DEPARTMENT OF VETERANS AFFAIRS
ASSISTANT SECRETARY FOR HUMAN RESOURCES AND ADMINISTRATION
WASHINGTON DC 20420

NOV 23 2010

Ms. Carmen Andújar
Manager
Recruitment Policy and Outreach
Recruitment Diversity
Employee Services
ATTN: FY 2010 FEORP REPORT
U.S. Office of Personnel Management
1900 E Street NW, Room 6547
Washington, DC 20415-9800

Dear Ms. Andújar:

I am pleased to submit the Department of Veterans Affairs (VA) Annual Federal Equal Opportunity Recruitment Program (FEORP) for Fiscal Year (FY) 2010 Accomplishment Report, the FY 2011 Agency Plan with Plan Certification, and the FY 2010 Hispanic Employment Program (HEP) Report.

Each year, in accordance with 5 U.S.C. 7201 and 5 CFR Part 720, Subpart B, the Office of Personnel Management (OPM) requests each Federal agency to submit a FEORP Report and Plan Certification that the agency has developed for the following FY. This year, the call memorandum from OPM dated July 22, 2010, requested the FEORP Report, Agency Plan for FY 2011, and FY 2011 Plan Certification.

In accordance with Executive Order 13171, OPM requested that each agency submit a HEP Report with FEORP. You will find VA's FY 2010 HEP Report enclosed.

If you have any questions, please have a member of your staff contact Nanese Loza, EEO Manager, Office of Diversity and Inclusion, at (202) 461-4049 or via e-mail at nanese.loza@va.gov.

Sincerely,

John U. Sepúlveda

Enclosures

cc: Mekaela Bratcher

ANNUAL FEDERAL EQUAL OPPORTUNITY RECRUITMENT PROGRAM (FEORP) PLAN CERTIFICATION – FISCAL YEAR 2011

Please type clearly and return this sheet with original signature to:

Ms. Carmen Andújar, Manager
Recruitment Policy and Outreach
Recruitment Diversity
Employee Services
ATTN: FY 2010 FEORP REPORT
U.S. Office Personnel Management
1900 E Street, NW, Room 6547
Washington, DC 20415-9800

A. Name and Address of Agency:

Department of Veterans Affairs
810 Vermont Avenue, NW
Washington, DC 20420

B. Name and Title of Designated FEORP Official (include address, if different from above, email address, telephone and fax numbers):

Ms. Georgia Coffey
Deputy Assistant Secretary for Diversity and Inclusion
Email: Georgia.Coffey@va.gov
Telephone: (202) 461-4131
Fax: (202) 501-2145

C. Name and Title of Contact Person (include address, if different from above, email address, telephone and fax numbers):

Ms. Nanese Loza
EEO Manager
Office of Diversity and Inclusion
Email: Nanese.Loza@va.gov
Telephone: (202) 461-4049
Fax: (202) 501-2145

CERTIFICATION:

I certify the above agency: (1) has a current Federal Equal Opportunity Recruitment Program (FEORP) plan and the program is being implemented as required by Public Law 95-454, and subsequent regulations and guidance issued by the U.S. Office of Personnel Management; (2) that all field offices or installations with fewer than 500 employees are covered by a FEORP plan; (3) that all field offices or installations with 500 or more employees are covered either by this plan or by a local plan; and (4) that such plans are available upon request from field offices or installations.

SIGNATURE _____ **DATE** 11/23/10

Federal Equal Opportunity Recruitment Program Accomplishment Report Fiscal Year 2010

The Department of Veterans Affairs (VA) is dedicated to caring for our Veterans. VA continues efforts to build a high-performing, inclusive workforce that reflects the diversity of our Nation and the Veterans we serve. VA managers are committed to diversity within VA as demonstrated by providing required resources, integrating diversity into workforce planning models, conducting assessments of the workforce, and using those results to focus future efforts.

As the second largest Cabinet level agency, VA employs over 300,000 employees and provides health care, benefits, and memorial services to approximately 25 million Veterans; including 1,840,380 (7.5%) women Veterans and 4,685,009 (19.1%) minority Veterans. VA provides these services through three major organizational subcomponents: the Veterans Health Administration (VHA) with 153 medical centers; the Veterans Benefits Administration (VBA) with 57 centers; and the National Cemetery Administration (NCA) with 130 cemeteries. The VA Central Office (VACO) is the national headquarters office comprised of numerous Staff Offices, reporting to the Secretary of VA.

VA employs both U.S. and non-U.S. citizens (approximately 0.6% of VA total workforce). For the purposes of this report, the analysis contained within the remainder of this paragraph focuses only on the portion of VA's workforce which is composed of U.S. citizens. As of September 30, 2010, VA employed 305,470 individuals (permanent and temporary hires). Women were 182,641 (59.7%) of this workforce. VA employed 111,166 (36.4%) white females, and 117,951 (38.6%) minorities. From FY 2009 to FY 2010, VA employment increased by 4.0%. The number of women in VA, both full-time and part-time, increased from 176,286 in FY 2009 to 182, 641 in FY 2010, a 3.6% increase. The number of minorities increased from 113,349 in FY 2009 to 117,951 in FY 2010, a 4.1% increase. VHA employs 271,647 people, which is approximately 89% of the VA workforce (U.S. citizens only). VBA has 20,427 employees, NCA has 1,702 employees, and VACO has 11,694 employees.

During fiscal year 2010, VA significantly expanded efforts to invest in its human capital strategy to cultivate a diverse workforce and inclusive workplace. Through its groundbreaking initiative known as "ADVANCE," VA has made unprecedented investment in its human resources in order to attract, recruit, develop, and retain a diverse and high performing workforce, to better serve our Nation's Veterans. Through these efforts, VA improved the recruitment, career development, and retention of our workforce.

Workforce Planning

VA:

- VA continues to analyze workforce trends and projections, determine skill gaps and needs, devise succession planning strategies to attract a more diverse workforce, and to ensure VA is people centric, results driven, and forward looking.
- VA continues to provide training to its employees to promote the concept that a diverse workforce is a strength for the entire organization by leveraging the value of understanding differences, identifying an organization's culture, and cross-cultural communications.
- VA managers continue to work with their Human Resources (HR), Office of Diversity and Inclusion (ODI), and Equal Employment Opportunity (EEO) counterparts to conduct barrier analysis to identify and remove barriers to equal employment opportunities for women and minorities.
- As a strategic workforce retention tool, VA encourages use of both flexible work schedules and telework options as demonstrated by VA Directive 5011.

VACO:

- The VA Diversity Council continues to meet to discuss issues affecting employment and recruitment of diverse staff.
- As a retention tool, VACO reimbursed $86,410 to VA Administrations and Staff Offices for Reasonable Accommodations of employees through its new Centralized Reasonable Accommodation Fund.

VHA:

- VHA's Workforce Succession Strategic Plan encompasses a comprehensive analysis of the total workforce, leadership positions, program office considerations, and top occupations as well as an array of strategies (i.e. employee development, leadership development and succession programs, organizational health assessments and initiatives, and recruitment and retention), which EEO, HR, and ODI staff use to determine gaps and focus future workforce initiatives.

NCA:

- In alignment with the new White House directive to streamline the hiring process, NCA is focused on reducing the amount of time it takes to bring an applicant on board. In FY10, NCA's Human Resource Center (HRC) averaged 74 days from the date they received a request for action to hire a position to the date the person entered on duty. This is six days shorter than OPM's goal of 80 days.
- In FY09 the HRC filled 503 positions and 494 in FY10.

Recruitment and Community Outreach

VA:

The following activities and accomplishments reflect VA as a whole. Some are repeated in the reports of the VA components, showing their specific contributions to VA's activities and success.

- In VA, the Merit Promotion Program continues to be the most effective method for internal advancement of minorities and women.
- VA continues to utilize special employment programs, which help to facilitate the hiring of minorities and women. Human Resources staff guides management in the use of programs such as the National Diversity Internship Program (NDIP), Federal Career Intern Program (FCIP), Veterans Employment Opportunity (VEOA), Presidential Management Fellow (PMF), and Student Educational Employment Program (SEEP), which also contains the Student Temporary Employment Program (STEP), and the Student Career Experience Program (SCEP).
- This year, VA spent $527,315 to sponsor NDIP interns.
- VA continues to recruit applicants from Historically Black Colleges and Universities (HBCUs), Hispanic Serving Institutions (HSIs), Tribal Colleges and Universities (TCUs), and Asian American/Native American pacific Islander Servicing Institutions (AANAPISIs) utilizing the SEEP and partnering with colleges, universities, state agencies, and community associations to increase the representation of women and minorities in the workforce.
- VA recruitment strategies included: Advertised job vacancies in bilingual communities, utilized the services of city and state employment offices, participated in job fairs for groups with less than expected participation rates and provided hiring information to these prospects, organized minority serving clubs to promote and advertise job fairs to encourage minority applicants to submit applications for employment, maintained contact with college career counselors, utilized outreach efforts through the minority concentrated communities, continued to contact local colleges and universities to encourage minorities and women to consider employment with the Federal government, attended military job fairs, attended college university career fairs, and continued posting job vacancies on-line at the local level.
- VA participated in the following national conferences in an effort to strengthen our partnership with various ethnic groups: Blacks In Government (BIG), Federal Asian Pacific American Council (FAPAC), National Association for Equal Opportunity in Higher Education (NAFEO), National Image, Inc., League of United Latin American Citizens (LULAC), National Urban League, Federally Employed Women (FEW), Indiana Black Expo (IBE), National Association for Advancement for Colored People (NAACP), Society of American Indian Government Employees (SAIGE), National Organization for Mexican American Rights (NOMAR), and National Association of Hispanic Nurses (NAHN).
- VA continued outreach and recruitment efforts through partnerships with the National Internship Program, including the American Indian Science and Engineering Society (AISES), the Washington Internships for Native Students (WINS), the Hispanic Association of Colleges and Universities (HACU), NAFEO, The Washington Center

(TWC), the Workforce Recruitment Program for College Students with Disabilities (WRP), SAIGE, and Minority Access, Inc. (MA) and three new organizations, the Asian Pacific American Institute for Congressional Studies (APAICS), the International Leadership Foundation (ILF), and Organization of Chinese Americans (OCA).

- This year, VA had record high participation rates in the in the following programs: NAFEO, WINS, AISES, and ILF. ODI developed five organizational training/volunteer opportunities for the interns including international diversity day, a "homeless Veteran stand down," a resume/interview workshop, a field trip to the Washington DC VA Medical Center for a "be a Veteran for a day" event, and a Fourth of July "thank you" event for Veterans. We are proud to report that over 20 percent of job-ready interns have been converted to permanent employment so far this year! Through initiatives like this, we are building a diverse workforce pipeline for VA employment.

VACO:

- VACO's HR, EEO, ODI offices worked together to identify specific colleges, universities and other entities to conduct recruitment.
- In VACO, as part of the Office of Human Resources Management Human Capital Investment Plan (HCIP), the Recruiting Marketing & Outreach team led a transit marketing recruitment campaign (i.e. VA recruitment ads in train stations, commuter trains, and buses, throughout the District of Columbia, Maryland, and Virginia) that identified VA as an "Employer of Choice." The marketing efforts targeted mission critical jobseekers including women and minorities in the following fields: Human Resources management, Information and Technology, Contracting, Veterans Claims Examining, Physicians, and Nurses.
- As a vehicle to increase awareness and cultural sensitivity within VACO, the Office of Human Resources Management, under the auspice of the Special Emphasis Programs Managers (SEPMs) managed an active program dedicated towards educating managers and employees of its diverse culture. The SEPMs conducted special observance events in an effort to educate the VA populace on its diverse culture and their valuable contribution to workplace.
- VACO launched a new initiative, ADVANCE, which funded 46 interns who were sponsored and placed in VA over the summer, helping us to reach a new record of 164 interns for the year.

VHA:

- VHA field facilities participated in the SEEP and national internship programs to improve the recruitment of conversion of diverse candidates for entry-level positions. These internship programs were specifically aimed at increasing diversity, including the following internship programs: HACU, WRP, Summer Enrichment Program, and WINS. VHA continues to promote the use of the VA National Database for Interns (VANDI), which links VA management officials with participants of the various internship programs who may be eligible for employment. VANDI currently has profiles of over 1,000 individuals in its database.
- Each medical center has multiple SEPMs who work directly with their EEO and diversity program managers to develop and maintain long-term partnerships with

academia, professional associations, and minority serving organizations to address cultural concerns that may impact employment and articulate managements' message related to the recruitment of high quality candidates.

- The USAJOBS OPM web page is utilized to promote VHA positions to minorities and women in the Civilian Labor Force (CLF). To ensure minority groups are informed of the employment potential in VA, vacancy announcements are distributed to HACU, HBCU, TCU and FAPAC.
- The Healthcare Retention & Recruitment Office (HRRO) continues to coordinate system-wide comprehensive programs for recruiting a qualified and diverse workforce. HRRO employs various recruitment and community outreach strategies to provide information to educational institutions and underrepresented communities obtain a diverse qualified applicant pool. Collaborative efforts between EEO and diversity program managers, HR Management Services staff, hiring officials and recruiters are vital to recruit, hire, and retain the best qualifies candidates.
- In VHA, national recruitment events, including exhibitions at professional conferences, professional associations, career fairs and trade show exhibits, continue to be an important method for occupation-specific diversity recruitment. Recruitment events were held in conjunction with the American Psychiatric Nurses Association (APNA), Emergency Nurses Association (ENA), American Psychiatric Association (APA), American College of Nurse practitioners (ACNP), American College of Surgeons (ACS), American Society of Anesthesiologists (ASA), American College of Clinical Pharmacy (ACCP), Society for Advancement Chicanos & Native Americans in Science (SACNAS), National Black Nurses Association (NBNA), National Council of Asian & Pacific Islander Physicians (NCAPIP), and the Federally Employed Women (FEW) National Training Program.
- HRRO's recruiting events were aimed towards diversity and minority outreach, primarily Hispanic and Native American populations. HRRO maintained a national recruitment calendar and arranged for subject matter experts to attend respective events for their career fields. To further improve diversity outreach efforts, VHA recruitment tools enabled recruiters to market positions broadly and search resumes of those eligible under special hiring authorities.
- VHA continues an aggressive awareness campaign aimed at promoting "The Best Care – The Best Careers" brand as a provider of quality care as well as promote the extensive career and developmental opportunities available to VHA employees. Primary national activities for VHA recruitment marketing and advertising included establishing comprehensive print, online, and broadcast media plans to create awareness of VHA as an "Employer of Choice" organization.
- HRRO specifically published vacancy announcements in national journals (i.e. Journal of American Medical Association, American Nurse Today, Pharmacy Today, American Journal of Occupational Therapy, HR Magazine, and GI Jobs).
- VHA national recruiters have moved into the social networking world with Face book and Twitter accounts to advertise jobs daily to highlight current and critical vacancies.
- The combined success of paid television advertising and the social network marketing and advertising strategies resulted in a 250% growth in the number of visitors to the VA Careers Web site during the first two quarters of FY10 when

compared with the first two quarters of FY09. VHA created and distributed a Public Service Announcement to broadcast networks to complement the paid TV commercial campaign.

- To address the challenges of rural recruiting, both internal and external strategies were employed, including development of "Rural Practice" materials, such as table top displays promoting the benefits of rural living, which are being distributed. These displays are placed at VA medical centers to encourage employees to consider a remote or rural location.
- Facilities used VA Careers.com, OPM's USA Jobs, the Delegated Examining Unit (DEU), VA Intranet computer bulletins, special appointing authorities, the Merit Promotion Plan, the Welfare to Work Program for recruitment outreach to minorities and women.
- The PMF program was used to attract professional school graduates from a variety of academic disciplines and career paths who have a clear interest in and commitment to excellence in the leadership and management of public policies and programs. This year, VHA hired over 70 Fellows, primarily due to VHA's increased use of the program. There are currently 48 Fellows in VHA and there is an 80% retention rate.
- The Health Care Recruiter's Toolkit offers and expanding set of resources to support the efforts of local recruiters. The recent addition of the AD Creator significantly reduces the costs of local facilities' advertising budgets as it provides the ability to customize the existing national suite of ads. The pre-designed ads allow facilities to customize the message with their location, job opening, and other information, while maintaining a high level of design and brand consistency in a format that is fit to place on the Internet, in newspapers, and national or local magazines. There are a large variety of professionally-developed advertisements to choose from which target diversity, rural recruitment, recruitment of human resources and mental health professionals.
- To increase representation of women and minorities, VHA EEO staff broadened their skills, knowledge, and networks by participating in National Special Emphasis conferences such as FEW, NAHN, FAPAC, BIG, NAFEO, LULAC, and WRP.
- The PMF program is used by VHA to attract professional school graduates from a variety of academic disciplines and career paths who have clear interest in and commitment to excellence in the leadership and management of public policies and programs. These students are selected from universities nationwide; VHA managers are able to find exceptional local graduate students to recruit during this program. There are currently 48 Fellows in VHA. Overall, the program has an 80% retention rate.

VBA:

- VBA continues to maintain partnerships with community agencies, professional organizations, colleges, universities, and other recruitment sources to increase diversity within the pool of qualified applicants. Examples of partnerships and successful recruitment techniques include: Army Career and Alumni Program (ACAP) in Fort Hood, TX; Army, Navy, and Marine Reserve Centers; BIG; FEW; FAPAC; HACU; NAFEO; MA; WINS; NAACP; VBA LEAD program; National Multicultural Job Expo, Texas State University, San Marcos, TX; Baylor university Job Fair, Waco, TX;

Advisory Board for National Disability Employment Awareness; Second Annual Federal Hispanic Career Advancement Summit (SAFHCAS); participation in outreach efforts targeted at colleges and universities with a significant student population of Hispanics and Asians; and using the FCIP to promote employment of minority college students.

- VBA continues to utilize SEPs, which help to facilitate the hiring of minorities and women. It also cultivates and develops the next generation of leaders in the workplace through the Summer Internship program. VBA sponsored 22 participants in the summer internship program in 2010. Of these 22, six were under the HACU Program, one under the NAFEO program, and eight under the MA program. VBA also continues its internal recruitment initiatives through employee development and career planning programs such as the VHA Leadership Enhancement and Development (LEAD) program. Of the 35 candidates in the FY 2010 program, eight were white females, sixteen were white males, six were Black females, two were Black males, one was an Asian female, one was an Asian male, and one was a Hispanic female.

NCA:

- NCA's Communications and Outreach Support Division participated in over sixty job fairs and outreach events nationwide.
- NCA worked with the Office of Diversity and Inclusion and other VA administrations on a new recruitment initiative.
- During this reporting period, NCA sponsored 24 students, including 20 minority students that participated in the National Internship program.
- The Minority Veterans Program Coordinators (MVPC) worked closely with the VA Center for Minority Veterans (CMV), VHA, and VBA participating in a myriad of minority outreach events. Various outreach programs are held throughout the year that include but are not limited to Veterans and women owned businesses, Veteran's service organizations, military briefings and stand-downs, the Bay Area Filipino outreach event, minority owned television, radio and news media, Native American Pow-wows, the Women's Veterans Fair, and various state and local government events.
- Job announcements are distributed to various organizations such as Workforce Oklahoma - an agency that assists Veterans with job training and skills to gain employment, the South Dakota Veterans Cemetery Support Council, Federal Executive Boards, VA Vocational Rehabilitation Centers, community colleges and job service centers, and the StateVocational Rehabilitation Offices. The active involvement of these organizations gives them the opportunities to provide to the minority veterans that participate in these programs information on eligibility and burial benefits, as well as VA employment opportunities.

Career Development Opportunities

VACO:

- VACO launched the "ADVANCE" initiative to improve and focus on investment in people development, workforce engagement, and talent management for the delivery of high-quality healthcare, benefits and other services to Veterans and their families.
- The VA Learning University (VALU) continued to provide both on-site and online courses to help employees advance their professional development.
- ODI provided training on affirmative employment and MD-715, including workforce analysis to VA EEO Managers and staff to increase awareness of diversity in VA and assist VA staff in establishing methods to achieve and retain a diverse workforce.
- ODI implemented a new mandatory online training module for employees and managers to educate them on EEO, diversity, and conflict management in the workplace. Through this effort, ODI trained over 22,000 managers and supervisors nationwide.
- ODI collaborated with HR to provide live, eight-hour EEO, diversity, and conflict management training to Senior Executive Service (SES) and senior level Title 38 employees. Through this initiative, over 400 SES and Title 38 employees received training.
- ODI held VA Forums at FEW, BIG, LULAC, FAPAC, SAIGE, and other national affinity group conferences and training programs to provide employees with up-to-date information about the VA workforce and expand VA employee knowledge of diversity and other initiatives throughout VA.
- VA promoted participation in management, leadership, and career development programs by overseeing a range of workforce development programs that provide career advancement opportunities to VA employees at every level of the organization.
- ODI manages and maintains the annual Secretary's Diversity and Inclusion Awards program, which helps to recognize people and events that have excelled in promoting or have made significant contributions to the EEO Program, diversity, and the VA.
- The VA uses the High Performance Development Model (HPDM), a four-tiered program structure which facilitates career development through continuous learning, coaching/mentoring, and assessment over a career span.

VHA:

- VHA field facilities utilized the following programs for career development:
  - The Executive Career Field Candidate Development Program (ECFCDP), a two year program that provides developmental opportunities for the preparation in applying for executive vacancies. In FY 10, there were 39 VHA employees actively enrolled including 24 (58.54%) women, four (9.76%) Black employees, one (2.44%) Hispanic employee, four (9.76%) Asian employees and one (2.44%) American Indian. Promotion rates of participants ranged from 59-74%.
  - The Graduate Healthcare Administration Training Program (GHATP) consists of three administrative training programs and a continuing graduate education opportunity; it is designed to prepare today's promising candidates to become tomorrow's VHA leaders. In FY 10, there were 73 VHA employees actively

enrolled in GHATP, including 41 (59.42%) women, 14 (20.29%) Black employees, one (1.45%) Hispanic employee, eight (11.6%) Asian employees, and three (4.35%) American Indian employees.

- The LEAD Program is VHA's integrated process of identifying, assessing, and developing employees with high potential to be leaders by preparing them to assume greater roles of responsibility. There were 2,020 active VHA participants, including 67-72% women and 38-44% minorities.
- The Technical Career Field (TCF) Internship Program is a two year program used to develop employees in fields where full-time training in VHA procedures and regulations is required. There were 144 VHA employees actively enrolled in the FY 2010 program, including 45.85% women and 42.93% minorities.
- The Employee Incentive Scholarship Program (EISP) enabled VHA to award scholarships to VA employees pursuing degrees or training in Title 38 and Hybrid Title 38 health care disciplines in which recruitment or retention is difficult. The VHA Scholarship awards may not exceed the equivalent of three years of full-time education, and award amounts are prorated for part-time students. In FY 2010, there were 1,858 EISP scholarships awarded, totaling $28,040,367.
- The National Nursing Education Initiative (NNEI), a component of the EISP, provides education scholarships to registered nurses. From the inception of the program in 1999 to June 2010, over 10,426 VHA employees have received scholarship awards for academic education program related to Title 38 and Hybrid Title 38 occupations. Of these, 7,245 employees have completed or are scheduled to complete their academic programs this year. In FY 2010, 1,485 NNEI scholarships were awarded, which totaled $24,164,656.
- VA Nursing Education for Employees Program (VANEEP) provides VA medical centers with replacement of salary costs for scholarship participants so they can accelerate their degree completion by attending school full time. The academic curricula covered under this initiative include education and training programs in fields leading to appointments or retention in Title 38 or Hybrid Title 38 positions. In FY 2010, 189 VANEEP scholarships were awarded, which totaled $2,173,256.
- The Education Debt Reduction Program (EDRP) is a tax-free recruitment incentive for Title 38 and Hybrid Title 38 employees. EDRP award recipients may receive an award ranging from one year to five years based on the size of their debt. Recent analysis of EDRP recipients indicated improved retention rates compared with non-EDRP recipients for the first three years of employment. Of the FY 2010 EDRP awards, 567 applications were approved, 553 are active, the total award amount approved was $3,229,324, and a cumulative total of 3,822 active awards were managed.
- The VA Learning Opportunity Residency (VALOR) Program continues to provide opportunities for outstanding students to develop competencies in clinical nursing, pharmacy and medical technology at approved VHA health care facilities. Students are appointed on a full or part-time basis during the summer months. VALOR continues to function as an effective recruitment

pipeline for pharmacists. VHA trained 343 PGY1 and 64 PGY2 pharmacy residents during the 2009-2010 academic years.

- In FY 2010, race, national origin, and gender data was unavailable for EISP, NNEI, EDRP, VANEEP, and VALOR. It is anticipated a data source will be available to capture data for these programs in FY 2011.

VBA:

- In VBA, training and career development opportunities such as Introduction to Leadership Training, Division Leadership Training (DLMT), the Assistant Director Development Program, the VA SES Candidate Development Program, the Leadership Coaching Program, and the Executive Fellow Program were offered to employees.

NCA:

- In an effort to increase women and minorities in leadership positions, NCA established a Cemetery Director Intern program. This program is open to both internal and external candidates and has proven to be a successful way for women and minorities to advance into leadership positions. The program provides the opportunity for the interns to gain both technical and managerial skills to progress throughout their career. The 2009-2010 graduating class included one (12.5%) African American female and one (12.5%) African American male who were selected as Cemetery Directors and Assistant Directors. The 2010-2011 class includes two (22.22%) African American females, one (11.11%) African American male, one (11.11%) Caucasian female, and one (11.11%) Asian Pacific Islander female. NCA will continue to utilize the intern program to recruit, retain and promote women and minorities for leadership positions and encourage their employees to participate in programs that will enhance their career development.
- In NCA, fifty percent of the SES leadership team (one Hispanic male and one female) participated in a newly developed training for Equal Employment Opportunity, Diversity, & Conflict Management Training for SES Members and Equivalents. This training provided the tools on how to cultivate a diverse and inclusive work environment, to effectively handle conflict and address issues/challenges. The remaining SES employees completed the on-line version of the training.
- NCA has incorporated a career development module into the current Cemetery Directors Intern program design. Employees seeking to enhance their interviewing skills are referred to the Performance-Based Interviewing website, maintained by VA, and the online modules available in the Learning Management System (LMS). NCA continues to conduct supervisory training to help develop core supervisory skills which enables supervisors to management more effectively. In FY10 two sessions were held, training thirty-nine (39) supervisors. To provide additional training for other first line supervisors with supervisory wage grade responsibilities, a Foreman's Basic Boot-Camp training was held, training six (6) foremen and seven (7) work leader employees. NCA employees continue to participate in the NCA Leadership Institute which provides employees in grades 9-12 and Federal Wage System supervisors the opportunity to develop their leadership skills. In the FY10 class, NCA Leadership Institute consists of approximately twelve (12) NCA employees. Another key training

initiative for NCA is in the area of contracting where a growing need exist to have qualified and competent staff to administer contracts.

- Additionally, in NCA, one Asian American female was recently promoted as the Assistant Director of our largest cemetery; one White female was selected as the SES of the Office of Field Programs overseeing the Memorial Service Networks (MSN's) and cemetery operations throughout the nation. Minorities have been promoted to the next grade level throughout the agency in various occupational series.

Mentoring

- All VA career development programs have a mentor component, which allows the participants to receive individual guidance.

VACO:

The VACO Leadership Development Mentoring Program (LDMP) is a career development tool that allows participants to gain skills in leadership, conflict resolution, communications, problem solving, and diversity. During FY 2010, one woman and three minority participants gained skills in leadership, conflict resolution, communications, problem solving, and diversity through this program.

VHA:

- The VHA Mentor Certification Program provides structured training to ensure that VHA is equipped with skilled certified mediators, coaches and preceptors. As of September 28, 2010, the program certified 2,310 VHA mentors.
- The VHA Mentor Certification and Advisory Board (MCAB) provide program oversight by establishing policy, setting priorities, and designing and governing the certification process.

EEOC FORM
715-01 PART I

National

U.S. Equal Employment Opportunity Commission
ANNUAL EEO PROGRAM STATUS REPORT
EEO Plan to Eliminate Identified Barrier

Report Generated on 01/12/2010

STATEMENT OF CONDITION THAT WAS A TRIGGER FOR A POTENTIAL BARRIER:	**Less than expected representation:** VA continues to have less than expected representation of White females, Hispanic females, and Hispanic males.
BARRIER ANALYSIS 1: (National)	This trigger was identified by analyzing the MD 715 workforce tables in VA's on-line workforce analysis system (VSSC). Table A1 shows less than expected representation of White females, Hispanic females, and Hispanic males in the overall VA workforce in comparison with the Civilian Labor Force (CLF) and the Relevant Civilian Labor Force (RCLF). White females comprise 36.33% of the VA workforce in comparison with 47.68% of the RCLF. Hispanic females comprise 3.47% of the VA workforce compared with 4.52% in the CLF and 4.34% in the RCLF. Hispanic males represent 3.03% of the VA workforce compared to 6.17% in the CLF and 3.18% in the RCLF. Table 6 reveals low participation rates of White and Hispanic females in most major occupational groups. White women are most underrepresented in Practical Nurse, Nursing Assistant, Health Aid and Technician, Pharmacy Technician, Medical Support Assistant, and Claims Examining. Hispanic women are underrepresented in Social Work, Nursing Assistant, Health Aid and Technician, Medical Support Assistant, Veterans Claims Examining, Supply Clerical and Technician, Laundry Working, Cook, and Food Service Worker. Hispanic men have low participation rates in Administrative Officer, Hospital Housekeeping Management, Laboring, Custodial Worker, Carpenter, Maintenance Mechanic, Cemetery Caretaking, Gardening, Air Conditioning Equipment Mechanic, Materials Handler, Cook, and Food Service Worker occupations. Assuming the current rate of growth, VA will reach RCLF parity for White women in 4 years, Hispanic women in 4 years, and Hispanic men in less than one year. These estimates are based on 2000 Census representation, not the higher levels expected in the 2010 Census.
STATEMENT OF IDENTIFIED BARRIER: Provide a succinct statement of the agency policy, procedure or practice that has been determined to be the barrier of the undesired condition.	VA has had no coordinated strategic recruitment outreach plan focused on creating and maintaining a diverse workforce. VA has no applicant flow system to identify potential barriers in its recruitment and selection processes.
OBJECTIVE: State the alternative or revised agency policy, procedure or practice to be implemented to correct the undesired condition.	**GOAL**: Create a diverse, high performing workforce that reflects the communities we serve by identifying and eliminating barriers to equal opportunity (Goal 1 of VA Diversity and Inclusion Strategic Plan (DISP). **OBJECTIVE**: Develop and implement a strategic recruitment outreach plan focused on achieving and maintaining workforce diversity. Implement an applicant flow system to identify potential barriers in the VA's recruitment and selection processes.
RESPONSIBLE OFFICIAL:	Asst Secretary for Human Resources and Administration (HRA); Deputy Assistant Secretary (DAS) for Office of Diversity and Inclusion (ODI); Administration HR Officials
DATE OBJECTIVE INITIATED:	09/30/2009

TARGET DATE FOR COMPLETION OF OBJECTIVE:	09/30/2013

INSTRUCTIONS: Describe the plans to implement the identified activities in the spaces below showing dates of benchmarks and responsible individuals. The success in implementing these plans should be shown in the REPORT OF ACCOMPLISHMENTS and MODIFICATIONS TO OBJECTIVE section. Items from the VA Diversity and Inclusion Annual Performance (DISP) Report are identified in parentheses.	**TARGET DATE (Must be specific) example: mm/dd/yyyy**
Using the UREP Change Report, identify the specific groups that are underrepresented in this facility, and indicate the number of years at the current rate of change needed to reach RCLF parity. (DISP Strategy 1A1) ODI will assist the Administrations in performing their respective barrier analyses through quarterly live and web-based meetings beginning in FY 10. VHA plans to have their VISN lead EEO managers work with HR to develop specific plans to address any underrepresentation, also provide quarterly updates to VISN directors and EEO/Affirmative Employment Team (AET) , identifying where future efforts should be focused..	09/30/2010
Using the RCLF Report, identify the occupations with the most underrepresentation for each of the underrepresented groups above, and what you will review to determine if there is a barrier. (DISP Strategy 1A1) ODI will review in-depth the VA-wide age, trends, and any other possible triggers for the above mentioned occupations, and will assist the Administrations in their respective analyses	09/30/2010
Show your plan (beyond national posting of vacancies), with specific locations and strategies (venues, publications, advertising, etc.) and dates, to increase the recruitment pool of these underrepresented occupations. Include areas of cooperation between facilities. (Recruitment must remain open to all groups.) (DISP Strategy 2C8) ODI will continue implementation of the VA Diversity and Inclusion Strategic Plan and execute those outreach strategies designated for FY 10, including performing 6 outreach events and 3 Community Prosperity Partnership events targeting Veterans and the Hispanic community at venues including LULAC, National Image, National Hispanic Leadership Institute. ODI will explore web-based recruitment fairs utilizing such resources as Monster.com and CareerBuilder. ODI will implement its Hispanic Employment Outreach Plan in FY 10. The Plan will outline specific targeted strategies, metrics, and tactics to focus outreach to the target audiences, including performing corporate branding of VA in its recruitment outreach, developing bi-lingual content on its recruitment outreach web page, developing bi-lingual KSA's for appropriate positions, VHA plans to have their VISN lead EEO managers work with HR to develop specific plans to address any underrepresentation, also provide quarterly updates to VISN directors and EEO/Affirmative Employment Team (AET), identifying where future efforts should be focused. VBA plans to increase outreach activities including job fairs, military out briefings, partnerships with more community base organizations, local schools and universities, advertising in local newspapers and continue to use hiring authorities such as the American Recovery Readjustment Act (ARRA), internal merit promotion procedures, and summer internship programs. NCA will work with EEO and HRC to review the special hiring authorities and ensure that this information is in the vacancy announcements where applicable. The HR liaison who is also the Selective Placement Coordinator (SPC) will ensure that applicants are aware of the special hiring authorities. The MSN will work with EEO to strengthen the existing partnership and to establish new partnerships with the various organizations that fall under the National Internship Program (NIP) to sponsor interns throughout the year to increase the representation in areas that are underrepresented.	09/30/2010
Show your plan to use special hiring authorities, non-traditional intern programs such as HACU, and intern programs to increase the representation of these underrepresented groups. (DISP Strategy 2C1) VA will increase the use of special hiring authorities and non-traditional internships in FY 10. While the specific plans vary by administration, the	09/30/2010, on-going

use of special hiring authorities and intern programs is monitored by automated reports, tracked locally and reviewed nationally. For example, VISN 22 has committed to 1) outreach to new community organizations that will provide a more diverse recruiting pool that they can develop and establish non-traditional internship programs; 2) utilization of the special hiring authority for 30% disabled Veterans; 3) hiring work study students and converting temporary or part-time employees that perform outstandingly during their terms to permanent.	
ODI will develop an MOU with the University of Puerto Rico and other Hispanic serving institutions, pursuant to its Hispanic Employment Outreach Plan, to facilitate student internships and career pipelines in VA.	12/30/2010
ODI will develop an Outreach Plan focused on People with Disabilities in FY 11, containing strategies for increased use of Schedule A and Workforce Recruitment Program (WRP) internships for students with disabilities. ODI will update the WRP internship goals in the VA Diversity and Inclusion Strategic Plan for FY 11.	06/30/2011
Describe your plan to benchmark "best practices" in recruitment outreach strategies and employ them in this and subordinate facilities. (DISP Strategy 1B2)	
VA's Diversity and Inclusion Strategic Plan for FY 09-13 contains best practices benchmarked in the public and private sectors. This plan developed in collaboration with VA's Administrations, Staff Offices, and many other stakeholders internally and externally, serves as a living road map to guide our efforts in making VA a leader in creating and sustaining a high performing workforce that leverages diversity.	Issued: 02/2009 Continue implementation through 2013
ODI will publish VA's first Diversity and Inclusion Annual Performance Report which is a tool intended to gauge VA's accomplishments and the measurable outcomes toward realizing the goals of the VA Diversity and Inclusion Strategic Plan for FY 2009-2013.	03/30/2010 and annually thereafter
ODI will issue its Recruitment and Selection Best Practices Guide in FY 10 providing recommended practices for conducting diversity-focused and EEO compliant recruitment outreach and selection processes, including the use of special hiring authorities and non-traditional internship programs. ODI will post the Guide on its web site and distribute it to all HR offices and hiring officials VA-wide.	03/30/2010
Describe your plan to review employee separation data to identify and analyze triggers to determine if there is a barrier. (DISP Strategy 1B6)	
ODI will implement an Applicant Flow data system which will perform adverse impact analyses on various demographic groups in VA's recruitment and selection processes, including hiring, promotion, and training selection rates. It may also be modified to perform adverse impacts in attrition rates.	09/30/2012

REPORT OF ACCOMPLISHMENTS and MODIFICATIONS TO OBJECTIVE

INSTRUCTIONS: Include all recent accomplishments related to this objective. This information will be used in the VA Diversity and Inclusion Annual Performance Report.

ODI issued the VA's 1st five year Diversity and Inclusion Strategic Plan for FY 09-13. It aligned the goals and objectives with the VA's MD 715 Plan and Report. ODI will track progress through the MD 715 planning and reporting process and report VA-wide outcomes in its new VA Diversity and Inclusion Annual Performance Report, currently in development. ODI also developed an Hispanic Employment Outreach Plan that will serve as a model for a People with Disabilities Outreach Plan. Also ODI developed a Recruitment Outreach and Selection Best Practices Guide to assist hiring officials in conducting an EEO compliant recruitment process.

VHA implemented developmental and leadership programs for all grade levels to include wage-grade equivalent: GS-8 and below, LEAD, GS 9-12, Leadership Development Institute; grades 13-15, Executive Career Field (ECF); and Senior Executive Candidacy Program and Senior Executive Leadership Program (completed 09/30/2009). EEO/AET worked with the Under Secretary for Health Diversity Advisory Board to identify strategies and make recommendations to the National Leadership Board regarding minorities within the leadership pipeline and training/mentoring needs (completed 09/30/2009). VBA continues to cultivate and develop the next generation of women and minority leaders in the workplace through the Summer Internship Program . In FY 2009, VBA sponsored eleven (11) summer interns, of which five (5) interns were from the HACU program, five (5) interns from the NAVEO program, and one (1) from the WINS program. NCA did not list any accomplishments for the FY 2009 MD-715 report, but the 'best practices' and plan to review employee separation data is notable.

STATEMENT OF CONDITION THAT WAS A TRIGGER FOR A POTENTIAL BARRIER:	**Grade disparity:** Participation rates of the proportion of minority groups generally decline as the grade level increases.
BARRIER ANALYSIS 2: (National)	While analyses show that promotion rates by race and gender do not vary appreciably by race or gender, results may vary by facility. Promotion rates for Hispanic men and Asians in grades 13-15 were slightly disproportionate. The lower Asian promotion rate may be impacted by the fact that the majority of the Asian community is concentrated in the Title 38 GS-15 positions where there is no further promotion potential. Promotion rates for White men and women, and Asian men and women are slightly disproportionate for grades 7-9-11-12. Black women have high promotion rates when compared with availability. Analyses show a bottleneck at grade 9 where more minorities tend to be concentrated. More than twice as many GS employees are hired below grade 9 as above grade, and only a dozen of the occupations starting below grade 9 have a career ladder to grade 15. In addition, the following occupations show low promotion rates VA-wide for persons with a targeted disability: Miscellaneous Clerk and Assist, Medical Support Assist, Veterans Claims Examining, Claims Assist and Examining, Custodial Worker, and Food Service Worker. One strategy to address the grade disparity issue is to facilitate transition of employees in bottlenecked occupations to positions with higher upward mobility through education and training.
STATEMENT OF IDENTIFIED BARRIER: Provide a succinct statement of the agency policy, procedure or practice that has been determined to be the barrier of the undesired condition.	Insufficient training and educational opportunities for employees at GS grade 9 and below. Lack of applicant flow system to identify other potential barriers to upward mobility.
OBJECTIVE: State the alternative or revised agency policy, procedure or practice to be implemented to correct the undesired condition.	**GOAL**: Cultivate an inclusive workplace that enables full participation through strategic outreach and retention (Goal 2 of VA Diversity and Inclusion Strategic Plan) **OBJECTIVE**: Develop Career Pathways project and other training/developmental strategies to facilitate upward mobility for employees at lower/dead-end grades.
RESPONSIBLE OFFICIAL:	DAS for ODI, Dean of VA Learning University (VALU), Asst Sec for HRA, Administration HR and Training Officers
DATE OBJECTIVE INITIATED:	09/30/2009
TARGET DATE FOR COMPLETION OF OBJECTIVE:	09/30/2011, on-going

INSTRUCTIONS: Describe the plans to implement the identified activities in the spaces below showing dates of benchmarks and responsible individuals. The success in implementing these plans should be shown in the REPORT OF ACCOMPLISHMENTS and MODIFICATIONS TO OBJECTIVE section. Items from the VA Diversity and Inclusion Annual Performance (DISP) Report are identified in parentheses.	**TARGET DATE (Must be specific) example: mm/dd/yyyy**
Using the MD-715 Table 9, review the promotion rates by RNO/gender groups for each of the relevant groups in Step 5 of that report. Identify any RNO/gender groups whose promotion rate varies significantly from their availability. (DISP Strategy 1B1)	

ODI reviewed the promotion rates for comparable groups of occupations and grades in depth during FY 2008, for VA-wide and by region and facility. It will continue to perform periodic reviews throughout the year.	09/30/2010, quarterly
Show your plan, including strategies, development and mentoring programs, succession planning, efforts to reduce pre-retirement resignations, with specific targets and dates, to review each group identified above to determine if there is a barrier to promotions. If no groups show a significant variance between promotions and availability, show your plan, with specific targets and dates, to inform employees that promotions have been shown to be awarded without bias by RNO and gender.	
ODI has developed analytic tools to track hires, promotions, pre-retirement resignations and terminations of time-limited appointments. The results are published in our monthly Diversity News in-house TV program, presentations to Administrations, and at the monthly meetings of EEO coordinators. ODI disseminates quarterly workforce analyses on hires, promotions, and separations, by RNOG and disability status, to VA officials for use in their workforce planning and to review their promotion practices.	09/30/2010, quarterly
ODI will develop a Career Pathways project, under the auspices of the VA's new Diversity Council. The project is in response to the identified bottleneck of career progression occurring at the GS 9 grade level. The project will provide information, resources, career mapping, training, and mentoring opportunities to facilitate career transitions for upward mobility.	09/30/11
Using Part B of the MD-715 Table 9, review the promotions rates comparing those with targeted disabilities and those with no disability for each of the relevant groups in Step 5. There is substantial variation in promotion rates by occupation, so do this analysis one major occupation at a time. Identify any occupations whose targeted disability promotion rate varies significantly from availability. Show your plan to review each of these identified groups to see if there is a barrier to promotion of people with targeted disabilities.	
ODI has developed analytic tools to track hires, promotions, pre-retirement resignations and terminations of time-limited appointments. The results are published in our monthly Diversity News in-house TV program, slide presentations to Administrations, and at the monthly meetings of EEO coordinators. ODI disseminates quarterly workforce analyses on hires, promotions, and separations, by RNOG, Veteran and disability status to VA officials for use in their workforce planning and to review their promotion practices.	09/30/2010
Review the Career Improvement Report to identify any triggers in which groups are moving to new occupations to improve their prospects. Show your plan to ensure that all employees are notified of training opportunities and other efforts to prom ote upward mobility.	
ODI reviewed the Career Improvement Report for VA and there does not appear to be any systemic barriers in the area of career improvement. ODI will continue to review this report and develop plans accordingly.	09/30/2010

REPORT OF ACCOMPLISHMENTS and MODIFICATIONS TO OBJECTIVE

INSTRUCTIONS: Include all recent accomplishments related to this objective. This information will be used in the VA Diversity and Inclusion Annual Performance Report.

ODI has developed a user friendly on-line workforce analysis system and reporting tools to monitor workforce trends by RNOG and perform real-time barrier analyses. ODI conducted an in depth Grade Disparity study and Adverse Impact analyses to identify barriers to EEO in VA's promotion and leadership development program selection processes. ODI automated its quarterly workforce analyses and made it electronically available by VA region and facility, in addition to issuing Administration and VA-wide diversity reports. ODI expanded its training portfolio to include a host of standardized EEO compliance, diversity, and conflict management training on its ODI Web site for easy Nationwide access. ODI is in the process of updating, standardizing, and consolidating mandatory workplace harassment prevention and No FEAR training for all employees in compliance with statutory requirements. It is also nearing completion of producing standardized EEO, diversity and inclusion training for all managers and supervisors to ensure that all managers are aware of their EEO and diversity responsibilities and to support proactive risk management.

Table 1 FEORP: PARTICIPANTS IN FORMAL GOVERNMENT-WIDE CAREER DEVELOPMENT PROGRAMS*

Race/National Origin & Gender	GS 1 - 4 Number	GS 1 - 4 Percent	GS 5 - 8 Number	GS 5 - 8 Percent	GS 9 - 12 Number	GS 9 -12 Percent	GS 13 - 15 Number	GS 13 – 15 Percent	SENIOR PAY Number	SENIOR PAY Percent
Overall Total	**236**	**100.00%**	**737**	**100.00%**	**838**	**100.00%**	**219**	**100.00%**	**16**	**100.00%**
Total Men	85	36.02%	192	26.05%	287	34.25%	128	58.45%	10	62.50%
Total Women	151	63.98%	545	73.95%	551	65.75%	91	41.55%	6	37.50%
Total Blacks	**98**	**41.53%**	**92**	**12.48%**	**169**	**20.17%**	**33**	**15.07%**	**0**	**0.00%**
Black Men	45	19.07%	35	4.75%	35	4.18%	18	8.22%	0	0.00%
Black Women	53	22.46%	57	7.73%	134	15.99%	15	6.85%	0	0.00%
Total Hispanics	**16**	**6.78%**	**63**	**8.55%**	**26**	**3.10%**	**14**	**6.39%**	**0**	**0.00%**
Hispanic Men	7	2.97%	25	3.39%	9	1.07%	8	3.65%	0	0.00%
Hispanic Women	9	90.00%	38	292.31%	17	113.33%	6	22.22%	0	0.00%
Total Asian/Pacific Islanders	**22**	**9.32%**	**34**	**4.61%**	**42**	**5.01%**	**44**	**20.09%**	**0**	**0.00%**
Asian/Pacific Islander Men	10	4.24%	13	1.76%	15	1.79%	27	12.33%	0	0.00%
Asian/Pacific Islander Women	12	5.08%	21	2.85%	27	3.22%	17	7.76%	0	0.00%
Total Native Americans	**3**	**1.27%**	**25**	**3.39%**	**31**	**3.70%**	**5**	**2.28%**	**0**	**0.00%**
Native American Men	1	0.42%	10	1.36%	11	1.31%	3	1.37%	0	0.00%
Native American Women	2	0.85%	15	2.04%	20	2.39%	2	0.91%	0	0.00%

* See Attachment 3 - Explanatory Notes for FEORP Tables

Table 2 FEORP: PARTICIPANTS IN FORMAL AGENCY CAREER DEVELOPMENT PROGRAMS*

Race/National Origin & Gender	GS 1 - 4 Number	GS 1 - 4 Percent	GS 5 - 8 Number	GS 5 - 8 Percent	GS 9 - 12 Number	GS 9 -12 Percent	GS 13 - 15 Number	GS 13 – 15 Percent	SENIOR PAY Number	SENIOR PAY Percent
Overall Total	**775**	**100.00%**	**1685**	**100.00%**	**1775**	**100.00%**	**480**	**100.00%**	**10**	**100.00%**
Total Men	312	40.26%	554	32.88%	489	27.55%	208	43.33%	5	50.00%
Total Women	463	59.74%	1,131	67.12%	1,286	72.45%	272	56.67%	5	50.00%
Total Blacks	**213**	**27.48%**	**460**	**27.30%**	**374**	**21.07%**	**119**	**24.79%**	**2**	**20.00%**
Black Men	89	11.48%	114	6.77%	104	5.86%	35	7.29%	2	20.00%
Black Women	124	16.00%	346	20.53%	270	15.21%	84	17.50%	0	0.00%
Total Hispanics	**44**	**5.68%**	**139**	**8.25%**	**111**	**6.25%**	**53**	**11.04%**	**1**	**10.00%**
Hispanic Men	23	2.97%	56	3.32%	33	1.86%	16	3.33%	0	0.00%
Hispanic Women	21	525.00%	83	332.00%	78	300.00%	37	80.43%	1	10.00%
Total Asian/Pacific Islanders	**14**	**1.81%**	**53**	**3.15%**	**76**	**4.28%**	**69**	**14.38%**	**1**	**10.00%**
Asian/Pacific Islander Men	4	0.52%	25	1.48%	26	1.46%	46	9.58%	1	10.00%
Asian/Pacific Islander Women	10	1.29%	28	1.66%	50	2.82%	23	4.79%	0	0.00%
Total Native Americans	**4**	**0.52%**	**30**	**1.78%**	**22**	**1.24%**	**5**	**1.04%**	**0**	**0.00%**
Native American Men	2	0.26%	13	0.77%	13	0.73%	3	0.63%	0	0.00%
Native American Women	2	0.26%	17	1.01%	9	0.51%	2	0.42%	0	0.00%

* See Attachment 3 - Explanatory Notes for FEORP Tables

DEPARTMENT OF VETERANS AFFAIRS

FY 2011 IMPLEMENTATION PLAN

IN SUPPORT OF THE

FEDERAL EQUAL OPPORTUNITY RECRUITMENT PROGRAM
5 U.S.C. 7201 and 5 CFR Part 720, Subpart B

DEPARTMENT OF VETERANS AFFAIRS

FISCAL YEAR 2011

IMPLEMENTATION PLAN

EXECUTIVE SUMMARY

The Department of Veterans Affairs (VA) is proud to present the VA's Federal Equal Opportunity Recruitment Program (FEORP) plan for fiscal year (FY) 2011. In accordance with 5 U.S.C. 7201 and 5 CFR Part 720, Subpart B, the Office of Personnel Management (OPM) requests each Federal agency to submit a FEORP report and certification that the agency has developed a FEORP plan for the following FY. This FY, however, per the call memorandum from OPM dated July 22, 2010, in addition to submitting the report and certification, OPM is also requesting a copy of the FY 2011 agency FEORP plan. This plan contains initiatives and strategies to ensure opportunities are provided to minorities and women in the areas of workforce planning, recruitment and community outreach, career development opportunities, and mentoring. In fulfillment of VA's vision "to provide Veterans the world-class benefits and services they have earned—and to do so by adhering to the highest standards of compassion, commitment, excellence, professionalism, integrity, accountability, and stewardship," VA continues efforts to build a high-performing, inclusive workforce that reflects the diversity of our Nation and the Veterans we serve.

As the second largest Cabinet level agency, VA employs over 300,000 employees and provides health care, benefits, and memorial services to approximately 25 million Veterans; including 1,840,380 (7.5%) women Veterans and 4,685,009 (19.1%) minority Veterans. VA provides these services through three major organizational subcomponents: the Veterans Health Administration (VHA) with 153 medical centers; the Veterans Benefits Administration (VBA) with 57 centers; and the National Cemetery Administration (NCA) with 130 cemeteries. The VA Central Office (VACO) is the national headquarters office comprised of numerous Staff Offices, reporting to the Secretary of VA.

VA employs both U.S. and non-U.S. citizens (approximately 0.6% of VA total workforce). For the purposes of this report, the analysis contained within the remainder of this paragraph focuses only on the portion of VA's workforce which is composed of U.S. citizens. As of September 30, 2010, VA employed 305,470 individuals (permanent and temporary hires). Women were 182,641 (59.7%) of this workforce. VA employed 111,166 (36.4%) white females, and 117,951 (38.6%) minorities. From FY 2009 to FY 2010, VA employment increased by 4.0%. The number of women in VA, both full-time and part-time, increased from 176,286 in FY 2009 to 182, 641 in FY 2010, a 3.6% increase. The number of minorities increased from 113,349 in FY 2009 to 117,951 in FY 2010, a 4.1% increase. VHA employs 271,647 people, which is approximately 89% of the VA workforce (U.S. citizens only). VBA has 20,427 employees, NCA has 1,702 employees, and VACO has 11,694 employees.

VA's enclosed FY 11 plan illustrates a variety of measurable objectives the Department will pursue to ensure equal opportunity in outreach, recruitment, career development, and retention.

Department/Agency: U.S. Department of Veterans Affairs

Goal 1: Workforce Planning.

Objective 1.1: Continue to build and retain a diverse, high-performing workforce through strategic workforce planning.			
Strategic Activity	Timeframe	Driver/Contact Info	Performance Outcomes
1. Continue to implement VA's Workforce Succession Strategic Plans	FY 2011	VACO/VHA/VBA/NCA	a. Objectives identified in the Plans are met
2. Implement an applicant flow system to identify potential barriers in the VA's recruitment and selection process.	FY 2011	VACO/VHA/VBA/NCA	a. An applicant flow system is implemented to track applicant flow data. b. Elimination of barriers in the recruitment and selection process.
3. Continue to provide assistance to VA components in identifying triggers and barriers, conducting trend and adverse impact analysis, and creating effective plans to address identified barriers to equal employment.	FY 2011	VACO-ODI	a. VA workforce is able to identify triggers and conduct analysis to effectively identify barriers to equal employment. b. VA workforce is able to create sufficient plans to address deficiencies and barriers to equal employment. c. Elimination of barrier in the recruitment and selection process.
4. Establish Affirmative Employment Teams (AETs) to identify where workforce planning efforts should be focused.	FY 2011	VACO/VHA/VBA/NCA	a. AETs are established to focus on issues most affecting VA outreach, recruitment, career development, and retention. b. Effective targeted outreach yielding increased workforce diversity.
5. Continue to implement VA Diversity and Inclusion Strategic Plan and execute strategies designated for FY 2011.	FY 2011	VACO/VACO-ODI/ VHA/VBA/NCA	a. All VA components are aware of the strategic plan. b. The strategic plan is incorporated into other relevant guidance documents such as workforce succession planning documents. c. Increased diversity and inclusion in the VA workforce.

Objective 1.1: Continue to build and retain a diverse, high-performing workforce through strategic workforce planning.			
Strategic Activity	Timeframe	Driver/Contact Info	Performance Outcomes
6. Continue to provide managers and executives with diversity management training.	FY 2011	VACO/VACO-ODI/ VHA/VBA/NCA	a. VA managers and executives equipped to better manage diversity within their respective areas. b. Reduction in per capita discrimination complaints filed, yielding greater retention.
7. The Office of Diversity and Inclusion (ODI) will continue to track progress of this and other agency diversity reports/plans, such as the MD-715, FEORP, HEP, WHIAAPI, and DVAAP.	FY 2011	VACO-ODI	a. Objectives cited in Diversity reports and plans are tracked and monitored for progress b. Data calls for reports are provided to the field in an efficient manner, to ensure timely submission.
8. ODI will continue to make improvements to workforce data analysis systems such as VSSC and Pro Clarity to meet the analytical needs of the agency.	FY 2011	VACO-ODI	a. VA will have a more accurate and user-friendly data analysis system available to appropriate staff. b. More timely and accurate workforce diversity data.
9. ODI will provide VA supervisors, managers, and senior leaders with guidance resources, such as the Diversity and Inclusion Strategic Plan, Recruitment & Selection Best Practices Guide, and the Hiring People with Disabilities FAQ sheet, to ensure equal opportunities in outreach, recruitment, career development, and retention.	FY 2011	VACO-ODI	a. Continued efforts to ensure VA has an inclusive work environment that ensures all employees are able to realize their full potential.

Objective 1.1: Continue to build and retain a diverse, high-performing workforce through strategic workforce planning.			
Strategic Activity	Timeframe	Driver/Contact Info	Performance Outcomes
10. Increase management use and management knowledge of special hiring authorities such as Schedule A, 30% Disabled Veterans, VRA, VEOA, CTAP, Interagency CTAP, Veterans Preference, and Direct-Hire as recruitment tools.	FY 2011	VACO/VHA/VBA/NCA	a. Managers are aware of special hiring authorities. b. Increased use of special hiring authorities to improve Veteran and disability hiring. c. Increase in hiring of people with targeted disabilities to meet 2% hiring goal. d. Increase in hiring of disabled Veterans.
11. VA will ensure applicants are aware of special hiring authorities through EEO staff, HR Staff, SPCs, SEPMs, VECS, and MVPCs.	FY 2011	VACO/VHA/VBA/NCA	a. Increased public awareness of special hiring authorities. b. Increased use of special hiring authorities.
12. Continue use of merit promotion program for internal advancement of VA employees.	FY 2011	VACO/VHA/VBA/NCA	a. VA continues to obtain and retain quality employees through the use of the merit promotion program.
13. Increase advertisement and completion of new online diversity training for managers, supervisors, and employees.	FY 2011	VACO/VACO-ODI/ VHA/VBA/NCA	a. Increased completion of online diversity training. b. Increased retention of a diverse workforce.

Department/Agency: U.S. Department of Veterans Affairs

Goal 2: Recruitment and Community Outreach.

Objective 2.1: Continue and enhance recruitment and community outreach efforts.			
Strategic Activity	Timeframe	Driver/Contact Info	Performance Outcomes
1. Continue encouraging managers' use of the VA's Diversity Internship Program to introduce diverse student to VA career opportunities through community, government, and academic resources, such as ILF, WINS, AISES, NAFEO, HACU, Minority Access, Inc., The Washington Center for Internships and Academic Seminars, APAICS, OCA, HBCUs, HSIs, , TCUs, AANAPISIs, and other available internship programs.	FY 2011	VACO/VHA/VBA/NCA	a. Community and academic resources are utilized to introduce students to VA career opportunities. b. Increased sponsorships of diverse interns.
2. Continue to encourage managers' use of special student hiring authorities to convert high performing interns to full-time positions, such authorities include, but are not limited to FCIP (currently being revised), PMF, STEP, SCEP, and SEEP.	FY 2011	VACO/VHA/VBA/NCA	a. Managers are educated on special employment programs they can use. b. Increase utilization of special employment programs when filling job vacancies, yielding a diverse pipeline in VA employment.
3. Increase applicant pool of minorities and women to internship/fellowship programs through systems such as the VA National Database for Interns (VANDI), which links	FY 2011	VACO/VHA/VBA/NCA	a. Internship and fellowship programs are advertised and application information is provided to increase applicant flow to such programs. b. VA increases applicant pool of minorities and women.

Objective 2.1: Continue and enhance recruitment and community outreach efforts.			
Strategic Activity	Timeframe	Driver/Contact Info	Performance Outcomes
VA management officials with participants of the various internship programs who may be eligible for employment.			
4. Increase advertisement of VA employment and student opportunities in local communities, military transition assistance programs, local news resources, and local schools, colleges and universities.	FY 2011	VACO/VHA/VBA/NCA	a. Advertisement of VA employment and student opportunities reaches diverse communities and programs. b. Increased diversity in VA's applicant pools.
5. Explore web-based recruitment fairs such as resources like Monster.com, Careerbuilder.com, and others.	FY 2011	VACO/VHA/VBA/NCA	a. VA engages in modern recruitment resources to reach and include diverse applicants.
6. Create and implement outreach and recruitment plans containing specific targeted strategies and tactics to reach groups with less than expected participations rates.	FY 2011	VACO-ODI	a. Plans are developed and implemented throughout VA. b. Increased application rate in areas of low participation.
7. Perform corporate branding of VA in its recruitment and outreach by developing bi-lingual brochures/pamphlets and bi-lingual links on VA websites to recruit for job vacancies.	FY 2011	VACO/VHA/VBA/NCA	a. Bilingual resources are available to potential job seekers and employees. b. There is an increase in applications of diverse groups due to this resource.

Department/Agency: U.S. Department of Veterans Affairs

Goal 3: Career Development Opportunities.

Objective 3.1: Ensure career development opportunities are available and accessible to VA's workforce.			
Strategic Activity	Timeframe	Driver/Contact Info	Performance Outcomes
1. Continue advertising ADVANCE, a VA system designed to invest in people development, workforce engagement and talent management, to employees through training sessions and town hall meetings.	FY 2011	VACO/VHA/VBA/NCA	a. All VA employees are aware of ADVANCE b. Increased use of ADVANCE throughout VA. c. Increased development and retention of high-performing workforce.
2. Continue to advertise and encourage employees to complete courses available on the VA Learning Management System (LMS) and Employee Education System (EES).	FY 2011	VACO/VHA/VBA/NCA	a. Employees are aware of learning resources available to them. b. Increased use of learning resources throughout VA.
3. Continue development and implementation of Career Pathways project to facilitate upward mobility opportunities.	FY 2011	VACO-VALU/VACO-ODI	a. Employees have a critical resource to plan and manage their careers. b. Increased career improvement for all employees.
4. Increase number of applicants to VA and government-wide career development programs including Leadership VA, VBA LEAD, VHA LEAD, ECFCDP, TCF, ALP, GHATP, EISP, NNEI, VANEEP, EDRP, VALOR, DLMT, Leadership Development Institute, Cemetery Directors Intern Program, SESCDP, NCA	FY 2011	VACO/VHA/VBA/NCA	a. Continued use and awareness of career development programs within and outside of VA. b. Method utilized to track applicant flow to career development programs. c. Elimination of barrier in leadership development application and selection process.

Objective 3.1: Ensure career development opportunities are available and accessible to VA's workforce.			
Strategic Activity	Timeframe	Driver/Contact Info	Performance Outcomes
Leadership Institute, Senior Executive Leadership Program, FEI, USDA Aspiring Leader Program, USDA New Leaders Program, USDA Executive Leadership Program, USDA Executive Potential Program, USDA Senior Executive Service (SES) Developmental Seminars, and other available programs.			
5. ODI will continue to partner with women's and minority serving affinity organizations such as FEW, BIG, LULAC, National Image, Inc., FAPAC, SAIGE, and others to conduct outreach events and hold agency forums at national conferences.	FY 2011	VACO-ODI	a. VA participates and supports affinity organizations. b. Career development information and training is available to all VA employees at national conferences. c. Increased awareness of opportunities within VA.

Department/Agency: U.S. Department of Veterans Affairs

Goal 4: Mentoring.

Objective 4.1: Ensure effective mentorship programs are in place and accessible to VA employees.			
Strategic Activity	Timeframe	Driver/Contact Info	Performance Outcomes
1. Expand VA employee knowledge of and encourage employee certification through the Mentor Certification Program.	FY 2011	VACO/VHA/VBA/NCA	a. Increased knowledge of the Mentor Certification Program. b. More employees pursue mentorship certification.
2. Encourage employees to become mentors in VACO LDMP.	FY 2011	VACO/VHA/VBA/NCA	a. Increased employee participation in LDMP.
3. Increase employee awareness and encourage participation in VA mentorship programs through VA websites such as ADVANCE, VALU, ODI, EES, VBA, and NCA.	FY 2011	VACO/VHA/VBA/NCA	a. Mentorship program information is available through all VA electronic training and career development Websites. b. Employees are able to easily access information to seek or become a mentor.
4. Continue use of mentorship in all VA career development programs to retain a high-performing workforce.	FY 2011	VACO/VHA/VBA/NCA	a. Enhanced effectiveness of career development programs. b. Increased retention of program participants.

APPENDIX A

List of Acronyms in Alphabetical Order

A
AANAPISI - Asian American/Native American Pacific Islander Servicing Institutions
AET - Affirmative Employment Team
AISES - American Indian Science and Engineering Society
ALP - Aspiring Leaders Program
APAICS - Asian Pacific American Institute for Congressional Studies

B
BIG - Blacks in Government

C
CTAP - Career Transition Assistance Program

D
DLMT - Division Leadership and Management Training
DVAAP – Disabled Veterans Affirmative Action Program

E
ECFCDP - Executive Career Field Candidate Development Program
EDRP - Education Debt Reduction Program
EEO – Equal Employment Opportunity
EES - Employee Education System
EISP - Employee Incentive Scholarship Program

F
FAPAC - Federal Asian Pacific American Council
FCIP - Federal Career Intern Program
FEI - Federal Executive Institute
FEORP – Federal Equal Opportunity Recruitment Program
FEW - Federally Employed Women

G
GHATP - Graduate Healthcare Administration Training Program

H
HACU - Hispanic Association of Colleges and Universities
HBCU - Historically Black Colleges and Universities
HEP – Hispanic Employment Program
HR – Human Resources
HSI - Hispanic Serving Institutions

I
ILF - International Leadership Foundation

L
LDMP - Leadership Development Mentoring Program
LMS - VA Learning Management System
LULAC - League of United Latin American Citizens

M
MD-715 – EEOC Management Directive 715
MVPC – Minority Veterans Placement Coordinator

N
NAFEO - National Association for Equal Opportunity in Higher Education
NCA – National Cemetery Administration
NNEI - National Nursing Education Initiative

O
OCA - Organization of Chinese Americans
ODI – Office of Diversity and Inclusion

P
PMF - Presidential Management Fellow

S
SAIGE – Society of American Indian Government Employees
SCEP - Student Career Experience Program
SEEP - Student Educational Employment Program

SEPM – Special Emphasis Program Manager
SESCDP - Senior Executive Service Candidate Development Program
SPC – Selective Placement Coordinator
STEP - Student Temporary Employment Program

T
TCF - Technical Career Field
TCU - Tribal Colleges and Universities

V
VA – Department of Veterans Affairs
VACO – Department of Veterans Affairs Central Office
VALOR - VA Learning Opportunity Residency
VALU - VA Learning University
VANDI - VA National Database for Interns
VANEEP - VA Nursing Education for Employees program
VBA – Veterans Benefits Administration
VBA LEAD - Leadership Enhancement and Development
VECS – Veterans Employment Coordination Service
VEOA - Veterans Employment Opportunities Act of 1998
VHA – Veterans Health Administration
VHA LEAD - Leadership Effectiveness Accountability Development
VRA - Veterans Recruitment Authorities
VSSC – VHA Support Service Center

W
WHIAAPI – White House Initiative on Asian Americans and Pacific Islanders
WINS - American University's Washington Internships for Native Students
WRP - Workforce Recruitment Program for College Students with Disabilities