



DIVERSITY@WORK

A PUBLICATION OF THE OFFICE OF DIVERSITY MANAGEMENT & EQUAL EMPLOYMENT OPPORTUNITY,
A PROGRAM OFFICE WITHIN VA'S OFFICE OF HUMAN RESOURCES & ADMINISTRATION

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<<http://www.va.gov/dmeeo/ca/daw.htm>>

MARCH/APRIL 2007

VA's High Performance Development Model

How You Fit Into VA's Preparations for the Future

Did you know that within the next five years a large percentage of VA employees will be eligible for retirement? Have you thought about who will fill the vacant positions they will leave? With a little planning and preparation, you may very well have an opportunity to advance in your career!

For the past five years, VA has been working hard to develop a highly-skilled, customer-focused workforce by employing the High Performance Development Model (HPDM). The HPDM was designed to provide a continuous supply of skilled leaders who are dedicated to VA's mission of providing quality services to our nation's veterans.

The HPDM logo consists of a bull's-eye with the word "Veterans" at its center. Everything that happens in the Department will impact

the veterans VA serves. VA's other customers include its employees, but ultimately the point is to keep veterans in mind as changes are made to Departmental programs and services.

The six tracks of the HPDM hold everything together: Competency Development, Performance Based Interviewing, Continuous Assessment, Performance Management, Coaching and Mentoring, and Continuous Learning Opportunities. These are management tools that help implement and maintain the HPDM program and affect all employees within the organization.

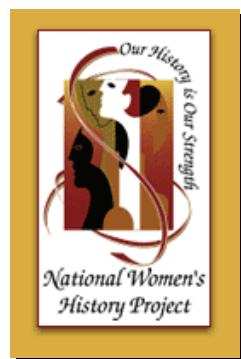
[Continued on page 3]

CELEBRATE!

National Women's History Month

VA proudly joins the Nation in celebrating Women's History Month during March. National Women's History Month grew from an effort to recognize and celebrate the accomplishments of women in American history.

In 1980, President Carter issued the first Presidential Proclamation calling on the American people to remember the contributions of women. By 1987, fourteen governors had declared March as Women's History Month and, that same year, Congress and the President followed by declaring March as National Women's History Month.



This year's theme,
"Generations of

Women Moving History Forward," recognizes the wisdom and tenacity of the generations of women who have come before and those who will follow.

Overall, VA employment of women grew to 58.76 percent in fiscal year (FY) 2006. Also in FY 2006, women in the leadership pipeline grew to 33.57 percent, women in the SES grew to 27.37 percent, and the number of female veterans grew to 16.32 percent.

Take time to honor these women for delivering vital health care, benefits, and memorials to our Nation's veterans and their families. Managers and supervisors are encouraged to plan observance activities this month and throughout the year. To learn more about VA's National Women's Program, contact Wanda J. Jones at <wanda.jones@va.gov>.■

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BOOKMARKS

- ▶ Asian Pacific American Federal Career Advancement Summit www.apasummit.gov
- ▶ Blacks in Government www.bignet.org
- ▶ Careers & the disABLED Magazine's Career Expo www.eop.com
- ▶ Deaf Nation www.deafnation.com
- ▶ Federal Asian Pacific American Council www.fapac.org
- ▶ Federally Employed Women www.few.org
- ▶ National Association of Hispanic Federal Executives www.nahfe.org
- ▶ National Women's History Project www.nwhp.org
- ▶ Society of American Indian Government Employees www.saige.org

Contact information for other diversity-related organizations can be found on the DM&EEO Web site at: www.va.gov/dmeeo/org

FIELD NOTES

News You Can Use

Internships

DM&EEO will host the 2007 National Internship Briefing, tentatively scheduled in March. The briefing will serve as a venue for our external partners to present overviews and presentations of their programs. These external representatives include the Hispanic Association of Colleges and Universities, the International Leadership Foundation for Asian Americans and Pacific Islanders, The Washington Center for Internships and Academic Seminars, American University's American Indian and Alaska Native Internship Program, the National Association for Equal Opportunity in Higher Education for Historically Black Colleges and Universities, the American Indian Science and Engineering Society, and the Workforce Recruitment Program for College Students with Disabilities.

All VA executives, equal employment opportunity managers, supervisors, hiring officials, and human resource managers are encouraged to attend. For more information, contact Brenda A. Martin, National Internship Program Manager, at (202) 461-4040.

Did You Know?

DM&EEO aims to provide consistent, reliable, and accurate information through products that promote workplace diversity and enhance VA's recruitment, development, and retention of women, minorities, veterans, and people with disabilities. DM&EEO produces a monthly video program on

diversity and EEO news, studies, surveys, special emphasis issues, events, and activities. The program, *Diversity News*, is part of VA's continuing effort to increase awareness and acceptance of diversity and to promote a flexible and inclusive work environment.

The March edition focuses on the Federal Human Capital Survey as one way of measuring progress toward attaining VA's strategic objective to "recruit, develop, and retain a competent, committed, and diverse workforce that provides high-quality service to veterans and their families." The April edition will focus on employee engagement.

The program airs on channel 2 of the VA Knowledge Network, immediately following VA News. Previous episodes are available on the DM&EEO Web site at

<www.va.gov/dmeeo/ca/diversitynews.htm>.

New Face at DM&EEO

Scot Evans is a management analyst on DM&EEO's Workforce Analysis and Evaluation team. Prior to joining DM&EEO, Mr. Evans worked as a civilian for the Department of Navy for 15 years. Mr. Evans, a disabled U.S. Army veteran, is also a small business owner and joins DM&EEO with a manpower and human resources background.

Welcome, Mr. Evans!■

WEB SITE SPOTLIGHT

2006 Federal Human Capital Survey Results

www.fhcs2006.opm.gov

Content: For the third time, the U.S. Office of Personnel Management (OPM) asked Federal employees how well their agencies are doing with respect to meeting President George W. Bush's call to improve the strategic management of human capital. The results of the 2006 Federal Human Capital Survey provide valuable insight into the challenges that agency leaders face in ensuring that the Federal Government has an effective civilian workforce.

This survey report provides comparison data across three administrations—in 2002, 2004, and 2006. Generally, in many areas, past improvements have been sustained. However, OPM also continues to find areas—especially with respect to how good or poor performance is treated—where a lack of substantial improvement remains a concern.

Must-See Features: The Top Ten Agency Rankings by the Human Capital Assessment and Accountability Framework (HCAF) Index. The HCAF include four indices: Leadership and Knowledge Management, Results-Oriented Performance Culture, Talent Management, and Job Satisfaction. An agency can look at the various items that comprise each index to get a richer understanding of the areas they are doing well in and areas that need improvement.

Accessibility: This Web site is Section 508 compliant.

Contact Info:

U.S. Office of Personnel Management
Strategic Human Resources Policy
1900 E St. N.W., Washington, DC 20415
<fhcs@opm.gov>■

VA's High Performance Development Model

(Continued from page 1)

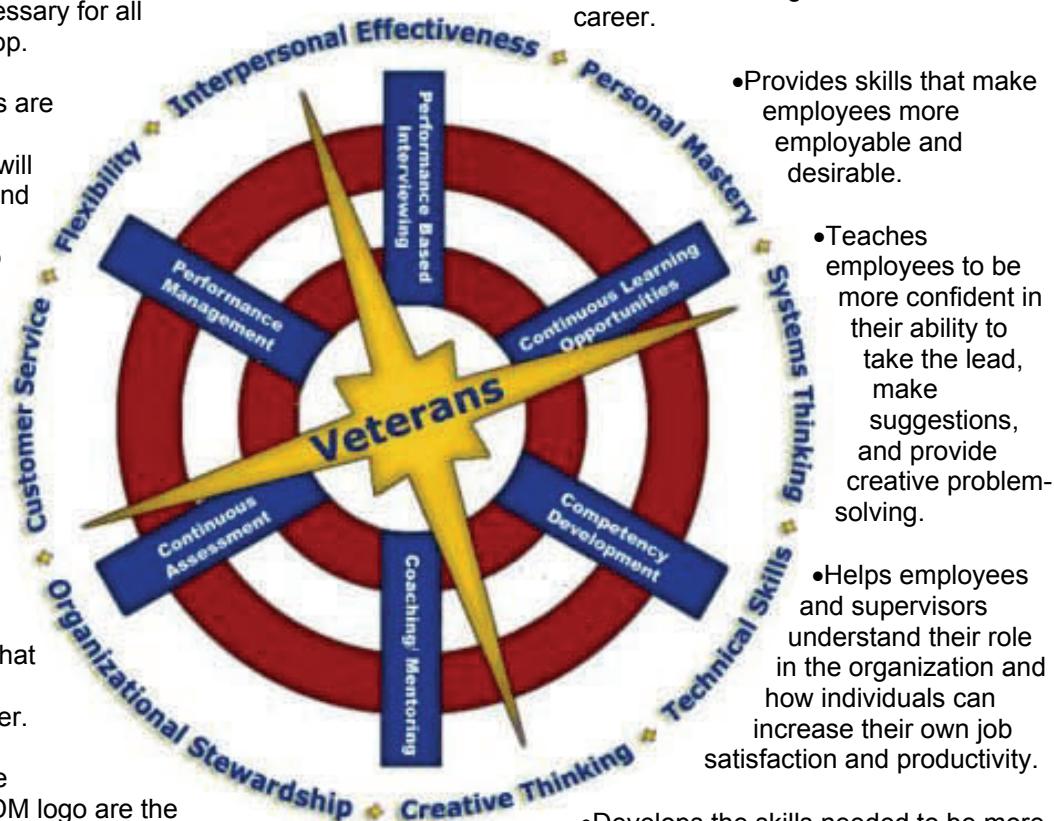
In the HPDM logo, the six HPDM tracks are equally spaced and equally important. If you were to remove one of the spikes, the circle would collapse in on itself.

The HPDM proposes that training, selection, and promotion of employees are based on a set of eight core competencies, shown in the outer ring of the logo: Personal Mastery, Technical Skills, Interpersonal Effectiveness, Customer Service, Flexibility, Creative Thinking, Systems Thinking, and Organizational Stewardship. These competencies describe the critical skills, abilities, and knowledge necessary for all employees to develop.

These competencies are for everyone in the organization. They will be used to identify and develop future leaders and develop the workforce. They can also be used as an assessment tool for performance improvement, educational needs assessments, and individual development plans. The core competencies are what hold the circle (the organization) together.

The rings circling the customer in the HPDM logo are the four levels of staff. The closest to the customer is the front-line staff, which usually has the most contact with the customers. The next ring represents team leaders. The next ring is for middle managers or product line leaders. At the outer edge are the senior executive leaders. It takes all the levels of staff to complete the HPDM.

The HPDM is a method of empowering an employee to take an active role in his/her life and career. HPDM supports life-long learning and development in a fun and effective manner, but the concept of HPDM works best when it is supported by everyone—from top management down to the newest employee.



Besides aiding the agency in succession planning, the HPDM is beneficial to both employees and supervisors in that it:

- Gives employees the training, resources, and encouragement needed to enhance job satisfaction and productivity through personal development.
- Encourages employees to take control of their careers.
- Provides resources and knowledge needed by individuals to select and grow in their chosen career.
- Provides skills that make employees more employable and desirable.
- Teaches employees to be more confident in their ability to take the lead, make suggestions, and provide creative problem-solving.
- Helps employees and supervisors understand their role in the organization and how individuals can increase their own job satisfaction and productivity.

• Develops the skills needed to be more flexible and helps the employee to be able to accept change more easily as the job and organization changes.

• Builds the skills necessary to work with others on projects and special initiatives.

• Provides a system for evaluating employee job related competencies, setting standards for advancement and awards, and documenting achievements, skills, and educational needs.

Sections from this article taken from the HPDM Web site <<http://vaww.va.gov/hpdm>> and <<http://vaww.cleveland.med.va.gov/hpdm>>.■

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Visit our Web site,
<www.va.gov/dmeeo>,
for additional staff
e-mail addresses.

OTHER USEFUL LINKS

Under Secretary for Health
Diversity Advisory Board
<www.va.gov/diversity>

VA's Office of Human
Resources & Administration
<www.va.gov/ofcadmin/
portal>

VA's Office of Resolution
Management
<www.va.gov/orm>

VA's Office of Human
Resources Management
<www.va.gov/ohrm>

GOT NEWS?

We want to hear from you! If you'd like to share your story ideas, comments, or suggestions, please e-mail us at <dmeeo@va.gov> with the words DIVERSITY@WORK in the subject line.

DM&EEO ON THE INTERNET <www.va.gov/dmeeo>



The DM&EEO mission is to increase awareness and acceptance of diversity and to promote a flexible and inclusive work environment throughout the Department of Veterans Affairs. Our vision is of a work environment that fosters respect, fairness, and opportunity for all employees. Here's a sampling of online tools available that can help leverage diversity and build inclusion:

- ▶ National Women's History Month, Deaf History Month, and other special observance resources.
- ▶ Events, conferences, conventions, and programs.
- ▶ Links to professional and community organizations.

DM&EEO IN YOUR E-MAIL INBOX

Once a week, DM&EEO sends out *NewsLink*, an e-mail message with annotated links to current news items and other information related to leveraging diversity and building inclusion. For a FREE subscription to this weekly electronic news service, e-mail us at <dmeeo@va.gov> with the words SUBSCRIBE NEWS in the subject line. You can find a current copy of *NewsLink* on the DM&EEO Web site at this address: <www.va.gov/dmeeo/ca/newslink.htm>.

DM&EEO ON YOUR TV SCREEN (OR PC MONITOR)

Diversity News is a monthly video program produced by the VACO Broadcasting Center for DM&EEO. Each program runs for a month, immediately following VA. A copy of each program will be placed on the DM&EEO Web site (when the files become available) at this address: <www.va.gov/dmeeo/ca/diversitynews.htm>.

FROM THE 2007 DIVERSITY CALENDAR

<www.va.gov/dmeeo/calendar>

MARCH

National Women's History Month

Irish-American Heritage Month

International Women's Day

March 8

Pacific Rim Conference on Disabilities

March 12–13; Waikiki, HI
<www.pacrim.hawaii.edu>

Deaf History Month

March 13–April 15

Hispanic Association of Colleges and Universities 12th Annual National Capitol Forum on Hispanic Higher Education

March 25–27; Washington, DC
<www.hacu.net>

APRIL

Great Place to Work Conference

April 18–20; Los Angeles, CA
<www.greatplacetowork-conference.com>

Jewish Heritage Week

April 22–28

Take Our Daughters and Sons to Work Day

April 26
<www.daughtersandsonstowork.org>

Abilities Expo

April 27–29; Edison, NJ
<www.abilitiesexpo.com>

Annual Summit on Leading Diversity

April 30–May 2; Atlanta, GA
<www.linkageinc.com>