



**Department of Veterans Affairs**  
**DEPUTY ASSISTANT SECRETARY FOR**  
**DIVERSITY MANAGEMENT AND EQUAL EMPLOYMENT OPPORTUNITY**  
**WASHINGTON DC 20420**

Ms. Nancy H. Kichak  
Associate Director  
Strategic Human Resources Policy  
U.S. Office of Personnel Management  
ATTN: Hispanic Report  
Center for Talent and Capacity Policy  
Division for Strategic Human Resources Policy  
1900 E Street, NW (Room 6500)  
Washington, DC 20415-9000

NOV 09 2005

Dear Ms. Kichak:

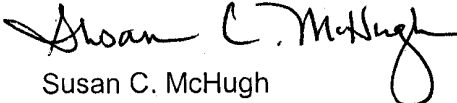
Enclosed is the Department of Veterans Affairs' (VA) response to the Office of Personnel Management's (OPM) survey for the Fifth Annual Report to the President on Hispanic Employment in the Federal Government. This report was prepared in compliance with Executive Order 13171, Hispanic Employment in the Federal Government and the Hispanic Employment Initiative Nine-Point Plan.

Recent disaster emergencies resulting from Hurricanes Katrina and Rita in the Gulf Coast Region have significantly disrupted the Department's communication capacity. As a result, we are submitting a report that provides available data supporting the extent of VA's commitment and support of this initiative.

VA's approach for improving Hispanic representation includes continued implementation of the benchmark Memorandum of Understanding with the Hispanic Association of Colleges and Universities (HACU) signed in 1996. Emphasis on HACU's role is stated in the recently published five-year Human Resources Strategic Plan. VA is resolutely working with the League of United Latin American Citizens and the U.S. American GI Forum on a cooperative initiative supporting Hispanic veterans and dependents entitled "Community Prosperity Partnership" (CPP). Also, VA continues to work closely with the National Association of Hispanic Federal Executives to develop programs that will mitigate Hispanic underrepresentation in the leadership pipeline (GS 13-15) and SES levels. All of these organizations are our partners in strengthening VA's Hispanic Recruitment Strategic Plan.

If you have any questions regarding this report, please have a member of your staff contact Ms. Carolyn Wong, Office of Diversity Management and Equal Employment Opportunity, at (202) 501-1970.

Sincerely yours,

  
Susan C. McHugh

Enclosure

## **Department of Veterans Affairs**

### **Response to OPM Survey for the Fifth Annual Report to the President on Hispanic Employment in the Federal Government**

The Department of Veterans Affairs (VA) strongly supports Executive Order 13171, Hispanic Employment in the Federal Government, and the Hispanic Employment Initiative Nine-Point Plan. VA is committed to the goal of improving the recruitment, retention, and promotion of Hispanics. The total increase in Hispanic employment reflects a continuing priority for eliminating Hispanic underrepresentation within VA.

#### **A. VA's activities and accomplishments in implementing the Hispanic Employment Initiative Nine-Point Plan**

VA is the largest non-military Cabinet-level department in the Federal Government, employing a workforce of 214,501 permanent employees as of September 30, 2005. Of that number, 14,620 or 6.82 percent were Hispanic Americans, compared to 14,245 or 6.68 percent last year—representing an increase of 375. Of these Hispanic employees, 3,601 were veterans. Of these Hispanic veterans, 599 were disabled veterans and 707 were 30 percent or more disabled veterans. At the executive level, 3.52 percent of VA's Senior Executive Service (SES) and equivalent were Hispanic in FY 2005, compared to 2.85 percent in FY 2004. In VA's leadership pipeline (GS 13-15), 5.12 percent were Hispanic in FY 2005, compared to 4.99 percent in FY 2004.

VA provides health care, education and financial benefits, and memorial services for veterans via three Administrations, described below.

In the Veterans Health Administration (VHA) with 157 VA medical centers (VAMC) nationwide and as one of the largest health care providers in the United States, Hispanic American employment increased to 13,220 permanent employees in FY 2005.

The Veterans Benefits Administration (VBA) provides education and financial benefits and services to the veteran population and their dependents through 57 regional offices (RO). VBA employed 739 Hispanic American permanent employees in FY 2005.

National Cemetery Administration (NCA) provides burial benefits to veterans and eligible dependents through 121 national cemeteries nationwide. NCA employed 146 Hispanic American permanent employees in FY 2005.

Further, the number of Hispanic Americans employed in various staff office positions in FY 2005 rose to 556.

The following is a synopsis of VA's support of the Hispanic Employment Initiative Nine-Point Plan; each numbered item corresponds to an item in the Nine-Point Plan:

**1. Support and implement the White House Initiative on Educational Excellence for Hispanic Americans**

VA strongly supports the White House Initiative on Educational Excellence for Hispanic Americans through such initiatives as youth outreach, conference participation, and education and training support.

Outreach

VA's Memorandum of Understanding with the Hispanic Association of Colleges and Universities (HACU) signed in December 1996 provides the framework to foster mutually supportive relationships and the development of initiatives to increase employment and educational opportunities in VA for students of HACU-member schools and Hispanic-Servicing Institutions. The HACU National Internship Program affords students the opportunity to gain valuable, personally rewarding work experience with VA. The National Internship Program also provides an effective vehicle for outreach and recruitment to strengthen VA's diversity.

VA's Office of Diversity Management and Equal Employment Opportunity sponsored an annual briefing on the National Internship Program. The HACU program administrators participated in the briefing as well as the Washington, DC, and field interns. Human Resources professionals and management officials at VA Central Office received first-hand information indicating how student educational employment programs can address immediate staffing needs, workforce diversity, and workforce planning challenges. This National Internship Program is designed to educate students on the importance of career choices and academic studies.

NCA participated in several job fairs at local colleges and universities in an effort to reach a large number of professionally trained minority students. Additionally, NCA also partners with HACU by participating in VA's National Internship Program.

The VA Central Office Special Emphasis Program Manager collaborated with a very active Hispanic Heritage Month (HHM) Committee. A variety of cultural observances were planned for all employees, creating an awareness of Hispanic culture. The Veterans Affairs Hispanic Association (VAHA), an employee affinity organization, partnered with the Special Emphasis Program Manager to plan and

conduct special observances during HHM. VAHA also sponsored a separate forum for Hispanic employees to further enhance their development and networking opportunities.

The Office of Human Resources Management and Labor Relations' (HRM &LR) Office of Marketing and Recruitment staff created a Hispanic Service Institute (HSI) and also included HSI on the distribution list to receive the "One VA" marketing and recruitment CD-ROM. The staff maintains an electronic distribution list and forwards recruiting information to Hispanics on various workforce initiatives, which include the Workforce Recruitment Program for students with Disabilities; Student Employment Opportunities; and the Outstanding Scholar and Bilingual-Bicultural Program.

There were 57 ROs that facilitated and/or participated in outreach programs during this reporting period. For example, the RO in Newark, New Jersey, established a partnership with the Hispanic Center for Community Development, Inc. The non-profit organization assists Hispanic Americans with employment and training. Additionally, the RO in Lincoln, Nebraska, is an active member of the Lincoln Diversity Partnership Association, which includes several Hispanic groups. The group works to promote understanding and cooperation within the Hispanic community.

As a new initiative, the Hispanic Employment Program Committee for the RO in St. Petersburg, Florida, initiated a Hispanic Scholarship Fund. The money collected through fundraisers is donated to the National Hispanic Scholarship Fund through a Combined Federal Campaign contribution.

### Conferences

VA participates annually as an exhibitor at minority outreach conferences and conventions; for example, the HACU Annual Conference. These exhibits are a valuable resource for increasing awareness of employment opportunities and outreach to the Hispanic community and veterans' organizations. NCA attended the League of United Latin American Citizens (LULAC) and HACU conferences. This afforded NCA the opportunity to foster our partnership with the various HSIs. Additional conference data is not available at this time because the Health Care Staff Development and Retention Office (HCSDRO) in New Orleans, Louisiana, is closed due to Hurricane Katrina.

ROs facilitated/participated in conferences, job fairs, and other programs designed to provide current employment opportunities for Hispanics in the Federal sector during the reporting period. For example, Veterans Claims Examiner and Veterans Service Representative vacancy announcements were posted at Hispanic colleges and job listing services. Additionally, in various parts of the country ROs actively participated in local Federal Executive Board Diversity Council events designed to reach out to the Hispanic community.

These types of outreach programs increase the pool of qualified Hispanic applicants when recruiting for vacancies.

### Education and Training Support

HACU National Internship Program - During the Summer of 2005, a total of 59 HACU interns were placed in VA facilities across the Nation. Sixteen HACU interns gained work experience in Washington, DC, while the other 43 interns worked at field facilities in various states.

VHA support for students at HSIs this year totaled \$41,512,024, which is nearly 5 percent of the entire VHA education and training budget.

In addition, VHA's average indirect cost for paid and without compensation (WOC) trainees is estimated at \$4,289 per trainee. There is no stipend (direct cost) associated with WOC trainees. The average indirect cost for WOC trainees is estimated at \$62,889.

All 57 ROs conducted technical training throughout the reporting period. A number of ROs took part in various educational and training support programs that were specific to Hispanic Americans. Training programs included professional associations such as the HACU National Internship Program and the Student Career Experience Program (SCEP).

## **2. Provide employment information to students, faculty, and the Hispanic community**

Community Prosperity Partnership - In an effort to improve the Department's high public-profile service delivery supporting Hispanic veterans and dependents, VA is working jointly with LULAC and the United States American GI Forum on a cooperative venture entitled "The Community Prosperity Partnership" (CPP). The CPP pilot program model integrates the resources and systems of a Federal agency, a veterans' service organization, and a community service organization for the benefit of veterans and their communities. The CPP focus is on Federal employment and career development for youths and adults and on employment in veteran-owned businesses. The 700 LULAC local councils will serve as VA's communications gateway into those Hispanic communities, providing employment and competency training information.

VA Placement Service - The national advertising and outreach activities that generate interest in VA as an employer necessitate having a central point of contact for processing and maintaining applications. The Placement Service accepts online applications from qualified health care professionals (Title 38 and hybrid Title 38), inventories the applications, and electronically forwards the applications to medical centers, with matching vacancies. The Placement

Service is accessible by a toll-free telephone number and via the Internet at <http://www.vacareers.com>.

Advertising - VHA's HCSDRO manages a contract with a professional advertising agency that places recruitment advertisements on the Internet and in professional journals and other publications, develops public service announcements for radio and television, and creates other outreach materials such as recruitment brochures and pamphlets. Regular print media and online advertising placements include publications that target minorities, for example, *Hispanic Network*, *Journal for Minority Medical Students*, *Hispanic Nurse Newsletter*, *Hispanic Annual Handbook*, and *Hispanic Healthcare International*. Advertising data is not available because the HCSDRO in New Orleans is closed due to Hurricane Katrina.

VBA continues to provide an array of recruitment tools that are used by HR and management officials in designing effective programs that seek out desirable candidates. These products include:

- Recruitment brochures
- Recruitment tri-fold handouts
- Instructions on establishing recruitment teams
- Training for members of recruitment teams
- Reference guide for HR and management officials
- Web site for VBA recruitment

VBA representatives attend job fairs and other related programs designed to provide current employment opportunities for Hispanics in the Federal sector. They also post vacancy announcements throughout state and local colleges and university career placement offices.

The total amount of advertising budget reported by the ROs for recruiting Hispanic applicants during the reporting period was approximately \$2,400.

Community Outreach – Additional community outreach data is not available because the HCSDRO is closed due to Hurricane Katrina.

### **3. Use of the Presidential Management Fellows (PMF) Program for recruiting, converting, and advancing Hispanic college graduates**

HRM&LR's Office of Human Resources Management's Office of Marketing and Recruitment staff continues to make an extensive outreach effort to market VA as an "Employer of Choice." During 2004-2005, the staff participated in the PMF Job Fair sponsored by the Office of Personnel Management. Recruiters from each Administration and VACO Staff offices occupied 20 exhibit tables and 32 interview booths. VA greeted thousands of PMF finalists, conducted over 137 interviews, and answered many employment and agency-related questions.

#### **4. Participate in the HACU National Internship Program**

The HACU National Internship Program provides students the opportunity to earn academic credit and gain enhanced appreciation of VA as an employer of choice. VA's Office of Diversity Management and Equal Employment Opportunity sponsored an annual briefing of the National Internship Program in June 2005. The HACU program administrators participated in the briefing as well as the Washington, DC, and field students. Human Resources professionals and management officials at VA Central Office received first hand information indicating how student educational employment programs can address immediate staffing needs, workforce diversity and workforce planning challenges. This National Internship Program is designed to educate students on the importance of career choices and academic studies. During the summer of 2005, a total of 59 HACU interns gained that experience.

Of the seven interns who participated in NCA's Summer Internship Program in Washington, DC, two were HACU interns. Each year, NCA commits to sponsoring participants with minority-serving institutions such as HACU and HSIs. NCA participated in the HACU Program by supporting two HACU interns at a cost of \$18,509 in FY 2005.

VBA ROs provided support for four of the HACU interns during this reporting period for a total cost of \$37,000 in FY 2005.

VHA supported 47 HACU interns. Additional VHA data is not available because the HCSDRO in New Orleans is closed due to Hurricane Katrina. Some program details for the previous year are provided.

VHA's Office of Research and Development (ORD) participated in the summer of 2004 HACU Program. ORD sponsored three HACU interns whose duties consisted of the following scientific research portfolio management/activities: Biomedical Research (basic, laboratory-based molecular investigation of determinants/mechanisms of disease/illnesses experienced by veteran patients); Rehabilitation Research (laboratory and clinical-focused investigation aimed toward restorative mental/physical functioning, quality of life of disabled/impaired veterans); and Health Services Research (study of efficiency and effectiveness of delivery of health care in the VA system, also focusing on measurement of clinical outcomes, cost, operational improvements to models/systems of health care delivery). An intern was also assigned to ORD's Office of Finance. The duties entailed working with the staff to receive orientation regarding fundamental VA research appropriation funding, budgeting and cost accounting, participation in coordination of research study funding/portfolio management, non-research operational funding (physical facilities and lab infrastructure), non-profit accounting/management, procurement/contracting operations/practices, and information technology/database support activities.

**5. Use the flexibilities of the Student Employment Program to bring Hispanic students into the agency's shortage category occupations, as well as other occupations**

Traditional Internship - The Student Educational Employment Program (SEEP) provides minority students the opportunity to work at VA before they make career choices. VHA's SEEP has almost exclusively targeted cooperative work-study partnerships with minority-serving organizations such as HACU. The SEEP helps to ensure that the VA's workforce is diverse. Further, the program helps VHA address underrepresentation in mission-related occupations.

VHA data is not available for the SEEP because the HCSDRO in New Orleans is closed due to Hurricane Katrina.

**6. Develop mentoring programs to motivate young people to pursue higher education and Federal careers**

NCA mentors HACU interns in the Washington, DC, metropolitan area. The goal of the mentoring program is to provide growth and development, opportunity, and direction for students in preparation for the Federal government workforce.

To improve the representation of Hispanics in the workforce, VBA participates in special activities such as the Federal Executive Board sponsored volunteer program. In this program, employees volunteer at local schools and universities sharing their work experiences and encouraging Hispanic students to pursue Federal careers.

Additionally, various ROs had their employees mentor young people by participating in numerous programs. For example, employees from the RO in Boston, Massachusetts, participated in the "Summer Works Program" that exposes high school Hispanic students to job opportunities in Federal employment. The RO in Phoenix, Arizona, participated in the Arizona Opportunities Industrialization Center Summer Youth Program that employed teens during the summer months to introduce them to careers within the Federal sector.

Partnership - ROs annually participate in numerous mentoring programs to motivate young Hispanics to pursue higher education and Federal careers such as the Youth Initiative Program spearheaded by the Assistant Secretary for Human Resources and Admini of the VA's Youth Initiative Program to provide career exploration opportunities for disadvantaged and minority students. The majority of the students have Hispanic heritage.



## **7. Promote participation of Hispanic employees in career development programs**

VA administers the following centralized educational assistance programs that provide career development opportunities for Hispanic Americans.

Leadership VA (LVA) – LVA is an annual program designed to identify 70 rising leaders in VA and to provide an enrichment of their career development through an intense leadership training experience. The program's general goals are to:

- Identify exceptionally fine leadership talent in VA.
- Expand the participants' leadership skills and provide them with the opportunity to become acquainted with VA's top leaders and to develop keener insight into the internal and external forces that affect VA.
- Provide for an exchange of information and viewpoints that will broaden personal and professional perspectives and lay a foundation for a network of VA leaders who share a deep commitment to VA and to public service in its broadest sense.

The 2005 LVA program included one Hispanic employee.

Senior Executive Service Candidate Development Program (SESCDP) - VA's SESCO DP offers individuals a structured approach to prepare for SES positions. This is a Government-wide leadership development program that accepts candidates every two years. The program provides intensive developmental experiences for people who are judged to have high potential for assuming executive responsibilities. Program participants prepare an individual development plan with their mentors. Successful candidates are certified by Office of Personnel Management eligible for placement into the SES. Three of the VA employees currently in the SESCO DP, or 9.4 percent, are Hispanic Americans.

Employee Incentive Scholarship Program (EISP) - EISP enables 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. Scholarship awards may not exceed the equivalent of three years of full-time education, and award amounts are prorated for part-time students. EISP data is not available because the HCSDRO in New Orleans is closed due to Hurricane Katrina.

National Nursing Education Initiative (NNEI) - NNEI, a component of the EISP, provides education scholarships to registered nurses. The initiative helps to ensure that the Department's nurses are prepared to provide the highest quality of health care to veterans across a full range of clinical practice roles. NNEI data

is not available because the HCSDRO in New Orleans is closed due to Hurricane Katrina.

Education Debt Reduction Program (EDRP) - This program helps recently appointed employees in the shortage category Title 38 and hybrid Title 38 health care disciplines to reduce the interest and principal on government and commercial loans obtained to fund their health care education. EDRP payments are limited to a maximum of \$38,000 paid over a five-year period. EDRP data is not available because the HCSDRO in New Orleans is closed due to Hurricane Katrina.

VA Learning Opportunity Residency (VALOR) Program - The VALOR Program is a VA-sponsored honors program for junior- and senior-year baccalaureate-level nursing students. It provides learning opportunities that include classroom experiences, competency-based clinical practice with qualified registered-nurse preceptors, and participation in nursing-focused clinic conferences. VALOR data is not available because the HCSDRO in New Orleans is closed due to Hurricane Katrina.

Executive Career Field (ECF) Candidate Program - The Executive Career Field Candidate Development Program (ECFCDP), established in 2002, provides developmental opportunities for high-potential employees, preparing them to apply for Executive vacancies. ECFCDP is a two-year program with personal development planning (PDP) and mentor and preceptor components as well as a wide variety of educational and experiential learning opportunities. Candidates attend an assessment center and learning goals are tailored to meet the identified needs of the individual. The program does not guarantee placement in an executive position. Eleven or 4.68 percent of the participants in the 2005 ECF Program are Hispanic Americans.

Technical Career Field (TCF) Program - The TCF internship program was created to develop employees in fields where full-time training in VHA procedures and regulations is required, such as Prosthetics Representative, Human Resource Specialist, Business Analyst, etc. Two-year internships are centrally funded. Recruitment is focused on local colleges and universities. Each intern is placed at a VHA facility and trained by a preceptor experienced in the target position. Preceptors receive training, the interns convene for an annual conference with their peers, and the program is evaluated at the national level. The program is designed to flex with changing workforce needs. Ten or 3.92 percent of the participants in the 2003-2004 classes were Hispanic Americans.

NCA is dedicated to identifying leaders and providing opportunities for enriching their career development through an intensive leadership training experience. The Senior Executive Service (SES) is comprised of men and women charged with leading the continuing transformation of Government, and it promotes

executive skills and commitment. SES members are the major link between appointees and the rest of the Federal workforce. They operate and oversee nearly every Government activity. Out of four SES positions, NCA has one Hispanic American in the SES.

In an effort to increase the number of minorities in leadership positions, NCA developed a career intern program that affords the opportunity for career enhancement. One Hispanic American woman was selected as an Assistant Cemetery Director under the career intern program in March 2005, and she was promoted to Cemetery Director in August 2005.

VBA offered the Leadership Enhancement and Development (LEAD) Program and the Assistant Director Development Program (ADDP) during this reporting period. These leadership programs assist Hispanic employees in acquiring skills to successfully compete for promotional opportunities. VBA also works on improving representation of Hispanics in the workforce by participating in special activities such as the Federal Executive Board sponsored volunteer program. Hispanic employees selected for the programs are as follows:

LEAD: 1 in a class of 29, or 3.4 percent are Hispanic, and  
ADDP: 2 in a class of 13, or 15.4 percent are Hispanic.

**8. Assess agency needs for full-time, part-time, or collateral Hispanic Employment Program (HEP) Managers and ensure that HEP Managers are integral members of the agency's management team**

VA fully supports assessment of the need for full-time, part-time, and collateral-duty HEP Managers. The Administrations and their field facilities are required to have HEP Managers who are vital members of VA's outreach programs to the Hispanic community and veterans as well as integral members of the management team. To drive the Department-level initiatives, VA also has a full-time National HEP Manager.

**9. Incorporate these activities into the agency's annual Federal Equal Opportunity Recruitment Program (FEORP) accomplishment report to OPM**

VA recognizes the need to invest in programs that support students' academic excellence and provide much needed knowledge and skills for success in the workplace. Section B, below, identifies VA's "best practices" that align with the Annual Performance Plan under the Government Performance and Results Act (GPRA) to accomplish goals through measurable efforts that include participation and support of senior executives and managers and partnerships with other organizations. Additionally, VA's best practices in support of Hispanic Employment Initiatives are incorporated into the annual FEORP accomplishment report.

**B. VA's top practices in strategic human capital management and planning that best help improve the recruitment, retention, and promotion of Hispanics**

The following are VA's top practices in strategic human capital management and planning that support Hispanic employment issues.

VHA Vacancies Database – The HCSDRO established a nationwide VA vacancy announcement system that allowed facilities to post vacancies on the Department's Intranet at <http://vhacoweb1.cio.med.va.gov/careers>.

Center for Minority Veterans - NCA partnered with VA's Center for Minority Veterans on Hispanic access and employment issues and identified strategies that will resolve recurrent issues.

NCA Student Diversity Intern Program - NCA partners with various minority intern programs that enable college students to gain valuable work experience and training.

Workforce and Analysis Training - The objective of this initiative is to educate the field managers on the use of the automated workforce analysis program. Managers can use this VA Intranet program to conduct a workforce analysis of their respective areas to better plan for retirements and demographics in comparison with the Relevant Civilian Labor Force.

Equal Employment Opportunity Programs – Many VA facility directives set forth station policies, procedures, and responsibilities for establishing and maintaining Equal Employment Opportunity Programs. Additionally, performance plans for management and supervisory staffs contain an element that supports diversity and equal employment opportunities in candidate selection.

Student Employment – The Student Career Employment Program (SCEP), a component of the Student Educational Employment Program, has been used in the VA health care system to strengthen partnerships between minority-serving institutions and VA medical centers. SCEP enables high school, undergraduate, and graduate students to gain valuable work experience and training in high-demand health care career fields. SCEP data is not available because the HCSDRO in New Orleans is closed due to Hurricane Katrina.

Intergovernmental Personnel Act (IPA) Program – The IPA Program provides for the temporary assignment of personnel between the Federal Government and state and local governments, colleges, and universities, Indian tribal governments, federally funded research and development centers, and other eligible organizations. VA is currently providing the National Association for Hispanic Federal Executives one full-time GS-13 Hispanic employee to serve on a two-year IPA with their organization. This employee is providing guidance on

Hispanic issues that will be beneficial to the Federal Government and the private sector.

CPP Initiative - In its continuing effort to develop best practices to improve the Department's high public-profile service delivery, VA is working jointly with LULAC and the United States American GI Forum on a cooperative venture entitled "The Community Prosperity Partnership" (CPP) supporting Hispanic veterans and dependents. The primary purposes of the CPP are (1) to improve delivery of service through heightened outreach to and awareness of the Hispanic veterans and community interest; (2) to emphasize seamless public service delivery by focusing on historic under-education, under-utilization, under-development, and under-representation of Hispanic veterans and dependents in the Department's everyday activities; and (3) to complement and support the White House Initiatives, particularly volunteerism and community service, that provide a gateway for Federal agencies into Hispanic communities. With the CPP, VA is committed to improving its responsiveness to the needs of Hispanics in areas that correspond to our mission in caring for veterans and their dependents.

Strategic Plans – Two documents steer VA towards attaining an enabling goal of the VA Strategic Plan. VA recently issued the Department's Human Resources Strategic Plan FY 2005-2010. Also, in collaboration with affinity-organization partners, we are strengthening VA's Hispanic Recruitment Strategic Plan.

### **C. How these practices align with VA's Annual Performance Plan under the Government Performance and Results Act (GPRA)**

One of the enabling goals of the VA Strategic Plan is to "deliver world-class service to veterans and their families by applying sound business principles that result in effective management of people, communications, technology, and governance." Objective E-1 under this goal is to "recruit, develop, and retain a competent, committed, and diverse workforce that provides high-quality service to veterans and their families." Toward this end, VA has undertaken numerous activities to recruit, train, and retain Hispanic Americans. The activities are itemized under the appropriate headings of OPM's Nine-Point Plan above. Progress toward accomplishing these objectives continues to be monitored at every level of the organization.