

DEPARTMENT OF VETERANS AFFAIRS
FY 2011-2012 IMPLEMENTATION PLAN

IN SUPPORT OF THE
WHITE HOUSE INITIATIVE ON ASIAN AMERICANS
AND PACIFIC ISLANDERS
EXECUTIVE ORDER 13515

DEPARTMENT OF VETERANS AFFAIRS

FISCAL YEARS 2011 AND 2012

IMPLEMENTATION PLANS

PART I

EXECUTIVE SUMMARY

INTRODUCTION

The Department of Veterans Affairs (VA) is proud to present the VA's White House Initiative on Asian Americans and Pacific Islanders (WHIAAPI) plan for 2011 and 2012. This plan addresses the Departmental objectives to improve recruitment, career development, research, community involvement, health awareness, advancement, and well-being of Asian Americans, Native Hawaiians, and Pacific Islanders in Federal programs where they may be underserved, in accordance with Executive Order 13515. One of VA's goals is to create a workforce that reflects the diversity of our Nation and the Veterans we serve.

As the second largest Cabinet level agency, VA is one of the most diverse agencies in the Federal government. VA employs over 300,000 employees and provides health care, benefits, and memorial services to approximately 25 million Veterans. VA provides these services through three major organizational subcomponents: the Veterans Health Administration (VHA) with 157 medical centers; the Veterans Benefits Administration (VBA) with 57 regional offices; 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.

The VA's mission is to fulfill President Lincoln's promise "to care for him who shall have borne the battle, and for his widow, and his orphan" by serving and honoring the men and women who are America's Veterans. VA's vision is 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's enclosed plan will illustrate a variety of measurable objectives the Department will pursue in support of the goals of this initiative.

VA DEMOGRAPHICS

As of September 30, 2010 VA's workforce (excluding Manila residents and non-US residents) totaled 305,847 permanent and temporary employees, which included 19,835 (6.5%) Asian American employees and 576 (0.2%) Native Hawaiian or Other Pacific Islander (NHPI) employees for a total of 20,411 (6.7%) AAPI's in the VA workforce. Since last fiscal year, the overall workforce (excluding the Manila residents and the non US

residents) increased by 11,730, a 4% growth. The Asian Americans increased 797 (4.2%) and the NHPIs increased 10 (1.8%). The representation of AAPI remained the same at 6.9% of the VA workforce (excluding Manila residents and non-US residents). When compared with the Relevant Civilian Labor Force (RCLF), VA's AAPI employee population is above the RCLF representation in all AAPI areas. VA also services over 24.5 million military Veterans; including over 300,000 (1.24%) AAPI Veterans.

Excluding the Manila residents and the non-US residents, VHA employs 272,024 people which is approximately 89% of the VA workforce; Asian Americans represent 6.9% (19,835) of the VHA workforce and Native Hawaiian or Pacific Islanders represent 0.19% of the VHA workforce. VBA employs 20,427 people; 515 (2.52%) Asian Americans and 46 (0.23%) NHPIs, totaling 561 (2.75%) AAPIs. NCA employs 1,702 people; 49 (2.88%) Asian Americans and 4 (0.24%) NHPIs, totaling 53 (3.11%) AAPIs. VACO employs 11,694 people; 545 (4.66%) Asian Americans and 20 (0.17%) NHPIs, totaling 565 (4.83%) AAPIs.

Again, excluding the Manila residents and the non-US residents, the most common occupations for Asian Americans are doctors, pharmacists, medical technologists, nurses, social scientists, accountants, and IT specialists. The most common occupations for NHPIs are health aid technicians, nurses, and nursing assistants. Relative to the VHA Asian American population, 22.4% are doctors, 36% are nurses, and 0.5% are physician's assistants. Relative to the NHPI population 5% are doctors, 0.6% are physician's assistants, and 27% are nurses. The grades for AAPIs are rather constant with the highest concentration in GS-11 & 12. As grades increase past the GS-12 level, representation of AAPIs decreases. Most hires, outside of the medical occupations, are at lower grades with mode hovering at GS-5. In the SES grades (Traditional & Title 38), Asian American males represent 1.19, Asian American females represent 0.95%, NHPI males represent 0.24%, and there are no NHPI females in SES.

VA GOALS AND INITIATIVES

VA has established five High Priority Performance Goals (HPPGs) published in the Office of Management and Budget (OMB), Performance and Personnel Management (OPPM) document "Agency Priority Goals." VA's HPPGs are as follows:

- 1) In conjunction with HUD, reduce the homeless Veteran population to 59,000 by June 2012 on the way to eliminating Veteran homelessness.
- 2) Build and deploy an automated GI Bill benefits system to speed tuition and housing payments for all eligible Veterans by December 2010.
- 3) Implement a 21st Century paperless claims processing system by 2012 to ultimately reduce the average disability claims processing time to 125 days.
- 4) Create the next generation of electronic record system—Virtual Lifetime Electronic Record (VLER) by 2012. This interagency initiative will create a more effective means for electronically sharing health and benefits data of service members and Veterans.
- 5) Improve the quality, access, and value of mental health care provided to Veterans by December 2011.
- 6) Deploy a Veterans Relationship Management (VRM) Program to improve access for all Veterans to the full range of VA services and benefits by June 2011.

To date, each of these HPPGs is being carried out. The following plan addresses AAPI relevant HPPG's, WHIAAPI cross-cutting objectives and other program goals that support Departmental objectives to improve recruitment, career development, research, community involvement, health awareness, advancement, and well-being of Asian Americans and Pacific Islanders where they may be underserved in VA programs.

PART II

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

Goal 1: Increase the AAPI community’s access to federal funding (adapted from WHIAAPI suggested goal #1).

Objective 1.1: Create a streamlined process to ensure that appropriate funding opportunities reach the AAPI community.			
Strategic Activity	Timeframe	Driver/Contact Info	Performance Outcomes
1. Research current tools for broadcasting funding notices.	FY 2011	VACO/VHA/VBA/NCA	a. Summary of tools completed. b. Recommendation memo completed.
2. Design a process that will ensure that funding opportunities (1) are easily accessible and (2) reach the appropriate AAPI communities.	FY 2011	VACO/VHA/VBA/NCA	a. Process designed. b. Process implemented by agency. c. Applications by AAPIs for funding opportunities increase.

Objective 1.2: Ensure that meaningful metrics are incorporated into funding competitions to encourage the inclusion of minority communities.			
Strategic Activity	Timeframe	Driver/Contact Info	Performance Outcomes
1. Incorporate cultural criteria into funding competition language.	FY 2011	VACO/VHA/VBA/NCA	a. Model language drafted. (See, e.g., HUD’s Notice of Funding for Sustainable Communities.) b. Language incorporated in funding notices.

Objective 1.3: Build a reporting mechanism into notices of funding that requires grantees to demonstrate their projects’ impact on minority communities.			
Strategic Activity	Timeframe	Driver/Contact Info	Performance Outcomes
1. Identify grant programs that already use such mechanisms that can serve as models.	FY 2011	VACO/VHA/VBA/NCA	a. Research completed. b. Report generated.
2. Develop model that all program offices can incorporate into their funding notices.	FY 2011	VACO/VHA/VBA/NCA	a. Model developed and sent to all offices. b. Model incorporated into agency funding notices.

Objective 1.4: Partner with Asian American Native American Pacific Islanders Serving Institutions (AANAPISIs).			
Strategic Activity	Timeframe	Driver/Contact Info	Performance Outcomes
1. Identify opportunities for agency to partner with AANAPISIs.	FY 2011	VACO/VHA/VBA/NCA	<ul style="list-style-type: none"> a. Meet with Minority Serving Institutions Council of Partners Committee (MSI-COPC). Contact: Senora Coggs at gcoggs@doc.gov. b. Opportunities identified. c. Funding levels determined.
2. Ensure that opportunities reach AAPI communities.	FY 2011	VACO/VHA/VBA/NCA	<ul style="list-style-type: none"> a. Distribution list of eligible AANAPISIs created. b. Outreach plan created. c. Outreach completed. d. Agency-AANAPISI partnerships formed and documented.

Objective 1.5: Promote AAPI presence on Federal Advisory Councils.			
Strategic Activity	Timeframe	Driver/Contact Info	Performance Outcomes
1. Identify all existing boards and commissions.	FY 2011	VACO/VHA/VBA/NCA	<ul style="list-style-type: none"> a. All boards identified by the end of FY 2011.
2. Propose regulatory language that all established Federal boards be inclusive of the U.S. population.	FY 2011	VACO/VACO-CMV/ VACO-CWV/VHA/ VBA/NCA	<ul style="list-style-type: none"> a. Research completed on how boards/commissions are formed. b. Proposal completed by the end of FY 2012 (all agencies forming boards must consult with community).
3. Increase Awareness of existing Federal Advisory Boards and promote participation.	FY 2012	VACO/VHA/VBA/NCA	<ul style="list-style-type: none"> a. Outreach conducted to increase awareness of Federal Advisory Boards. b. Employee participation encouraged.

Objective 1.6: Increase Veteran Awareness of Native American Direct Loan Program.			
Strategic Activity	Timeframe	Driver/Contact Info	Performance Outcomes
1. Notify Veterans of home loan programs available.	FY 2011	VBA	<ul style="list-style-type: none"> a. Communication delivered to Veterans. b. Increased use of the Native American Direct Loan Program.

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

Goal 2: Increase the number of AAPIs with access to linguistically appropriate resources (adapted from WHIAAPI suggested goal #2).

Objective 2.1: Increase the number of AAPIs with access to linguistically appropriate resources.			
Strategic Activity	Timeframe	Driver/Contact Info	Performance Outcomes
1. Confer with Department of Justice Coordination and Review Section to evaluate status of agency plan related to Executive Order 13166.	FY 2011	VACO-ORM/ VACO-OPIA/VHA/ VBA/NCA	<ul style="list-style-type: none"> a. Plan completed or included in existing LEP plan. b. Plan posted for public viewing. c. Information made available in appropriate languages to populations with Limited English Proficiency in compliance with Executive Order 13166.
2. Identify agency materials that reach an AAPI audience and monitor to ensure that materials are culturally and linguistically appropriate.	FY 2012	VACO/VHA/VBA/NCA	<ul style="list-style-type: none"> a. Information is translated into appropriate AAPI languages. b. Information is distributed to AAPI communities.

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

Goal 3: Foster the recruitment, career development and advancement of AAPIs in the VA (adapted from WHIAAPI suggested goal #3 and ODI's Strategic Plan goals #2 and #3).

Objective 3.1: Increase AAPI applicants to VA career opportunities.			
Strategic Activity	Timeframe	Driver/Contact Info	Performance Outcomes
1. Develop plan to increase applicant flow and pools for entry-level and mission critical positions.	FY 2012	VACO/VACO-ODI/ VACO-OHRM/VHA/ VBA/NCA	a. Applicant flow data is collected and analyzed. b. Recruitment and hiring patterns/trends for AAPIs are monitored and analyzed. c. Recruitment activities are developed, monitored and reported through the OPM's Federal Equal Opportunity Recruitment Program (FEORP) and the EEOC's Management Directive 715 (MD-715).
2. Enter into Memorandums of Understanding with 2-year and 4-year AAPI educational serving institutions.	FY 2012	VACO/VACO-ODI/ VACO-OHRM/VHA/ VBA/NCA	a. MOUs established with at least 25% of Asian American/Native American Pacific Islander Servicing Institutions (AANAPISIs) the end of FY 2011. b. MOUs established with at least 35% of AANAPISIs by the end of FY 2012.
3. Conduct outreach with and develop partnerships with AA/NHPI community serving organizations (e.g. OCAPICA, CNHA) for advice and support.	FY 2012	VACO/VACO-ODI/ VACO-OHRM/VACO- OPIA/VACO-VECS/ VACO-CMV/VACO- CWV/VHA/VBA/NCA	a. List of AAPI community groups created. b. Outreach plan developed. c. List of partnerships generated.
4. Participate in national/regional job fairs designed to recruit AAPI candidates.	FY 2012	VACO/VACO-DI/VACO- OHRM/VACO-CMV/ VACO-CWV/VHA/ VBA/NCA	a. Job fairs identified. b. 50% of job fairs attended in 2011 and 2012.
5. Develop and implement a comprehensive media strategy directed at the recruitment of AAPI applicants.	FY 2012	VACO/VHA/VBA/NCA	a. Media strategy developed. b. Media strategy implemented and documented.

Objective 3.2: Increase participation rate of AAPIs in innovative internship, fellowship, and work-study programs.			
Strategic Activity	Timeframe	Driver/Contact Info	Performance Outcomes
1. Develop plan to increase AAPI applicants for internship, fellowship and work-study programs, which may include creating new or expanding internship and fellowship programs.	FY 2011	VACO/VACO-ODI/ VACO-OHRM/VHA/ VBA/NCA	<ul style="list-style-type: none"> a. Evaluate participation rate of AAPIs in departmental internship, fellowship and work-study programs. b. Recruitment of AAPIs through the Presidential Management Intern program assessed. c. Plan developed and incorporated into FEORP and MD-715.
2. Create one paid internship position or assign duties to a specific employee in the agency that will allow them to specifically work on AAPI issues and assist with this agency plan.	FY 2011	VACO/VHA/VBA/NCA	<ul style="list-style-type: none"> a. Position created in appropriate program office. b. Employee assigned duties.
3. Develop and implement college/university Co-op work programs, such as the NASA Co-op Conversion Program.	FY 2012	VACO/VACO-ODI/ VACO-OHRM/VHA/ VBA/NCA	<ul style="list-style-type: none"> a. Co-op program designed by Quarter 1 in 2012. b. Co-op program participants recruited by Quarter 3 in 2012. c. Co-op program implemented by Quarter 4 in 2012.
4. Partner with AAPI Minority Serving Institutions, as well as AAPI national and community-based affinity groups to support summer internship programs.	FY 2012	VACO/VACO-ODI/ VACO-OHRM/VHA/ VBA/NCA	<ul style="list-style-type: none"> a. List of AAPI community groups created. b. Outreach plan developed. c. List of partnerships generated. d. Intern data captured on participation rates using above organizations.

Objective 3.3: Increase applicants for Senior Executive Service (SES) positions.			
Strategic Activity	Timeframe	Driver/Contact Info	Performance Outcomes
1. Increase awareness and participation in leadership activities.	FY 2011	VACO/VACO-ODI/ VACO-OHRM/ VACO-CSEMO/VHA/ VBA/NCA	<ul style="list-style-type: none"> a. Mid-Level Skills and Management Development Programs developed and implemented. b. SES Candidate Development Program initiated or expanded. c. New general employee training and development programs developed. d. Skills development opportunities/assignments for professional advancement provided. e. Agency-wide mentoring program implemented.
2. Analyze underrepresentation and barrier causes.	FY 2011	VACO/VACO-ODI/ VACO-OHRM/ VACO-CSEMO/VHA/ VBA/NCA	<ul style="list-style-type: none"> a. Conduct Barrier and Adverse Impact Analysis. b. Conduct Department or Agency-wide Survey by 4th Quarter to determine where possible barriers are to increasing the numbers of Asian Americans (AA) and Native Hawaiians (NH) or Pacific Islander (PI) Americans within the Agency (also combine with prior-year MD-715 barrier analysis). c. Conduct under representation analyses for AAPI participation rates at the mid-level and SES levels. d. Assess AAPI under representation at the mid- and senior level positions. e. Assess under representation in major job occupations. f. Monitor/analyze advancement, pipeline flow and retention of AA/NHPIs. g. Analyze promotion selection rates and patterns.

Objective 3.4: Develop and include diversity and affirmative employment measures as critical elements in executive and management performance plans.

Strategic Activity	Timeframe	Driver/Contact Info	Performance Outcomes
1. Hold management accountable for efforts to increase diversity in VA's workforce.	FY 2011	VACO/VHA/VBA/NCA	<ul style="list-style-type: none"> a. Strong policy commitment and direction from the top leadership team attained. b. EEO, diversity, and inclusion inserted as critical performance elements in performance plans for all SES, managers and supervisors by the beginning of the next SES appraisal/evaluation cycle. c. Succession plans and Individual Development Plans prepared and monitored. d. EEO, diversity, and cultural competency training for SES, managers and supervisors required.
2. Enforce anti-discrimination and equal opportunity laws.	FY 2011	VACO/VHA/VBA/NCA	<ul style="list-style-type: none"> a. Management's track record of complaints from an EEO perspective required. b. Complaints filed by federal employees monitored and analyzed. c. Federal sector reports produced by the OPM, EEOC and the MSPB for general trends and patterns in the federal workforce monitor and analyzed.

Objective 3.5: Implement training to educate AAPI employees on the available leadership, career development, and educational programs.			
Strategic Activity	Timeframe	Driver/Contact Info	Performance Outcomes
1. Determine leadership and career development programs available internal to VA.	FY 2011	VACO/VACO-ODI/ VACO-OHRM/VHA/ VBA/NCA	a. Locate resources available to employees that exist internal to VA.
2. Develop Career Pathways project and other training/developmental strategies to facilitate upward mobility for employees at lower/dead-end grades.	FY 2012	VACO/VACO-ODI/ VACO-OHRM/VHA/ VBA/NCA	a. Develop a program to inform employees of options and opportunities for upward mobility.
3. Determine leadership and career development programs available external to the VA (i.e. other federal agencies or non-government entities).	FY 2011	VACO/VACO-ODI/ VACO-OHRM/VHA/ VBA/NCA	a. Locate resources available to employees that exist external to VA.
4. Determine mentoring programs available to employees.	FY 2011	VACO/VACO-ODI/ VACO-OHRM/VHA/ VBA/NCA	a. Determine what mentorship opportunities are available to VA employees. b. Determine requirements for mentorship (mentors and mentees). c. Ensure mentorship programs are disseminated VA-wide.
5. Determine developmental needs of employees and conduct barrier analysis to determine challenges to attaining training.	FY 2011	VACO/VACO-ODI/ VACO-OHRM/VHA/ VBA/NCA	a. Conduct training needs assessment VA-wide. b. Determine results of survey. c. Conduct barrier analysis through survey results and participation rates to determine challenges to participation in training and programs.
6. Provide tuition support, educational activities, and training to improve the employment and promotional opportunities for all employees.	FY 2011	VACO/VACO-ODI/ VACO-OHRM/VHA/ VBA/NCA	a. Training and education opportunities available to employees.

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

Goal 4: Improve federal civil rights protections for the AAPI community (adapted from WHIAAPI suggested goal #4).

Objective 4.1: Rigorously enforce civil rights statutes/laws that require equal access and non-discrimination in federal programs that involve grants, loans, contracts, financial aid and other benefits.			
Strategic Activity	Timeframe	Driver/Contact Info	Performance Outcomes
1. Evaluate trends and patterns of compliance and enforcement activity, for AAPI population and subpopulations.	FY 2011	VACO/VACO-ORM/ VACO-OSDBU/VHA/ VBA/NCA	a. Assessment completed. b. Report generated.
2. Conduct expanded outreach with and develop partnerships with AA/NHPI community serving organizations to publicize enforcement process and programs.	FY 2012	VACO/VACO-ORM/ VACO-OSDBU/VHA/ VBA/NCA	a. Outreach plan developed. b. List of partnerships generated. c. Materials describing compliance requirements and complaint filing process created, translated and disseminated.
3. Coordinate community stakeholder meetings with agency representatives.	FY 2012	VACO/VACO-ORM/ VACO-OSDBU/VHA/ VBA/NCA	a. AAPI community organizations introduced to senior staff. b. AAPI organizations participation in roundtable meetings. c. Meetings between AAPI organizations and senior program staff held. d. Action plan created and implemented.
4. Monitor and analyze agency's track record of compliance activity and complaints and gauge its impact on the AAPI community.	FY 2012	VACO/VACO-ORM/ VACO-OSDBU/VHA/ VBA/NCA	a. Reports by AAPI population and subpopulation produced. b. Compliance activity and complaint reports monitored and analyzed for trends and patterns.

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

Goal 5: Improve the data collected on AAPIs in each program (adapted from WHIAAPI suggested goal #5).

Objective 5.1: Disaggregate Native Hawaiian, Pacific Islander, and Asian American data.			
Strategic Activity	Timeframe	Driver/Contact Info	Performance Outcomes
1. Comply with OMB Directive 15.	FY 2011	VACO/VHA/VBA/NCA	<ul style="list-style-type: none"> a. OMB Directive 15 reviewed. b. Analysis done across all programs to determine whether they meet the requirements of the directive. c. All programs are in compliance with the directive.

Objective 5.2: Complete a pilot data disaggregation program to create a model for how other programs can use disaggregated data systems to increase their effectiveness in reaching the underserved AAPI population.			
Strategic Activity	Timeframe	Driver/Contact Info	Performance Outcomes
1. Identify a successful model of data disaggregation.	FY 2011	VACO/VHA/VBA/NCA	<ul style="list-style-type: none"> a. Three models already in use are identified by February 2011. b. One model created based on the best practices of the three identified models.
2. Use the model on one existing program.	FY 2012	VACO/VHA/VBA/NCA	<ul style="list-style-type: none"> c. Program that will test the data disaggregation model is identified by March 2011. d. Results analyzed.

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

Goal 6: In conjunction with HUD, reduce the homeless Veteran population to 59,000 on the way to eliminating Veteran homelessness (adapted from VA HPPG #1).

Objective 6.1: In conjunction with HUD, reduce the homeless AAPI Veteran population.			
Strategic Activity	Timeframe	Driver/Contact Info	Performance Outcomes
1. Identify locations of high populations of homeless Veterans.	FY 2011	VACO/VHA/VBA	a. Data gathered on homeless Veterans. b. Data on AAPI homeless Veterans gathered.
2. Develop measures and tracking system to track status of homeless Veterans.	FY 2011	VACO/VHA/VBA	a. Tracking system developed.
3. Conduct a study to determine causes of homelessness in AAPI Veterans.	FY 2011	VACO/VHA/VBA	a. Study conducted.
3. Develop and implement plans to assist AAPI Veterans with employment services and housing.	FY 2012	VACO/VACO-CMV/ VACO-CWV/VACO- VECS/VHA/VBA	a. Resources explored and dedicate. b. Outreach conducted educating them on resources available to them.
4. Review status of program.	FY 2012	VACO/VHA/VBA	a. Changes since implementation measured.

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

Goal 7: Improve the quality, access, and value of health care, including mental health care, provided to AAPI Veterans (adapted from VA HPPG #5).

Objective 7.1: Increase AAPI awareness and availability of healthcare accessibility and resources.			
Strategic Activity	Timeframe	Driver/Contact Info	Performance Outcomes
1. VHA facilities will provide a continuum of high quality, culturally appropriate services in a safe, welcoming environment.	FY 2011	VHA	a. Veterans receive quality care.
2. VHA facilities will increase participation in local community Health Fairs and the Homeless Veterans Stand Down activities to increase awareness of VA services and improve health outcomes of AAPI veterans.	FY 2011	VHA	a. Awareness of services increased.
3. The VA Medical Center's Education Department offers a wide variety and volume of health related training to both employees and Veterans.	FY 2011	VHA	a. Resources available to employees and Veterans to access health information.

Objective 7.2: Improve the quality, access, and value of mental health care provided to AAPI Veterans.			
Strategic Activity	Timeframe	Driver/Contact Info	Performance Outcomes
1. 96% of mental health patients will receive a mental health evaluation within 15 days following their first mental health encounter.	FY 2012	VHA	a. Patients receive mental health evaluation in an efficient manner.
2. 97% of eligible patients will be screened at required intervals for Post Traumatic Stress Disorder (PTSD).	FY 2012	VHA	a. PTSD symptoms assessed and monitored regularly.
3. 97% of all eligible patients will be screened at required intervals for alcohol misuse.	FY 2012	VHA	a. Alcohol use measured and monitored regularly.
4. 96% of all eligible patients will be screened for depression.	FY 2012	VHA	a. Depression symptoms assessed and monitored regularly.

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

Goal 8: Increase awareness and access to health services for AAPI Veterans in rural areas (adapted from VA Strategic Plan goal #1).

Objective 8.1: Identify in conduct outreach to Veterans in rural areas throughout the U.S.			
Strategic Activity	Timeframe	Driver/Contact Info	Performance Outcomes
1. Determine rural areas with Veteran populations.	FY 2011	VACO/VHA	a. Locations of populations of Veterans in rural Veterans verified.
2. Determine health needs of rural Veterans.	FY 2011	VACO/VHA	a. Veterans surveyed to determine health needs b. Local resources identified.
3. Determine rural Veteran accessibility to transportation to VA health care facilities.	FY 2011	VACO/VHA	a. Transportation to VA health care facilities determined.
4. Create partnerships with local rural health providers to ensure Veterans in rural areas receive needed health resources.	FY 2012	VACO/VHA	a. Local health resources and availability identified. b. Partnerships with local health resources created.
5. Create plans to conduct outreach to populations of Veterans in rural areas.	FY 2012	VACO/VACO-CMV/VHA	a. Needs identified and outreach (visits) completed. b. Veterans are informed of health resources and health services available. c. Veterans are aware of transportation options.

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

Goal 9: Institutionalize VA’s implementation of this initiative (carried over from previous WHIAAPI goals).

Objective 9.1: To keep VA responsive and proactive in using its programs, services, and resources to reach out to targeted groups that would most benefit from its program services.			
Strategic Activity	Timeframe	Driver/Contact Info	Performance Outcomes
1. Formal or informal internal working groups will respond to the AAPI initiative, and meet on a regular basis to work on a range of issues, including suggesting policy changes and ways to improve outreach to AAPIs.	FY 2011	VACO/VACO-CMV/ VHA/VBA/NCA	a. Regular communication about the VA AAPI plan established.
2. Increase the attendance of EEO and Special Emphasis Program Managers at annual AAPI conferences for them to gain a better understanding and knowledge of AAPI cultures.	FY 2012	VACO/VHA/VBA/NCA	a. Increased VA presence and AAPI conference.
3. Provide informative lectures and literature regarding the contributions of AAPI individuals and employees in order to enhance the awareness of the AAPI culture.	FY 2012	VACO/VHA/VBA/NCA	a. Increased awareness of AAPI culture, etc. agency-wide.
4. Compliance with Executive Order 13515.	FY 2012	VACO/VHA/VBA/NCA	a. Agency legal compliance requirements met.

PART III

AAPI Access to and Participation in HPPGs and Other Programs

All HPPGs, programs, initiatives, and action items cited in the executive summary and the agency action plan are designed to specifically target AAPI populations and subpopulations where they may be underserved by VA. Several VA entities, including the Center for Minority Veterans, Office of Diversity and Inclusion, Veterans Employment Coordinator Service, Office of Public and Intergovernmental Affairs, Office of Resolution Management, the Center for Women Veterans, and various offices within the Administrations, have operating policies, procedures, and strategic activities that are routinely used to assess and analyze data, evaluate programs, and assess services to identify and eliminate barriers that prevent full access to quality health care, benefits, memorial services, and employment opportunities for all Veterans and/or employees, including AAPIs. Additionally, VA continually conducts outreach activities with public sector, private sector, community and faith-based organizations, and affinity organizations to reach and improve service delivery to populations that may be underserved, including AAPIs.

Budget and Resource Commitment

VA is a decentralized agency; therefore, each Administration and VACO Staff Offices independently determine how much funding will be targeted to fund specific programs, based on identified organizational needs. While VA did not track funding that was specifically allocated for high-AAPI-impact programs, we are proud to report that VA has made efforts and allocated resources for fostering recruitment, career development and advancement, and access to services for diverse groups, including AAPIs, as follows:

Fostering Recruitment — Throughout VA, full-time and collateral duty EEO Diversity and Inclusion staff, including Special Emphasis Program Managers dedicated solely to Asian American/Pacific Islander workplace issues, continually implement affirmative employment programs to reach and recruit AAPIs. In doing so, they conduct barrier analysis to identify less than expected participation rates to develop targeted outreach and recruitment strategies. In compliance with the Office of Management and Budget's direction, in FY 2009, VA separated AAPI data into two categories, "Asian" and "Native Hawaiian and Other Pacific Islander," to better capture and analyze specific data for this diverse population. Additionally, EEO and HR staffs conduct outreach and recruitment activities at diverse career fairs, local and national affinity organization conferences, and minority serving institutions, to reach, introduce and encourage AAPIs to consider VA career opportunities.

VA partners with organizations that serve AAPI students, such as Asian Pacific American Institute for Congressional Studies, Organizations of Chinese Americans, International Leadership Foundation, and Embracing Hopes and Aspirations of Asian Pacific Americans, to identify and sponsor interns for future employment. Further, EEO and human resource personnel establish and maintain partnerships with academia, professional associations, and minority serving institutions, including Asian American/ Native American Pacific Islander Servicing Institutions and the Federal Asian Pacific American Council.

To advance diversity within its organizations, management uses a variety of hiring sources, such as the National Internship Program, Federal Career Intern Program (FCIP), Veterans Employment Opportunity (VEOA), Presidential Management Fellow (PMF), Student Temporary Employment Program (STEP), and the Student Career Experience Program (SCEP).

Career Development and Advancement — The VA uses the High Performance Development Model (HPDM) which is a four-tiered program structure which facilitates career development through continuous learning, coaching/mentoring, and assessment over a career span. Below is a sampling of internal career development programs and the current participation rate of AAPIs:

VACO:

- Leadership Development Mentoring Program—3 minority participants, including 1 Asian male
- Senior Executive Service Candidate Development Program—19 minority participants, including 1 Asian male

VHA:

- The Executive Career Field Candidate Development Program (ECFCDP), this is a 2 year program that provides developmental opportunities for the preparation in applying for executive vacancies. In FY 2010, there were 39 VHA employees actively enrolled including 4 (9.76%) Asian employees. Promotion rates of participants ranged from 59-74%.
- The Graduate Healthcare Administration Training Program (GHATP), which consists of 3 developmental programs that are designed to prepare today's promising candidates to become tomorrow's VHA administration leaders by providing career development opportunities to highly qualified individuals. In FY 2010, there were 73 VHA employees actively enrolled, including 8 (11.6%) Asian employees.
- The Leadership, Effectiveness, Accountability, and Development (LEAD) Program is VHA's integrated process of identifying, assessing, and developing high potential leaders in preparation to assume greater roles of responsibility from entry-level positions to mid-management ranks. 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.

VBA:

- In VBA, other training and career development opportunities such as Introduction to Leadership Training, Division Leadership Training (DLMT), Assistant Director Development Program, VA SES Candidate Development Program, 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 tool for ensuring women and minorities are afforded opportunities 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. In the 2010-2011 class there are 9 interns, one of whom is an Asian Pacific Islander female.

Access to Services — VA offices continually assess service delivery to ensure that underserved groups have full access to quality healthcare, services, and benefits. The Center for Minority Veterans (CMV) continues to promote, evaluate, and assess minority Veterans' use of VA programs and recommend solutions to better

serve minority Veterans. The CMV is charged with identifying barriers to service and health care access as well as increasing local awareness of minority Veteran-related issues by developing strategies for improving minority participation in existing VA benefits programs. Asian American and Pacific Islander Veterans are included in the efforts made by the CMV. Additionally, pursuant to Executive Order 13166 and **the meaningful access requirement of the Title VI regulations**, VA has taken steps to establish Limited English Proficiency guidance and procedures that serve to ensure those who have challenges communicating in English have full access to VA services and benefits.

Please note that in FY 2010, race, national origin, gender, and funding data was unavailable for some programs. VA anticipates establishing a data collection mechanism to capture this information in FY 2011.

APPENDIX A

List of Acronyms in Alphabetical Order:

AAPI – Asian Americans and Pacific Islanders

CMV – Center for Minority Veterans

CWV – Center for Women Veterans

HPPG – High Priority Performance Goal

ODI – Office of Diversity and Inclusion

OPIA – Office of Public and Intergovernmental Affairs

ORM – Office of Resolution Management

OSDBU – Office of Small and Disadvantaged Business Utilization

NCA – National Cemetery Administration

NHPI – Native Hawaiian/Pacific Islander

RCLF – Relevant Civilian Labor Force

VA – Department of Veterans Affairs

VACO – Department of Veterans Affairs Central Office

VBA – Veterans Benefits Administration

VECS – Veterans Employment Coordination Service

VHA – Veterans Health Administration

WHIAAPI – White House Initiative on Asian Americans and Pacific Islanders