



CRCL Desk Reference

Supplement: For Official Use Only (FOUO) Authorities

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Homeland
Security

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i.
CRCL Desk Reference • Preface to Appendix A

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Introductory Notes

This Document Does Not Provide Legal Advice

The CRCL Desk Reference is for informational purposes only and is not legal advice. If you have a question or issue related to any of the legal authorities included in this book, please contact the Office of the General Counsel (OGC) for legal advice specific to your situation.

This listing of statutes, regulations, delegations, and other authorities is not exhaustive and often only small excerpts of text from an authority is included. They may or may not be relevant to specific facts and circumstances arising in the course of CRCL activities. Consult the CRCL LAN (Y:\CRCL Authorities) and the intranet for full texts and OGC for legal advice.

Updates and Corrections

The CRCL Desk Reference is provided by the CRCL Institute to support the essential work of all CRCL units and improve institutional knowledge. Send updates and corrections to CRCLtraining@hq.dhs.gov.

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Intelligence and Information Sharing

IN DHS Intelligence and Analysis Review and Clearance of Analytic Products Disseminated Outside the Federal Government

Instruction IA-901 (Signed by Acting Under Secretary William Tarry, Apr. 9, 2013)

I. Purpose

This Instruction refines the existing policies and procedures within the Office of Intelligence and Analysis (I&A) for the review, clearance, and dissemination of I&A Products outside the federal government. These policies and procedures are to ensure that I&A Products: (1) are issued in a timely manner; (2) conform to I&A's authorized mission, qualitative standards, and legal and regulatory requirements; (3) protect the constitutional and privacy rights of U.S. Persons¹ and other individuals; (4) respond to the requirements of I & A customers, both Departmental and others; and (5) maintain the integrity of the intelligence process.

^{FN1} U.S. Person is defined for I&A employees in the memorandum "Interim Intelligence Oversight Procedures for the Office of Intelligence & Analysis," dated April 3, 2008.

II. Scope

A. Unless otherwise specified, this Instruction is applicable to the production of I&A Products by intelligence personnel, including those deployed. This Instruction does not apply to training, analysis, production, or other assistance provided by intelligence personnel to support the authorized activities of other Department of Homeland Security (DHS) or non-DHS entities where no I & A Product is produced.

B. Requests by I&A personnel for exceptions to policies or procedures established herein are to be made in writing to the Under Secretary for Intelligence and Analysis. All exceptions granted will be thoroughly coordinated with all affected offices prior to implementation.

C. This Instruction is not intended to replace or restrict other review, consultation, or oversight required by law or other authority, including that required by I&A implementing procedures for Executive Order 12333.

D. This policy applies to all I & A employees, contractors supporting I&A, and employees detailed from other agencies to support I&A.

E. This Instruction supersedes I&A Instruction 900.1, dated October 25, 2010, "Review and Clearance of Analytic Products Disseminated Outside the Federal Government," and all previous procedures within I & A for the clearance, review, and dissemination of finished intelligence.

III. References

A. Executive Order 12333, "United States Intelligence Activities," December 4, 1981, as amended.

IV. Definitions

For the purposes of this Instruction, the following definitions apply:

A. Analysts: Personnel within I&A's analytic divisions responsible for research, analysis, and authoring of finished intelligence products.

B. Analytic Division: I&A's Homeland Counterterrorism Division, Border Security Division, Cyber Intelligence Analysis Division, and the Counterintelligence Programs Division.

C. Clearing Offices: The Office for Civil Rights and Civil Liberties (CRCL), Privacy Office (PRIV), I&A Intelligence Oversight Officer (I&A-10), and the Office of the General Counsel-Intelligence Law Division (OGC-ILD).

D. Dissemination: Transmission, communication, sharing or passing of an I&A Product to any state, local, tribal, or territorial government, private sector entity, or any foreign government, foreign person, or international organization, including by e-mail, hard copy, posting to web sites, or any other method of distribution.

E. Division Director: The most senior member of an I&A analytic division, either the named division director or acting division director.

F. Intelligence Personnel: Employees, detailees, contractors, and subcontractors assigned to or working on behalf of I & A regardless of duty location.

G. I&A Products: The physical manifestation, regardless of form or

format, of analytic efforts conducted in furtherance of the I&A mission, which represent the analytic assessment, judgment, or other analytic input of I&A or intelligence personnel, and which are intended for dissemination. Not included are the informal sharing² of raw or unevaluated information, analyst-to-analyst exchanges, products issued by the Intelligence Watch and Warning and which may contain limited analytic content, or the sharing of third party products.

^{FN2} Informal sharing is distinct from formal Dissemination in that it does not result in a finished analytical product being made available broadly outside of the federal government through posting to web sites or distribution via e-mail.

V. Responsibilities

A. Analysts:

1. Ensure timely and appropriate analytic coordination, including with other federal agencies and state, local, tribal and territorial partners. Coordination with state, local, tribal, and territorial partners shall be done through the I&A-SLPO. Processes mandated by this Instruction are not substitutes for proper analytic coordination;

2. Allow sufficient time for clearing offices to perform their duties as outlined in this Instruction;

3. Consult with clearing offices throughout the planning, research and writing of an I&A product to ensure clearing offices have the necessary

visibility into the I&A product to understand its potential impact;

4. When submitting draft products to clearing offices, provide informational copies at the "Unclassified//For Official Use Only (FOUO)" level to the following additional DHS offices: Office of Public Affairs; National Protection and Programs Directorate - Office of Infrastructure Protection; Office of Operations Coordination and Planning; and Office of Legislative Affairs. Analysts may consider any comments from these additional offices but are not required to obtain their clearance or approval. Analysts, analytic supervisors or managers, or production managers may send substantive analytic objections from any entity to the Deputy Under Secretary for Analysis (or his/her designee) for resolution;

5. Submit fully coordinated I &A product drafts to the Production Branch of the Production Management Division at least five business days prior to expected dissemination for routine products and at least six hours prior to expected dissemination for emergent products; and

6. Respond to, and work directly with, the clearing office that provided questions or comments on a product until any substantive issues have been resolved or the issue has been referred to senior I&A leadership for resolution. Analysts will send an unclassified e-mail to the clearing office as notification of such resolution or appeal for record keeping purposes.

B. Analytic Division Directors:

1. Ensure that the clearance of each required clearing office has been obtained and all clearing office required changes are made before submission of the I&A product to the Production Management Division to advance for final approval and dissemination;

2. Ensure that conflicting or inconsistent edits or other input contributed by clearing offices are resolved to the satisfaction of both/all or, as appropriate, elevated for action to the Deputy Under Secretary for Analysis; and

3. Enforce appropriate analytic tradecraft standards in I &A products.

C. Production Management Division:

1. Conducts the final technical editing, formatting, and DHS brand compliance review of each I &A product;

2. Submits the final I&A product for release approval by the Deputy Under Secretary for Analysis, the Associate Deputy Under Secretary for Analysis or the Research Director;

3. Performs final edits as directed by the approving official;

4. Schedules dissemination in coordination with other federal partners, and advise clearing offices at least one hour prior to release; and

5. Releases the I&A product to the parties designated in the accompanying abstract.

D. Each clearing office:

1. Provides timely substantive review of all products sent by I&A;
2. Provides one set of consolidated comments via e-mail to the individual who submitted the draft product for review; and,
3. Ensures to the greatest extent possible that all comments are coordinated with the original reviewer.

E. Other Offices:

1. The Single Point of Service will continue its policy of screening incoming State and Local Support Requests (SLSR) and forwarding to the analytic divisions those that are appropriate for I&A response. SLSR responses that include or result in I&A products are subject to review and clearance in accordance with this Instruction.

VI. Content and Procedures

A. Production Board

1. Under the guidance of the Deputy Under Secretary for Analysis, the I & A Production Board will develop and monitor I&A's annual production plan to facilitate the timely production of I & A products and ensure clearing offices, represented ex officio on the Board, have visibility into each I & A product from its inception.
2. The Board shall be chaired by the Deputy Under Secretary for Analysis. Members include the Associate Deputy Under Secretary for Analysis; Associate Deputy Under Secretary for Research; Director of PMD; Directors of each I&A

analytic division, the Collection Requirements Division and Current Intelligence Division; and others the Chair may appoint or invite. The Board will also consist of the following ex officio members: the Associate General Counsel for Intelligence or designee; representatives of the Officer for Civil Rights and Civil Liberties; the Chief Privacy Officer; and the I&A Intelligence Oversight Officer. The Associate Deputy Under Secretary for Research will serve as Executive Director of the Board.

B. Clearance Process

1. Review and Clearance by clearing offices. Clearing offices will review and affirmatively clear or submit changes required for clearance of I&A products in accordance with the following criteria:

- a. I&A products that refer to or describe the activities or beliefs of (i) a U.S. Person or (ii) any person or group of persons reasonably believed to be physically present in the United States must be reviewed and cleared by I&A-10, CRCL, PRIV, and OGC-ILD;
- b. I&A products that address or describe populations discernible by race, ethnicity, gender, national origin, or religion must be reviewed and cleared by CRCL;
- c. I&A products originally intended for dissemination to non-DHS federal government entities and repurposed for dissemination to state, local, tribal, and territorial government or private sector entities will be treated as new products and must also be reviewed and cleared

by I&A-IO, CRCL, PRIV, and OGC-ILD.

d. I&A products falling into two or more of the above categories must be reviewed and cleared by all clearing offices required by those categories;

e. Required review and clearance by all clearing offices will be conducted concurrently. Clearing offices will exercise due diligence to ensure timely review within two business days unless a longer review period is agreed upon between the clearing office and author. One business day review and clearance is preferred, if possible. Clearing offices shall distinguish between recommended edits, which may be addressed at the product author's discretion, and required edits, which must be addressed to secure concurrence of the clearing office. Likewise, analysts will make every effort to respond to clearing office comments in a timely manner, generally within two business days if possible when the response does not require third party coordination.

2. Supplemental Considerations

a. Clearing offices may request the support of other DHS offices subject to the following conditions:

i. Case-by-case requests shall not alter the standing requirements for I&A product review and clearance or implementing guidance issued pursuant to Section D, Expedited Review, below; and

ii. Clearing offices must receive approval of the analyst who wrote the product, prior to requesting the

support of any DHS entity not already identified above as a Clearing office.

b. Prior to forwarding all related documents to PMD, the cognizant I&A analytic division director will review the I&A product, and all reviews and clearances received to ensure that the affirmative clearance of each clearing office has been obtained and that all required clearing office changes are made.

3. I&A Review and Clearance

a. The PMD Director or his/her designee will conduct a final review of each I & A product to ensure that it reflects the highest editorial standards of the Department, and is properly formatted, brand compliant, and ready for final review.

b. Once final quality control steps are complete, PMD will submit the I&A product for approval to the Deputy Under Secretary for Analysis, Associate Deputy Under Secretary for Analysis or Associate Deputy Under Secretary for Research.

c. The substantive or administrative recall of an I & A product requires the approval of the Deputy Under Secretary for Analysis, Associate Deputy Under Secretary for Analysis, or Associate Deputy Under Secretary for Research.

4. Dispute Resolution

If agreement cannot be reached following dialogue between I&A and any clearing office on edits or other

input contributed by those clearing offices, the issue(s) will be elevated to the Deputy Secretary of Homeland Security for final decision by the principal member of the Office of Intelligence and Analysis, clearing office Principal, or those acting in this capacity.

C. DHS Office of Public Affairs and the Office of Legislative Affairs Notification

When feasible, drafts of all "Unclassified//For Official Use Only" or "Unclassified//Law Enforcement Sensitive" products will be provided to the DHS Office of Public Affairs (OPA) and the Office of Legislative Affairs (OLA) via e-mail 48 hours prior to their scheduled release. When time does not permit for 48 hour advanced notification, drafts of those products will be provided to OPA and OLA early as possible.

D. Expedited Review

If an I&A product relates to an immediate threat to homeland security or other exigent situation, a copy of that product will be immediately provided to all applicable clearing offices for accelerated review and clearance. If clearance by those offices cannot be obtained by I&A within the timeframe deemed necessary by the Under Secretary for Intelligence and Analysis, every effort will be made to notify the Deputy Secretary of Homeland Security and all clearing offices prior to dissemination of that I&A product and I &A will send a copy of the disseminated product to the clearing offices.

VII. Questions

Questions or concerns regarding this Instruction should be addressed to the Director of I&A's Production Management Division.

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DR Producing Finished Intelligence

Directive 900.2 (Signed by Under Secretary Caryn Wagner, July 5, 2011)

I. Policy

This Policy Directive establishes Office of Intelligence and Analysis (I&A) policy and responsibilities for writing, reviewing, and disseminating I&A finished intelligence.

II. Scope

This Policy Directive applies to I&A employees, contractors, and employees detailed from other agencies who produce or support I&A in producing finished intelligence.

VI. Policy and Procedures

A. All intelligence analysts must abide by this Policy Directive in the production of finished intelligence. All finished intelligence shall be prepared in accordance with high analytic, production, and classification standards, and must comply with all applicable legal requirements and security, privacy, civil

liberties, and intelligence oversight, regulations, and policies.

B. All finished intelligence shall:

1. Meet high standards of accuracy, clarity, coherence, argumentation, and consistency, and be produced and disseminated or distributed in a timely manner;
2. Comply with all applicable IC, DHS, and I&A policies, standards, and guidance;
3. Have complete and proper classification markings in compliance with CAPCO and I&A Classification Guide standards;

4. Be coordinated as appropriate across the DHS Intelligence Enterprise and with IC, SL TT, and law enforcement partners;

5. Be reviewed and cleared as required by Policy Directive 900.1;

6. Properly identify and minimize USPER; and

7. Be submitted to PMD- Production Branch on the appropriate computer network, based on its overall classification.

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DR I&A Joint Production with State and Major Urban Area Fusion Centers **Directive 900.4 (Signed by Under Secretary Caryn Wagner, Aug. 31, 2011)**

I. Purpose

This Policy Directive defines policies and procedures for the Office of Intelligence and Analysis (I&A) when coordinating and collaborating on Analytic Products with State and Major Urban Area Fusion Centers (Fusion Centers). Furthermore, it defines requirements, review, clearance, and dissemination entailed in joint production with Fusion Centers. These procedures are to ensure that joint intelligence products produced with Fusion Centers are issued in a timely manner; conform to I&A's mission, analytic standards, and legal and regulatory requirements; respond to the needs of Departmental customers including Fusion Centers; and maintain the integrity of the intelligence production process.

This Policy Directive is applicable to all I&A intelligence personnel, including deployed intelligence personnel. I&A personnel may only prepare joint Analytic Products that are consistent with I&A's authorities. All I & A intelligence personnel must abide by this Policy Directive in the production of Joint Seal Products with Fusion Center and SLTT partners.

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IV. Definitions

For the purposes of this Policy Directive, the following definitions apply:

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II. Scope

E. DHS Clearing Offices: The Office for Civil Rights and Civil Liberties, Privacy Office, I&A Intelligence Oversight Officer, I&A State and Local Program

Office (SLPO), and the Office of General Counsel-Intelligence Law Division.

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Unmanned Aircraft Systems

C Charter of the Unmanned Aircraft Systems (UAS) Privacy, Civil Rights and Civil Liberties Working Group (DRAFT)

A. Purpose and Scope

This charter establishes the Unmanned Aircraft Systems Privacy, Civil Rights and Civil Liberties Working Group (Working Group). The Working Group advises the Secretary and other Department leadership with unmanned aircraft systems (UAS) program responsibilities on policies and procedures needed to ensure that protections for privacy, civil rights and civil liberties are designed and integrated into DHS and DHS-funded UAS programs.

B. Authorities

- 6 U.S.C. § 345; Section 705, Homeland Security Act of 2002 (as amended)
- 6 U.S.C. § 142; Section 222, Homeland Security Act of 2002 (as amended)

C. Responsibilities

The Working Group is charged with:

1. Establishing a forum for DHS headquarters and components to discuss privacy, civil rights, and civil liberties issues related to the Department's use and support of UAS;
2. Ensuring that DHS Privacy Office (PRIV) and Office for Civil Rights and Civil Liberties (CRCL) guidance and policies are reflected within the different concept of operations (CONOPS) for UAS uses by the Department;

3. Identifying potential privacy, civil rights, and civil liberties concerns with respect to the various current or planned uses of UAS by the Department, which may include an analysis of UAS sensors currently used on manned aircraft; and

4. Promoting DHS best practices for safeguarding privacy, civil rights, and civil liberties in the use of UAS by DHS partners and grant recipients.

D. Membership

For the Working Group to succeed, leadership support and active participation from all members is necessary.

The Working Group will be co-chaired by CRCL, PRIV and Customs and Border Protection (CBP) (collectively "Co-Chairs") and will consist of representatives from offices, with representative components and directorates that use or plan to use UAS or provides funding to support UAS programs. Each participating office, component and directorate will be represented, as appropriate, by a senior privacy and/or civil rights and civil liberties official, as well as an individual involved in the operational aspects of UAS ("collectively Working Group Representatives").

E. Structure

1. Executive Committee

An Executive Committee consisting of the Officer for Civil Rights and Civil

Liberties, the Chief Privacy Officer, the CBP Privacy Officer and the United States Coast Guard (USCG) Privacy Officer (or their respective designees) will oversee the Working Group.

The Executive Committee will:

- a. Establish Working Group procedures and protocols;
- b. Provide direction to the Working Group;
- c. Invite additional Working Group Representatives;
- d. Convene meetings on an as needed basis to consider the recommendations made by the Working Group;
- e. Approve agendas, decision papers and plans proposed by the Working Group; and
- f. Approve all recommendations from the Working Group to the Secretary.

2. Working Group Action Officers

Each co-chair of the Executive Committee shall designate a staff member to serve as an Action Officer. Action Officers support the day-to-day activities of the Working Group, including drafting agendas, minutes, meeting invites and decision papers.

3. Working Group Representatives

In addition to the Co-Chair's organizations, the Working Group will include representatives from components and a directorate involved in the development and use of UAS. The

Working Group Representatives include the following entities, but the Executive Committee may choose to invite additional representatives from other components:

- Federal Emergency Management Agency
- Federal Law Enforcement Training Center
- National Protection and Programs Directorate
- Office of Intelligence and Analysis
- Office of Legislative Affairs
- Office of Operations Coordination and Planning
- Office of Policy
- Office of Public Affairs
- Office of the General Counsel
- Science and Technology Directorate
- Transportation Security Administration
- United States Coast Guard
- United States Immigration and Customs Enforcement
- United States Secret Service

Working Group Representatives are responsible for:

- Updating the Working Group on current and prospective UAS activities within their respective components
- Sharing privacy, civil rights and civil liberties concerns on UAS initiatives
- Providing best practices for identifying privacy, civil rights and civil liberties concerns in UAS initiatives; and
- Sharing lessons learned to help others in developing UAS initiatives.

F. Decision Making Process

The Executive Committee will make the final determination regarding recommendations provided to the Secretary of DHS, but will also include a discussion of contrary views raised by Working Group members. For all other matters, Working Group recommendations and conclusions will be reached by a consensus of the Action Officers and Working Group Representatives. When consensus cannot be reached, the majority recommendation will be documented, as well as dissenting opinions and/or alternative recommendations, and elevated to the Executive Committee for final resolution.

G. Deliverables

As approved by the Executive Committee, the Working Group will produce documents that may include, but are not limited to, UAS best practices, guidelines and compliance review procedures

H. Frequency

The Working Group will convene at least on a bi-monthly schedule at the discretion of the Executive Committee.

I. Termination Date

Once approved by the Executive Committee, this charter will remain in effect until

amended or terminated by agreement of the Officer for Civil Rights and Civil liberties, the Chief Privacy Officer, and the CBP Privacy Officer, or at the direction of the Secretary. The Executive Committee will consider revisions to the charter no later than two years from its effective date, or more frequently when a substantive change is warranted. Any Action Officer may request a review and update of this charter

J. Deliberative Process

The work of the this group will remain subject to deliberative process and other applicable privileges, such as attorney-client privilege, as appropriate, and agency/component documents or information furnished to the working group will, absent an expressed written waiver or revision from the originating agency/component, be treated in accordance with any agency/component sensitivity instructions, markings, or designations (e.g., "For Official Use Only," "Controlled Unclassified Information," "Law Enforcement Sensitive").

K. Effective Date

[MONTH] [DAY], 2013

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M Memorandum: Working Group to Safeguard Privacy, Civil Rights, and Civil Liberties in the Department's Use and Support of Unmanned Aerial Systems (UAS)

From Tamara Kessler, Acting Officer for Civil Rights and Civil Liberties and Jonathan Cantor, Acting Chief Privacy Officer (Sept. 14, 2012)

Purpose

The Office for Civil Rights and Civil Liberties (CRCL) and the Privacy Office (PRIV) would like to assist DHS to provide leadership to the homeland security enterprise by clarifying the privacy, civil rights, and civil liberties (P/CRCL) legal and policy issues surrounding government use of UASs. To accomplish this goal, we plan to establish a Department-wide working group, led by CRCL, PRIV and Customs and Border Protection (CBP). As the use of UASs by federal, state, and local entities expands, DHS will have an increasingly public-facing role; establishing a group on this issue would signal that DHS recognizes the importance of protecting privacy, civil rights, and civil liberties in the use of UASs. The working group will serve to support all DHS mission areas and, in particular, PRIV and CRCL's mandate to ensure that privacy, civil rights, and civil liberties are not diminished by efforts, activities, and programs aimed at securing the homeland.

Background

This issue has attracted significant attention from Congress and the media, including technology focused media. Earlier this year Congress required the Federal Aviation Administration (FAA) to speed up the process by which it authorizes government agencies to operate UASs, relax requirements for state and local agency use of UASs, and mandated regulations for testing and licensing of private and commercial UASs. These actions have led to

expressions of concern by the public and stakeholders regarding the P/CRCL implications of UAS use. A working group chaired by CRCL, PRIV, and CBP presents a unique opportunity to clarify any misunderstandings that exist regarding DHS's UAS program and to mitigate and address any outstanding P/CRCL concerns with DHS programs. We think that the working group will serve a similar purpose with respect to the UAS Joint Program Office. It will demonstrate that DHS intends to take a proactive leadership role in ensuring that privacy, civil rights, and civil liberties are safeguarded by the lawful use of UASs by DHS components and grant recipients.

Discussion

CRCL and PRIV are aware of three current uses of UASs to support DHS's mission:

1. CBP operates approximately 10 Predator B UASs at and along the border.
2. USCG participates in the CBP UAS program through the Unmanned Aerial System (UAS) Joint Program Office, providing training, operators and monitoring video feeds. USCG is currently evaluating the acquisition and utility of shipboard launch/recovered UASs for persistent maritime surveillance.
3. S&T oversees the Air-based Technologies Program (a partnership with state & local partners to develop and

promote appropriate use of UASs by law enforcement and first responders).

We do not believe that DHS has any other active UAS programs, but realize that there may be additional proposals for the use of UASs by the Department over time. Therefore, we think that a working group should examine all active and planned DHS uses of UASs, as well as DHS support to state and local partners in their use of UASs.

The overarching goal of the working group is to determine what policies and procedures are needed to ensure that protections for privacy, civil rights, and civil liberties are designed into DHS and DHS-funded UAS programs while fully supporting the appropriate use of UASs to achieve homeland security enterprise mission objectives. Working group participants will include representatives from CRCL, PRIV, OGC, each component that either uses or plans to use UASs, and other relevant parties

from within DHS. CBP, the Coast Guard, S&T, IGA, MGMT, PLCY, OPA, OLA, and OGC have all concurred with this plan. The working group will have four objectives:

1. Establish a forum for DHS headquarters and components to discuss P/CRCL issues related to the Department's use and support of UASs;
2. Ensure that P/CRCL guidance and policies are reflected within the different CONOPS for UAS uses by the Department;
3. Identify potential privacy, civil rights, and civil liberties concerns with respect to the various current or planned uses of UASs by the Department; and
4. Promote DHS best practices for safeguarding privacy, civil rights, and civil liberties in the use of UASs by DHS partners and grant recipients.

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DHS Mission

(excerpt)

To “ensure that civil rights and civil liberties of persons are not diminished by efforts, activities, and programs aimed at securing the homeland.” 6 U.S.C. § 111(b)(1)(G).

CRCL Mission

The Department of Homeland Security Office for Civil Rights and Civil Liberties (CRCL) supports the Department’s mission to secure the Nation while preserving individual liberty, fairness, and equality under the law.

CRCL integrates civil rights and civil liberties into all the Department’s activities:

- Promoting respect for civil rights and civil liberties in policy creation and implementation by advising Department leadership and personnel, and state and local partners.
- Communicating with individuals and communities whose civil rights and civil liberties may be affected by Department activities, informing them about policies and avenues of redress, and promoting appropriate attention within the Department to their experiences and concerns.
- Investigating and resolving civil rights and civil liberties complaints filed by the public regarding Department policies or activities, or actions taken by Department personnel.
- Leading the Department’s equal employment opportunity programs and promoting workforce diversity and merit system principles.

“Liberty, fairness, and equality through training excellence.”

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