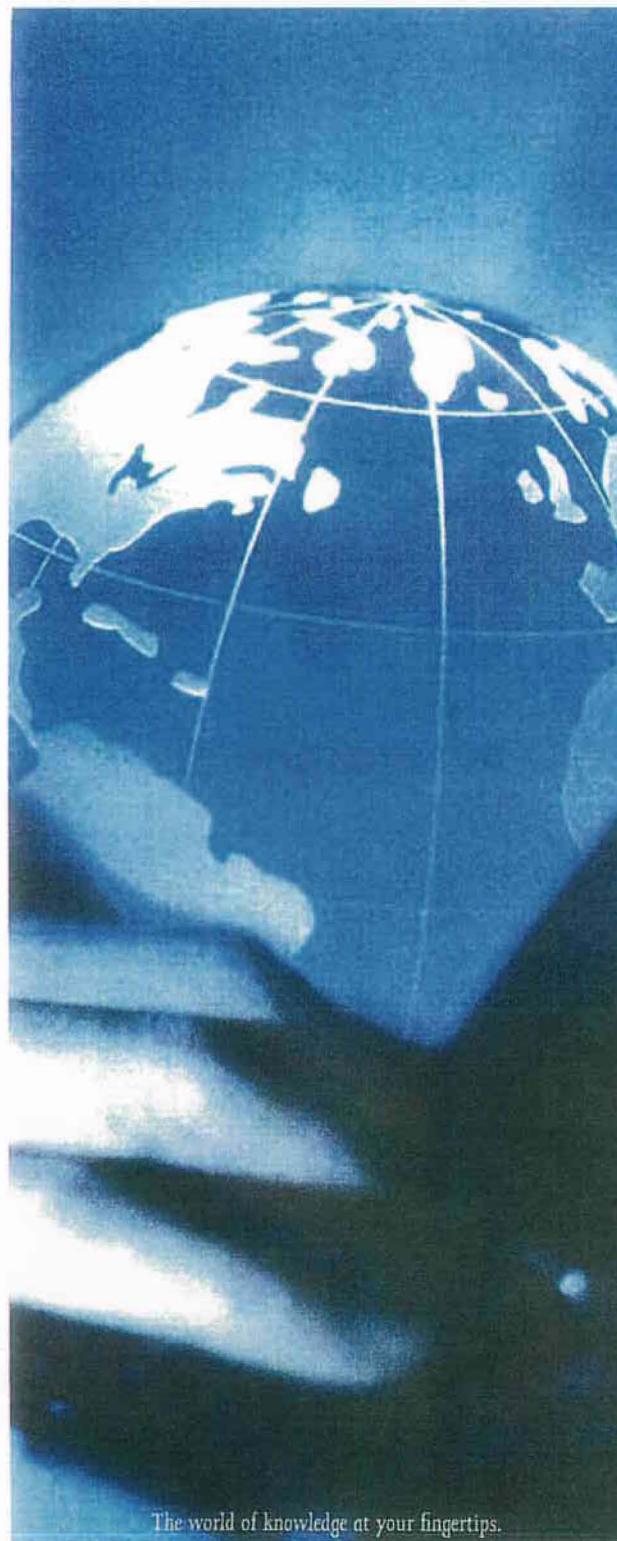
The virtual library provides:

- Single integrated catalog which consolidates all library holdings
- Centralized searching across databases
- Electronic journals
- Interlibrary loans
- Electronic books

Easy access to DHS-subscribed resources such as:

ASTM	Jane's
EBSCOhost	ProQuest
InfoTrac OneFile	LexisNexis
IEEE	WestLaw
Dun & Bradstreet	Dialog
NewsBank	PubMed
Real Estate	CyberFeds
ChoicePoint	OED
CyberRegs	WorldCat

Library Services manages the consolidated procurement of commercial information content; provides program managers with cost efficient options for acquiring and accessing electronic database subscriptions; provides account management, and communicates between vendors, the Library of Congress, and DHS Finance and Procurement offices.



The world of knowledge at your fingertips.

More information about the DHS program
or its standards and procedures may be obtained
from your Safety Representative, by calling
the Headquarters Safety and Health Manager at
202-447-5059,

or by visiting:

[https://dhsonline.dhs.gov/portal/jhtml/
community.jhtml?index=96&community=MGMT&id=2020980003](https://dhsonline.dhs.gov/portal/jhtml/community.jhtml?index=96&community=MGMT&id=2020980003)

Safety and Occupational Health

Some Things You Should Know



Homeland
Security

DHS Safety and Occupational Health Program

In harmony with our mission to protect America, the Department of Homeland Security (DHS) is committed to protecting the safety and health of our employees, and we will conduct our operations in a manner that promotes this objective. DHS has established policies and procedures for addressing workplace safety concerns, and we encourage employees to be active participants in the Department's Safety and Occupational Health Program. The general provisions of the program are provided in Management Directive (MD) Number 5200, Safety and Occupational Health Program, and we encourage all DHS employees to become familiar with the provisions.

The Occupational Safety and Health Act

The Occupational Safety and Health (OSH) Act of 1970 applies to DHS. What does this mean for you, as a DHS civilian employee? It means that you are entitled to a place of employment that is free of recognized safety and health hazards. It means that DHS must implement safety and health programs to meet the requirements of the OSH Act. It also means that you must comply with DHS policies and procedures concerning occupational safety and health.

Rights of Employees

Federal employees are entitled to do the following:

- Participate in their agency's health and safety program and related activities on official time;
- Access their agency's safety and health information, including data on hazardous substances in the workplace;
- Comment on proposed agency standards that differ from Occupational Safety and Health Administration (OSHA) standards;
- Obtain copies of medical and exposure records; and
- Report and request inspections of unsafe or unhealthful working conditions to federal officials, including the Secretary of Labor.



OFFICE ESCAPE



What to do in the event of a fire or other emergency



Responsibilities for Supervisors

Supervisors are key elements in the Department's program. Safety responsibilities for supervisors are contained in several OSHA standards, as well as in the Department's Occupational Safety and Health Directive. Important supervisory responsibilities include: maintaining safe and healthful workplaces; conducting frequent workplace inspections to identify and correct hazards; investigating workplace accidents; ensuring employees are adequately trained to perform the work safely; and ensuring that employees perform work in a safe manner.

Responsibilities for Employees

DHS employees must perform their duties in a safe and healthful manner; evaluate risks associated with their work activities, eliminate or effectively reduce and manage risks, and perform no activities associated with unacceptable risks; comply with the OSH Act and DHS safety and health program requirements; and immediately report unsafe conditions and workplace injuries or illnesses to a supervisor, Collateral Duty Safety Officer or the Office of Safety and Environmental Programs.

Managing Risk

Managing risk is something we do everyday. We wear seatbelts, look both ways when crossing the street, install smoke detectors in our homes, and read labels before taking medications. We do these things and many more, because we are surrounded by risks.

Recognizing and managing health and safety risks in the workplace helps prevent occupational injuries and illnesses. Supervisors and employees need to be aware of workplace hazards and take measures to reduce the risk of injury or illness.

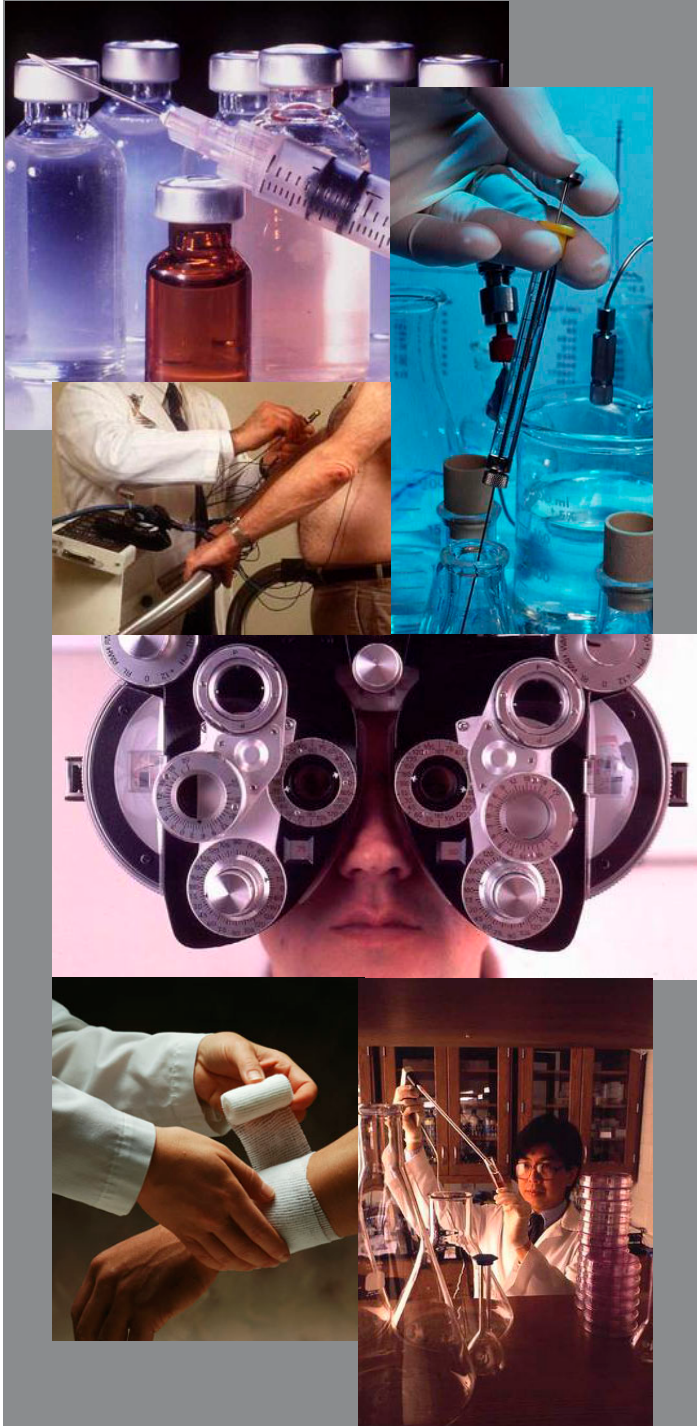


**Homeland
Security**

**Department of Homeland Security
Headquarters Glossary**

HQ	Headquarters
HR	Human Resources
CTR	Contractor
EOD	Enter on Duty
CFO	Office of the Chief Financial Officer
CHCO	Chief Human Capital Officer
CIO	Chief Information Officer
CISOMB	Citizen and Immigration Services Ombudsmen
CNE	Office of Counternarcotics Enforcement
CPO	Chief Procurement Officer
CRCL	Office of Civil Rights and Civil Liberties
CSO	Chief Security Officer
DNDO	Domestic Nuclear Detection Office
ESEC	Executive Secretariat
GCR	Gulf Coast Region
I&A	Office of Intelligence and Analysis
NCSC	National Cybersecurity Center
NPPD	National Protection and Programs Directorate
OCAO	Office of the General Administrative Officer
OGC	Office of the General Counsel
OHA	Office of Health Affairs
OLA	Office of Legislative Affairs
OPA	Office of Public Affairs
OPO	Office of Procurement Operations
OPS	Office of Operations Coordination and Planning
OS	Office of the Secretary
PLCY	Office of Policy
PRIV	Privacy Office
S&T	Science and Technology
TSC	Terror Screening Center
USM	Under Secretary for Management

DHS Occupational Health Center



The DHS Occupational Health Center provides the following services:

- Walk-in care and first aid
- Emergency response*
- Provision of care prescribed by a personnel physician, including:
 - Periodic bed rest
 - Blood pressure monitoring
 - Glucose monitoring (finger stick)
 - Allergen injection
 - Medications administered by injection
 - Pneumonia immunization
- Immunizations (influenza and tetanus)
- Traveler's health and immunization information
- Special Health Awareness Programs
- Health Screening Programs:
 - Hypertension (high blood pressure)
 - Glucose
 - Lipid profile (cholesterol, etc.)
 - Vision
 - Tuberculosis screening
 - Hearing

Call the Health Center for appointments or scheduling information.

*** IN CASE OF MEDICAL EMERGENCIES:**
In the event of life threatening emergencies such as heart attack, loss of consciousness, difficulty breathing, etc., activate the 911 system by dialing 9-911. Also call the Federal Protective Service emergency dispatch center at 202-708-1111. The FPS dispatcher will again notify 911 and may dispatch other appropriate resources.

Employees also have on-line access to *HealthyFocus4You*—a Health Information Program available through Federal Occupational Health. The program provides:

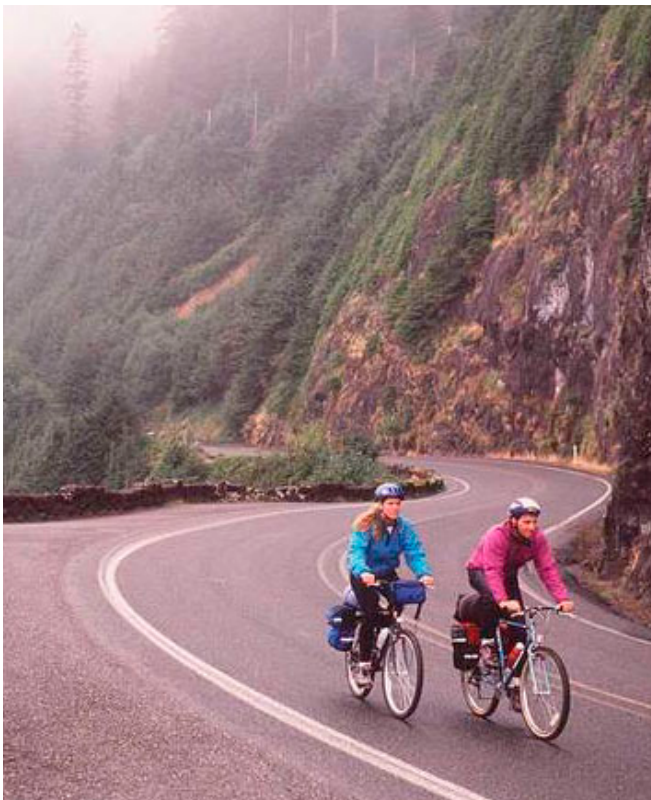
- Health Risk Appraisals
- On-line Health Record (Allows users to consolidate health information)
- Consumer Health Terminology Thesaurus™ (translates those confusing medical terms)
- Condition Centers™ (In-depth health profiling modules for over 20 prevalent conditions, such as diabetes, cholesterol, asthma, stress, etc.)
- Trackers (Graphical tools for tracking your own health measurements over time)
- Improvement programs for self-care, including nutrition and fitness improvement and smoking cessation
- Men's and Women's Health Assessments (Gender-specific, advanced health assessments. Women's program covers topics such as birth control, stress, menstrual cycles, reproductive health, hormone replacement therapy, and cancer. Men's program focuses on prostate health, cancer, back pain, stress, and heart disease.)
- Secure Message Center (Log-in secured private messaging to provide newsletters, health and product safety information and FDA and CDC alerts)

To access
"HealthyFocus4you,"
contact the clinic at
202-708-6085
or e-mail
DHS.Health@dhs.gov

DHS provides health and wellness services to DHS employees in the Washington D.C. area through its Occupational Health Center located at the Regional Office Building, 7th & D Streets, SW.

The Health Center services are available to you if you work for DHS Headquarters, Directorate for Preparedness, USVISIT, Office of Operations Coordination, Intelligence & Analysis, Defense Nuclear Detection Office, and Science and Technology.

Note: These services are not available to contractor personnel and detailees. Contractors and detailees may have similar services available at their parent organizations.



DHS Occupational Health Center

Location and Hours

The DHS Occupational Health Center is located at:

Room 4114
Regional Office Building
7th & D Street, SW
Washington, DC 20528

The regular Health Center hours are:

Monday through Thursday
7:30 a.m. to 12:00 p.m., and
12:30 p.m. to 3:30 p.m.

Friday
7:30 a.m. to 12:00 p.m., and
12:30 p.m. to 3:00 p.m.

Emergency first aid services are available until approximately 4:00 p.m. each day. The clinic is staffed by a Registered Nurse during operating hours.

The Occupational Health Center is operated by Federal Occupational Health (FOH), a component of the US Public Health Service.



Helping You Stay Healthy!



DHS Occupational Health Center





**Homeland
Security**

Welcome to the Department of Homeland Security!

On behalf of the Office of Administrative Services, Ms. April Taylor and I, Nicole Raymond would like to welcome you to DHS.

Ms. Taylor and I are in charge with administering the Transit Subsidy Benefits Program for DHS Headquarters. Below is a synopsis of this program.

In April 2000, President Clinton signed Executive Order (EO) 13150, Federal Workforce Transportation Transit Benefit Subsidy Program. This program is aimed at reducing federal employee's contribution to traffic congestion and air pollution as well as expanding their commuting alternatives.

In the National Capital Region (NCR), all Federal agencies are required to implement a transportation fringe benefit program that offers full, part-time, paid intern and intermittent Federal employees who are not listed on any federally subsidized parking permit, with transit or vanpool passes up to \$105 per month tax-free.

If you are interested in the Transit Subsidy our contact information is below.

Transit Subsidy Benefits Program

Interested in enrolling for transit benefits?

Email Nicole.Raymond@dhs.gov

Parking Program

Interested in parking?

Email Amy Taylor@dhs.gov

Department of Homeland Security
DHS Directives System
Directive Number: 252-01
Revision Number: 00
Issue Date: 03/31/2009

ORGANIZATION OF THE DEPARTMENT OF HOMELAND SECURITY

I. Purpose

This Directive addresses the Department of Homeland Security (DHS) Office of the Secretary and Component Organizations.

II. Scope

- A. This Directive applies throughout DHS.
- B. DHS Management Directive 0000, "Organization of the Secretary of Homeland Security," dated January 24, 2003, is hereby canceled.

III. Authority

Public Law 107-296, "Homeland Security Act of 2002," as amended ("the Act")

IV. Definitions

- A. **Component**: Any organization, which reports directly to the Office of the Secretary (the Secretary, the Deputy Secretary, the Chief of Staff, the Counselors, and their respective staff) when approved as such by the Secretary.
- B. **DHS Headquarters**: (See Support Component).
- C. **Directorate**: Component (operational or support) created and so named by statute.
- D. **Operational Component**: Component with specific centralized program responsibility for directly achieving one or more of the Department's mission activities; generally has authority over its Finance, Human Resources, Information Technology, Procurement, and Security programs.

E. **Subcomponent**: Major division within a Component directly reporting to the Component head.

F. **Support Component**: Component that generally provides specific assistance to other DHS Components and/or external organizations; generally utilizes shared services through Management.

V. Department Organization

A. DHS is organized under the Office of the Secretary with all DHS Components reporting directly to the Office of the Secretary. The Office of the Secretary consists of the Secretary, the Deputy Secretary, the Chief of Staff, the Counselors, and their respective staffs. These personnel are not assigned to any Component.

B. DHS is comprised of the following Operational or Support Components:

Operational:

1. Citizenship and Immigration Services, United States (USCIS)
2. Coast Guard, United States (USCG)
3. Customs and Border Protection, United States (CBP)
4. Federal Emergency Management Agency (FEMA) [Directorate]
5. Immigration and Customs Enforcement, United States (ICE)
6. Secret Service, United States (USSS)
7. Transportation Security Administration (TSA)

Support:

8. Citizenship and Immigration Services Ombudsman (CISOMB)
9. Civil Rights and Civil Liberties, Office for (CRCL)
10. Counternarcotics Enforcement, Office of (CNE)
11. Domestic Nuclear Detection Office (DNDO)
12. Executive Secretariat (ESEC)
13. Federal Law Enforcement Training Center (FLETC)

14. Financial Officer, Chief (CFO)¹
15. General Counsel, Office of the (OGC)
16. Gulf Coast Region, Recovery and Rebuilding of the (GCR)²
17. Health Affairs, Office of (OHA)
18. Inspector General, Office of (OIG)
19. Intelligence and Analysis, Office of (I&A)
20. Legislative Affairs, Office of (OLA)
21. Management (MGMT) [Directorate]
22. Military Advisor's Office (MIL)
23. National Cybersecurity Center (NCSC)
24. National Protection and Programs Directorate (NPPD) [Directorate]
25. Operations Coordination and Planning, Office of (OPS)
26. Policy, Office of (PLCY)
27. Privacy Officer, Chief (PRIV)
28. Public Affairs, Office of (OPA)
29. Science and Technology (S&T) [Directorate]

1 The Chief Financial Officer (CFO) is a dual report to the Secretary for financial management matters and to the Under Secretary for Management.

2 The Recovery and Rebuilding of the Gulf Coast Region (GCR) was established by Executive Order 13390 (November 11, 2005) establishing an "executive agency" as set forth in Section 105 of Title 5 of the United States Code. Executive Order 13463 (April 23, 2008) amends Executive Order 13390 Section 5(iii)(b) by striking out "shall terminate 3 years from the date of this order" and adding "shall terminate February 28, 2009." On February 20, 2009, President Obama amended Executive Order 13390 by striking out "February 28, 2009" and inserting "September 30, 2009." For budgetary purposes and shared mission, the office is within DHS.

VI. Responsibilities and Functions

The organization of DHS is in accordance with the Homeland Security Act, as modified by previous notices to Congress under Section 872 of the Homeland Security Act and by future legislative enactments. All subordinate Components must abide by the organizational structure outlined herein.

A. The **Secretary of Homeland Security**:

1. Appointed by the President, by and with the advice and consent of the Senate, has direction, authority and control over the Department (6 U.S.C. 112); and
2. Approves all new Components and Section 872 changes pursuant to the Homeland Security Act and major organizational changes for those organizations at a level reporting directly to the Secretary.

B. The **Deputy Secretary of Homeland Security**:

1. Is the Secretary's first assistant for the purposes of the Federal Vacancies Reform Act of 1998 (Public Law 105-277, see, 5 U.S.C. Section 3345 *et seq.*) (6 U.S.C. 113(a)(1)); and
2. Approves all Component changes other than those approved by the Secretary.

C. **Component heads** fulfill the responsibilities and functions of the Department, assist the Secretary in exercising duties and responsibilities for mission accomplishment, policy development, resource and financial management, planning, and program evaluation. Specific responsibilities of DHS Component heads are as follows:

Operational:

1. The **Director, United States Citizenship and Immigration Services** oversees lawful immigration to the United States by establishing national immigration services policies and priorities.
2. The **Commandant, United States Coast Guard** protects the public, the environment, and U.S. economic and security interests in any maritime region in which those interests may be at risk, including international waters and America's coasts, ports, and inland waterways and is the head of one of the Nation's five armed forces.

3. The **Commissioner, United States Customs and Border Protection** secures the Nation's borders, while facilitating the flow of legitimate trade and travel, safeguards the Nation's homeland at and beyond its border, enforces U.S. laws and regulations, and executes a priority mission keeping terrorists and terrorist weapons from entering the United States.

4. The **Administrator, Federal Emergency Management Agency** leads and supports the Nation in a risk-based, comprehensive emergency management system of preparedness, protection, response, recovery, and mitigation, to reduce the loss of life and property and protect the Nation from all hazards including natural disasters, acts of terrorism, and other man-made disasters; and is the principal advisor to the President, the Homeland Security Council, and the Secretary for all matters relating to emergency management in the United States.

5. The **Assistant Secretary, United States Immigration and Customs Enforcement** enforces immigration and customs laws and protects the United States against terrorist attacks by identifying criminal activities and eliminating vulnerabilities that pose a threat along our borders, as well as enforcing economic, transportation and infrastructure security.

6. The **Director, United States Secret Service** protects the President and Vice President of the United States, their families, heads of state, and other designated individuals; plans and implements security designs for designated National Special Security Events; investigates violations of laws relating to counterfeiting of obligations and securities of the United States; investigates financial crimes that include, but are not limited to, access device fraud; and investigates computer-based attacks on our nation's financial, banking, and telecommunications infrastructure.

7. The **Assistant Secretary/Administrator, Transportation Security Administration** protects the Nation's transportation systems by ensuring the freedom of movement for people and commerce.

Support:

8. The **Ombudsman, Citizenship and Immigration Services**, assists individuals and employers in resolving problems with the United States Citizenship and Immigration Services.

9. The **Officer for Civil Rights and Civil Liberties** provides operational support, oversight, training, policy and program advice and review to the Department's leadership on civil rights and civil liberties issues, investigates and resolves complaints from the public concerning civil rights and civil liberties abuses or racial, ethnic, or religious profiling, and leads departmental Equal Employment Opportunity programs.
10. The **Director, Office of Counternarcotics Enforcement** coordinates policy and operations within DHS and between DHS and other Federal departments and agencies with respect to: 1) stopping the entry of illegal drugs into the United States; 2) tracking and severing connections between illegal drug trafficking and terrorism; 3) ensuring the adequacy of DHS resources for stopping the entry of illegal drugs into the United States; and 4) acting as the Department's representative on all task forces, committees, or other entities whose purpose is to coordinate the counternarcotics enforcement activities of the Department and other Federal, State or local agencies.
11. The **Director, Domestic Nuclear Detection Office** improves the Nation's capability to detect and report unauthorized attempts to import or use nuclear or radiological material against the Nation.
12. The **Executive Secretariat** supports the Office of the Secretary, with accurate and timely dissemination of information and written communications among DHS Components, and develops, implements and manages business processes for written communications and briefing book materials for the Secretary and Deputy Secretary; and also facilitates and manages communications with Federal partners, the Homeland Security Council, the National Security Council, and other White House Executive Offices.
13. The **Director, Federal Law Enforcement Training Center** provides consolidated interagency law enforcement training, serving various Federal, State, local, tribal, and international law enforcement agencies.
14. The **Chief Financial Officer** oversees all financial management activities relating to the programs and operations of DHS, develops and maintains an integrated agency accounting and financial management system, is responsible for financial reporting and internal controls, and administers the budget, appropriations, and fund expenditures, including having primary responsibility for coordination with the House and Senate appropriations committees.

15. The **General Counsel** is the chief legal officer and final legal authority within the Department, and has the authority to participate in and decide any legal matter within DHS.

16. The **Coordinator of Federal Support for the Recovery and Rebuilding of the Gulf Coast Region** devises a long-term plan for rebuilding the region devastated by Hurricanes Katrina and Rita.

17. The **Assistant Secretary, Office of Health Affairs and Chief Medical Officer** supports and advises the Department on medical issues related to natural disasters, acts of terrorism, and other man-made disasters and coordinates the DHS bio-defense activities, ensuring a unified and integrated approach to medical preparedness and response initiatives.

18. The **Inspector General** serves as an independent and objective inspection, audit, and investigative body to promote effectiveness, efficiency, and economy in the Department of Homeland Security's programs and operations, and to prevent and detect fraud, abuse, mismanagement, and waste in such programs and operations.

19. The **Under Secretary, Office of Intelligence and Analysis** collects, gathers, processes, analyzes, produces, or disseminates intelligence information, including homeland security, terrorism, and weapons of mass destruction information; as a member of the National Intelligence Community he or she serves homeland security customers in Federal, DHS, State, local, tribal organizations and the private sector.

20. The **Assistant Secretary, Office of Legislative Affairs** serves as the Secretary's primary representative to the Legislative Branch; provides strategic advice and planning for Congressional engagement; supports the Chief Financial Officer with respect to the Congressional Appropriations Committees; and acts as the principal coordinator of Department contacts, relations and activities with the Congress, the White House and other departments and agencies for general legislative and Congressional matters.

21. The **Under Secretary, Management** administers the budget; appropriations; fund expenditures; accounting and finance; procurement; acquisition; human resources; enterprise-wide learning and development; personnel; information technology systems; facilities; property; equipment; security for personnel; information technology and communications systems; facilities; property; equipment and other material resources; grants and other assistance management programs; and identification and tracking of performance measurements relating to the responsibilities of DHS.

22. The **Military Advisor to the Secretary** provides counsel to the Secretary and DHS Components in affairs relating to the facilitation, coordination, and execution of policy, procedures, and preparedness activities and operations between DHS and the Department of Defense (DOD).

23. The **Director, National Cybersecurity Center** leads efforts to assess the cross-domain status on the composite state of U.S. cyber networks, systems and infrastructures; fuses critical collaborative information across multiple Federal Government domains; and coordinates critical aspects of national cybersecurity and information sharing.

24. The **Under Secretary, National Protection and Programs Directorate** oversees the safeguarding of critical information systems and high risk critical infrastructure including telecommunications assets; leads the Department's cyber defense programs for the Federal Government and the private sector; facilitates the Department's identity management and biometrics services; coordinates risk management methodologies across the Department; and works with State, local, and private sector partners to identify threats, determine vulnerabilities, and target resources toward the greatest risks.

25. The **Director, Office of Operations Coordination and Planning** integrates departmental and strategic level interagency planning and coordinates DHS operations to effectively conduct joint homeland security operations across Components and mission areas.

26. The **Assistant Secretary, Office of Policy** provides the primary policy formulation and coordination for DHS and provides a centralized, coordinated focus to the development of Department-wide, long-range planning to protect the United States.

27. The **Chief Privacy Officer** ensures that the use of technologies sustain, and do not erode, privacy protections relating to the use, collection, and disclosure of personal information.

28. The **Assistant Secretary, Office of Public Affairs** develops and implements communications strategies for DHS, and advises the Secretary and other DHS officials on how to communicate issues and priorities of public interest most effectively; and directs Federal incident communications activities and coordinates with State, local, tribal, international, and private sector partners to ensure accurate and timely information is provided to the public during a crisis.

29. The Under Secretary, Science and Technology establishes, administers, and coordinates the research and development and test and evaluation standards activities for the Department and advises the Secretary on efforts and priorities in support of the Department's missions.

VII. Questions

Address any questions or concerns regarding this Directive to the Office of the Under Secretary for Management.



Janet Napolitano
Secretary of Homeland Security

3-31-09
Date

