



U.S. Department of Veterans Affairs

Diversity & Inclusion

ANNUAL REPORT
Fiscal Year 2009



Human Resources and Administration
Office of Diversity and Inclusion

<http://www.diversity.hr.va.gov>



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Message from the Deputy Assistant Secretary for Diversity & Inclusion

Dear Colleagues,

It is with great pride that we present the Department of Veterans Affairs (VA) Diversity and Inclusion Annual Report for Fiscal Year 2009 (FY 2009). This is the first of what will be an annual performance report that presents the accomplishments and the measurable outcomes of VA's efforts toward realizing the goals of the *VA Diversity and Inclusion Strategic Plan for FY 2009–2013*. By openly sharing our achievements and illuminating our challenges, we can advance our mission of “fostering a diverse workforce and inclusive work environment in VA.”



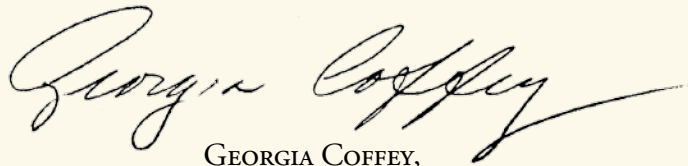
The Office of Diversity and Inclusion (ODI) is proud to lead this effort in collaboration with VA's staff offices and three Administrations: the Veterans Health Administration (VHA); the Veterans Benefits Administration (VBA), and the National Cemetery Administration (NCA). This report presents the many innovative and groundbreaking initiatives that VA has launched to implement a model diversity and inclusion program.

The process began in February 2009 with the publication of VA's first Diversity and Inclusion Strategic Plan. In May of that year, Secretary Eric Shinseki asked all Under Secretaries, Assistant Secretaries, and key officials to implement the Plan in their respective organizations. ODI facilitated this implementation by embedding the objectives of the Strategic Plan in VA's equal employment opportunity (EEO) program plan that is submitted annually to the U.S. Equal Employment Opportunity Commission (EEOC) and by enlisting the support of the VA Diversity Council. To ensure leadership accountability, VA implemented a new Department-wide critical performance element in all Senior Executive Service performance plans that reflected the goals of the Diversity and Inclusion Strategic Plan.

The Diversity and Inclusion Annual Report chronicles VA's progress toward realizing the goals of the Strategic Plan and provides a comprehensive view of the state of the agency with respect to diversity and inclusion. The Report presents graphs, tables, and narratives that reflect both program outputs and outcomes (changes in workforce representation, group participation rates, EEO complaints, etc.) related to workforce diversity and inclusion. We have also included several reports as references in the Appendix so that this report serves as a compendium of information related to diversity and inclusion in VA.

The public sector is on the cusp of a major human capital transformation that presents us with great challenges and even greater opportunities. The dramatic effects of globalization and multiculturalism have made workforce diversity a business imperative in the 21st century. The viability of Federal agencies in this millennium will depend on our ability to eradicate barriers to equal opportunity, mine the diverse talent of this entire labor market, and leverage the diversity of thought in all of our human resources. This is the “inclusion” piece of the paradigm that empowers our workforce.

We share this information with you in the spirit of collaboration and “shared leadership” for our common objectives. The achievements reflected in this Report could not have been accomplished without the hard work of all our internal and external stakeholders throughout VA and beyond. It is a privilege to work with each of you as we work together to cultivate a fair, diverse and inclusive workplace that provides excellent service to our Nations Veterans.

A handwritten signature in black ink, reading "Georgia Coffey". The signature is fluid and cursive, with a long horizontal flourish extending to the right.

GEORGIA COFFEY,
*Deputy Assistant Secretary,
Office of Diversity & Inclusion.*

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Executive Summary

The Department of Veterans Affairs' Office of Diversity and Inclusion (ODI) is proud to lead the effort to foster a diverse workforce and an inclusive work environment that ensures equal opportunity to best serve our Nation's Veterans. Toward that end, we are pleased to present VA's first Diversity and Inclusion Annual Report. This report presents the accomplishments, initiatives, and impact of VA's efforts in FY 2009 toward realizing the goals of VA's Diversity and Inclusion Strategic Plan for FY 2009–2013. The information contained in this report reflects the collective and collaborative work of VA's staff offices and organizations and VA's three Administrations—the Veterans Health Administration (VHA); the Veterans Benefits Administration (VBA), and the National Cemetery Administration (NCA)—toward achieving a diverse workforce and an inclusive workplace.

Looking at Our Accomplishments...

VA made considerable progress in its initial year under its new *Diversity and Inclusion Strategic Plan*.

Goal 1 of the Plan is to

“Create a diverse, results-oriented, high-performing workforce that reflects the communities we serve by identifying and eliminating barriers to equal opportunity.”

Under the leadership of ODI, VA has transformed the Department's diversity and inclusion program and implemented a vision of inclusiveness that is recognized government-wide. Some of VA's noteworthy accomplishments under this goal include the following:

- Maintained leading edge Web-based EEO workforce analysis system.
- Created new automated quarterly workforce diversity analysis reports.
- Performed Grade Disparity and Adverse Impact analyses to identify barriers to EEO.
- Administered the Community Prosperity Program to leverage public, private, and community resources to promote employment outreach to diverse communities.
- Created Best Practices in Recruitment Outreach and Retention Guide.
- Produced a bi-lingual public service announcement video promoting VA employment opportunities to the Hispanic community.
- Developed a workforce/succession plan identifying diversity gaps (VHA).

Goal 2 of the *Diversity and Inclusion Strategic Plan* states, “Cultivate a flexible and inclusive work environment that enables full participation through strategic outreach and retention.”

The following highlights some of the agency’s achievements and initiatives in this area:

- Exceeded goals for non-traditional student internships under the Workforce Recruitment Program (interns with disabilities) and Hispanic Association of Colleges and Universities (HACU) student interns.
- Exceeded goals for conducting EEO technical assistance reviews in the field.
- Developed an *EEO Compliant Recruitment and Selection Process Guide*.
- Implemented diversity and inclusion briefings at new employee orientation.
- Updated the Reasonable Accommodation procedures to comport with the Americans with Disabilities Act Amendments Act of 2008.
- Increased timeliness of EEO complaint processing to below regulatory time frame.
- Increased use of Alternative Dispute Resolution (ADR) in VA and increased dispute resolution rate.

Goal 3 of the *Diversity and Inclusion Strategic Plan* is to “Facilitate outstanding customer service and stakeholder relations by promoting cultural competency, accountability, education, and communication.”

In FY 2009, some of the significant accomplishments included the following:

- Implemented VA’s first *Diversity and Inclusion Strategic Plan* and *Diversity and Inclusion Annual Report*.
- Issued a consolidated *VA EEO, Diversity, No FEAR Policy Statement* signed by Secretary adding sexual orientation protection.
- Restructured and expanded the scope of VA’s Office of Diversity and Inclusion.
- Developed a new mandatory EEO and diversity critical element for all SES performance plans.
- Implemented the first VA-wide Diversity Council.
- Developed a new EEO and diversity training curriculum, including mandatory *Workplace Harassment and No FEAR Training for Employees*; standardized *EEO, Diversity and Conflict Management training for Managers and Supervisors*; *The Business Case for Diversity and Inclusion*; *Suspending Bias*; *Reasonable Accommodation*; and others.
- Developed the Secretary’s first *Diversity and Inclusion Awards Program*.

Looking Ahead...

FY 2009 was the inaugural year for VA's Diversity and Inclusion Strategic Plan and VA is proud to have met all of its first year objectives. In future years, the Department will focus on executing additional initiatives in furtherance of its overarching goal of "fostering a diverse workforce and an inclusive work environment." The following includes a sampling of these forward-thinking initiatives:

- Roll out standardized online *Workplace Harassment Prevention and No FEAR Training* for all employees.
- Roll out standardized online *EEO, Diversity, and Conflict Management Training for Managers and Supervisors*.
- Issue updated Reasonable Accommodation Directive.
- Implement a centralized reasonable accommodation fund.
- Implement an applicant flow system as precursor to an Adverse Impact Analysis system to identify barriers in recruitment processes.
- Issue the *EEO Compliant Recruitment and Selection Process Guide*.
- Develop and implement a targeted recruitment outreach plan to focus outreach on underrepresented communities—including Hispanic Americans and people with disabilities.
- Develop Career Pathways initiative to support upward mobility and bridge career gaps.
- Produce the third annual interagency Federal Diversity Summit, featuring thought leaders in diversity and inclusion from public and private sectors.
- Implement cultural competency initiative in healthcare (VHA).
- Expand use of ADR throughout VA.
- Reduce per capita rate of EEO complaints in VA through required supervisory EEO and diversity training.
- Implement online dashboard to report key EEO and diversity performance indicators.

Eighty-eighth Congress of the United States of America

AT THE SECOND SESSION

Began and held at the City of Washington on Tuesday, the seventh day of January,
one thousand nine hundred and sixty-four

An Act

To enforce the constitutional right to vote, to confer jurisdiction upon the district courts of the United States to provide injunctive relief against discrimination in public accommodations, to authorize the Attorney General to institute suits to protect constitutional rights in public facilities and public education, to extend the Commission on Civil Rights, to prevent discrimination in federally assisted programs, to establish a Commission on Equal Employment Opportunity, and for other purposes.

It is enacted by the Senate and House of Representatives of the United States of America in Congress assembled, That this Act may be cited as the "Civil Rights Act of 1964".

TITLE I—VOTING RIGHTS

Sec. 101. Section 2004 of the Revised Statutes (42 U.S.C. 1971), as amended by section 131 of the Civil Rights Act of 1957 (71 Stat. 637), and as further amended by section 601 of the Civil Rights Act of 1960 (74 Stat. 90), is further amended as follows:

(a) Insert "1" after "(4)" in subsection (a) and add at the end of subsection (a) the following new paragraphs:

"(1) No person acting under color of law shall—

"(A) in determining whether any individual is qualified under State law or laws to vote in any Federal election, apply any standard, practice, or procedure different from the standards, practices, or procedures applied under such law or laws to other individuals within the same county, parish, or similar political subdivision who have been found by State officials to be qualified to vote;

"(B) deny the right of any individual to vote in any Federal election because of an error or omission on any record or paper relating to any application, registration, or other act requisite to voting, if such error or omission is not material in determining whether such individual is qualified under State law to vote in such election; or

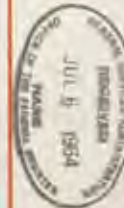
"(C) employ any literacy test as a qualification for voting in any Federal election unless (i) such test is administered to each individual and is conducted wholly in writing, and (ii) a certified copy of the test and of the answers given by the individual is furnished to him within twenty-five days of the submission of his request made within the period of time during which records and papers are required to be retained and preserved pursuant to title III of the Civil Rights Act of 1960 (42 U.S.C. 1974-74e; 74 Stat. 88); *Provided, however,* That the Attorney General may enter into agreements with appropriate State or local authorities that preparation, conduct, and maintenance of such tests in accordance with the provisions of applicable State or local law, including such special provisions as are necessary in the preparation, conduct, and maintenance of such tests for persons who are blind or otherwise physically handicapped, meet the purposes of this subparagraph and constitute compliance therewith.

"(3) For purposes of this subsection—

"(A) the term 'vote' shall have the same meaning as in subsection (a) of this section;

"(B) the phrase 'literacy test' includes any test of the ability to read, write, understand, or interpret any matter."

(b) Insert immediately following the period at the end of the first sentence of subsection (c) the following new sentence: "If in any such proceeding literacy is a relevant fact there shall be a rebuttable



Historical Perspective

The field of EEO has had a long and circuitous path in American history. Since the Emancipation Proclamation in 1863, the quest for social justice has been both conflicted and transformative. In the public sector, EEO had its statutory roots in the Civil Rights Act (CRA) of 1964, the landmark legislation of the Great Society. In 1969, President Nixon issued Executive Order 11478, which banned discrimination based on race, color, religion, sex, and national origin, and required Federal agencies to establish affirmative employment programs to foster EEO for minorities and women. That order led to the Equal Employment Opportunity Act of 1972, which amended the CRA to extend coverage of the act to Federal employees. The EEOC has had advisory authority for these affirmative employment functions in the Federal sector since 1978, including the responsibility to review and approve annual Federal agency equal opportunity plans. EEOC implemented the Federal affirmative employment program requirements through a series of management directives requiring agencies to determine underrepresentation of minorities and women in various employment categories, and to submit plans for addressing such underrepresentation.

Since that time, the field of EEO and affirmative action has changed dramatically. In the 1980s, the concept of EEO expanded into “respecting differences” and eventually was transformed by the groundbreaking work of Dr. R. Roosevelt Thomas, who introduced the concept of “diversity management” in his book *Beyond Race and Gender; Unleashing the Power of Your Work Force by Managing Diversity* (Amacom, 1991). Born largely in the private sector, the field of diversity management emerged from economic necessity and an increasingly compelling business case for diversity.

In 2003, the EEOC published Management Directive 715 to succeed and supplant previous directives on affirmative employment. The new directive required all Federal agencies to perform annual self-assessments against six “essential elements” to create a “model EEO program” and to perform extensive demographic analyses of their workforces to identify disparities and develop plans to eliminate identified barriers to equal opportunity.

Over time, the concept of EEO moved from a reactive, exclusively legalistic model to a more proactive, business-driven paradigm. The millennium also ushered in a new framework for diversity. The focus was now shifting from diversity to inclusion, a rapidly emerging trend also born in the private sector. This sea change occurred quietly as companies found themselves vigorously competing for diverse workforce talent in a globalized economy. They soon realized that it was not enough to simply recruit a diverse workforce, but they must also retain and leverage that diverse workforce to advance the mission. Organizations began looking internally at the organizational culture and the institutional processes that impacted employees’ ability to fully participate and contribute to the goals of the organization. This required examining systemic barriers in all aspects of the organization—including cultural norms, business practices, communications, leadership development, training and education, management

accountability, and work life. Organizational inclusion became the means to actualize the enormous potential of workforce diversity. The concept of inclusion galvanized the field of diversity management by stressing inclusion of *all* employees, not just legally-protected classes.

In VA, the EEO and affirmative employment functions operated in a decentralized structure until 1997. In 1997, Congress mandated that VA's EEO complaints management function be centralized at headquarters. Affirmative employment operations continued to be decentralized to the field facilities, while EEO policy and planning functions remained at headquarters.

In 2001, VA asked the National Academy of Public Administration to review the Department's diversity and EEO policies, organizational structure, and staffing. The purpose of the review was to recommend improvements to VA's diversity program that would contribute to the attraction and retention of a high-quality workforce, to the support of the Department's strategic mission, and to the delivery of outstanding and cost-effective services to VA's internal and external customers. The Academy made more than a dozen recommendations for improvement, including the recommendation that VA's diversity management strategy concentrate on three paramount goals: a harmonious and productive work environment; a diverse workforce, and outstanding service to all Veterans.

In 2008, the Office of Personnel Management (OPM) issued regulations to implement certain provisions of the Chief Human Capital Officers Act of 2002, which set forth new responsibilities and requirements related to improving the strategic management of the Federal workforce. Federal agencies are now required to maintain a current human capital plan and provide to OPM an annual human capital management report, based on the Human Capital Assessment and Accountability Framework. That framework establishes and defines five human capital systems: strategic alignment, leadership and knowledge management, results-oriented performance culture, talent management, and accountability. The framework includes requirements for diversity management and organizational inclusion.

Also in 2008, the Deputy Assistant Secretary for the Office of Diversity Management and EEO led the development of VA's first *Diversity and Inclusion Strategic Plan*. To comport with this new direction, the Office of Diversity Management and EEO was restructured and renamed the Office of Diversity and Inclusion (ODI), to reflect the emerging need to complement the focus on diversity with a focus on inclusion (that is, leveraging diversity). The Outreach and Retention team was added to ODI to develop strategies to sustain, develop, and leverage the diversity in all human resources. Through strategic workforce diversity and inclusion, VA can create the facilitating conditions to empower all human resources to contribute their fullest to its mission of providing optimum service to our Veterans and their families.

Our Values

VA is committed to the principles of EEO, equity, diversity, and inclusion in the workplace. We serve our Nation's Veterans and are committed to pursuing the agency's mission and fully utilizing the creativity, energy, and diversity of our workforce. To this end, we hold ourselves to the values of respect, public trust, and responsiveness to promote a culture of performance excellence. ODI leads the effort to incorporate the principles of equity, diversity, and inclusion in all aspects of VA's operations. We believe there is no higher calling than public service, and no more important work in public service than the pursuit of civil equity. We understand that our credibility is inextricably linked to our integrity and impartiality in administering an effective diversity program. We know that we cannot protect the rights of any unless we protect the rights of all, without bias or favoritism. We also know that we are strengthened by our diversity, and empowered by our inclusiveness.

VA subscribes to the legal, moral, and business case for diversity; understanding that diversity is now an economic imperative in the global community in which we live and work. It is important to note that the business case for diversity in no way diminishes our commitment to the legal and social imperatives for equal opportunity. VA remains unequivocally committed to ensuring the statutory protections for EEO as prescribed by law. We will continue to enforce the laws that protect all of our rights to work free from discrimination in the workplace, and assiduously commit ourselves to fairness in the workplace.

Vision

It is the vision of ODI that the Department of Veterans Affairs (VA) is a leader in creating and sustaining a high-performing workforce by leveraging diversity and empowering all employees to achieve superior results in service to our Veterans.

Mission

The mission of the Office of Diversity and Inclusion (ODI) is to foster a diverse workforce and an inclusive work environment that ensures equal opportunity through national policy development, workforce analysis, outreach, retention, and education to best serve our Nation's Veterans.

The following primary goals have been identified in pursuit of this mission:

1. Create a diverse, results-oriented, high-performing workforce that reflects the communities we serve by identifying and eliminating barriers to equal opportunity.
2. Cultivate a flexible and inclusive work environment that enables full participation through strategic outreach and retention.
3. Facilitate outstanding customer service and stakeholder relations by promoting cultural competency, accountability, education, and communication.



Diversity and Inclusion

Organizational Overview

Responsibility for maintaining a fair, diverse, and inclusive work environment rests with *all* VA employees at *all* levels of the organization. In addition, the following organizations have specific responsibilities with respect to diversity and inclusion in VA.

Office of the Secretary

The Secretary of Veterans Affairs has the responsibility of demonstrating commitment to equality of opportunity and access to programs for all employees and applicants for employment, and communicating this commitment throughout the Department, as detailed in VA Directive 5975 “Diversity Management and Equal Employment Opportunity.” The Secretary is also responsible for making diversity and EEO an integral part of VA’s strategic mission; issuing an annual policy statement to all VA employees prohibiting discrimination and affirming the value of diversity and EEO; ensuring the enforcement of EEO and diversity program requirements; annually certifying that VA is in full compliance with Federal laws, regulations, and executive orders; and ensuring that final judgments from the EEOC (and other adjudicatory bodies) are tracked and fully implemented.

The VA Diversity Council was established in November 2008 as an advisory body to the Secretary on diversity and inclusion matters. The Council comprises senior executive representatives from each major VA organization and Staff Offices and representatives from each labor union and other stakeholder organizations.

Staff Offices and Organizations

Office of Public and Intergovernmental Affairs

The Office of Public and Intergovernmental Affairs (OPIA) manages all aspects of communications with Veterans, the general public, VA employees, and the news media; an array of special events geared to the needs and interests of Veterans and their families; and efforts by the agency to work with various state and local governments to better meet the needs of Veterans across the Nation. The responsibility includes coordination and distribution of the information VA communicates to its audiences, especially to the general public through the news media, and the provision of public affairs policy guidance for the Department. The Assistant Secretary also directs and manages the intergovernmental, international, homeless and consumer affairs, as well as the special events program office. OPIA works to meet the needs of all VA audiences-first and foremost, Veterans. The strategic planning team in the Office of

Intergovernmental Affairs is focused on the future, how best to build relationships with states, territories, and Native American tribal governments, with special emphasis on those with the largest population of Veterans.

Office of Human Resources and Administration

Office of Diversity and Inclusion (ODI)

Within the Office of Human Resources and Administration, the Office of Diversity and Inclusion (ODI) leads VA's effort to promote a diverse workforce and an inclusive VA work environment. ODI provides advice and support to the Assistant Secretary for Human Resources and Administration in these matters. As the headquarters organization responsible for workforce diversity issues, ODI develops and promulgates national VA policies, plans, and programs that support EEO, workforce diversity, and organizational inclusion processes. ODI operates through three functional teams that are operationally aligned with VA's diversity and inclusion strategic goals: the Workforce Analysis Team, the Outreach and Retention Team, and the Training and Communications Team. With a focus on serving our Nation's Veterans, the ODI teams carry out their mission through workforce and barrier analysis, evaluation of EEO and diversity management, targeted recruitment outreach, retention strategies, competency development, marketing, and technical assistance.

Office of Resolution Management (ORM)

The Office of Resolution Management (ORM) promotes a discrimination-free work environment focused on serving Veterans by preventing, resolving, and processing workplace disputes in a timely and high-quality manner. ORM offers prevention programs that ensure employees and managers understand the characteristics of a healthy work environment and have the tools to address workplace disputes. ORM serves as a resource for the resolution of workplace disputes and has been designated as the lead organization for workplace ADR within VA. ORM provides EEO discrimination complaint processing services to VA employees, applicants for employment, and former employees. These services include counseling, investigation, and procedural final agency decisions. ADR is encouraged through all phases of the complaint process.

Office of Human Resources Management (OHRM)

The Office of Human Resources Management (OHRM) is responsible for advising the Secretary on personnel matters and consulting with other VA officials to meet the established mission, goals, and objectives of the Department through a strategically aligned and customer-focused human resources program. OHRM is focused on policy development, workforce planning initiatives, human resources development, legislative changes, and civil service reform. This includes the fundamental human resources functions of staffing (recruitment and retention); classification; compensation; executive resources; workforce planning; employee relations; employee work-life and benefits; career transition, oversight and effectiveness; and employee development within the human resources community. The functions of OHRM also include liaison with the Office of Personnel Management, and

representing VA before Congress, Office of Management and Budget, and other Federal agencies on human resources issues.

The Office of Labor-Management Relations (LMR)

The Office of Labor-Management Relations (LMR) promotes cooperative labor-management relationships to ensure that the Department can effectively manage its workforce while creating a positive work environment for employees and meeting its labor relations obligations. LMR facilitates effective communication between VA management and the Department's national labor unions; provides expert advice and counsel to management officials in VACO and field facilities; provides leadership for management negotiating teams at the national level to facilitate agreement and expedite implementation of Department initiatives; and assists VA's Office of General Counsel in representing the Department in national labor litigation matters. LMR also provides training to include contract interpretation and implementation, rights and responsibilities under the labor statute, and labor-management cooperation. Finally, LMR ensures that labor-management goals and objectives are linked to VA's Strategic Plan and that measures are developed to evaluate the effectiveness of the labor relations program as it relates to the mission of improving services and creating a positive work environment for employees.

Office of Policy and Planning

The Office of Policy and Planning provides expert guidance and support for the Department's strategic planning process and implementation of the Government Performance and Results Act; supports the development, analysis, and review of issues affecting Veterans' programs; provides quantitative and actuarial analysis to the Department in support of major policy deliberations; serves as the Department's focal point for access to and availability of official data; coordinates the independent evaluation of program performance focusing on program outcomes, service quality, customer satisfaction, and management efficiencies; coordinates and supports VA and DoD activities, councils, and partnerships; and fosters the adoption of management systems improvement initiatives, including the use of such quality engineering/management tools as business process reengineering across VA.

Office of Acquisition, Logistics, and Construction

The Office of Acquisition, Logistics, and Construction (OALC) has two fundamental roles. First, it has an operational role to provide acquisition, logistics, construction, and leasing support to the Department's administrations and staff offices so they can accomplish their missions. Second, it has oversight responsibility on behalf of the Secretary to ensure VA complies with laws, policies, and directions from executive branch partners, such as the Office of Management and Budget, Department of Treasury, General Services Administration, Government Accountability Office, and Congress. OALC provides direct operational support to the Department's administrations and staff offices through its two major organizational components: the Office of Acquisition and Logistics and the Office of Construction and Facilities Management. Each of these offices has staff in Washington, DC, as well as field sites across the Nation.

Office of Congressional and Legislative Affairs

The Office of Congressional and Legislative Affairs (OCLA) is responsible for advising senior VA officials on developing and maintaining VA's relationship with Members of Congress and congressional committees and on congressional interest in VA policy and program development and implementation, managing all congressional hearings, and ensuring that Congress receives pertinent and timely information about VA programs and policy issues. In addition, OCLA provides support and assistance with respect to specific legislative activity, monitors the status of pending legislation affecting VA, and works closely with the Legislative Advisor in developing the Department's annual legislative program.

Board of Veterans' Appeals

The Board of Veterans' Appeals (BVA) is responsible for making final decisions on behalf of the Secretary for the thousands of claims for Veterans' benefits that are presented for appellate review. Despite the dynamic environment in which BVA has operated since the advent of judicial review, the mission has remained relatively unchanged: to conduct hearings and issue timely, understandable, and quality decisions for Veterans and other appellants in compliance with the requirements of law. BVA strives to treat Veterans and their families with the utmost care and compassion.

Office of General Counsel

The Office of General Counsel (OGC) provides legal advice and services to the Secretary and all organizational components of the Department. The General Counsel is, by statute, the Department's chief legal officer. OGC interprets and advises Department officials regarding all laws, regulations, executive orders, and judicial precedents pertaining to the Department. It also serves as the final legal authority in issuing departmental regulations that have the force of law. OGC represents the Secretary in various administrative forums and works in close cooperation with the Department of Justice in defending legal actions brought against VA, as well as prosecuting affirmative claims, throughout the country. Further, OGC directly represents the Secretary in all cases litigated before the U.S. Court of Appeals for Veterans Claims. Working in close cooperation with Department officials, OGC prepares for the Secretary's approval draft bills and legislative testimony for presentation to Congress. Among its various other responsibilities, OGC manages the Department's ethics program.

Office of Inspector General

The Office of Inspector General (OIG) conducts audits, investigations, and inspections of VA programs, operations, and other activities carried out or financed by VA to recommend policies that promote economy, efficiency, and effectiveness; and to prevent and detect criminal activity, waste, abuse, and mismanagement in VA. OIG is dedicated to helping VA ensure that Veterans and their families receive the care, support, and recognition they have earned through service to their country. OIG strives to help VA achieve its vision of becoming the best-managed service delivery organization in Government. OIG continues to be responsive to the needs of

its customers by working with the VA management team to identify and address issues that are important to them and the Veterans served.

Veterans Service Organizations Liaison

The Veterans Service Organizations (VSO) Liaison is the VA Secretary's primary advisor on matters affecting VSOs and is responsible for the Department's day-to-day liaison with those organizations. Liaison responsibilities include communicating regularly with VSO officials to ensure VA's responsiveness to the needs of the organizations and their members; attending the VSO Midwinter conferences and national conventions; and communicating with Veterans concerning issues they feel strongly about, including health care. The incumbent attends all National Commanders' testimony on Veteran's issues to the House and Senate Veterans Affairs Committees. Other responsibilities include articulating the Department's points of view on issues affecting America's Veterans; maintaining and publishing lists of VSOs and their representatives for use by VA and the public (<http://www1.va.gov/vso>); advising the Secretary and Deputy Secretary of VSO policy statements or specific positions on Veterans' issues; and assisting VSOs in their dealings with other Federal agencies.

Center for Minority Veterans

The Center for Minority Veterans (CMV) promotes, evaluates, and assesses minority Veterans' use of VA programs and recommends solutions to better serve minority Veterans. Serving as a principal advisor to the VA Secretary, 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. Specifically, these Veterans include the following Veteran minority groups: African American, Hispanic, Asian American, Pacific Islander, and Native American, including American Indian, Alaska Native, and Native Hawaiian. Cultural, economic, and ethnic differences may hinder access to VA services by Veteran minority groups. Outreach activities, surveys, site visits, and direct contact with Veterans are some of the channels through which the CMV gathers information to identify opportunities for improvement.

Center for Women Veterans

The Center for Women Veterans (CWV) monitors and coordinates VA's administration of health care and benefits services and programs for women Veterans. The Center serves as an advocate for a cultural transformation (both within VA and in the general public) in recognizing the service and contributions of women Veterans and women in the military, and the responsibility to treat women Veterans with dignity and respect. The Director, Center for Women Veterans, serves as the primary advisor to the Secretary on all matters related to policies, legislation, programs, issues, and initiatives affecting women Veterans.

Office of Advisory Committee Management

The Advisory Committee Management Office serves as the coordinating office for VA's 26 Federal advisory committees. It is responsible for establishing clear goals, standards, and uniform procedures for advisory committee activities. It is also responsible for ensuring the VA advisory committee operations are in compliance with the provisions of the Federal Advisory Committee Act. Advisory committee members are generally acknowledged by VA's leadership and members of the Veterans Affairs committees in Congress as "consumer representatives" of those millions of beneficiaries whose lives are affected each year by VA programs. Advisory committee meetings at VA are generally open to the public, and notices of those meetings are published in the Federal Register.

Office of Survivors Assistance

The Office of Survivors Assistance oversees VA programs for survivors and dependents of survivors. The Office ensures that the surviving spouses, children, and parents of deceased Veterans have access to applicable benefits and services under the law and will advocate for their special needs in the policy and programmatic decisions of the Department. The Office serves as a primary advisor to the Secretary of Veterans Affairs on all matters related to the policies, programs, outreach, legislative issues, and other initiatives affecting survivors and dependents of survivors. The Office also serves as the Department's liaison for inter- and intra-agency cooperation on survivor issues.

Office of Employment Discrimination Complaint Adjudication

The Office of Employment Discrimination Complaint Adjudication (OEDCA) issues final agency decisions and orders on the merits of EEO complaints and on any relief that may be available, and reports cases involving a finding of intentional discrimination or retaliation against employees to the VA Secretary or Deputy Secretary. Complainants who are dissatisfied with a final agency decision or order may either appeal to the EEOC (or in some cases the Merit Systems Protection Board) or file a civil action in an appropriate United States District Court.

Office of Small and Disadvantaged Business Utilization

The Office of Small and Disadvantaged Business Utilization (OSDBU) consists of the Office of Small Business Programs and the Center for Veterans Enterprise. The OSDBU Director serves as the Department's advocate for the participation of service-disabled Veteran-owned small businesses, Veteran-owned small businesses, small business concerns, small disadvantaged businesses, women-owned small businesses, and Historically Underutilized Businesses in VA contracts and subcontracts. This office plans, implements, and coordinates Department programs for small businesses and works closely with VA program offices and contracting activities to ensure maximum practical opportunity for small businesses in the Department's procurements.

Center for Faith-Based and Neighborhood Partnerships

The mission of the Center for Faith-Based and Neighborhood Partnerships is to coordinate Department of Veterans Affairs efforts to eliminate regulatory, contracting, and other programmatic obstacles to the participation of faith-based and other community organizations in the provision of social and community services to Veterans. The Center empowers faith-based and other community organizations to apply for Federal social service grants. The Center supplies information and training, but it does not make the decisions about which groups will be funded. Those decisions are made through procedures established by each grant program, generally involving a competitive process. No grant funding is set aside for faith-based organizations. Instead, the Center creates a level-playing field for faith-based as well as other community organizations so that they can work with the government to meet the needs of America's communities.

Veterans Health Administration (VHA)

Workforce Management and Consulting

The Veterans Health Administration EEO/Affirmative Employment Team assists in creating and maintaining a work environment based on the principles of EEO. This office provides staff support to the Office of the Under Secretary for Health on matters involving EEO and civil rights. The office provides national policy and program assistance related to affirmative employment, ADR, cultural diversity, EEO training, and policy development. The office also serves as a resource for VHA Central Office, field EEO staff, and management officials.

National Center for Organization Development

The VHA National Center for Organization Development (NCOD) offers organizational assessment and consultation services to VHA organizations nationwide. NCOD assists with the design, administration, and feedback provision of the VHA All Employee Survey (AES). NCOD also maintains an active research and publication arm focused upon organizational outcomes. Additionally, NCOD works closely with other Management Support Office (MSO) functions, including the High Performance Development Model Office (HPDM), VHA Human Resources Management Advisory Group (HRM), and the Employee Education System (EES) program offices, in the development of leadership development programs.

Employee Education System

The Employee Education System (EES) is the Veterans Health Administration's education and training organization. EES has nine Employee Education Resource Centers strategically placed across the country. These centers allow EES to adapt best practices and leverage resources and expertise to provide VA employees with the best accessibility and affordability. These resource centers ensure communication is maximized, work is focused, cycle time is reduced, and products are delivered when and where they are needed. EES is committed to continually assessing and improving its performance to be the partner of choice for employee learning.

Office of Quality and Performance

The mission of the Office of Quality and Performance (OQP) is to support clinicians, managers, and employees in providing the highest quality of care for Veterans. Some of the services that OQP provides include assessing the processes and outcomes of patient care; assessing patient satisfaction; assessing the performance of the leaders, clinicians, and managers in VHA; linking VA and VHA strategies with accountability measures; developing clinical practice guidelines; and verifying that practitioners training and certification is consistent with the requirements of their clinical appointments.

Under Secretary for Health Diversity and Inclusion Board

The VHA Under Secretary for Health Diversity and Inclusion Board (DIB) assists and advises the VHA Under Secretary for Health and key VHA senior management staff regarding issues relating to cultural diversity in the workplace. The DIB reports to the Human Resources Committee of the VHA National Leadership Board, and support for the DIB is provided by VHA's Workforce Management and Consulting Office. The DIB is aligned to the VHA National Leadership Board Human Resources Committee and works with the committee to implement VA's strategic plan for diversity and inclusion.

Veterans Benefits Administration (VBA)

VBA Office of Diversity Management and Equal Employment Opportunity

The mission of the Veterans Benefits Administration (VBA) Office of Diversity Management and Equal Employment Opportunity is to assist VBA's leaders, managers, and employees in creating and maintaining a workplace environment that promotes the fair and equitable treatment of employees and customers.

National Cemetery Administration (NCA)

NCA EEO Program Office

The NCA Equal Employment Office promotes unity, equality, dignity, and respect throughout NCA. The office develops and monitors the EEO policies and regulations that ensure each employee is afforded the opportunity to excel to their highest potential. Through training, educating, on-site assessments, affirmative employment, minority outreach initiatives and complaint management, the EEO staff take the pulse of NCA to make certain cooperation, support, and respect for each other and the mission of the organization continues to be the daily focal point for each NCA employee.



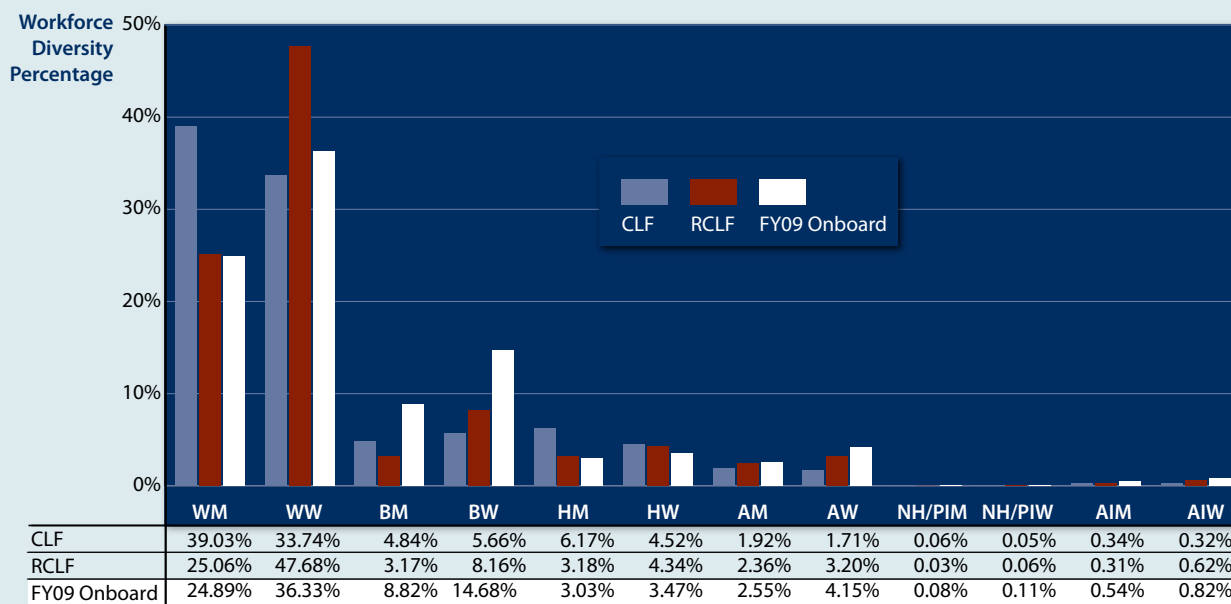
Fiscal Year 2009 Accomplishments

GOAL 1:

Create a diverse, results-oriented, high-performing workforce that reflects the communities we serve by identifying and eliminating barriers to equal opportunity.

Although VA *defines* “diversity” in the broadest possible sense, our primary measure of diversity involves comparing the demographic characteristics of VA’s workforce with those of the relevant civilian labor force (RCLF).¹ The following graph shows the comparison of VA’s workforce with the RCLF and the overall civilian labor force (CLF)² at the end of FY 2009:

VA Onboard vs. CLF/RCLF (FY 2009)
Permanent and Temporary



WM=White Men, WW=White Women, BM=Black Men, BW=Black Women, HM=Hispanic Men, HW=Hispanic Women, AM=Asian Men, AW=Asian Women, NH/PIM=Native Hawaiian/Pacific Islander Men, NH/PIW=Native Hawaiian/Pacific Islander Women, AIM=American Indian Men, AIW=American Indian Women

From the comparison to the RCLF, we can see that VA had considerably fewer White women and more Black men and women. In addition, VA had slightly fewer Hispanic men and women than we would expect, given the relevant civilian labor force, and slightly more Asian and Native American men and women than we would expect.

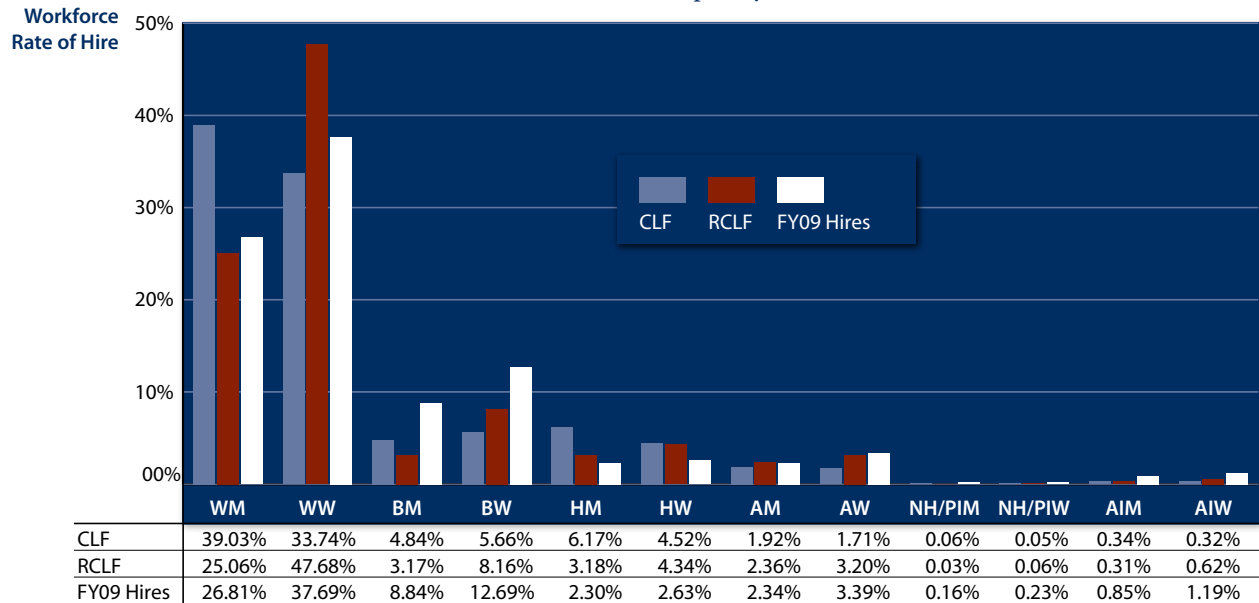
¹ RCLF reflects all people in America employed in or actively seeking employment in a specific occupation—the occupations representative of the VA workforce. The RCLF compares the applicants seeking specific VA occupations such as Doctors, Nurses, Human Resources, etc.

² CLF consists of all people, 16 years of age or over, excluding those in Armed Forces, who are employed or seeking employment. The CLF contains all occupations and is an accurate comparative basis for Federal Government-wide comparison, the largest employer in the U.S. with all occupations represented.

Comparing the demographic characteristics of relevant labor pool with the demographic characteristics of employees hired in FY 2009, we can see that the representation of White women and Hispanic men and women was less than would be expected:

VA Hires vs. CLF/RCLF (FY 2009)

Permanent and Temporary



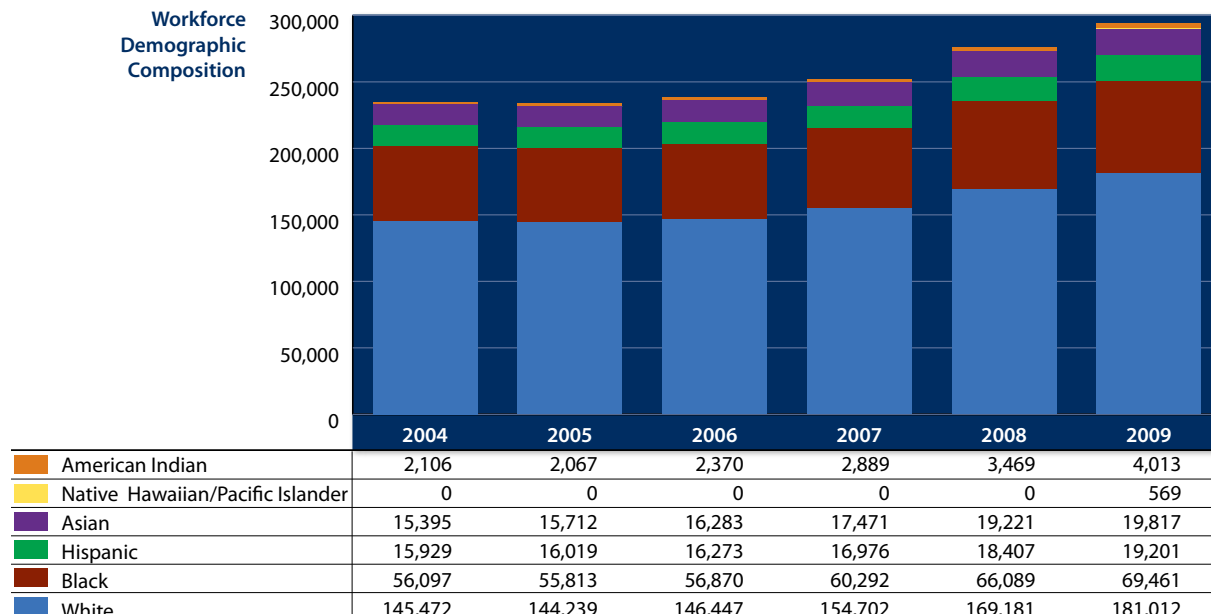
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Change in Representation (Overall)

Since 2004, the representation of virtually all demographic groups has generally increased along with the total workforce, while the proportional representation has remained largely unchanged. The change in the demographic composition of the workforce over the past six years is depicted below:

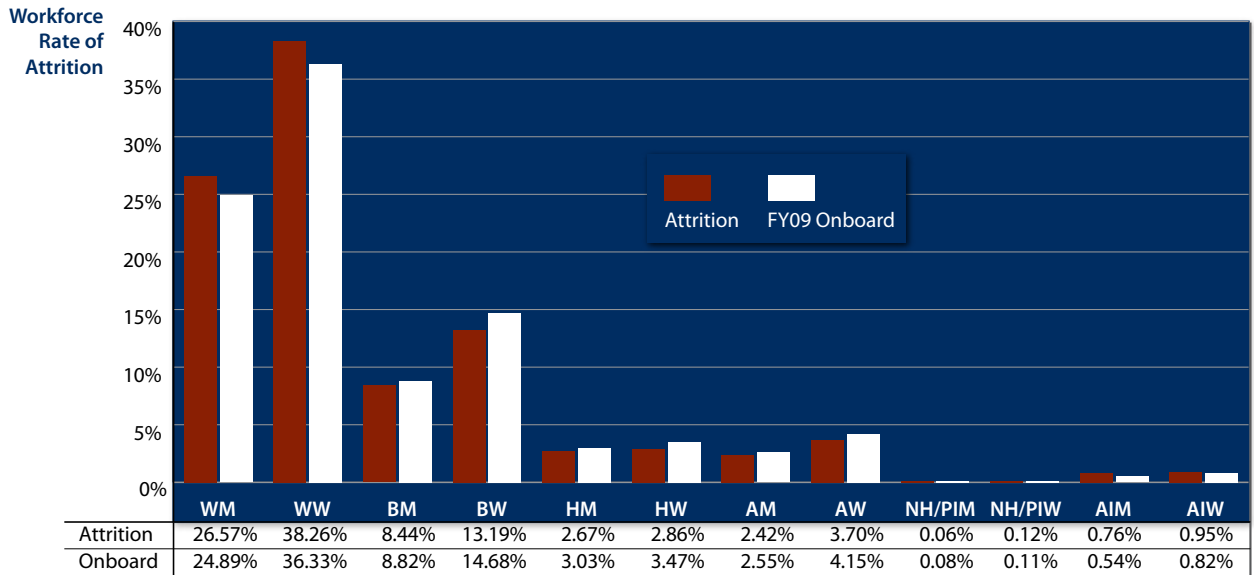
Onboard Trend (FY 2004 - FY 2009)

Permanent and Temporary



And we can see that of the percentage of VA employees who left the Department during FY 2009 was higher for White men and women than would be expected, given their presence in the VA workforce:

Attrition vs. Onboard (FY 2009)
Permanent and Temporary



WM=White Men, WW=White Women, BM=Black Men, BW=Black Women, HM=Hispanic Men, HW=Hispanic Women, AM=Asian Men, AW=Asian Women, NH/PIM=Native Hawaiian/Pacific Islander Men, NH/PIW=Native Hawaiian/Pacific Islander Women, AIM=American Indian Men, AIW=American Indian Women

People with Disabilities

At the end of FY 2009, approximately ten percent of VA employees reported having a disability, and 1.47 percent reported having a targeted disability, as defined by EEOC’s taxonomies. At 1.47 percent, VA’s representation of people with targeted disabilities is approximately 50 percent higher than the current government-wide average of just below one percent.

	Number	Percentage
All Employees (Permanent only)	271,168	100.00%
No Disability Reported	243,981	89.97%
Non-Targeted Disability	23,193	8.55%
Total Targeted Disability	3,994	1.47%
Deaf	332	0.12%
Blind	461	0.17%
Missing Extremities	193	0.07%
Partial Paralysis	380	0.14%
Complete Paralysis	142	0.05%
Convulsive Disorders	502	0.19%
Mentally Retarded	276	0.10%
Mental Illness	1,618	0.60%
Distortion Limb/Spine	90	0.03%

Veterans

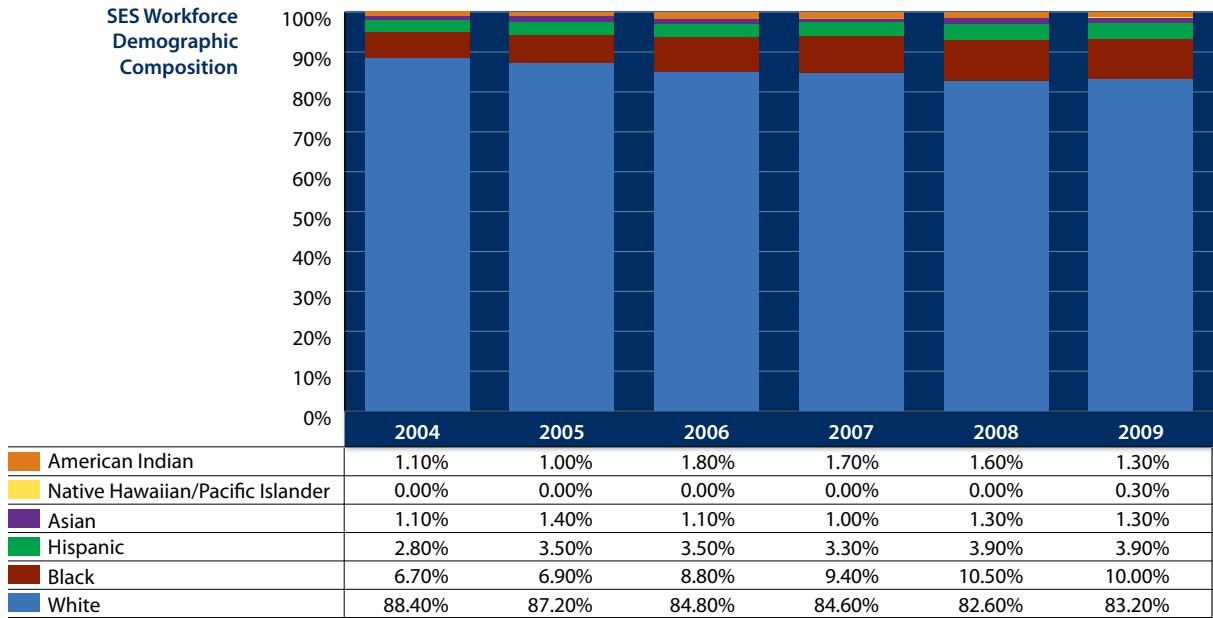
At the end of FY 2009, 31.22 percent of VA employees were Veterans. VA ranks second only to the Department of Defense in Veteran representation.

	Number	Percentage
All Employees (Permanent only)	271,168	100.00%
Total Veterans	84,655	31.22%
White Male	37,020	13.65%
White Female	11,030	4.07%
Black Male	18,782	6.93%
Black Female	7,194	2.65%
Hispanic Male	5,141	1.90%
Hispanic Female	1,188	0.44%
Asian Male	1,912	0.71%
Asian Female	511	0.19%
Native Hawaiian/Pacific Islander Male	119	0.04%
Native Hawaiian/Pacific Islander Female	54	0.02%
American Indian Male	868	0.32%
American Indian Female	250	0.09%
Other Male	413	0.15%
Other Female	173	0.06%

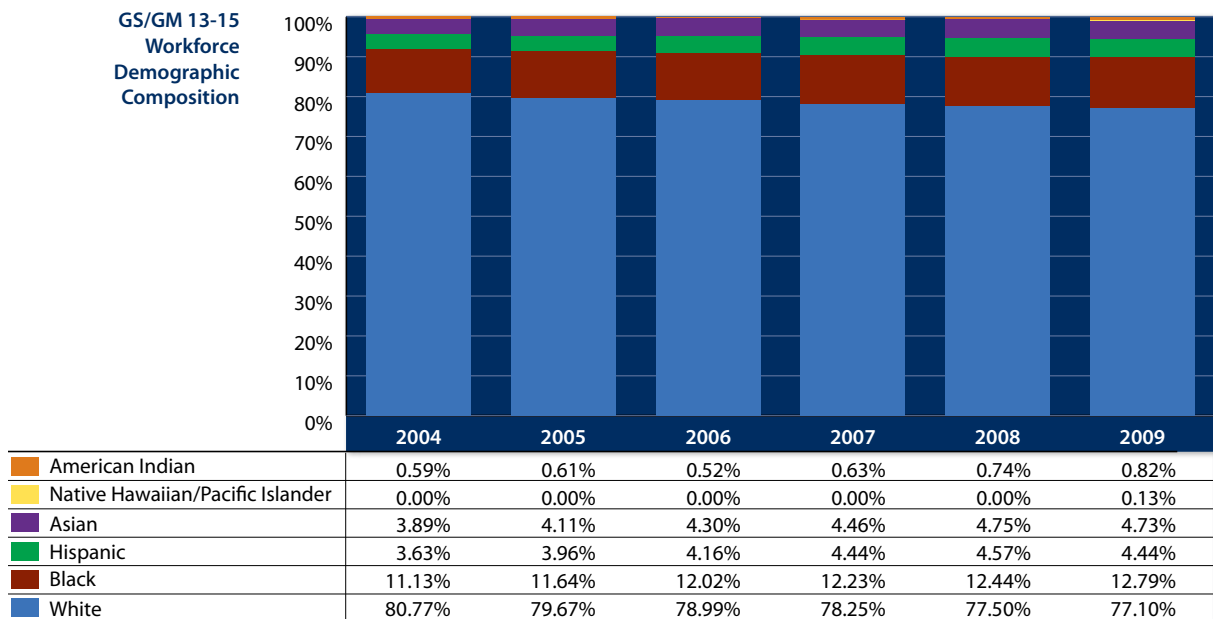
Leadership

Empirical studies have shown that workforce diversity is a key component for high performance. Accordingly, in order to have a high performing organization in an increasingly globalized society, diversity in leadership is essential. Therefore, in addition to looking at overall diversity, we also look at diversity at the senior leadership levels to ensure there are no “glass ceilings” or other barriers to equal opportunity. The Senior Executive Service (SES) is the government’s cadre of senior leadership. A review of VA’s SES reveals that the proportional representation of women and minorities has increased over the last six years. Similarly, diversity has increased in the leadership pipeline (grades 13 through 15) since 2004. The following graphs depict diversity in VA’s SES and leadership pipeline.

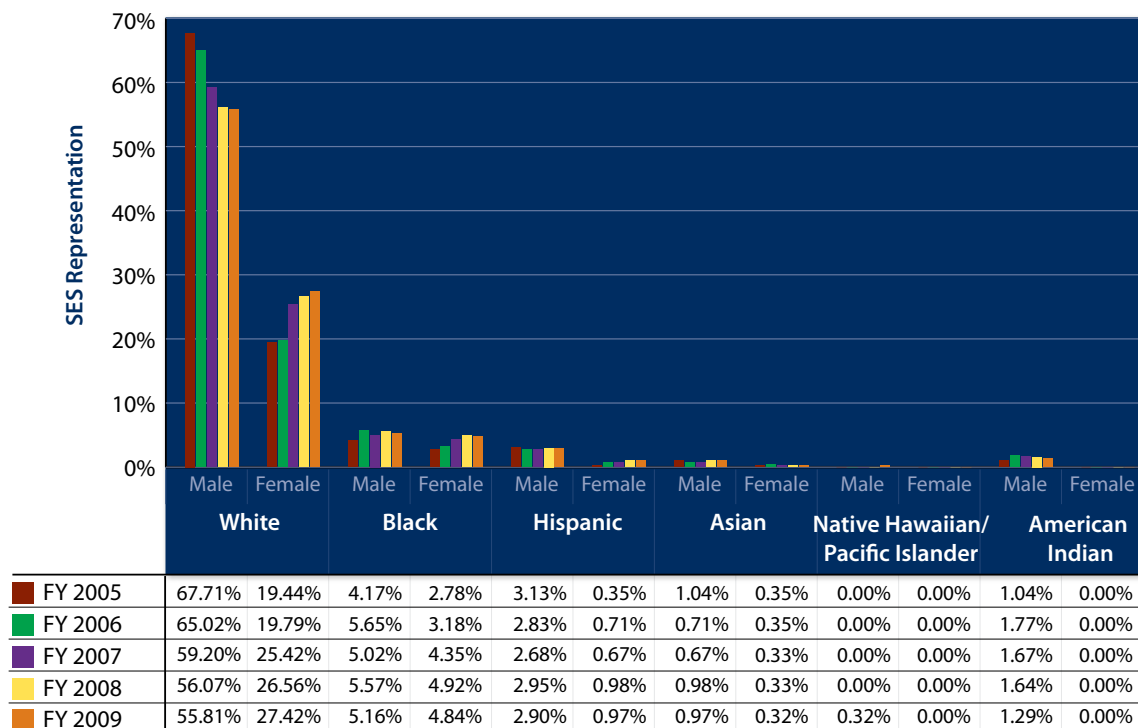
SES Onboard (FY 2004 - FY 2009)
Permanent and Temporary



GS/SM 13-15 (FY 2004 - FY 2009)
Permanent and Temporary



SES Onboard Trend (FY 2005 - FY 2009)
Permanent and Temporary

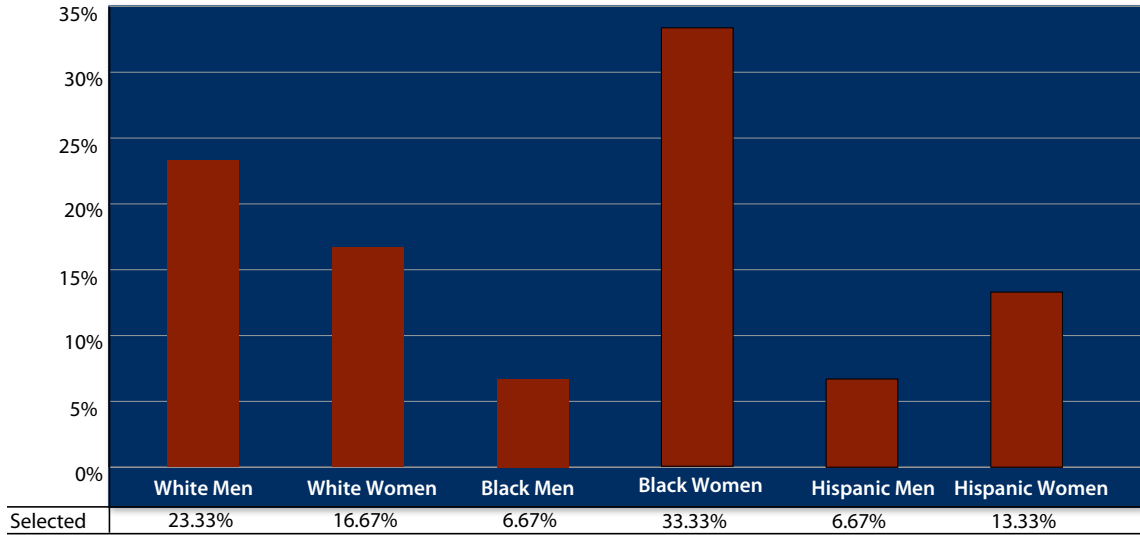


From 2005 to 2009, minority SES representation in VA increased from 12.86 percent to 16.77 percent, a net change of 3.91 percentage points. Women representation in SES increased for the same period, from 22.92 percent to 33.55 percent, a net change of almost 11 percentage points. White women saw the highest increase, from 19.44 percent to 27.42 percent. Black men and women, Hispanic women, and American Indian men all showed progress. White men, Hispanic men, and Asian men and women showed slight decline of less than 0.25 percent.

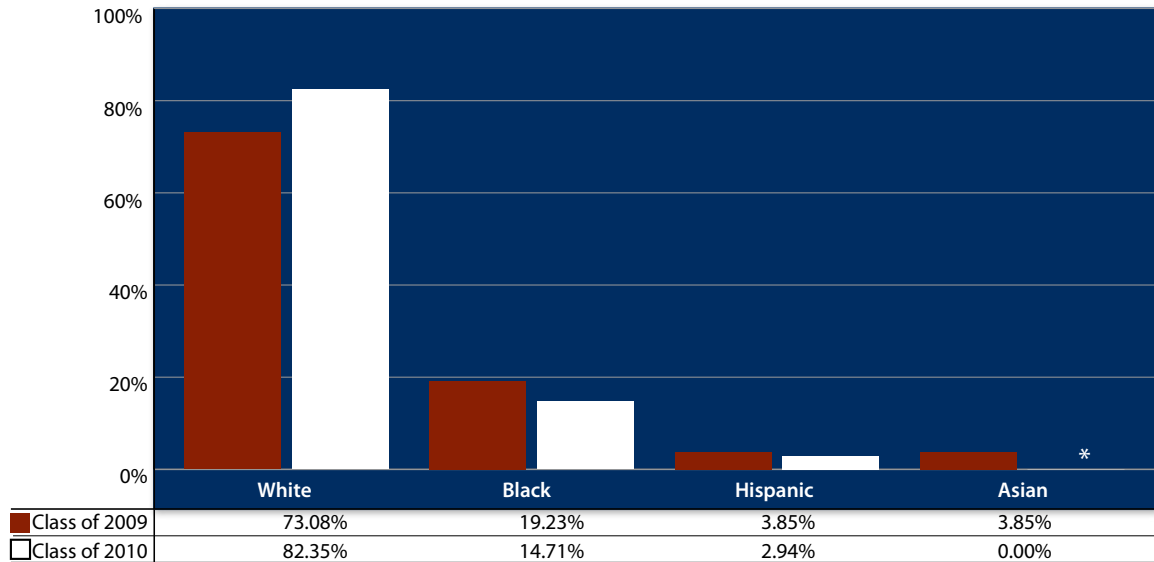
Leadership Development

Approximately 50 percent of VA’s leaders are either currently eligible or will be eligible to retire in the next five years. As such, it is imperative that VA be prepared to address the impending challenges through succession planning and leadership development. VA administers several leadership development programs to provide developmental opportunities for employees aspiring to leadership positions. Two of the primary VA-wide leadership development programs include the Aspiring Leaders Program (ALP) available to employees in grades 9 through 12, and the SES Candidate Development Program (SES CDP). These programs are instrumental in developing leadership and acceding to VA’s imminent succession planning needs. As such, it is important that these programs are representatively diverse and harbor no barriers to equal opportunity.

Aspiring Leaders Program
Class of 2009



Senior Executive Service Candidate Development Program
Selection by Year



Staff Offices and Organizations Accomplishments

Office of Human Resources and Administration

Office of Diversity and Inclusion

Through its leadership and effective collaborations with its stakeholders, the Office of Diversity and Inclusion has begun the transformation of its diversity and inclusion program and implemented a strategic vision that is being emulated government-wide. VA's overarching accomplishments this year include the following:

- Maintained and upgraded VA's EEO workforce analysis system, creating new, automated quarterly EEO and diversity workforce analysis reports and over 30 standard and ad hoc work force analysis reports providing data on EEO and diversity statistics, barrier analyses, trends, and workforce projections.
- Coordinated agency-wide development of improved MD 715 EEO Plan and Report and submitted timely and accurate reports to EEOC.
- Conducted 29 teleconferences to train and guide field EEO managers in development of MD 715 Plans.
- Established new Adverse Impact Analysis project; created and submitted applicant data collection form to OMB for approval, working with OHRM/USASTaffing to implement Adverse Impact Analysis system in VA recruitment/selection processes.

Board of Veterans' Appeals

Dedicated Recruitment Efforts with Law Schools/Attendance at Job Fairs: The Board has a long standing tradition of dedicated recruiting efforts with local law schools. Each year, high-ranking BVA staff attends at least two job fairs for law schools in the DC Metro area and three job fairs for students from law schools outside the DC Metro area annually. The benefits from these recruiting efforts have been very clear and have allowed BVA to increase the diversity of our workforce and attract highly motivated attorneys with a commitment to public service who see the Board as a place where diversity is valued and see significant opportunities for advancement as well as professional growth and development.

Job Fair Activities/Announcements Geared Toward Veterans: The Board has hosted several job fairs over the last several years which were geared toward attracting Veterans. These activities promote BVA's efforts to institutionalize a culture which fully leverages and values our commitment to a diverse workplace and also to effectively utilize the wide range of talent and skills that Veterans can provide to the workplace. Additionally, BVA has strategically placed job announcements focused on recruitment of Veterans in the Washington Post with good success.

Wounded Warrior Program: The BVA has recently instituted a program whereby we reach out to returning Veterans to secure resumes and actively seek job placements based upon their skill

levels and experience via the Veteran Recruitment Appointment (VRA) authorities. Initial efforts have focused on hiring disabled Veterans and Veterans who have separated from active service within the last three years. BVA plans to expand and enhance this program over the next fiscal year.

Recruitment Efforts: The BVA has effectively used USAJOBS to attract an applicant pool which ensures we are taking placement actions consistent with our commitment to a diverse workforce. Additionally, the Board continues to review recruitment, retention and promotion guidelines to ensure our ability to recruit and retain a highly qualified and diverse workforce. Additionally, BVA frequently utilizes Designated Examining Unit (DEU) authority recruitments to attract a diverse pool of qualified candidates, including Veterans.

Student Educational Employment Programs (SEEP): BVA has been an active supporter of SEEP; providing Federal employment for students who are enrolled in an institution of higher learning. Such institutions include technical, vocational, or accredited high schools, in addition to two or four year college, university, graduate or professional schools. The SEEP is an umbrella of student employment programs which include the Student Career Experience Program (SCEP) and the Student Temporary Employment Program (STEP). These programs allow BVA maximum flexibility in providing developmental opportunities to students and allow BVA to discover first-hand the abilities of potential future employees while simultaneously educating them to the mission and functions of the Board.

Statistics: From 1998 to 2009, BVA improved its workforce diversity in several areas. Female employees increased from 48 percent overall to 57 percent. Minority groups as a whole increased from 27 percent to 34 percent of the workforce, with the largest increase indicated in the Asian American ethnicity group (1 percent to 5 percent). The American Indian group rose from 0 percent to 1 percent while the Black and Hispanic groups remained constant at 24 percent and 1 percent, respectively.

Office of Inspector General

OIG used a number of venues to diversify and strengthen its workforce. It recruited fresh talent from colleges and universities through the Student Career Experience Program (SCEP) and the Federal Career Intern Program (FCIP). Both programs allow individuals to earn immediate income and exposure to their desired career field. OIG is given an extended period to evaluate and train the individual with the potential of converting the individuals to a career position. The Inspector General and members of the Office of Investigations attended the National Organization of Black Law Enforcement Executives annual conference in Norfolk, Virginia, to recruit new personnel, and members of the Office of Management and Administration participated in a Washington, D.C., career fair focused on Historically Black Colleges and Universities (HBCUs).

To prepare current employees for advancement, the OIG selected 13 employees to attend a new leadership development program tailored to the inspector general community that is

co-sponsored by American University and the Council of the Inspectors General on Integrity and Efficiency. More than half of those selected are either women or minorities.

Finally, but by no means of least importance, our Nation's military services have produced many fine OIG employees and continue to serve as a major source of new employees. As of the beginning of FY 2010, OIG Veterans comprised 26 percent of the total OIG workforce. Of these, the ratio of 5-point-preference to 10-point-preference Veterans is about 2 to 1.

Overall, these strategies have produced a significant measure of diversity during a period of unprecedented growth within OIG. In FY 2009, OIG hired a record 87 employees to reach 540 on-board strength. As of September 30, 2009, OIG staff comprised more than 43 percent women and 31 percent minority employees, with nearly 20 percent Black and 6 percent Hispanic and 6 percent Asian American and Native Hawaiian / Pacific Islander employees.

Center for Minority Veterans

In June 2009, the Center for Minority Veterans (CMV) conducted the 10th biennial Minority Veterans Program Coordinators (MVPC) conference to train, educate, and equip MVPCs to enhance their outreach efforts and cultural competency to better serve minority Veterans and sensitize their internal and external stakeholders to the needs and challenges of minority Veterans. In addition, the conference included a best practices cultural competency breakout session presented by Dr. Renard Murray, Atlanta Regional Administrator, Centers for Medicare and Medicaid Services.

CMV also promoted VA job opportunities when interacting and collaborating with external stakeholders to encourage more diverse applicants to seek VA as their employer of choice. CMV included VA's HR representatives in outreach activities to share opportunities provided by the Veterans Employment Coordination Service. Events in FY 2009 included the MVPC Biennial Training Conference, the Congressional Black Caucus Annual Legislative Conference, and the NAACP Annual Conference.

CMV staff serve as active participants and leaders in VA's Special Emphasis Programs recognizing ethnic heritage monthly observances designed to increase culture awareness and appreciation among VA central office employees.

VHA Accomplishments

VHA implemented developmental and leadership programs for all grade levels (and 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.

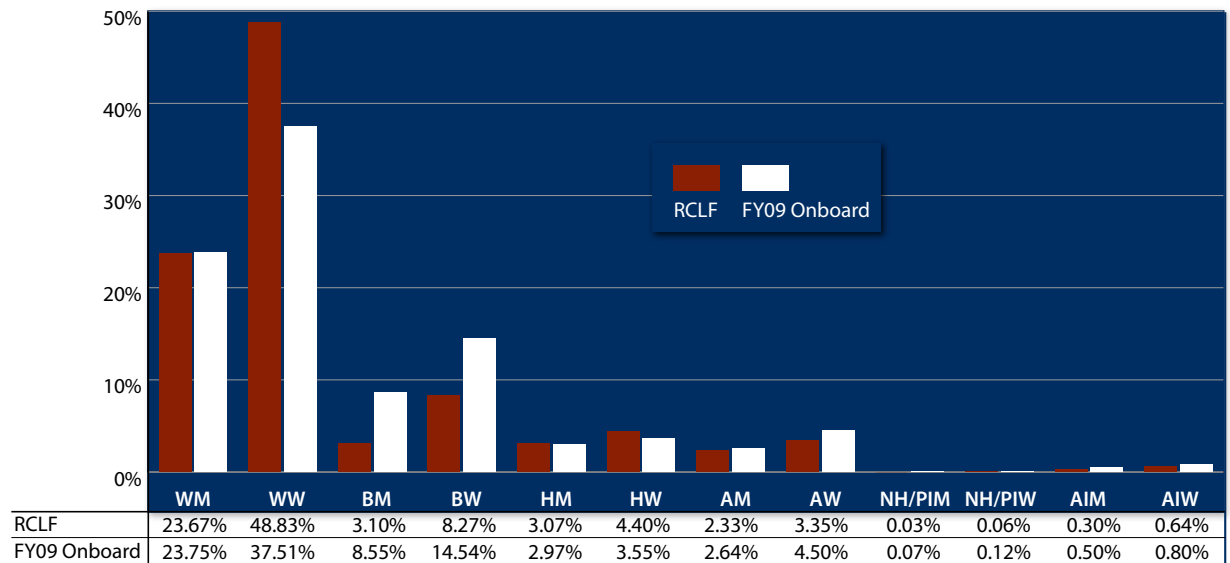
VHA's EEO/Affirmative Employment Team worked with the Under Secretary for Health Diversity Advisory Board to identify strategies and make recommendations to the National Leadership Board regarding minorities within the leadership pipeline and training/mentoring needs.

The High Performance Development Management Team in the Workforce Management and Consulting Office monitored the diversity of applicant pools and each VISN reviewed the results and developed and implemented strategies to encourage all employees to apply.

VHA has developed the Veterans Affairs National Database for Interns (VANDI). By developing a qualified pool of applicants, this intranet database links VA management officials with participants in various internship programs, who may be eligible for a noncompetitive Federal appointment. The database is a useful tool for managers and for workforce and succession planning and recruitment. VHA utilizes internship programs to provide interns with professional work experience and to add diverse and qualified potential employees to the applicant pool. Internship programs utilizing VANDI include the HACU National Internship Program, the Student Career Experience Program (SCEP), and the Technical Career Field (TCF) Training Program.

As of September 2009, VHA permanent and temporary onboard representation compared to the national relevant civilian labor force (RCLF) shows White women and Hispanic men and women are underrepresented. The graph below shows VHA workforce distribution by race, ethnicity, and gender compared to RCLF.

VHA Workforce vs. RCLF (FY 2009)
Permanent and Temporary



WM=White Men, WW=White Women, BM=Black Men, BW=Black Women, HM=Hispanic Men, HW=Hispanic Women, AM=Asian Men, AW=Asian Women, NH/PIM=Native Hawaiian / Pacific Islander Men, NH/PIW=Native Hawaiian / Pacific Islander Women, AIM=American Indian Men, AIW=American Indian Women

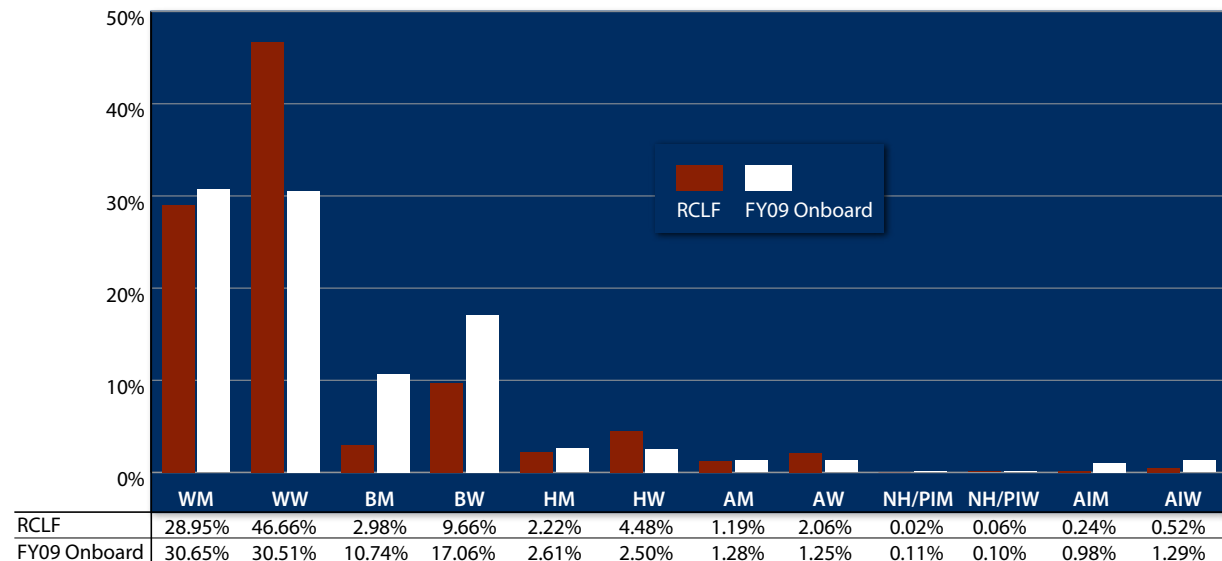
VBA Accomplishments

In FY 2009, VBA sponsored eleven summer interns, of whom five were from the HACU Program, five from the National Association for Equal Opportunity in Higher Education (NAFEO) Program, and one from the Washington Internships for Native Students (WINS) Program. VBA continues its internal recruitment initiatives through employee development and career planning programs such as the Leadership Enhancement and Development (LEAD) Program. Of the thirty-five candidates in the FY 2009 LEAD program, there were fourteen White females, eight Black females, one Black male, one Asian American female, and one Hispanic female.

Even though the percentage of employees with targeted disabilities has declined at VBA, there has been an overall increase in the hiring of persons with disabilities. VBA’s workforce of disabled Veterans—and 30 percent or more service connected disabled Veterans—continues to increase. Disabled Veterans increased from 3,909 in FY 2008 to 4,454 in FY 2009, and 30 percent or more service connected disabled Veterans increased from 2,664 in FY 2008 to 3,096 in FY 2009.

As of September 2009, VBA permanent and temporary onboard representation compared to the national relevant civilian labor force (RCLF) shows White women, Hispanic women, and Asian women are underrepresented. The graph below shows VBA workforce distribution by race, ethnicity, and gender compared to RCLF.

VBA Workforce vs. RCLF (FY 2009)
Permanent and Temporary



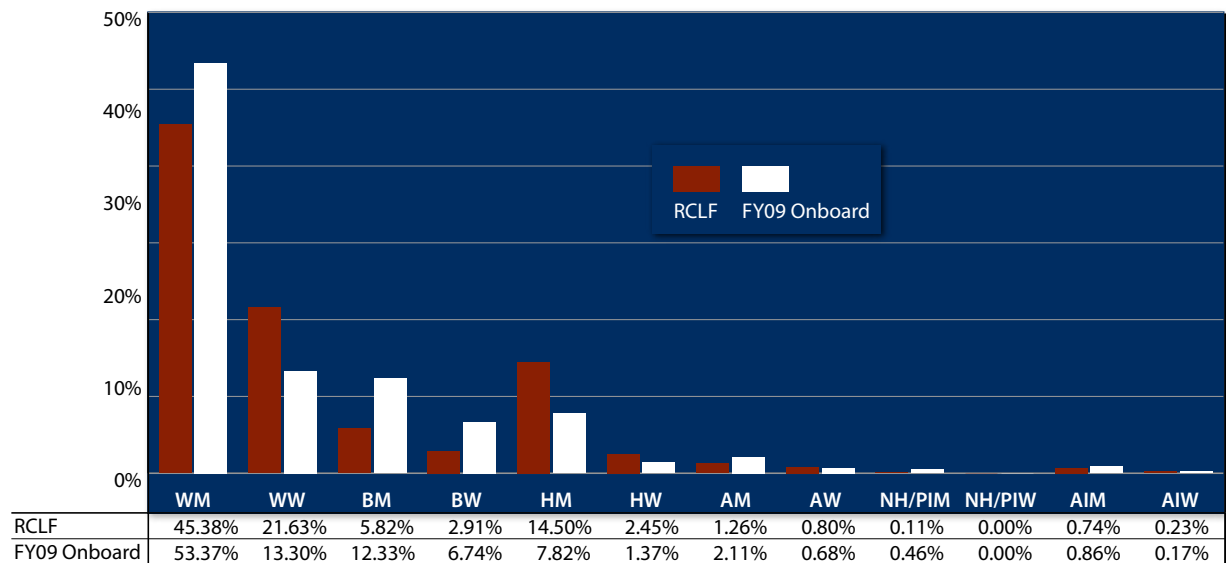
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NCA Accomplishments

In FY 2009, the National Cemetery Administration participated in over thirty outreach and recruitment events.

As of September 2009, NCA permanent and temporary onboard representation compared to the national relevant civilian labor force (RCLF) shows White women, Hispanic men and women, Asian women, and American Indian women are underrepresented. The graph below shows NCA workforce distribution by race, ethnicity, and gender compared to RCLF.

NCA Workforce vs. RCLF (FY 2009)
Permanent and Temporary



WM=White Men, WW=White Women, BM=Black Men, BW=Black Women, HM=Hispanic Men, HW=Hispanic Women, AM=Asian Men, AW=Asian Women, NH/PIM=Native Hawaiian / Pacific Islander Men, NH/PIW=Native Hawaiian / Pacific Islander Women, AIM=American Indian Men, AIW=American Indian Women

GOAL 2:
Cultivate a flexible and inclusive work environment that enables full participation through strategic outreach and retention.

To define organizational inclusion in measurable terms, we look first to the attributes of inclusive organizations identified by participants in the 1998 Alice and Richard Netter Labor-Management Public Interest Seminar (the Netter Principles):

- Demonstrated Commitment to Diversity.
- Holistic View of the Employees and the Organization.
- Access to Opportunity.
- Accommodation for Diverse Physical and Developmental Abilities.
- Equitable Systems for Recognition, Acknowledgement and Reward.
- Shared Accountability and Responsibility.
- 360° Communication and Information Sharing.
- Demonstrated Commitment to Continuous Learning.
- Participatory Work Organization and Work Process.
- Alignment of Organizational Culture and Process.
- Collaborative Conflict Resolution Processes.
- Demonstrated Commitment to Community Relationships.

Employee Survey Results

To measure the extent to which VA has an inclusive work environment, we look primarily to the results of employee surveys. For example, the Federal Human Capital Survey (FHCS) includes several items related to inclusion:

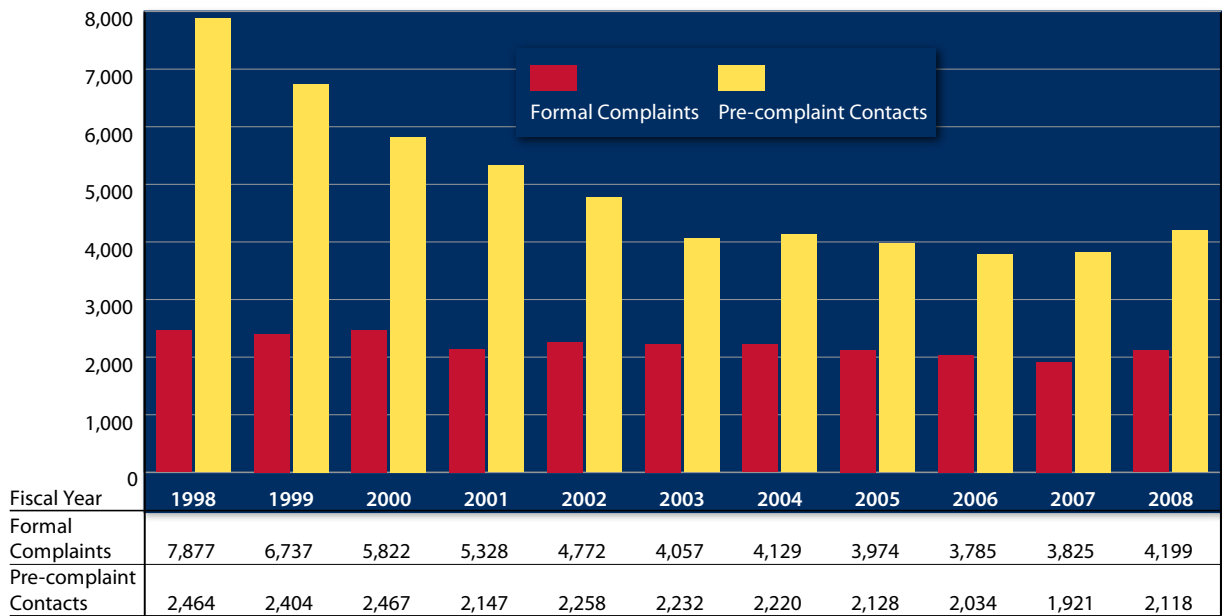
Percent of VA Employees Responding Favorably to Select Items on the 2008 Federal Human Capital Survey	
I have enough information to do my job well.	77.0%
My talents are used well in the workplace.	64.6%
I am given a real opportunity to improve my skills in my organization.	64.2%
Managers/supervisors/team leaders work well with employees of different backgrounds.	63.0%
Policies and programs promote diversity in the workplace.	62.2%
Supervisors/team leaders in my work unit support employee development.	59.7%
Supervisors/team leaders in my work unit are committed to a workforce representative of all segments of society.	56.1%
Complaints, disputes, or grievances are resolved fairly in my work unit.	39.3%
Awards in my work unit depend on how well employees perform their jobs.	38.4%
Promotions in my work unit are based on merit.	34.2%
Pay raises depend on how well employees perform their jobs.	24.3%

The Partnership for Public Service summarizes the results of the FHCS using various indexes created from combinations of survey items. Using the results of the 2008 FHCS, the Partnership’s “Support for Diversity” index placed VA at number 16 out of 28 large Federal agencies; the Partnership’s “Performance Based Rewards and Advancement” index placed VA at number 19 out of 28; the Partnership’s “Family Friendly Culture and Benefits” index placed VA at number 24 out of 28; and the Partnership’s “Work/Life Balance” index placed VA at number 20 out of 28.

EEO Complaints

Another measure of organizational inclusion focuses on employee complaint activity. From FY 1998 through FY 2008, the number of formal EEO complaints ranged from a high of 2,467 to a low of 1,906, with an average of 2,195 complaints per year. In an analysis of the root cause of EEO complaints, the Office of Resolution Management found that a lack of communication between managers or supervisors and their employees has contributed most significantly to the filing of EEO complaints. Interestingly enough, in its 2002 review of VA’s diversity management and EEO program, the National Academy of Public Administration recommended that training for supervisors and managers concentrate on communications, interpersonal relations, and teambuilding skills. The Academy repeated that recommendation in its 2008 report for VA on recruiting and retaining a diverse high-performance workforce.

EEO Complaints (FY 1998 - FY 2008)



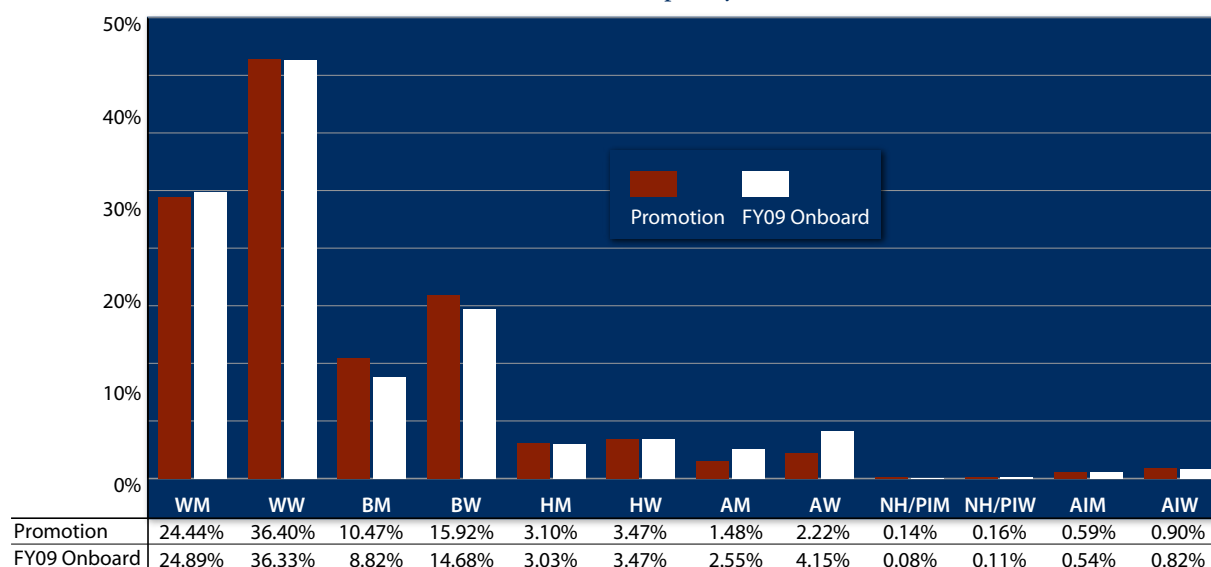
Possible Causes of Conflict

Employee Factors	Management Factors
Deficit in interpersonal skills	Deficit in managerial or interpersonal skills
Lack of diversity awareness	Lack of diversity awareness
Lack of knowledge or adherence to policy or procedure	Lack of knowledge or enforcement of policy or procedure
Personal problems that spill into the workplace	Unequal or inconsistent application of rules
Work ethics	Work ethics
	Lack of supervisory action
	Failure to communicate policy or procedure

Promotions

Another measure of inclusion involves the comparison of the demographic characteristics of the overall workforce with the demographic characteristics of employees who get promoted:

Promotion vs. Onboard (FY 2009)
Permanent and Temporary



WM=White Men, WW=White Women, BM=Black Men, BW=Black Women, HM=Hispanic Men, HW=Hispanic Women, AM=Asian Men, AW=Asian Women, NH/PIM=Native Hawaiian / Pacific Islander Men, NH/PIW=Native Hawaiian / Pacific Islander Women, AIM=American Indian Men, AIW=American Indian Women

In the chart, there appears to be little difference between the percentage of White men onboard and the percentage of White men who got promoted—likewise for White women, Hispanic men and women, and American Indian men and women. For Black men and women, the percentages of people promoted appear slightly higher than their percentages of the workforce; for Asian men and women, the percentage of people promoted appear slightly lower than their percentages of the workforce.

Staff Offices and Organizations Accomplishments

Office of Human Resources and Administration

Office of Diversity and Inclusion

In order to address some of the challenges related to organizational inclusion, VA's Office of Diversity and Inclusion took these steps in FY 2009:

- Developed and issued *Best Practices in Recruitment Outreach and Retention Guide* VA-wide.
- Re-engineered ODI's EEO audits to serve as multi-purpose technical assistance reviews (TARs) to perform program evaluation, consultation, training, and targeted outreach; and performed 6 TARs at field facilities (Tucson, San Juan, Orlando, Chicago, Albuquerque, and Dayton).
- Participated in eight diversity outreach events (National forums and pre-conference events) as part of strategic outreach plan (LULAC, National Image, BIG, FEW, Federal Hispanic Career Advancement Summit, FAPAC, Perspectives, AISES).
- Conducted 13 workshops on Reasonable Accommodation and Selective Placement at VA field facilities.
- Administered six non-traditional (diversity focused) intern programs (HACU, NAFEO, HBCU, WRP, AISES, WINS); met strategic goal of sponsoring 20 WRP (people with disabilities) interns and 61 diverse internships in VA.
- Issued VA-wide guidance and provided technical assistance to OHRM in producing 6 diversity commemorative programs in VACO and Presidential Proclamations.
- Conducted VA's first lesbian, gay, bisexual, transgender employee observance program in VACO, featuring OPM Director John Berry. This was the first time ODI had performed operational programmatic functions, rather than exclusively policy-oriented functions.
- Timely submitted all Federally-mandated EEO and diversity reports.
- Ranked the best place to work in the Federal government for people with disabilities in the 2009 *CAREERS & the disABLED Magazine* readers poll.
- Met with Monster.com to explore functionality of *Monster Diversity* for targeted recruitment outreach.
- Served as mentoring program co-chair in VALU to promote diversity in leadership development, mentoring, and succession planning programs.
- Collaborated with the Office of Public and Intergovernmental Affairs to produce a video featuring VA women employees and Veterans telling their stories in observance of Women's Equality Day.



- Developed and distributed an All Station Frequently Asked Questions Memo on the impact of The Americans with Disabilities Act Amendments Act of 2008 (ADAAA).
- Produced video training on the ADAAA, which aired on *Diversity News*.
- Produced a VA recruitment outreach video in Spanish and English to focus on the Hispanic community and worked with HRRO on VA Public Service Announcement.
- Made formal presentations at over 20 major internal and external leadership and stakeholder conferences to promote diversity and brand VA as a Federal leader in diversity, including these events:
 - VHA, VBA, NCA National EEO Conferences
 - VHA Leadership Boards
 - VA Human Resources Conference
 - VA Diversity Council
 - VHA Diversity Advisory Board
 - Center for Minority Veterans National Advisory Committee Meeting
 - EEOC National Conference
 - Dept. of Labor Disability Task Force
 - Dept. of Health & Human Services Diversity Summit
 - Dept. of Treasury, IRS EEO Summit
 - LULAC National Convention (Hispanic)
 - National Image Convention (Hispanic)
 - FAPAC National Convention (Asian)
 - BIG National Convention (African American)
 - FEW National Convention (Women)
 - Perspectives Conference (Disability)
 - Human Capital Management Institute
 - Human Capital Management Forum
- Established new internal partnerships to collaborate on cross-cutting issues and programs:
 - Monthly ODI/OHRM/ORM operational meetings
 - ODI/VALU partnership on diversity training and mentoring programs
 - VA-wide Diversity Training Board to review, assess, develop VA-wide diversity training
 - Bimonthly ODI/CMV meetings to coordinate outreach events.



Office of Public and Intergovernmental Affairs

In August 2009, the Office of Public and Intergovernmental Affairs invited VA employees to contribute ideas for transforming VA into a 21st century organization. In just five weeks, VA employees submitted more than 1,900 suggestions by way of an online suggestion box.

Also in August, a randomly selected group of 26,000 VA employees were invited to participate in an in-depth organizational health index survey. The survey, which was administered online by McKinsey & Company, included items on strategic alignment, leadership, organizational culture, accountability, capabilities, motivation, innovation, customer orientation, and values.

Office of Resolution Management

The Office of Resolution Management (ORM) administers the VA's ADR program. VA reached an important milestone in this area in FY 2009 when VHA, VBA, and NCA, signed a Memorandum of Understanding (MOU) with ORM allowing ORM to offer ADR broadly throughout VA without further consulting with management. This process improvement has led to a seven percent increase in VA's ADR offer rate within the informal EEO complaint process. ADR is used for both EEO and non-EEO disputes with very positive results:

ADR in EEO Process

	FY07	FY08	FY09
Contacts	3,669	4,186	4,315
ADR Offered	64%	76%	83%
ADR Elected	25%	46%	48%

ADR Outcomes

	EEO		Non EEO	
	FY08	FY09	FY08	FY09
Completed	1007	2004	325	752
Resolved	55%	43%	78%	82%

VA estimates that without early intervention, approximately 50 percent of these conflicts could become EEO complaints. The early resolution of these conflicts translates into an estimated \$7 million or more in annual cost avoidance.

ORM also managed an extremely efficient system for processing EEO complaints. In FY 2009, ORM counselors averaged 28 days per counseling episode, slightly below EEOC's mandate of 30 days, and completed the counseling process in which ADR was elected in an average of 75 days, well below the EEOC requirement of 90 days. ORM reduced the number of days required to complete an investigation from 183 in FY 2008 to 172 in FY 2009, a 6 percent reduction making VA one of the relatively few Federal agencies in compliance with the

regulatory requirement of 180 days. This significant improvement is even more impressive given the 5.5 percent increase in the number of formal complaints filed in FY 2009, a likely result of the 6 percent increase in employees.

Office of Human Resources Management

In a June 18, 2009 memo to heads of executive departments and agencies, the director of the Office of Personnel Management asked agencies to review their 2008 Federal Human Capital Survey results and identify (1) the ten items on which they scored lowest compared to the rest of government; (2) any item(s) on which employee satisfaction decreased since the 2006 FHCS; and (3) those Human Capital Assessment and Accountability Framework indices in which the agency scored lower than the rest of government. The memo also directed agencies to conduct follow-up activities (such as focus groups and town hall meetings) to understand the reasons for employee dissatisfaction and then create an action plan to increase employee satisfaction.

The Human Capital Planning, Development, and Outreach team in the Office of Human Resources Management put together an action plan based on VA's 2010–2014 Strategic Plan, VA's 2009–2020 Strategic Human Capital Plan, VA's Human Capital Investment Plan, and VHA's 2010 Workforce Succession Plan. (See Employee Satisfaction Action Plan in appendix.) Planned actions include the following:

- Research current utilization of work place flexibilities (alternate work schedules, telework, etc.) and explore opportunities for additional flexibilities and usage.
- Increase awareness and use of teleworking for appropriate occupations.
- Assess employees who desire to become leaders and enroll them in training to improve their leadership skills.
- Assess effectiveness of current supervisors and executives in managing the organization.
- Pursue a demonstration project to modify the GS pay system to provide larger annual pay increases to employees who are better performers based on performance distinctions.
- Create an environment that identifies and rewards high performers.

Office of Policy and Planning

In March 2009, the Office of Policy and Planning invited all VA employees to participate in the process of identifying key themes for Secretary Shinseki's new vision statement for VA. Employees were directed to go to a specific Web site to fill out an online questionnaire. Items on the questionnaire addressed the purpose of VA, Veterans expectations, organizational capabilities, the future state of VA, and core values. More than 16,000 VA employees responded to that survey. In addition, the Office of Policy and Planning conducted focus groups with Veterans and consulted with other stakeholders—including members of Congress, State Directors of Veterans Affairs, and employees at the Departments of Defense and Labor.

Board of Veterans' Appeals

Targeted Training Activities: The Board has utilized the VA Learning Management System (LMS) as an effective tool for annual training in such subjects as the Prevention of Sexual Harassment and the No FEAR Act, but also as a means for staff members to individualize and personalize their learning needs. BVA also maintains a Training Office which provides ongoing training to both new and incumbent staff members. This training mission ensures employees achieve their full potential and helps us prepare personnel from widely varying ethnic and cultural backgrounds to better perform their jobs and prepare them for competing successfully for advancement and professional growth.

Mentoring: BVA has a very structured mentoring program for aspiring managers and new hires to ensure they have the opportunity and means to reach their maximum potential. Each newly-hired attorney is assigned an experienced attorney as a mentor who assists with training and professional development. The individualized aspect of our mentoring program allows us to embrace and value the contributions of all employees and pursue an inclusive vision of getting a staff with diverse backgrounds and perspectives to join together in the pursuit of a common goal: exceptional service to Veterans and their families.

Activities to Engage and Enable Staff: The Board utilizes several informal, but very effective, techniques which reward and recognize the contributions of staff members. Shadowing opportunities and developmental details are made available to fully leverage the diverse makeup of our workforce and promote professional development. Travel Board assignments are also used to foster career development and promote inclusiveness. Brown Bag Lunch and Learn Sessions, hosted by the Vice Chairman and the Chairman's Executive Assistant, facilitate sharing of information, the review and discussion of current issues in the workplace, as well as provide a forum for inclusion of diverse points of view and backgrounds.

Succession Planning and Workforce Management Plans: BVA has been an active participant in various succession planning efforts which provided very comprehensive and inclusive information on projected hiring needs based upon potential retirements; achievement of a diverse workforce; mission critical occupation hiring; observable demographic shortfalls in senior ranks and other trend analysis including detailed data gathering and analysis. The creation, in FY 2003, of two Senior Counsel Positions on each decision team provided the necessary flexibility to maintain productivity despite short-term personnel shortages. Senior Counsel performs as Acting Veterans Law Judges, Team Leaders, and attorneys as well as assists with Decision Team management. The creation of the Senior Counsel position has allowed the Board's current leaders to train and mentor future leaders and has provided significant advancement opportunities for our staff attorneys. Similarly, in the past year, the Board's administrative staff was reorganized in order to remove the stovepipe effect and create a flatter structure to better facilitate oversight, coaching, mentoring, empowerment, and accountability. A key component of this organization reengineering was the inclusion of a viable succession plan. The old structure provided little opportunity for career growth. By reducing the span of control, all managers were placed in a better position to monitor the work of their subordinates

and provide the coaching and mentoring to assist them in becoming more efficient and effective.

- *Alternative Dispute Resolution (ADR)*: In September 2009, ADR training was offered onsite for all interested employees to attend. The Board resolved several employee complaints using ADR in the past and Board management is committed to the resolution of issues via ADR whenever it is appropriate.
- *Full Communication and Education on Employee Rights*: BVA has been a strong advocate in taking all steps necessary to ensure employees are aware of all rights afforded to them to include various avenues of redress. The Union is properly provided space on local bulletin boards for postings; copies of the Master Agreement are readily available; information on grievance and/or EEO procedures are accessible to all staff via the VA and BVA Intranet, as well as by prominent postings.

Center for Minority Veterans

CMV staff serve as advocates for minority Veterans on numerous working groups and task forces to ensure that the needs of minority Veterans are included in discussions regarding Veterans and addressed. CMV highlighted to VA Leadership the fact that the demographics of our nation's Veteran population are becoming more diverse as evidenced by the increasing diversity among active duty service members, and the fact that 40 percent of the OEF/OIF Veterans who utilized VA services in FY 2008 were minority Veterans. These facts have accentuated the need for VA to develop a Department wide methodology to collect race/ethnicity data in order to measure the effectiveness of outreach activities targeting minority Veterans.

CMV facilitated an Interim Focus Group for the Human Capital Planning Development and Outreach Office (HCPDO) to identify how VA can improve its recruitment efforts among young professionals and college students. CMV conducted interviews and selected VA employees for the VA branding video that was filmed on September 25, 2009, and will be shown at future career job fairs and college career centers.

Center for Women Veterans

The Center for Women Veterans participated in the Women's History Month Celebration with the Federal Women's Program and the Center for Women Veterans honoring Women Veterans and Women Veteran Employees.

VHA Accomplishments

VHA piloted the Diversity Learning Map in 14 VISNs and 5 VA Central Office Program Offices. Between October 1 and December 31, 2008, participants received training using the Diversity Learning Map. They were offered an opportunity to participate in a voluntary

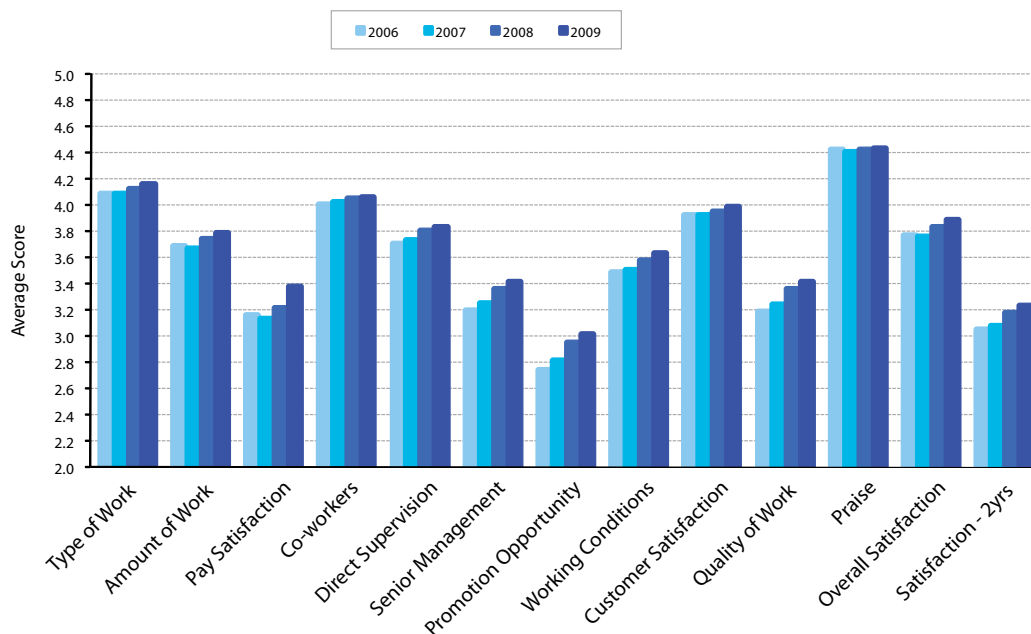
online survey. Results of the surveys revealed that participants found the Diversity Learning Map training to be positive. They indicated that the survey was useful in articulating VHA's perspective on diversity. In addition, participants indicated that they recognized diversity as being defined by VHA includes age, sex, race, as well as background, experience, work assignments, education, and disabilities.

VHA offered a pilot mentoring program to enrich the employment experience for the student internship programs to solidify a nexus between academic and career development. Seventeen student interns/VHA mentors participated.

In 2009, the American Association of Retired Persons (AARP) named VHA as one of the best employers this year for workers over 50. Recipients of the AARP "Best Employers for Workers Over 50" designation are selected for their policies and practices in meeting the needs of an aging workforce. Key areas of consideration include recruiting practices; opportunities for training; education and career development; workplace accommodations; alternative work options, flexible scheduling, job sharing, and phased retirement; employee health and pension benefits; retiree benefits; and age diversity of the workforce.

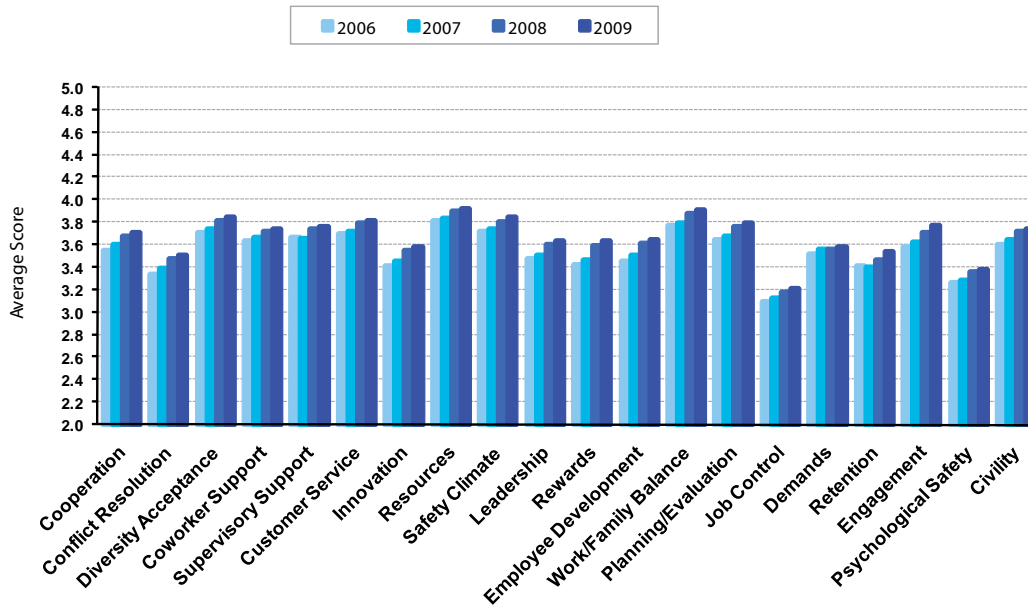
The VHA All Employee Survey (AES) was conducted in April and May of 2009, with more than two-thirds of VHA employees responding. The AES has three components: the Job Satisfaction Index, the Organizational Assessment Inventory, and the Culture section. The Job Satisfaction Index scores on the 2009 survey were higher than in previous administrations of the survey, with items on "Quality of Work" and "Type of Work" having the highest scores and items on "Promotion Opportunity" and "Satisfaction vs. Two Years Ago" having the lowest scores.

Job Satisfaction Index (JSI): National Trends



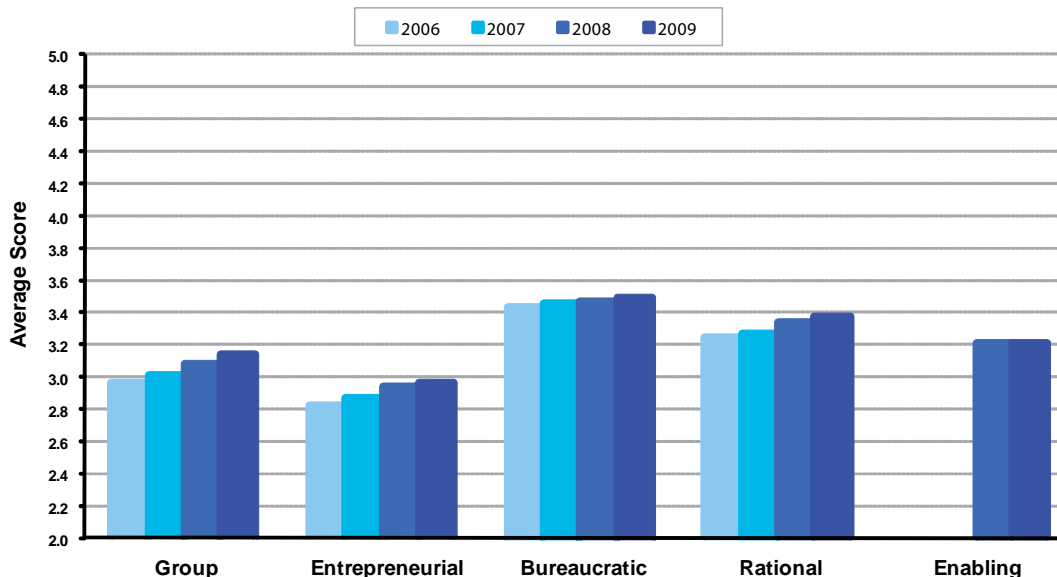
Items on the Organizational Assessment Index portion of the survey also had higher scores than in previous administrations of the survey, with items on “personal connection with the mission of VA” and having “job-relevant knowledge and skills” receiving the highest levels of favorable response, and items on “safe to taking a risk” and “have a lot to say about what happens on my job” receiving the lowest levels of favorable response.

Organizational Assessment Index (OAI): National Trends



Items on the Culture portion of the survey indicate that more VHA employees view their organization as bureaucratic than entrepreneurial, rational, enabling, or group.

All Employee Survey Culture Scale: National Trends



The Civility, Respect, and Engagement in the Workplace (CREW) initiative was developed as a response to information from numerous sources that VHA does not exhibit a consistently respectful work environment. CREW is based on results of the VHA All-Employee Survey findings and on hundreds of personal interviews with staff. To date 670 workgroups have participated in CREW, and there is a waiting list to enroll in the next Kick-off of CREW in April 2010. CREW not only improves the work environment but also makes excellent business sense: extensive data demonstrate a strong statistically significant correlation between civility in the workplace and EEO complaint rates, sick leave usage, combined inpatient and outpatient satisfaction, and success in meeting performance measures. Embracing a culture of civility, respect, and engagement can help VA improve employee satisfaction and meet its mission of providing safe, effective, efficient and competent care for Veterans.

Because increased levels of cultural competence have the potential of contributing significantly to the achievement of VA's strategic goals for diversity and inclusion, Executive Career Field performance plans for FY 2010 include specify that "each Network Director will take appropriate actions to increase awareness and acceptance of diversity, promote a flexible and inclusive work environment, and enable outstanding service to all Veterans."

VBA Accomplishments

VBA provided EEO managers training on VSSC at VBA's National Diversity Management and EEO Training Conference in February 2009 and during quarterly teleconferences.

VBA participated in the Occupational Climate Assessment Program. One regional office surveyed during FY 2009.

VBA national training programs contain a mentoring component. The programs are Presidential Management Fellows, Leadership Enhancement and Development, Assistant Director Development Program and Senior Executive Service Candidate Development Program.

All VBA employees are required to complete ADR Awareness training. New employees receive training during employee orientation.

VBA is participating in Phase III of the VA EEO Pilot.

VBA's Biannual National DM&EEO Training Conference was held in February 2009. Sixty-eight (68) EEO Program managers and ADR Coordinators participated in the training.

VBA requires EEO professionals to complete the following training annually:

- New EEO Program Manager: six EEO courses; 16 hours of training
- Seasoned EEO Program Manager: three courses; six hours of training
- ADR Coordinator: two courses; eight hours of training

VBA formal training courses [Division Leadership and Management Training (DLMT) and Introduction to Leadership (ITL)] include EEO and diversity training modules. In FY 2009, VBA conducted six ITL classes and one DLMT class, training a total of 263 managers.

Quarterly conference calls are held with EEO Program Managers and ADR Coordinators to provide training, planning and guidance.

NCA Accomplishments

The National Cemetery Administration has built a solid education and training program to address organizational workforce development and succession planning needs. Key initiatives and program offerings include:

NCA Cemetery Director Intern Program: This is a year-long competitive selection program to train a new cadre of qualified Cemetery Directors in the key skills and competencies needed to administer our sites as national shrines. The program covers leadership/management skills, as well as technical and administrative competencies in all aspects of cemetery operations, and includes intensive hands-on training, self-development activities and a robust mentoring component which matches up seasoned Cemetery Directors with intern candidates for the purpose of continuous learning, networking and sharing of best practices.

NCA Leadership Institute (LI): The LI program began in 2007 to provide foundational leadership skills and strategies to high-potential employees within NCA. The program focuses on the core competencies of VA's High Performance Development Model with a focus on Personal Mastery, Interpersonal Effectiveness, Flexibility/Adaptability, Systems Thinking and Organizational Stewardship. This has proven to be a highly successful development program—many LI graduates elect to apply for other advancement/development opportunities, including the Cemetery Director Intern program and NCA's Organizational Assessment and Improvement (OAI) team.

Other Leadership Development: NCA promotes and encourages employees to apply for and take part in Department-level programs such as Leadership VA, and makes a concerted effort to foster participation in other career-enhancing programs at the local, network and national level. Examples include the SES Candidate Development Program, VACO's Aspiring Leaders' Program, VBA's Assistant Director Development Program (ADDP), and the VACO Mentoring Program. We have also had NCA staff participate in development programs sponsored by the USDA Graduate School, as well as OPM's Management Development Centers and the Federal Executive Institute.

NCA Supervisory Training: Focused primarily on Human Resources topics, this program course is designed to train new and seasoned supervisors on policy provisions related to position management/classification, recruitment, employee development, time and leave issues, employee/labor relations, workers compensation, safety management, EEO/Diversity issues and NCA's national shrine commitment. Since its inception, the program has trained over 150 new and seasoned supervisors and continues to be a part of NCA's core catalog of training offerings.

Other NCA Training Programs: In addition to the aforementioned programs, NCA Education and Training has also numerous courses to address the technical and operational skills of its diverse workforce. Examples of some programs, while not exhaustive, include the following:

- Cemetery Operations Training
- Budget Training
- Cemetery Representative Training
- COTR Certification Training
- Heavy Equipment Operator Training

NCA's EEO office and the Federal Mediation Conciliation Services conducted alternative dispute resolution training at the Memorial Service Network I Office, Calverton National Cemetery and Long Island National Cemetery in NCA's northeast region. In addition, the EEO Office and VA's Office of Resolution Management conducted several climate assessments at various cemeteries identifying workplace challenges and developing viable strategies for improvement.

GOAL 3:

Facilitate outstanding customer service and stakeholder relations by promoting cultural competency, accountability, education, and communication.

The American Customer Satisfaction Index (ACSI) provides information on the satisfaction of some VA customers. For example, the ACSI measures the satisfaction of outpatients at VA clinics, inpatients at VA medical centers, relatives of Veterans buried at national cemeteries, and users of VA's main Web site and the MyHealthVet Web site. By those measures, VA customer satisfaction is fairly high.

American Customer Satisfaction Index Scores

	2008	2007
VHA: Inpatients at VA medical centers	85	83
VHA: Outpatients at VA clinics	81	83
VHA: Users of the Civilian Health and Medical Program	—	82
NCA: Relatives or individuals responsible for interment	—	95
VA Web sites— www.va.gov and www.myhealth.va.gov	72	—
VA Main Web site— www.va.gov	—	72

Staff Offices and Organizations Accomplishments

Office of Human Resources and Administration

Office of Diversity and Inclusion

In FY 2009, some of the significant accomplishments included the following:

- Developed and implemented the first VA Diversity and Inclusion Strategic Plan and this Diversity and Inclusion Annual Report.
- Issued a new comprehensive EEO, Diversity, No FEAR Policy Statement signed by Secretary Shinseki, adding sexual orientation protection.
- Renamed and expanded the scope of VA's Office of Diversity and Inclusion.
- Developed a new EEO and diversity performance critical element for all SES performance plans.
- Implemented the first VA-wide Diversity Council.
- Updated and consolidated mandatory workplace harassment and No FEAR training for all employees.
- Updated and standardized EEO, diversity and conflict management training for all managers and supervisors.
- Provided basic standardized training in the form of PowerPoint presentations on the ODI Web site for easy access nationwide on the Internet.

- Trained over 2,000 managers and other employees in “EEO, Diversity, and Conflict Management” and “*The Business Case for Diversity and Inclusion*” (not including online training).
- Developed the Secretary’s first Diversity and Inclusion Awards Program.

The July 2009 edition of Diversity News, a monthly video program produced by the Office of Diversity and Inclusion and distributed by VA’s Employee Education System, focused on cultural competency. The program was based on a report published in 2009 by the National



Quality Forum: “Cultural Competency: A Comprehensive Framework and Preferred Practices for Measuring and Reporting Cultural Competency.” In this report, the National Quality Forum presents 45 practices to guide healthcare systems in providing care that is culturally appropriate and patient centered, along with a comprehensive framework for measuring and reporting cultural competency.

Office of Policy and Planning

In addition to inviting all VA employees to participate in the process of identifying key themes for Secretary Shinseki’s new vision statement for VA, the Office of Policy and Planning also consulted with members of Congress, Veteran Service Organizations, state Directors of Veterans affairs, the Department of Defense, and the Department of Labor. Of the more than 2,200 comments received, most involved suggestions to improve the delivery of Federal services and benefits to service members, Veterans, and their families.

Board of Veterans’ Appeals

Dedicated Efforts Reflecting Full Service to Veterans: The Board has dedicated a group of seven employees to a work unit in Wilkes-Barre, Pennsylvania whose sole function is to serve as the Veterans Information Office; assisting Veterans and their families in every aspect of information gathering. An ombudsman at BVA is also available to assist Veterans who call or otherwise contact the Board. Additionally, BVA is co-located with eighteen Veterans Services Organizations and has established a cooperative and results oriented relationship with these important stakeholders.

Center for Minority Veterans

The Center for Minority Veterans (CMV) provided oversight and guidance to VA’s approximately 300 Minority Veterans Program Coordinators’ outreach efforts, which resulted in 1 million Veterans being seen in FY 2009 (37 percent were minority Veterans).

The CMV American Indian Veterans Liaison facilitated the establishment of a Veterans Committee within the United South & Eastern Tribes, Inc. which will enhance communication and collaboration between VA and Tribal Members on the East Coast.

The CMV African American Veterans Liaison coordinated the first ever Veterans Forum at the Annual Blacks in Government (BIG) Conference. This forum provided information on VA benefits and services to over 100 Veteran participants.

CMV staff organized Veterans Pavilion in collaboration with VHA, VBA, NCA, ODI, VECS, and NABVETs and provided minority Veterans and other minority serving organizations with information on VA benefits and services. These venues included the following conferences: CBC, NAACP, FAPAC, Hispanic Federal Career Day, BIG, and HBCU week.

Office of Small and Disadvantaged Business Utilization

VA FY 2009 Socioeconomic Program Goals and Accomplishments
(Reported as a Percentage of Total Procurement)

	Goal	Attained
Service-Disabled Veteran-Owned Small Business	7.0%	16.28%
Veteran-Owned Small Business	10.0%	19.28%
Section 8(a) Business	0.0%	0.93%
Small Disadvantaged Business	5.0%	7.78%
Women-Owned Small Business	5.0%	3.42%
Historically Underutilized Business Zone	3.0%	2.02%
Small Business	28.7%	34.51%

VHA Accomplishments

Since the 1990s, VHA's Office of Quality and Performance has been responsible for assessing patient experiences and satisfaction; measuring, analyzing and reporting on VA's performance; identifying and promoting evidence-based practices; monitoring accreditation of facilities and programs, physician credentialing and privileging, peer review and risk management; and supporting utilization management. Since 2006, VA has used the Survey of Healthcare Experiences of Patients to track patient satisfaction. This year, VA selected a new contractor and a new instrument, the Consumer Assessment of Healthcare Providers and Systems (CAHPS), to measure patient satisfaction. The Agency for Healthcare Quality and the Centers for Medicare and Medicaid Services developed the CAHPS, which has been widely adapted by other health systems. VA made this shift because the CAHPS is a shorter survey, has a wealth of research already available, will improve turnaround reporting of fully adjusted and weighted satisfaction information to the field, and allows benchmark comparisons with private and other Federal health care organizations. Early results suggest VA is outperforming the private sector. Similarly, the American Customer Satisfaction Index has shown VA performance to be superior for hospital and outpatient care in each of the last 5 years.

Planetree, a nonprofit organization that has been collecting information from patients and hospital staff members since 1978, has pioneered methods for personalizing, humanizing, and demystifying the healthcare experience for patients and their families. More than thirty years of experience with more than 140 diverse health care institutions practicing the Planetree model have demonstrated the advantages of providing patient-centered care. Recognized benefits of patient-centered care include increased patient satisfaction, increased staff retention, enhanced staff recruitment, decreased length of hospital stay, decreased emergency room return visits, fewer medication errors, and improved liability claims experience. For these reasons and more, five of the Department of Veterans Affairs' integrated service networks are currently working with Planetree on the development of their Veteran-centered healthcare programs:

- VISN 2, the VA Healthcare Network in upstate New York.
- VISN 3, the New York/New Jersey Healthcare Network, headquartered in the Bronx.
- VISN 5, the Capital Health Care Network, which includes medical centers in Baltimore and Washington, D.C.
- VISN 11, the Veterans in Partnership Healthcare Network, based in Ann Arbor, Michigan.
- VISN 22, the Desert Pacific Healthcare Network, based in Long Beach, California.

Transforming Care at the Bedside (TCAB) is a national project designed to transform the care, care processes, and processes for ongoing improvement in medical surgical units. These transformations are accomplished by engaging and empowering nurses and managers to identify needed changes, rapidly conduct small tests of potential solutions or improvements, and determine whether changes should be implemented. As a result, nurses on TCAB units report that there is measurable improvement in work unit vitality, patient safety and reliability of care, efficiency with which the unit delivers care, and the patient centeredness of the care delivered.

TCAB projects were funded by Robert Wood Johnson Foundation. The initial work was initiated by the Institute for Healthcare Improvement (IHI) and involved 13 strong, diverse U.S. hospitals, including Tampa VA Medical Center. The project has been expanded by the American Organization of Nurse Executives to work with 68 hospitals nationwide, including the Central Arkansas Veterans Healthcare System, the Greater Los Angeles Healthcare System, the San Francisco Veterans Affairs Medical Center, and the Zablocki VA Medical Center in Milwaukee.

These projects provide an excellent opportunity for nurses within VA to redesign care processes emphasizing nurse empowerment and process improvement. Information and lessons from these projects can improve the process and outcomes of delivering care for Veterans.

VBA Accomplishments

President Obama announced in August 2009 that an “innovation competition” would take place at the Veterans Benefits Administration. “We’re going to fund the best ideas and put them into action, all with a simple mission: cut those backlogs, slash those wait times, deliver your benefits sooner,” Obama said. Employees were asked to submit ideas via a Web site by Veterans Day. The heads of VBA’s 57 regional offices were to review the ideas and submit the ones they like the best to headquarters, where a review team led by VA’s Undersecretary for Benefits would pick its favorites. The winners are to receive funds to try out their ideas as pilot projects at the regional offices.

NCA Accomplishments

The National Cemetery Administration has provided briefings on EEO and No FEAR policies to over 300 new employees during the New Employee Orientation program that was started in FY 2009. In addition, the National Cemetery Administration has presented ADR training to over 200 managers and supervisors through onsite training programs and during the NCA National Training Meeting in FY 2009. The National Cemetery Administration's EEO Staff has worked collaboratively with the Office of Diversity and Inclusion and other VA administrations in developing a new EEO Supervisory Training Program; a new Reasonable Accommodations Manual; and other ODI initiatives. And ODI participated in the NCA National Training meeting providing training on a Business Case for Diversity and Inclusion.



Fiscal Year 2010

Planned Initiatives

Staff Offices and Organizations Initiatives

Office of Human Resources and Administration

Office of Diversity and Inclusion

- Roll out new mandatory Workplace Harassment/No FEAR Training for all employees.
- Implement standardized online training in “EEO, Diversity, and Conflict Management Training for Managers and Supervisors.”
- Issue updated Reasonable Accommodation Directive.
- Award contract to begin the development of an electronic Reasonable Accommodation Tracking System.
- Implement centralized VA Reasonable Accommodation fund.
- Implement applicant flow system as precursor to adverse impact analysis system to identify barriers in EEO.
- Issue EEO Compliant Recruitment and Selection Process Guide.
- Develop and implement targeted recruitment outreach plan to focus outreach on underrepresented communities, including Hispanic and people with disabilities in FY 2010.
- Develop diversity focused Career Pathways Program framework to support upward mobility and bridge career gaps.
- Produce third annual interagency Federal diversity summit, featuring thought leaders in diversity and inclusion from public and private sectors.

Office of Resolution Management

In FY 2010, ORM will implement the *Document Automation Production Service* (DAPS) Project. This project will streamline the redaction and duplication of reports of investigation and reduce reliance on “hard copy” records. DAPS will thus achieve greater efficiency, reduced costs, and further VA’s overall “Green Initiative.” ORM also has an initiative to auto-populate routine EEO documents, such as the EEO Counselors Report, which would lessen the sheer burden of preparing such reports and the time needed to do so.

Center for Women Veterans

- The Secretary of Veterans Affairs is establishing a VA Council to address programs and initiatives related to women Veterans and women VA employees within the next six months.
- Director of the Center for Women Veterans will continue to serve as ex-officio on the Defense Department Advisory Committee on Women in the Services <http://www.defenselink.mil/dacowits/> to promote extensive collaboration and to facilitate proactive VA response to the needs of women Veterans.
- VA plans to establish and develop a joint outreach initiative for women Veterans with Department of Defense (DoD) using a Web site such as <https://www.DoDTechipedia.mil>.
- The Center will continue its partnership by providing women Veterans information on Business and Professional Women/USA (BPW) www.bpwusa.org Women Veterans Initiative, “Women Joining Forces—Closing Ranks, Opening Doors (WJF),” which provides programming and resources including access to information and research that can help women Veterans successfully transition from the military into the civilian workforce.
- The Director, Center for Women Veterans represents the agency on the White House Interagency Council on Women and Girls.
- Working with the Center for Women Veterans and the Center for Minority Veterans to revise existing training to include women Veterans and minorities.

Veterans Benefits Administration (VBA) Initiatives

VBA will utilize the J.D. Power and Associates (JDPA) satisfaction index model to determine customers’ overall satisfaction. The index model will enable VBA to focus on core processes for improvements throughout the various program areas and identify gaps in workflow streams. The JDPA index model will be applied to the following program areas in April 2010 to obtain base-line data for ongoing analysis:

- Compensation and Pension
- Education
- Insurance
- Vocational Rehabilitation and Employment
- Loan Guaranty
- Call Center Operations

Re-establishing the customer satisfaction survey initiative will support VBA's mission to improve its level of customer centricity and quality of service to Veterans and their beneficiaries. This initiative contributes to VA's strategy to engage Veterans and their families in a two-way communication to help them understand available benefits, get their input on VA programs, and build relationships with them. Leveraging the "Voice of the Veteran" customer satisfaction survey will provide research, analytics, and decision support to VBA's leadership by broadening the use of quantitative and qualitative information to improve its delivery of benefits and services.



... OF THE PEOPLE
... HE SAVED THE UNION
... MEMORY OF ABRAHAM LINCOLN
... IS ENSHRINED FOREVER



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DIVERSITY AND INCLUSION STRATEGIC PLAN FOR FY 2009-2013

*A framework
for creating and sustaining
a diverse workforce*

Office of Diversity and Inclusion
February 2009





MESSAGE FROM THE DAS

Dear Colleagues:

It is with great pride that we present the Department of Veterans Affairs (VA) first *Diversity and Inclusion Strategic Plan* (Plan). 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 and empowers all employees to achieve superior results in serving our Nation's Veterans.

The *Diversity and Inclusion Strategic Plan* is specifically aligned with VA's strategic objective to "recruit, develop, and retain a competent, committed, and diverse workforce that provides high-quality service to Veterans and their families." VA is the second-largest of the 15 Cabinet departments, with over 280,000 employees in its ranks all working to fulfill President Abraham Lincoln's promise: "To care for him who shall have borne the battle, and for his widow, and his orphan." As a major health care and benefits provider, VA must maintain a workforce that is reflective of the communities it serves and treat its employees with fairness and dignity.

The Plan was developed with the underlying mission in mind: "to foster a diverse workforce and inclusive work environment that ensures equal opportunity through national policy development, workforce analysis, outreach, retention, and education to best serve our Nation's Veterans." It is designed to achieve three over-arching goals:

1. Create a diverse, results-oriented, high-performing workforce that reflects the communities we serve by identifying and eliminating barriers to equal opportunity;
2. Cultivate a flexible and inclusive work environment that enables full participation through strategic outreach and retention; and
3. Facilitate outstanding customer service and stakeholder relations by promoting cultural competency, accountability, education, and communication.

In order to be a high-performing organization in the 21st century, VA must tap into the rich resources of our global community and strengthen our commitment to equity and justice in the workplace. We must also define diversity in its broadest context, including but not limited to the legally protected classes. Diversity must encompass all that makes us unique, including the diversity of thought and perspective that accompanies our human identity. Only then can we realize the full performance potential and competitive advantages of a diverse workforce. This is more than a legal or moral imperative, it is the business case for diversity that we in the Office of Diversity and Inclusion will also champion.

The implementation of this *Diversity and Inclusion Strategic Plan* reflects the Department's continued efforts to improve service to our Nation's Veterans. As a public service agency, diversity and inclusion must be the cornerstones of our human capital management strategy. Working collaboratively with you—the highly-dedicated employees, managers, and stakeholders of VA—we will seize the challenges and opportunities to create and sustain a diverse and inclusive workforce that best serves our Nation's most precious assets—our Veterans.

We invite you to join us in this important journey. Thank you for your support.

Georgia Coffey

*Deputy Assistant Secretary for Diversity and Inclusion
Department of Veterans Affairs.*

FOREWORD

In 2008, the Deputy Assistant Secretary for the Office of Diversity and Inclusion (ODI), formerly the Office of Diversity Management and Equal Employment Opportunity, embarked on strategic planning initiative for the office—the first of its kind in the Department of Veterans Affairs (VA). The intent was to develop a leading-edge, living road map for incorporating diversity and inclusion in VA based on the best practices in the public and private sectors.

The public sector is on the cusp of a major transformation that presents us with great challenges and even greater opportunities in the area of workforce diversity and inclusion. As we witness the dramatic effects of the globalization of our economy, never before has it been more critical that we adapt to the rapidly changing profile of our global marketplace. Equally important is how we demonstrate our commitment to equal opportunity, fairness, and justice in this new emerging workforce. The viability of agencies in the 21st century will depend on their ability to service an increasingly diversified market through a strategically managed workforce that reflects the global community it serves.

As a result of extensive benchmarking, it was revealed that the field of equal employment opportunity (EEO) and diversity management had changed dramatically since its statutory inception in the Civil Rights Act of 1964. In the 1970, EEO evolved into Affirmative Action; in the 1980s, it expanded into “respecting differences”; and in the 1990s, it was transformed by the groundbreaking work of Dr. R. Roosevelt Thomas who introduced the concept of “diversity management.” With each of these iterations, the concept of EEO moved from a reactive, exclusively legalistic model to a more proactive, business-driven paradigm.

The millennium has also ushered in a new framework. In recent years, the focus has shifted from diversity to inclusion, a rapidly emerging trend born in the private sector. This sea of change occurred quietly as companies found themselves vigorously competing for diverse workforce talent in a globalized economy. They soon realized that it was not enough to simply recruit a diverse workforce, but they must also retain and leverage that diverse workforce to advance the mission.

Companies began looking internally at the organizational culture and the institutional processes that impacted employees' ability to fully participate and contribute to the goals of the organization. This required examining systemic barriers to include all aspects of the organization: cultural norms, business practices, communications, leadership development, training and education, performance management, management accountability, strategic recruitment, and work life. Organizational inclusion became the means to actualize the potential of workforce diversity.

The term “diversity and inclusion” reflects the emerging need to complement diversity practices which focused largely on recruitment outreach, with internal retention strategies to sustain, develop, and leverage the diversity in all human resources. The concept of inclusion galvanized the field of diversity management by stressing inclusion of *all* employees, not just legally-protected classes. Through inclusion, organizations create the facilitating conditions in the work environment that enable the competitive advantages of diversity to flourish. This relatively new terminology of “diversity and inclusion” supports the *business case for diversity*, a concept championed by ODI. The business case spoke to the higher performance outcomes associated with workforce diversity and inclusion.

In championing this “*business case for diversity and inclusion*,” we rely on the research in this area. Empirical studies have shown that workforce diversity offers quantifiable advantages to organizational performance and productivity. Specifically, studies show that under facilitating conditions, workforce diversity is positively correlated with higher performance outcomes and greater economic returns. The Diversity Research Network conducted a major study on Fortune 500 companies and found that racial diversity was positively associated with higher performance outcome measures in organizations that “integrate and leverage diverse perspectives.” It also found that gender diversity yielded more effective group processes and performance in organizations with “people-oriented” performance cultures. Research is demonstrating the strong link between perceptions of fairness in the workplace and employee engagement. This speaks to the need for strategies that support “inclusion” as well as diversity in the workplace.

The renowned Center for Creative Leadership conducted a large scale study on team dynamics and work productivity which revealed that diverse teams were more creative and performed better than homogenous teams. The study team analyzed employer and employee data of over 20,000 business establishments in the manufacturing, retail, and service commercial sectors. The results showed

that racial and gender diversity was positively correlated with establishment productivity, product quality, and economic return on investment. Similarly, in 2004, the Urban League reported that diverse companies generated 18 percent higher productivity than the U.S. economy overall. Finally, a study published in the *Journal of the American Medical Association* and *Science Daily* illustrated the business case for diversity in patient care. This study revealed that medical students who attend racially and ethnically diverse medical schools say they are better equipped to care for patients in a diverse society. Here again, empirical data illuminates the nexus between workforce diversity and higher performance outcomes in the health care field.

While the private sector is in the business of profits, government is in the business of equity—equity of service, protections, opportunity. The same benefits apply in this context and the stakes are even higher. As a major health care and benefits provider, VA must maintain a workforce that is reflective of constituencies it serves so it can provide high quality, responsive, and equitable services. This is not only a matter of legal compliance, but smart business.

It is important to note that the business case for diversity in no way diminishes our commitment to the legal and social imperatives for equal opportunity. VA remains unequivocally committed to ensuring the statutory protections for equal employment opportunity as prescribed by law. We will continue to enforce the laws that protect all of our rights to work free from discrimination in the workplace, and assiduously commit ourselves to fairness in the workplace. This is the foundation upon which the business case can thrive. We must first protect the fundamental civil rights of every individual in the workplace. Only then can individuals feel safe and empowered to contribute to their optimum potential in support of the mission. In fact, the social imperatives are strengthened by the business case. The business case is predicated on the value of diversity of thought—which is rooted in our human diversity. It is the inseverable link between diversity of thought and our human diversity that makes equal opportunity in the workplace essential.

ODI defines diversity in its broadest context to include all that makes us unique: race, color, gender, sexual orientation, religion, national origin, age, disability, culture, educational background, socioeconomic status, intellectual perspective, organizational level, and more. By doing so, we are able to harvest the full performance potential and competitive advantages diversity has to offer. We are proud to lead the effort to promote policies in VA operationalize this concept so that we can provide superior service to our Veterans and all Americans. To that end, we present to you VA's inaugural *Diversity and Inclusion Strategic Plan for FY 2009-2013*.

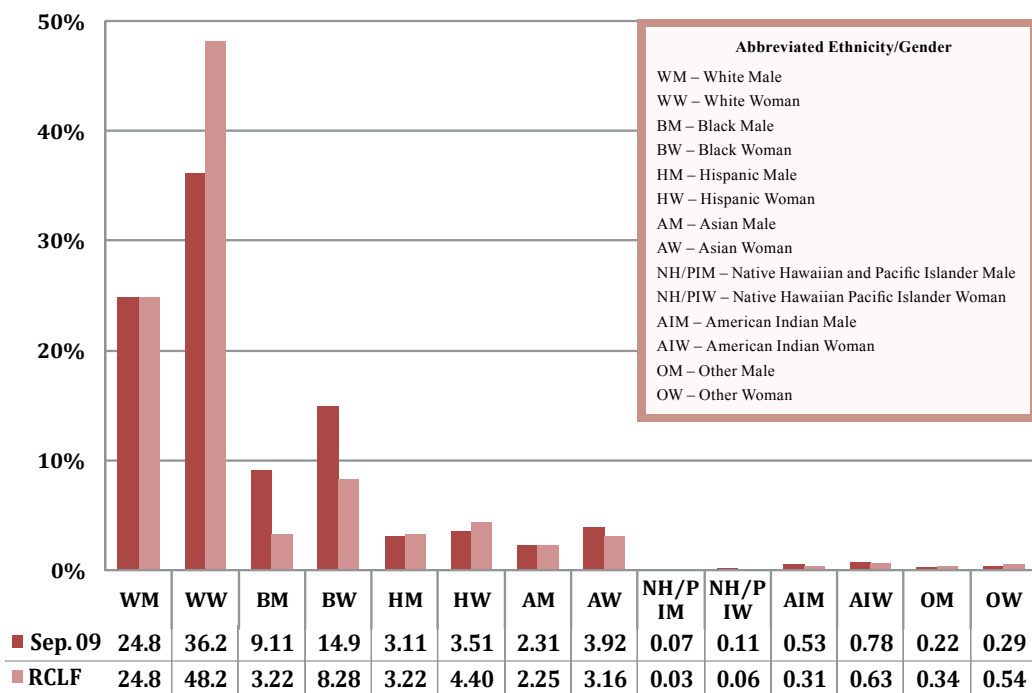
THE CURRENT STATE OF VA

In order to design a responsive strategic plan that addresses diversity and inclusion in the workforce, we must first examine the strengths and challenges in the area of the current workforce.

Overall Workforce

Although the Department of Veterans Affairs defines diversity in the broadest possible sense, a key measure of diversity is the demographic composition of the workforce by race, gender, ethnicity, disability and Veteran status. We measure success by comparing these demographic to the relevant civilian labor force (RCLF). The RCLF reflects all the people in the U.S. employed in or actively seeking employment in specific occupations that VA hires.

VA Workforce vs. RCLF



At the end of FY 2009, the comparison of VA’s workforce to the RCLF shows that VA is one of the most diverse agencies in the Federal government. However,

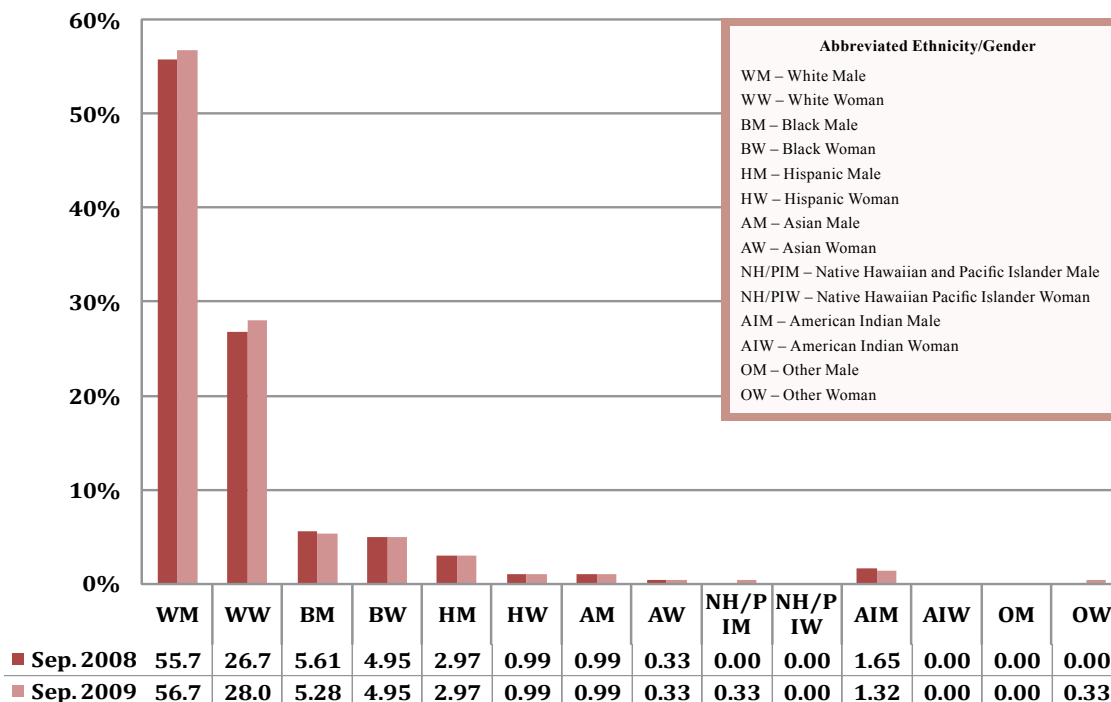
while there is parity in some areas, there are challenges in others. For example, representation of Blacks, Asians, Native Hawaiian and Pacific Islanders, and American Indians are all above the RCLF. White women and Hispanics are below their RCLF levels.

Underrepresentation of White women is a national issue affecting every occupation and every administration—VHA, VBA, NCA, and Staff Offices. Hispanic men are slightly underrepresented while Hispanic women are underrepresented to a greater degree, but their underrepresentation is localized to specific regions—primarily the Southwestern region of the United States. In addition, a little over 30 percent of VA permanent employees were Veterans, approximately 10 percent of VA employees reported having a disability, and 1.49 percent of VA employees reported having a targeted disability—50 percent higher than the government average.

Senior Executive Service

Senior Executive Service represents VA’s highest ranked career employees. The demographic breakout of VA’s Senior Executive Service shows that almost 85 percent are White men or White women. About 10 percent are represented by Black men and Black women. Hispanic, Asian, Native Hawaiian/Pacific Islander, American Indian, and Other (two or more races) make up the remaining 5 percent.

Senior Executive Service Onboard



Hires and Separations

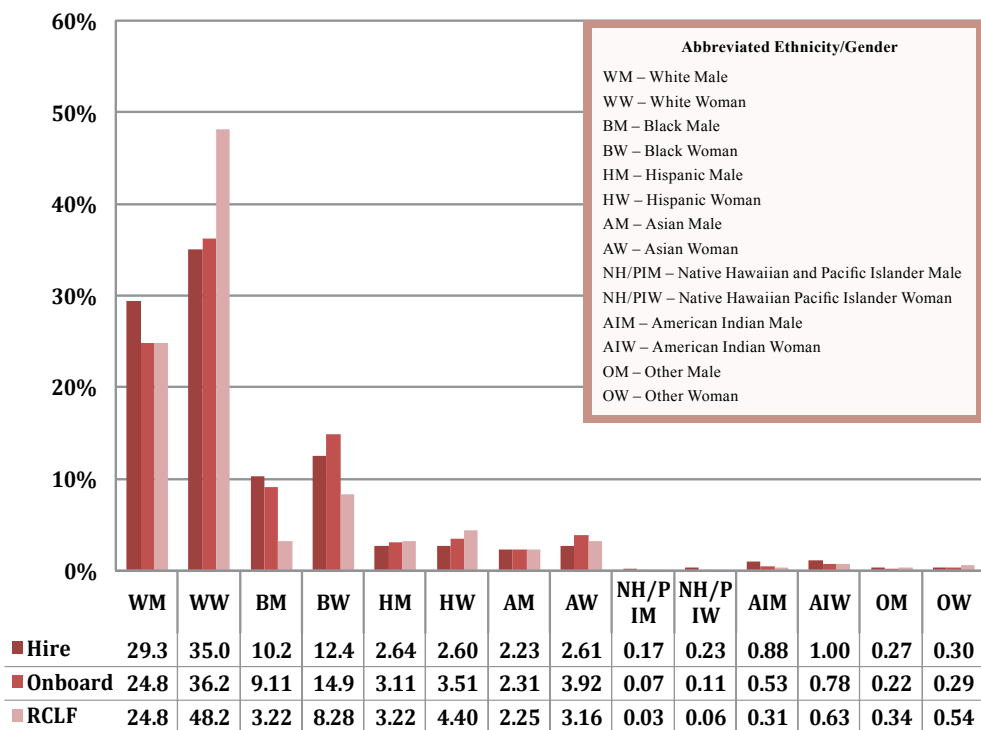
Workforce composition is affected by the hires and separation of employees. From FY 2008 to FY 2009, VA hired 27,350 permanent employees, equivalent to approximately 10 percent of its total workforce.

All groups, except for White women and Hispanics, were hired above national availability. White women and Hispanics were hired at rates lower than their availability in the RCLF.

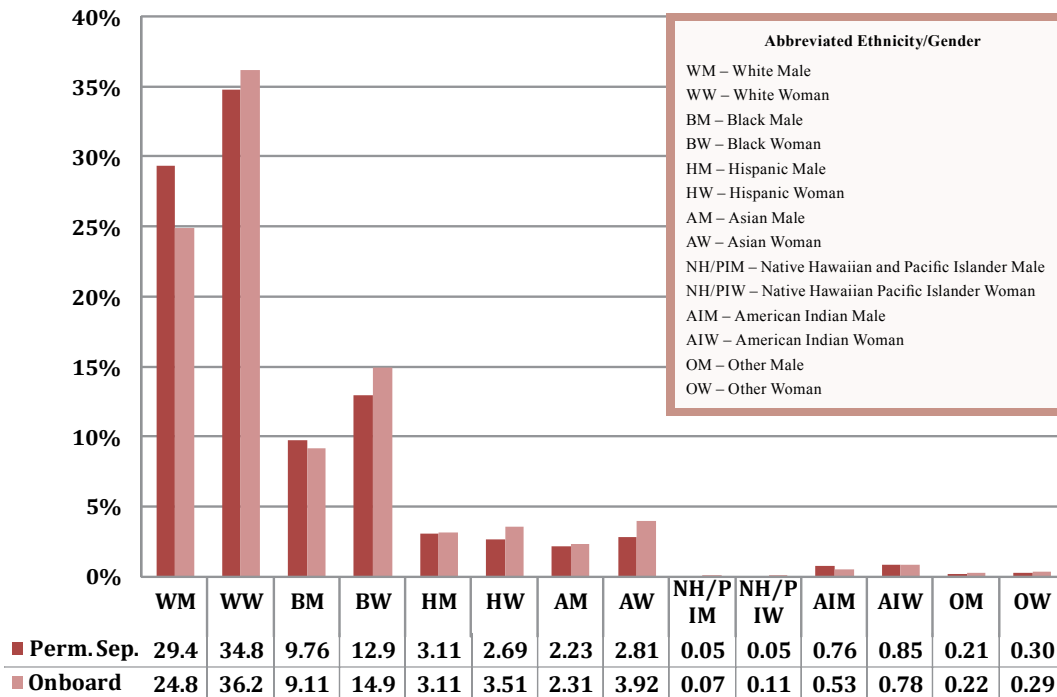
From FY 2008 to FY 2009, a total of 15,488 (approximately 6 percent) permanent employees left VA through retirement, resignation, termination of appointment, death, or separation. Nearly 80 percent of separations are attributed to voluntary retirement and resignation.

White women had the highest rate of resignation at 38 percent while White men had a resignation rate of almost 26 percent. White men, the oldest group in VA’s workforce, matched White women in voluntary retirement from FY 2008 to FY 2009 at 35 percent. White men and White women left VA through voluntary retirement at 35 percent. Black women ranked third in voluntary retirement at almost 11 percent followed by Black men at about 9 percent. At the current rate of hire, Hispanic men would reach RCLF parity within the coming year.

FY 2009 Hires vs. Onboard and RCLF



Separation vs. Onboard



Of all demographic groups measured, only White men, Black men, and Asian men separated at rates higher than their onboard representation.

Conclusion

The workforce data presented above serves as a context for the strengths and challenges inherent in our strategic planning process.

The goals, objectives, and strategies presented in this strategic plan are intended to build upon the existing diversity in VA’s workforce and address the current challenges that remain. The three goals presented herein are generally focused on addressing these challenges in the workforce, workplace, and marketplace.

EXECUTIVE SUMMARY

Mission

The mission of the Office of Diversity and Inclusion (ODI) is to foster a diverse workforce and an inclusive work environment that ensures equal opportunity through national policy development, workforce analysis, outreach, retention, and education to best serve our Nation's Veterans.

Vision

It is the vision of ODI that the Department of Veterans Affairs (VA) is a leader in creating and sustaining a high-performing workforce by leveraging diversity and empowering all employees to achieve superior results in service to our Veterans.

Values

We serve our Nation's Veterans. We are committed to pursuing the agency's mission and fully utilizing the creativity, energy, and diversity of our workforce. To this end, we hold ourselves to the values of respect, trust, and responsiveness to promote a culture of performance excellence.

Goals

The following primary goals have been identified in pursuit of this mission:

1. Create a diverse, results-oriented, high-performing workforce that reflects the communities we serve by identifying and eliminating barriers to equal opportunity.
2. Cultivate a flexible and inclusive work environment that enables full participation through strategic outreach and retention.
3. Facilitate outstanding customer service and stakeholder relations by promoting cultural competency, accountability, education, and communication.

Implementation

The following pages present the programmatic objectives, strategies, and measures designed to achieve the identified goals. The *Diversity and Inclusion Strategic Plan* is intended to be a multi-year effort and is not intended to be a static document as changing conditions will likely require refinement to the strategies published here. Implementation of this Plan will be led by the staff of ODI, in partnership with VA's internal and external stakeholders. VA's leadership plays a key role in the effective implementation of this Strategic Plan. Each year, ODI will revisit the Plan and in concert with VA's stakeholders, evaluate the effectiveness of the strategies outlined here in a *Diversity and Inclusion Annual Performance Report*.

GOALS, OBJECTIVES & STRATEGIES

Goal 1

Create a diverse, results-oriented, high-performing workforce that reflects the communities we serve by identifying and eliminating barriers to equal opportunity.

Objective 1A

Identify underrepresentation in the VA workforce in accordance with equal employment opportunity (EEO) laws, regulations, and management directives.

Strategies

- Analyze workforce demographic data in comparison with the Relevant Civilian Labor Force (RCLF) to identify triggers and potential barriers to EEO.
- Compile data, conduct annual barrier analysis, and submit annual EEO Plan and Program Status report to Equal Employment Opportunity Commission (EEOC) in compliance with Management Directive 715 (MD 715).
- Compile data and submit Federal Equal Opportunity Recruitment Report (FEORP) to Office of Personnel Management (OPM).
- Compile workforce diversity data for Monthly Performance Reviews (MPR) for agency leadership.
- Conduct monthly technical assistance meetings with agency EEO and diversity managers and annual briefings with agency leadership on MD 715 planning and reporting.
- Conduct individualized live and virtual MD 715 EEO Plan technical assistance conferences with all VA subcomponents.
- Provide ad hoc workforce diversity reports and trends analyses to internal and external stakeholders.
- In partnership with key business process owners, identify and implement an automated applicant flow/adverse impact analysis system to identify barriers to equal opportunity in the selection process.

Measures

- Reduce number of historically underrepresented groups in the VA workforce.
- Reduce underrepresentation in historically underrepresented groups in VA workforce and leadership pipeline each year.
- Submit timely and accurate MD 715 Report to EEOC by designated deadline each year.
- Submit timely and accurate FEORP Report to OPM by designated deadline each year.
- Provide monthly performance report (MPR) updates and quarterly workforce analyses on EEO program metrics to agency leadership by 2009.
- ODI will provide ad hoc workforce diversity reports and trends analyses within five business days of request.
- Improve quality of agency sub-component and facility level EEO plans and reports.
- Identify appropriate applicant flow data system by 2010 and implement applicant flow data system by 2012.

Objective 1B

Develop strategies to address underrepresentation and eliminate identified barriers to equal employment opportunity.

Strategies

- Analyze workforce data to determine if promotions, awards, recognitions, training, and upward mobility opportunities are occurring equitably.
- Benchmark “best practices” in recruitment outreach strategies in the field and provide consultation service to field components.
- Assess attrition rates and develop models to support diversity in succession planning efforts.
- Collaborate with Office of Human Resources Management (OHRM) to design and administer employee exit surveys six months after employee leaves the organization.
- Analyze exit survey data to identify trends and potential EEO-related root causes for attrition.
- Analyze employee separation data to identify triggers for barriers to equal opportunity.

Measures

- ODI will respond to requests for data analysis on promotions, awards, recognitions, training, and upward mobility opportunities within five days of initial request.
- ODI will provide customized guidance to VA Administrations, VA Central Office (VACO), and field components annually in first quarter of fiscal year MD 715 to support their MD 715 EEO planning efforts.
- Provide timely workforce data and technical assistance in support of VA succession planning efforts as requested.
- Implement pilot delayed exit surveys in FY 2010.
- Reduce “regrettable losses” (i.e., pre-retirement age separations) of employees in mission critical occupations agency-wide.

Objective 1C

Maintain state-of-the-art EEOC-compliant standardized workforce analysis system to efficiently support the agency’s workforce data management needs.

Strategies

- Continually upgrade and enhance VSSC to remain accurate, legally compliant, and user-friendly to aid managers in workforce planning efforts.
- Train and facilitate EEO managers on the use of the VHA Support Service Center (VSSC) workforce analysis system VA-wide.
- Perform random quality assurance checks on VSSC workforce data accuracy.
- Utilize a variety of communication tools to distribute workforce analysis information (newsletter, video, CDs, Web site).

Measures

- Produce reliable and accurate workforce analysis tables in support of the MD 715 planning.
- Receive accurate, responsive, and reliable EEO plans and reports from VA Administrations and VACO.
- Reduce number of MD 715 EEO Program Status Report deficiencies cited by EEOC.

Goal 2

Cultivate a flexible and inclusive work environment that enables full participation through strategic outreach and retention.

Objective 2A

Promote strategic recruitment outreach in order to maintain a competent, committed, and diverse workforce.

Strategies

- Conduct Technical Assistance Reviews (TARs) at agency facilities to address EEO program strengths and deficiencies and perform follow-up activities to ensure responsive corrective actions are implemented.
- Provide guidance to agency Administrations, VACO, and field components on best practices in recruitment outreach strategies.
- Partner with OHRM and Office of Resolution Management (ORM) in conducting consolidated technical assistance on-site reviews.
- Provide training and guidance in the area of Special Emphasis Programs (SEP) and related mandated reports.
- Compile data and information for annual submission of Federally mandated SEP/diversity related reports (e.g., Hispanic Employment in Federal Government, Disabled Veterans Affirmative Action Program, etc.)
- Design educational programs and outreach campaigns to promote science, medical, technology, engineering, and math occupations in diverse communities.
- Develop strategic partnerships and collaborations with community organizations, public and private agencies, affinity groups, professional associations, and educational institutions to promote recruitment outreach to underrepresented populations.
- Develop Recruitment Outreach and Selection Process Guide providing guidance on conducting a barrier-free and EEO-compliant selection process and citing strategic use of special hiring authorities for underrepresented groups.
- Administer Community Prosperity Partnership (CPP) to leverage community resources for outreach to underrepresented communities.
- Establish a full-time EEO Manager position in VACO.

- Develop diversity-focused Employment Outreach Plans to promote strategically focused outreach to communities with low representation in the VA workforce.

Measures

- Perform a minimum of six TARs on an annual basis at facilities based on established multidimensional needs assessment criteria.
- Perform follow-up to TARs within six months of initial visit to monitor progress on implementation of recommended corrective actions.
- Provide issue-updated guidance to agency subcomponents on “best practices” in recruitment outreach strategies in first quarter of fiscal year.
- Develop a TAR tracking system to ensure continuity in recommending best practices.
- Provide SEP training at 20 percent of the facilities by end of FY 2013.
- Submit timely and accurate SEP/diversity-related Federally mandated reports to oversight agencies by designated deadlines each year.
- Distribute SEP announcement memoranda to agency subcomponents annually and 30 days in advance of the SEP event.
- Participate in six national affinity group conferences or outreach venues annually.
- ODI will coordinate three CPP events annually based in diverse, underrepresented communities.
- ODI will issue Recruitment Outreach and Selection Process Guide by end of FY 2009.
- Establish a baseline for the purpose of measuring and improving diversity in applicant pools in underrepresented areas by 2012.
- Increase representation of people with targeted disabilities to 2 percent of the agency workforce by 2013.
- Reduce EEO complaints based on non-selection through appropriate EEO training for managers and supervisors.
- Recruit EEO Manager for VACO by 2010, budget permitting.
- Issue the first diversity-focused Employment Outreach Plan on Hispanic Outreach by March 30, 2010.

Objective 2B

Support the retention and full participation of employees in order to provide high-quality service to Veterans and their families.

Strategies

- Analyze Federal Human Capital Survey (FHCS) and Annual Employee Survey (AES) data to identify trends with regard to diversity and inclusion.
- Coordinate with national selective placement services to place applicants/employees with disabilities.
- Implement accurate reasonable accommodation tracking system to report national data.
- Establish and train selective placement coordinators for placement of people with disabilities utilizing Schedule A Hiring Authorities.
- Improve partnership and build strategic alliances with OHRM on EEO, diversity, and inclusion issues.

Measures

- Increase retention of historically underrepresented groups in VA workforce and mission critical occupations.
- Increase favorable responses to diversity related items on employee surveys over prior year baselines.
- Implement automated reasonable accommodation tracking system by FY 2010.
- Identify baseline and increase timeliness of processing of reasonable accommodation requests by 2010.
- Produce one marketing/promotional material on reasonable accommodation requests by end of FY 2009.
- Reduce EEO complaints based on failure to accommodate through appropriate EEO training of managers and supervisors.
- Establish selective placement coordinator function in all facilities by FY 2010; provide initial training in FY 2010.
- Implement monthly strategy meetings between ODI and OHRM key staff in FY 2009.

Objective 2C

Create a diverse pipeline for recruitment and career advancement opportunities in order to support agency succession planning and leadership development.

Strategies

- Coordinate agency-wide student non-traditional internship programs, including but not limited to Hispanic Association of Colleges and Universities (HACU), National Association for Equal Opportunity in Higher Education, American Indian Science and Engineering Society, Washington Internships for Native Students, Workforce Recruitment Program (WRP), The Washington Center for Internships and Academic Seminars, and the International Leadership Foundation.
- Create a national internship database for tracking the recruitment of non-traditional interns and track work experience in database and on Standard Federal 50 forms.
- Develop mentoring program framework and coaching toolkit to support diversity in succession planning.
- Monitor Senior Executive Service Candidate Development Program (SESCDP) and Leadership VA (LVA) candidate selection processes to ensure there are no barriers to equal opportunity.
- ODI will collaborate with OHRM to develop a diversity focused marketing/outreach plan to market the SESCO and LVA programs.
- Send VA SES job opportunity announcement to diversity organizations through diversity listserv.
- Include voluntary race, gender, ethnicity disclosure form with all SES vacancies to anonymously track diversity of leadership applicant pool.
- Develop Memoranda of Understanding (MOU) with diverse institutions of higher education and professional organizations to facilitate recruitment outreach to underrepresented groups.
- Develop a guide on conducting EEO-compliant selection process, including legally compliant ways to incorporate diversity in selection panels.
- In conjunction with OHRM, increase use of “open continuous” database in mission critical occupational categories.

Measures

- Sponsor 20 WRP and 50 HACU interns annually.
- Convert 5 percent of qualified, sponsored WRP students utilizing special hiring authorities (e.g., Schedule A, 30 percent disabled Veterans) annually, subject to availability of budget resources.
- Establish a non-traditional internship database by end of FY 2009.
- Establish a guide and materials on mentoring and coaching to improve retention and enhance diversity in leadership pipeline by FY 2011.
- Increase marketing and outreach for leadership development programs such as SESCO and LVA.
- Increase number of internships, work-study cooperative arrangements, and student/faculty exchanges under MOUs.
- Issue guidance on conducting EEO-compliant selection processes by FY 2010.
- Develop “open continuous” database for diverse candidates in mission critical occupational categories by FY 2011.

Goal 3

Facilitate outstanding customer service and stakeholder relations by promoting cultural competency, accountability, education, and communication.

Objective 3A

Develop agency policies that ensure commitment to and accountability for maintaining a diverse workforce and inclusive workplace.

Strategies

- Develop consolidated EEO, Diversity and Inclusion, and No FEAR Policy and related guidance in coordination with process owners.
- Develop and implement *VA Diversity and Inclusion Strategic Plan*.
- Develop *VA Diversity and Inclusion Annual Performance Report*.
- Implement office name change from “Office of Diversity Management and Equal Employment Opportunity” (DM&EEO) to “Office of Diversity and Inclusion.”
- Develop recommended performance elements addressing EEO, diversity, and inclusion in management and supervisory performance plans.
- Update reasonable accommodation and accessibility (RA) policy directive; and provide timely and effective (RA) guidance and training.
- Establish local reasonable accommodation coordinator function throughout agency.
- Develop and implement VA Diversity and Inclusion Awards program.
- Benchmark best practices for diversity and inclusion.
- Develop and implement diversity product surveys.

Measures

- Issue consolidated EEO, Diversity and Inclusion, and No FEAR Policy and related guidance annually and within 6 months of appointment of new Secretary.
- Develop and implement initial *Diversity and Inclusion Strategic Plan* in FY 2009; update the Plan no later than FY 2014.
- Issue first *VA Diversity and Inclusion Annual Performance Report* by

January 2010; issue succeeding Annual Reports within 100 days of the close of the reported fiscal year.

- Publish and market best practices in diversity and inclusion by end of FY 2009.
- Promulgate office name change to “Office of Diversity and Inclusion” by FY 2009.
- Establish recommended EEOC MD 715 compliant diversity and inclusion performance element for SES, supervisors, and manager performance plans by FY 2010.
- Issue new agency-wide Reasonable Accommodation Directive by May 2009.
- Begin training of reasonable accommodation coordinators in FY 2010.
- Increase nominations for Diversity and Inclusion Awards by FY 2009.

Objective 3B

Educate employees and managers on EEO, diversity, and inclusion matters to promote competency in maintaining a fair, high-performing, and healthy work environment.

Strategies

- Develop minimum standards for diversity, EEO, and conflict management training for all managers and supervisors.
- Evaluate and update EEO, Harassment, No FEAR, and diversity-related training for employees.
- Develop and conduct training on Business Case for Diversity and Inclusion, including diversity of thought and perspective in workforce, internal operations, and service delivery.
- Add content of the business case for diversity and inclusion to the ODI Web site.
- Perform organizational needs assessments to assess need for cultural competency training in workforce management and service delivery.
- Implement cultural competency training and evaluations to address identified workforce and client services needs in this area.

Measures

- Develop VA-wide standards for recurring diversity, EEO, and conflict management training (content and delivery) for managers and supervisors by end of FY 2009; implement supervisory training by FY 2010.
- Train supervisors/managers in diversity, EEO, and conflict management annually in accordance with timeframes contained in VA policies and directives.
- Conduct training on Business Case for Diversity and Inclusion at a minimum of four leadership venues annually beginning in FY 2009.
- Reduce VA's per capita rate of EEO complaints through appropriate EEO and diversity training.
- Post diversity-related training content to diversity Web site agency-wide by end of FY 2009; update training content annually.
- Improve patient/client satisfaction scores in workforce and diverse communities.

Objective 3C

Promote effective communication with employees and stakeholders on diversity and inclusion issues to heighten awareness and share best practices.

Strategies

- Implement VA Diversity Advisory Council and provide coordination and staff support.
- Redesign ODI Web site to feature more content in a user-friendly format.
- Enhance format and informational content of *Diversity@Work* newsletter.
- Enhance educational format and content of *Diversity News* video broadcast.
- Electronically disseminate educational articles in the area of diversity and inclusion on *NewsLink*.
- Develop systems to track viewership of communications vehicles and establish baseline measures.
- Monitor responses on diversity-related survey items on FHCS and AES; participate in the development of diversity-related items as appropriate.
- Develop a survey for recipients of diversity products to measure their effectiveness.
- Develop and distribute marketing materials on diversity and inclusion.

Measures

- Standup VA-wide Diversity Advisory Council by FY 2009 and provide staff support as needed.
- Redesign ODI Web site by FY 2010.
- Increase electronic distribution of *Diversity@Work* newsletter annually.
- Establish baseline of *Diversity News* viewership on diversity Web site by end of FY 2009, and increase viewership by 5 percent in FY 2010.
- Increase distribution of diversity-related Web-based *NewsLink* annually.
- Increase favorable responses to EEO and diversity-related survey items in employee surveys (FHCS or AES) beginning in FY 2010.
- Majority of respondents to diversity product surveys indicate understanding of business case for diversity and inclusion.
- Implement at least one diversity and inclusion initiative annually agency-wide beginning in FY 2010.



For more information, please contact:

Office of Diversity and Inclusion (06)
810 Vermont Avenue NW
Washington, DC 20420

Phone: (202) 461-4131
Email: odi@va.gov





THE SECRETARY OF VETERANS AFFAIRS
WASHINGTON

February 27, 2009

TO ALL EMPLOYEES

SUBJECT: Summary of VA's EEO, Diversity, and No FEAR Policies

As Secretary of the Department of Veterans Affairs (VA), I have the privilege of leading a multi-talented Federal workforce devoted to a noble mission. And with that honor and commitment, I will uphold a VA work environment where standards of conduct are of the highest level. I will encourage diversity and eliminate unfair treatment and discrimination through procedures and practices that are supportive, fair, free of discrimination, and free of barriers for all employees. I will adhere to the principle that each employee has worth and deserves respect while he or she fulfills a role in supporting and serving our Nation's Veterans.

The following summary of VA policies clarifies how the Department shall go about protecting its employees and ensuring that they are in a secure and healthy workplace. I emphasize the importance of your adherence to these requirements as the Department provides equal employment opportunity, promotes diversity and inclusion, and constructively resolves workplace conflict. There is no other more urgent business at this time of transition as we acknowledge our colleagues, reaffirm our commitments, and begin our work together.

I am counting on you.

A handwritten signature in black ink that reads "Eric K. Shinseki".

Eric K. Shinseki

Attachment

Summary of VA's EEO, Diversity, and No FEAR Policies | February 2009

The Department of Veterans Affairs (VA) is committed to ensuring equal employment opportunity (EEO), promoting diversity and inclusion, and resolving workplace conflict constructively in order to maintain a high performing workforce in service to our Nation's Veterans. As Secretary of VA, it is my privilege to convey VA's strong commitment to these fundamental principles that are essential to maintaining a high-performing organization in the 21st century. As our Nation and our Department face unprecedented challenges and opportunities, never has it been more important that we reaffirm our pledge to protect and empower our most valuable asset—our employees. To that end, the Department will vigorously enforce all applicable Federal EEO laws, regulations, Executive Orders, and Management Directives to ensure equal opportunity in the workplace and full protection of all VA employees.¹

This document summarizes the Department's EEO and Diversity-related policies. For additional information, please consult the related resources listed at the end of this memorandum, as well as guidance and Directives that may exist within each Administration.

No FEAR/Whistleblower Protection

The Notification and Federal Employee Antidiscrimination and Retaliation Act (No FEAR) of 2002 protects Federal employees from unlawful discrimination and reprisal for participation in protected EEO and whistle-blowing activity.² The Whistleblower Protection Act prohibits retaliation against public employees or applicants for employment who report official wrongdoing.³ Retaliation against individuals for opposition to discrimination or participation in the discrimination-complaint process is unlawful and will not be tolerated. This includes complainants, witnesses, and others who provide information concerning such claims. We will work aggressively to protect employees from reprisal for participation in such protected activity, including the reporting of waste, fraud, and abuse in government practices.

To protect the integrity and high standards of our work at VA, we vigorously protect the rights of all employees to engage in protected activity under civil rights statutes, Executive Orders, and Whistleblower protection laws. The Office of Special Counsel is responsible for administering a complaint-management process to address complaints of whistleblower retaliation for most of the Executive Branch, including the VA.⁴ Reprisal against individuals for reporting violations of laws, rules, or regulations, gross mismanagement, gross waste of funds, abuse of authority, or a substantial and specific danger to public health or safety, will not be tolerated. Reprisal includes taking

¹ Title VII of the Civil Rights Act of 1964; the Rehabilitation Act of 1973, as amended; the Age Discrimination in Employment Act of 1975; the Equal Pay Act of 1963; the Notification and Federal Employee Antidiscrimination and Retaliation Act (No FEAR Act) of 2002; the Whistleblower Protection Act of 1989, and Executive Order 11478 on Equal Employment Opportunity in the Federal Government.

² No FEAR Act Memorandum at vaww1.va.gov/ohrm/EmployeeRelations/GrievanceTopics/NoFearAct.PDF

³ Please see the information on the Whistleblower Protection Act found at: www.osc.gov/wbdisc.htm.

⁴ Office of Special Counsel E-Filing form found at: <https://www.osc.gov/oscefile/>.

Summary of VA's EEO, Diversity, and No FEAR Policies | February 2009

or failing to take, or threatening to take or failing to take, a personnel action with respect to any employee because of a protected disclosure of information.

EEO and Prohibited Discrimination

VA will not tolerate discrimination or harassment on the bases of race, color, religion, national origin, sex, sexual orientation, age, disability, or retaliation for opposing discriminatory practices or participating in the discrimination complaint process. This applies to all personnel practices and terms and conditions of employment, including recruitment, hiring, promotions, transfers, reassignments, training, career development, benefits, and separation. In addition, VA will provide reasonable accommodation to qualified individuals with disabilities and for religious practices, as provided by the applicable laws and procedures.

VA's Office of Resolution Management (ORM) is responsible for administering an impartial and effective complaints management process to address and resolve complaints of employment discrimination at the earliest possible stage. Employees may report allegations of discrimination to ORM at (888) 737-3361. Employees seeking redress under the regulations governing the Federal EEO complaint process (29 CFR Part 1614) must contact an EEO Counselor in person, by phone, or in writing **within 45 calendar days** of the date of the alleged incident in order for the complaint to be investigated under this process.⁵ Employees may also report allegations to their immediate local facility EEO program manager, their supervisor, another management official, their collective bargaining unit, an Employee Relations Specialist, or the Office of Labor-Management Relations staff in the Office of Human Resources and Administration, as appropriate. While sexual orientation is currently not a covered basis under Title VII of the Civil Rights Act of 1964, VA strictly prohibits discrimination and harassment on this basis under VA and Federal policy.⁶ Employees who believe they have been discriminated against on this basis may file a grievance through the VA internal grievance process.⁷

Workplace Harassment

As Secretary of Veterans Affairs, I am firmly committed to ensuring that all VA employees, applicants, contract employees, clients, customers, and anyone doing business with the VA are not subjected to employment discrimination. Prohibited discrimination may manifest itself in the form of harassment and is not tolerated at this Department. Harassment is defined as any unwelcome, hostile, or offensive conduct taken on the basis of race, color, religion, national origin, sex, sexual orientation, age, or

⁵ EEO Discrimination Complaints Process, VA Directive 5977, February 7, 2007 at: http://www1.va.gov/vapubs/viewPublication.asp?Pub_ID=343&FTtype=2.

⁶ See Executive Order 11478, August 8, 1969, as amended by Executive Order 13087, May 28, 1998. <http://www.archives.gov/federal-register/codification/executive-order/11478.html>. http://frwebgate.access.gpo.gov/cgi-bin/getdoc.cgi?dbname=1998_register&docid=fr02jn98-135.pdf.

⁷ See VA Policy on Employee and Management Relations which contains the procedures for filing Administrative Grievances at: <http://vaww1.va.gov/ohrm/Directives-Handbooks/Documents/5021.doc>.

Summary of VA's EEO, Diversity, and No FEAR Policies | February 2009

disability that interferes with an individual's performance or creates an intimidating, hostile or offensive work environment.

Sexual harassment is a form of sex discrimination that involves unwelcome sexual advances, requests for sexual favors, and other verbal or physical conduct of a sexual nature when: (1) submission to or rejection of such conduct is made either explicitly or implicitly a term or condition of one's employment, or (2) submission to or rejection of such conduct by a person is used as a basis for career or employment decisions affecting that person, or (3) such conduct interferes with an individual's performance or creates an intimidating, hostile or offensive work environment.

Both supervisors and employees bear responsibility in maintaining a work environment free from discrimination and harassment. Employees must not engage in harassing conduct and should immediately report such conduct to their supervisor, another management official, collective bargaining unit, Employee Relations Specialists, Labor Relations Specialists, or ORM, as appropriate. Harassment claims will be handled confidentially to the greatest extent possible. If an employee brings an issue of harassment to a supervisor's attention, the supervisor must promptly investigate the matter in a thorough and impartial manner and take appropriate and effective corrective action, as necessary. Allegations of discrimination and harassment, including sexual and non-sexual, will be taken seriously and appropriate corrective action—up to and including termination—will be taken if allegations are substantiated. Supervisors are strongly encouraged to seek guidance from your local EEO Manager or ORM, Employee and Labor Relations staff, or the Office of the General Counsel when addressing issues of discrimination or harassment.

Alternative Dispute Resolution

Conflict in the workplace is inevitable. Left unmanaged, it can lead to organizational disruption, high attrition, low productivity, and poor employee morale. To maintain a respectful, productive, and harmonious work environment, I encourage employees and supervisors to resolve workplace disputes at the earliest possible stage. VA offers Alternative Dispute Resolution (ADR) services such as mediation and facilitation to assist parties in resolving conflicts constructively.⁸ ADR involves a neutral third-party working with the employee, supervisor, or group to engage in constructive communication, identify issues and concerns, and develop collaborative solutions. Every employee has the power to prevent or resolve workplace disputes. I encourage all VA employees to consult with their Administration's ADR Coordinator or VA's Workplace ADR program for assistance in resolving workplace disputes quickly and informally.⁹

⁸ Alternative Dispute Resolution, VA Directive 5978 at: <http://www1.va.gov/adr/page.cfm?pg=10>.

⁹ See VA ADR Coordinators list at: http://www1.va.gov/adr/docs/ADR_Coordinators_List.pdf, and the VA Workplace ADR Web site at: <http://www1.va.gov/adr/page.cfm?pg=86>.

Summary of VA's EEO, Diversity, and No FEAR Policies | February 2009**Reasonable Accommodation**

VA has a legal obligation to provide reasonable accommodation to certain individuals with disabilities and for certain religious practices, unless doing so causes undue hardship as provided by applicable laws and procedures. With respect to employees or applicants for employment that meet the definition of "qualified" individuals with a disability, a reasonable accommodation is any change in the work environment or in the manner work is accomplished that enables them to enjoy equal employment opportunities. Employees who believe they may need assistance in performing the essential functions of their job as a result of a medical condition should request accommodations from immediate supervisors. Supervisors and managers bear the responsibility of providing reasonable accommodation to enable qualified employees to effectively perform their work. Supervisors and managers should seek the assistance and consultation of your local EEO Manager or the Office of the General Counsel, an Employee Relations Specialist, Labor Relations Specialist, or the Office of Diversity and Inclusion for guidance consistent with applicable statutes, case law, and guidance in this area. Processing of requests for reasonable accommodation will be consistent with VA Directive 5975.1. Most reasonable accommodations can be provided at little or no cost, and there are several resources to assist managers and supervisors in obtaining the appropriate and most cost-effective equipment for employees with disabilities.¹⁰

Mandatory EEO Related Training

The No FEAR Act of 2002 requires all employees to take No FEAR training within 90 days of their initial hire and every 2 years thereafter. VA also requires harassment-prevention training for all employees every 2 years. Managers and supervisors bear a legal obligation to maintain a discrimination-free work environment. As such, it is especially important that managers and supervisors receive appropriate training on their responsibilities in these areas.

No FEAR and prevention-of-harassment training is assigned to all employees through the VA Learning Management System (LMS) and automatically appears on employees' Learning Plans. Training in the areas of EEO, diversity management, alternative dispute resolution, and conflict management for supervisors and employees is available through LMS.

¹⁰ VA Directive 5975.1, Processing Requests for Reasonable Accommodation by Employees and Applicants with Disabilities, found at http://vaww1.va.gov/vapubs/viewPublication.asp?Pub_ID=261&FTtype=2. To obtain electronic and information technology at no cost, visit the Computer/Electronic Accommodations Program's (CAP) Web site at <http://www.tricare.mil/CAP/>. For electronic and information technology needs, including assistive technology, visit U.S. Department of Agriculture's Target Center's Web site at <http://www.da.usda.gov/oo/target/index.html>. For individualized job accommodation consultation visit the Department of Labor's Office of Disability Employment Program's Job Accommodation Network (JAN) at <http://www.jan.wvu.edu/index.htm>. The services of CAP, Target, and JAN are available to VA employees.

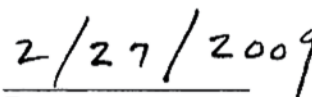
Summary of VA's EEO, Diversity, and No FEAR Policies | February 2009

To be a high-performing, public service agency in this millennium, we must cultivate an inclusive work environment that values human diversity in all its aspects. I am convinced that the unique and diverse attributes each employee brings, offer incalculable benefits and higher performance outcomes for our Department. This is more than a legal requirement; it is a business imperative. Therefore, I am resolved to create an environment within VA that is free of barriers to full participation, values diversity of perspectives, and empowers every individual to contribute to his or her fullest potential in service to this Department and to our Veterans. Each of us bears the responsibility to ensure that discrimination in the workplace is not tolerated and that diversity is valued. Supervisors and managers bear a special responsibility to ensure that the work environment is free from discrimination and harassment. Promoting the complementary principles of equity, diversity, and inclusion in the workplace is pivotal to providing the excellent service that our Nation's Veterans deserve.

I am counting on your support and commitment.



Secretary of Veterans Affairs



Date



Management Directive 715

FY 2009 EEO Report/FY 2010 EEO Plan

Organizational Transformation for the 21st Century

Department of Veterans Affairs

Office of Human Resources and Administration
Office of Diversity and Inclusion



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

FEB - 3 2010

Dear Colleagues:

The Department of Veterans Affairs (VA) is proud to present its Fiscal Year (FY) 2009 Equal Employment Opportunity (EEO) Report and FY 2010 National EEO Plan in accordance with EEOC Management Directive 715. This report presents the prior year accomplishments and current year's plan for creating and sustaining a diverse workforce and inclusive workplace in VA. The Office of Human Resources and Administration and its Office of Diversity and Inclusion (ODI) are proud to lead the effort toward achieving these goals as articulated in the *VA Diversity & Inclusion Strategic Plan for Fiscal Years 2009-2013* (see Appendix).

This National Plan provides the common framework for achieving VA's equal opportunity and diversity goals and serves to guide the efforts of our three Administrations: Veterans Health Administration, Veterans Benefits Administration, and National Cemetery Administration as well as VA's Staff Offices. The objectives contained in this Plan are directly aligned with VA Diversity & Inclusion Strategic Goals and VA's Strategic Plan. The accomplishments and activities presented in this Plan could not be achieved without the collaboration and contributions of our colleagues and stakeholders.

As the second largest cabinet level agency and government leader in diversity practices, VA is proud to share its best practices toward becoming a *Model EEO Program*. We thank our colleagues and stakeholders for their invaluable contributions and commitment to creating a diverse workforce that provides high quality service to Veterans and their families.

Sincerely,

A handwritten signature in black ink, appearing to read "John U. Sepúlveda".

John U. Sepúlveda
Assistant Secretary for
Human Resources and
Administration

A handwritten signature in black ink, appearing to read "Georgia Coffey".

Georgia Coffey
Deputy Assistant Secretary for
Diversity and Inclusion

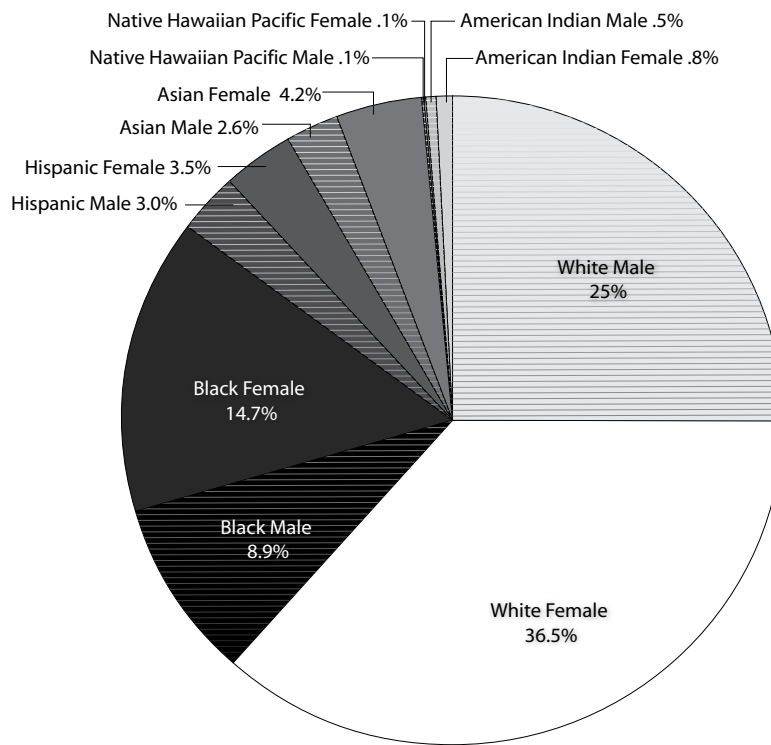
<p>EEOC FORM 715-01 PART E</p>	<p>U.S. Equal Employment Opportunity Commission FEDERAL AGENCY ANNUAL EEO PROGRAM STATUS REPORT</p>
<p>Department of Veterans Affairs</p>	
<p>EXECUTIVE SUMMARY</p>	
<p>Introduction</p> <p>The Department of Veterans Affairs (VA) is proud to present the VA's MD 715 EEO Program Status Report for FY 2009 and EEO Plan for 2010. This report addresses all the required elements of EEOC's Management Directive 715 toward building and sustaining a <i>Model EEO Program</i>.</p> <p>VA provides health care, benefits, and memorial services for 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 centers; and the National Cemetery Administration (NCA) with 130 cemeteries. The VA Central Office (VACO) is the national headquarters office comprising numerous Staff Offices reporting to the Secretary of VA.</p> <p>Unlike most Federal agencies, VA maintains a tri-partite structure for the administration of its Department-wide equal employment opportunity (EEO) and diversity management functions. The respective functions and responsibilities are distributed among three independent offices as described below:</p> <ul style="list-style-type: none"> • <i>The Office of Diversity and Inclusion (ODI)</i> develops Department-wide EEO and diversity policies; performs workforce analyses and reporting; develops outreach and retention programs, and provides training and communication on EEO and diversity topics. • <i>The Office of Resolution Management (ORM)</i> administers the EEO complaint processing system (counseling, acceptance, investigation, and compliance) and oversees VA's Workplace Alternate Dispute Resolution (ADR) Program. • <i>The Office of Employment Discrimination Complaint Adjudication (OEDCA)</i> issues final agency decisions based upon an investigative record or a final order after receiving and/or appealing EEOC administrative decisions. <p>Workforce Composition</p> <p>As the second largest Cabinet level department, VA is proud to be one of the most diverse agencies in Federal government. When compared with the Relevant Civilian Labor Force (RCLF), VA's workforce is at or above the RCLF representation in all areas except White females and Hispanic employees. Less than expected Hispanic representation is concentrated in the southwest of the United States where there is high availability, and primarily in blue collar occupations. At the end of Fiscal Year 2009 (FY09), VA's workforce totaled 295,654 employees, including 24,496 temporary employees¹. The overall workforce increased by more than 18,300 during the year while temporary employment declined by almost a thousand. The number of employees in each of the reported race and national origin (RNO) categories (White; Black/African American; Asian; Native Hawaiian/ Pacific Islander; American Indian/Alaska Native; Hispanic) increased as well in FY 09.</p> <p><small>¹ This figure includes intermittent employees, so it is greater than the figure in Part B of this Report which excludes intermittent employees.</small></p>	
<p>Executive Summary</p>	

DEPARTMENT OF VETERANS AFFAIRS

While the actual counts of RNO groups increased, the percent representation remained generally constant during FY09 through almost 46,000 hires. There was a negligible 0.1 percent increase in White men and in White women, and a commensurate decrease in minority groups except American Indians. This may reflect the dramatic change in the recruitment pool due to the significant increase in unemployment, rather than a change in recruitment practices. The representation of employees with a targeted disability also remained roughly constant at 1.5 percent for permanent employees (or 1.4 percent if temporaries are included), about 50 percent greater than the Government average.

VA FY09 Onboard Representation

Permanent and Temporary



Plan to Achieve Model EEO Program (Parts G and H)

VA has made significant progress in FY 2009 toward becoming a *Model EEO Program* in accordance with EEOC's six essential elements. ODI monitors VA's status on these elements through a sophisticated web-based system that tracks its self-assessment on MD-715 Parts G and H at all organizational levels. Deficiencies identified at the national level focused mainly on structural challenges such as inconsistent coordination between field EEO and HR staffs, and lack of centralized tracking and enforcement in some areas. These issues have been addressed in Part H. The following depicts some of VA's major accomplishments under each of the six essential elements:

DEPARTMENT OF VETERANS AFFAIRS

DEMONSTRATED COMMITMENT BY AGENCY LEADERSHIP: Secretary of VA Eric Shinseki is strongly committed to EEO and diversity in the workforce. He demonstrated this commitment by issuing an expanded, consolidated *EEO, Diversity, No FEAR Policy Statement* that added sexual orientation as a protected category and includes additional supervisory training and conflict resolution responsibilities. Deputy Secretary Scott Gould also conveyed his commitment in his personal address to the VA's new Diversity Council, an executive level advisory body comprising senior officials, employee organization representatives, and other stakeholders focusing on diversity and inclusion matters. Assistant Secretary for HRA, John Sepulveda, has demonstrated his commitment by substantially increasing resources for the EEO and diversity operations as part of VA's Human Capital Investment Plan under VA's 21st century transformation initiative. Finally, the Secretary approved a new Diversity and Inclusion Excellence Award that was linked to the criteria in VA's new Diversity and Inclusion Strategic Plan.

INTEGRATION OF EEO INTO THE AGENCY'S STRATEGIC MISSION: In 2009, VA issued its first five year *Diversity and Inclusion Strategic Plan*. The Plan has been strategically aligned with VA's Strategic Plan, MD 715 Plan, and organizational sub-component diversity plans. Progress made toward achieving these objectives will be reported in the new *Diversity and Inclusion Annual Performance Report for FY 09*, currently in development. Additionally, the EEO Director meets regularly with the Secretary and Deputy Secretary of VA, and the Deputy Assistant Secretary (DAS) for Diversity and Inclusion co-chairs the VA Diversity Council along with the Assistant Secretary. The DAS also participates on the Strategic Communications Council, the Monthly Performance Review Council, Human Resources and Administration senior staff meetings, and the Advisory Committee for Minority Veterans to ensure integration of EEO and diversity policies in Departmental operations. She serves as the Chair of several leadership development program committees, thereby ensuring a strategic focus on EEO and diversity issues in employee training and leadership development programs. EEO policies are widely promulgated through ODI's expansive Department-wide communication vehicles, including the monthly *Diversity News* television broadcast, weekly *NewsLink* e-mail, bi-monthly *Diversity@Work* newsletter; the ODI web page (all of which are publicly accessible via internet); and through quarterly web meetings with Administration EEO staff in the field.

MANAGEMENT AND PROGRAM ACCOUNTABILITY: VA implemented a mandatory EEO, diversity and inclusion element in Senior Executive Service performance standards for FY10. This critical element was specifically linked to the *VA Diversity and Inclusion Strategic Plan* and will cascade down through all management performance plans. To ensure program accountability VA-wide, ODI conducted several on-site Technical Assistance Reviews in field facilities and systematically analyzed personnel actions including hires, separations, promotions, and awards to identify manifest disparities using VA's national data analysis system. These analyses were automated in FY 09 and are reported to the organizational leadership on a quarterly basis for additional management accountability. To track and report on program results, ODI dedicated staff to coordinate the Federal Equal Opportunity Recruitment Program, Selective Placement Program, Disabled Veterans Affirmative Action Program, and Nontraditional Internship Programs. VA met or exceeded its goals for non-traditional internships under the Workforce Recruitment Program for College Students with Disabilities and Hispanic Association for Colleges and Universities. VA has also steadily increased its representation of disabled Veterans through its Veterans Employment Coordination Service (VECS) which served as a model for the President's new Executive Order on Veteran Employment Outreach.

<p>DEPARTMENT OF VETERANS AFFAIRS</p>	
<p>PROACTIVE PREVENTION OF UNLAWFUL DISCRIMINATION: ODI adopted several new risk mitigation practices in FY 2009 to proactively address and pre-empt unlawful discrimination. It significantly expanded its EEO and diversity training program and consultative function for the agency. ODI created a new VA-wide EEO and Diversity Training Board to review, evaluate, and develop relevant training programs. The Board assessed EEO training needs and developed a new standardized <i>EEO, Diversity and Conflict Management Training for Managers and Supervisors</i> that is expected to be deployed VA-wide in FY 10. In addition, ODI developed and implemented several new EEO and diversity training modules on its web site, including <i>EEO Compliance Training for Managers and Supervisors, Preventing Workplace Harassment, No FEAR Awareness Training, The Business Case for Diversity and Inclusion, Diversity and Inclusion in the VA Workforce, Suspending Judgment and Cultural Competency, Reasonable Accommodation, and Americans with Disabilities Act Amendments Act (ADAAA) Training</i>. ODI staff personally trained over 2,000 managers in 2009 in addition to the on-line training, and delivered EEO and diversity presentations at over 20 leadership and stakeholder conferences. VA's Administrations also conducted EEO training, including VBA's required training for new and current EEO Program Managers, eight hours of training for ADR Coordinators, and topical Leadership training. VHA and NCA also provided required EEO training to its managers and employees.</p> <p>ODI initiated an adverse impact analysis project to identify and address potential barriers in VA's recruitment and selection processes. VA is currently awaiting approval from the Office of Management and Budget for a form to track VA's applicant demographics for this system. ODI has successfully piloted adverse impact analyses in its leadership development programs to identify barriers in those selection processes. VHA's Healthcare Recruitment and Retention Office deployed several targeted recruitment initiatives focused on health care occupations including targeted public service announcements. ODI also produced a bi-lingual (Spanish-English) employment video for use at targeted outreach events and published a <i>Best Practices in Recruitment Outreach and Retention</i> guide in January 2009. In FY 10, ODI will administer a centralized fund for reasonable accommodations to ensure that the cost of accommodations will not be a deterrent to the hiring of people with disabilities.</p> <p>In the area of Alternative Dispute Resolution (ADR), ORM administered a highly effective ADR program, achieving an 82 percent resolution rate for non-EEO disputes. Although identified as "non-EEO" in nature, it is estimated that approximately 50 percent of these conflicts could become EEO complaints if left unaddressed. ORM tracked the demographics of the complainants and carefully monitored trends to proactively engage organizations, as needed.</p> <p>EFFICIENCY: ORM's ADR program has had an extremely positive impact on the efficiency of VA's EEO program nation-wide. VA reached an important milestone in this area in FY09 when the three Administrations (VHA, VBA, and NCA), signed a Memorandum of Understanding (MOU) with ORM allowing ORM to offer ADR in initial EEO counseling throughout VA. This process improvement has led to a seven percent increase in VA's ADR offer rate within the informal EEO complaint process. ADR is used for both EEO and non-EEO disputes with very positive results:</p>	
<p>Executive Summary</p>	

DEPARTMENT OF VETERANS AFFAIRS

ADR in EEO Process

	FY07	FY08	FY09
Contacts	3669	4186	4315
Offers ¹	64%	76%	83%
Participation ²	25%	46%	48%

ADR Outcomes

	<i>EEO</i>	<i>EEO</i>	<i>Non EEO</i>	<i>Non EEO</i>
	FY08	FY09	FY08	FY09
Completed	1007	2004	325	752
Resolved	55%	43%	78%	82%

VA estimates that without early intervention, approximately 50 percent of these conflicts could become EEO complaints. The early resolution of these conflicts translates into an estimated \$7 million or more in annual cost avoidance.

ORM also increased VA's efficiency in processing EEO complaints, reducing processing time to well below the regulatory 180 day time frame. VA's capability to process, track, and report data concerning the EEO process has been increased through the use of the *Complaints Automated Tracking System* (CATS). CATS allows ORM to track EEO complaint processing for each stage of the EEO complaint process from the initial informal contact through closure. Simultaneously, VA has developed *ADRTracker*, a distinct electronic monitoring system of EEO and non-EEO ADR activity that also generates relevant reports. *ADRTracker* includes an interface with CATS which permits greater consistency in information and reporting by the two separate but related systems. ODI is now working with ORM to add a reasonable accommodation (RA) case tracking module to this system to ensure quality and timeliness of RA case processing.

RESPONSIVENESS AND LEGAL COMPLIANCE: ODI, ORM, OEDCA, Office of Human Resources Management, and the Administrations share responsibility for responsiveness and legal compliance in the area of EEO. In FY09, ORM counselors averaged 28 days per counseling episode, slightly below EEOC's mandate of 30 days, and completed the counseling process in which ADR was elected in an average of 75 days, well below the EEOC requirement of 90 days. ORM reduced the number of days required to complete an investigation from 183 in FY08 to 172 in FY09, a 6 percent reduction making VA one of the few Federal agencies in compliance with the regulatory requirement of 180 days. This significant improvement is even more impressive given the 5.5 percent increase in the number of formal complaints filed in FY09, a likely result of the 6 percent increase in employees.

ORM is engaged in projects to further reduce EEO case processing times. ORM's *Document Automation Production Service* (DAPS) Project will streamline the redaction and duplication of reports investigation and reduce reliance on "hard copy" records. DAPS will thus achieve

² ADR offer rate represents the percentage of informal EEO complaints in which VA offers the aggrieved person an opportunity to participate in ADR versus traditional counseling.

³ ADR election rate represents the percentage of informal EEO complaints in which both VA and the aggrieved person agree to participate in ADR

DEPARTMENT OF VETERANS AFFAIRS

greater efficiency, reduced costs, and further VA's overall "Green Initiative." ORM also has an initiative to auto-populate routine EEO document, such as the EEO Counselors Report, which would lessen the sheer burden of preparing such reports and the time needed to do so.

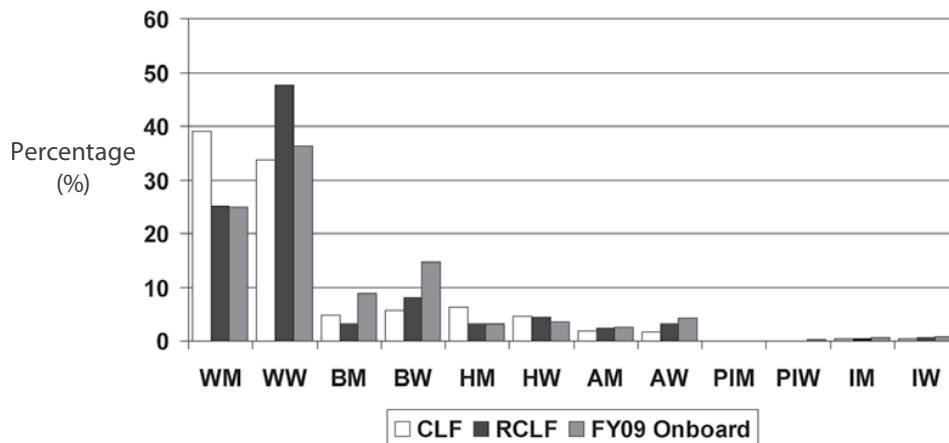
VA has been a vigorous proponent of MD-715 since it was published and remains a leader in the area of workforce analysis for EEO reporting purposes. ODI developed the first government software for producing the tables and analytic tools, and made the software available for free to other agencies, such as the Defense Logistics Command, where it is now working effectively at substantial cost savings over the commercial alternatives.

Barrier Analysis

In performing the barrier analysis for VA, ODI identified six primary triggers. The first trigger focuses on less than expected representation in the workforce as compared to the RCLF. Historically, VA has experienced less than expected representation of White females and Hispanics when compared with the RCLF. Less than expected Hispanic representation is primarily concentrated in blue collar occupations and in the southwestern United States where the relative availability is high. The other RNO groups are either at or above RCLF availability Department-wide. VA re-surveyed its employees in FY 09 in order to update their identification in accordance with the new race/ethnicity categories and begin tracking the Native Hawaiian and Other Pacific Islander category. Full year data will not be available until FY10. VA's representation of people with disabilities is approximately 50% above the government average and was recently recognized as the #1 Employer by *Careers for People With Disabilities* Magazine. Nevertheless, VA continues to address challenges in this area its Part I Plan.

VA Onboard v. CLF/RCLF

Civilian Labor Force (CLF)/Relevant Civilian Labor Force (RCLF)
Permanent and Temporary



CLF & RCLF (Derived from 2000 Census) , CLF all occupations and RCLF which is limited to VA occupations in VA proportions.

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VA is able to track and report on its barrier analyses and corrective strategies through its web based workforce analysis system. The system facilitates user friendly data entry, tracking, and reporting on barriers and corrective strategies at all levels of the organization in the Part I Plans. In order to fully integrate VA's *Diversity and Inclusion Strategic Plan* goals with Administration operations, ODI embedded the Department-wide goals into the objectives of the MD 715 Part I Plans. This was done to ensure accountability for Departmental goals with the field components, whose EEO offices do not report directly to ODI. While the goals are Department-wide, subcomponent organizations were encouraged to identify and address their organization-specific triggers in their Part I Plans. This was communicated through quarterly Microsoft Live web-based technical assistance meetings with field entities to assist them in the development of their organization-specific EEO Plans.

The six triggers and corresponding strategic objectives identified in the VA Part I plan are:

- 1) **Less than expected representation of specific groups:** Perform in-depth analysis to identify specific barriers and conduct targeted recruitment outreach in specified areas;
- 2) **Grade disparity:** Monitor promotion rates, identify driving forces, and target recruitment outreach and training accordingly to eliminate barriers and support upward mobility of impacted groups;
- 3) **Declining proportion of people with disabilities:** Identify occupations with declining representation; expand training opportunities; implement updated Procedures for Requesting Reasonable Accommodations and centralized account for funding reasonable accommodations; increase use of special hiring authorities.
- 4) **Representation of disabled Veterans:** Monitor and replicate VA best practices that have resulted in increased representation over the past decade.
- 5) **Unfavorable survey responses on EEO and diversity issues:** Identify facilities with high concentrations of unfavorable responses; implement customized training and other organizational development interventions.
- 6) **High volume of discrimination complaints:** Deploy updated EEO, Workplace Harassment Prevention, No FEAR training VA-wide; Finalize and deploy required EEO, Diversity, and Conflict Management Training for all Managers and Supervisors; optimize use of ADR.

The Road Ahead

VA is pleased to present this MD 715 EEO Plan as a living roadmap to guide our efforts in eradicating barriers to equal opportunity, diversity, and inclusion in VA. In FY 10, VA will continue implementation of its adverse impact analyses in all recruitment and selection processes; deploy new *EEO, Diversity, and Conflict Management* training for all managers and supervisors; implement an *Hispanic Employment Outreach Plan*; develop a *Career Pathways* initiative to facilitate transition from single grade occupational series (GS 1-8) into double grade career latter (GS 7, 9, 11, and 12) occupations; expand the use of ADR; and investigate occupations with disproportionately low promotion rates for employees with targeted disabilities. VA is proud to be a leader in building and maintaining a *Model EEO Program*.

FEORP: FY 2009 ACCOMPLISHMENT REPORT

During Fiscal Year 2009, the Department of Veterans Affairs (VA) continued its efforts to maximize and leverage human capital practices to ensure employment opportunities, both internal and external, reach diverse audiences, enabling VA to draw from the vast talents and skills required to serve this Nation's Veterans.

VA implemented several ground-breaking Diversity initiatives, to include executing its first Diversity and Inclusion Strategic Plan, convening the Diversity Council, and executing significant community outreach functions with National affinity organizations.

The number of women and minorities in full and part-time permanent positions increased by 14,455, from 187,899 in FY 2008, to 202,354 in FY 2009.

The representation of women (GS/GM pay-plans) in full and part-time permanent positions increased from 99,250 in FY 2008 to 106,357 in FY 2009.

VA's notable accomplishments for FY 2009:

Workforce Planning

- VA updated its Strategic Human Capital Plan, which is linked to the Department's overall strategic plan and projects VA's future workforce needs for mission critical occupations. The Plan includes diversity and inclusion as one of its key initiatives. Additionally, VA's Office of Diversity and Inclusion (ODI) developed and published VA's first ever Diversity and Inclusion Strategic Plan. The alignment of both Plans affords VA the ability to strategically target and expand recruitment efforts to capitalize on the available diverse, qualified applicants, including minorities and women.
- VA convened its 1st ever VA-wide Diversity Council, an executive level advisory body focusing on diversity issues.
- ODI, in an effort to ensure affirmative employment plans are effectively monitored and implemented and that senior leadership is apprised of workforce demographic trends, implemented quarterly Equal Employment Opportunity Commission Management Directive teleconferences/web training sessions, delivering 21 to field EEO managers (100 plus participants) and one briefing to VA's Diversity Council.
- VA created new VA-wide training function and portfolio in the Office of Diversity and Inclusion (ODI) to educate the workforce on diversity management issues, resulting in the following endeavors:

- Collaborated with VA Learning University and the Office of Resolution Management to develop new, consolidated Mandatory EEO, Workplace Harassment, No FEAR training module for all VA employees;
 - Created VA-wide EEO & Diversity Training Board to review, evaluate, and create new, updated EEO, Diversity, and Conflict Management Training programs for all VA managers and supervisors; and
 - Performed needs assessment of EEO training needs; developed curriculum;
- VA developed, posted, delivered 8 new diversity-related training modules, including live presentations to over 2000 managers, and on-line modules available VA-wide on the following:
 - *Business Case for Diversity & Inclusion* (delivered 4 presentations at leadership venues, including Veterans Health Administration (VHA), Veterans Benefits Administration (VBA), Senior Executive Service Candidacy Development Program, and Diversity Council)
 - *EEO Compliance Training for Managers & Supervisors*
 - *Preventing Workplace Harassment* (delivered to VBA)
 - *No FEAR Awareness Training* (on-line)
 - *Diversity & Inclusion in the VA Workforce* (delivered 6 presentations to New Employee Orientation and to Office of Acquisition and Logistics and Construction)
 - *Suspending Judgment; Cultural Competence* (delivered 3 presentations to Blacks In Government (BIG), Federal Employed Women (FEW))
 - *Reasonable Accommodation* (delivered 4 presentations to VA components)
 - *Americans with Disabilities Act Amendments Act (ADAAA)* (delivered 3 presentations)
 - Made formal diversity presentations at over 20 major internal and external leadership/stakeholder conferences to promote diversity and brand VA as Federal leader in diversity, including :
 - Veterans Health Administration (VHA), Veterans Benefits Administration (VBA), National Cemetery Administration (NCA) National EEO Conferences, Leadership, and Diversity Boards (1500 plus combined participants)
 - VA Human Resources Conference (600 plus participants)
 - VA Diversity Council (20 participants)
 - Center for Minority Veterans National Advisory Committee Meeting (30 participants)

- Equal Employment Opportunity Commission's Excel National Conference (500 plus participants)
 - Department of Labor Disability Task Force
 - Department of Health & Human Services Diversity Summit
 - Department of Treasury, Internal Revenue Service EEO Summit
 - League of United Latin American Citizens (LULAC) National Convention (Hispanic)
 - National Image Convention (Hispanic)
 - Federal Asian Pacific American Council (FAPAC) National Convention (Asian)
 - BIG National Convention (African American)
 - FEW National Convention (Women)
 - Perspectives Conference (Disability)
 - West Point's Diversity Leadership Conference
 - Human Capital Management Institute
 - Human Capital Management Forum
- Expanded ODI communications to increase awareness to all employees on diversity issues; issued 6 bi-monthly *Diversity@Work* newsletters; 24 *Newslinks*; produced 12 *Diversity News* broadcasts;

Recruitment and Community Outreach

- Representatives from VA Central Office (VACO), VHA, VBA, NCA and attended various national and local job fairs and affinity organization conferences to extend recruitment opportunities to diverse candidates, including women and minorities. These venues included, but were not limited to: Second Annual Federal Hispanic Career Advancement Summit, FAPAC, BIG, National Association for Equal Opportunity in Higher Education (NAFEO), LULAC, FEW, Society of American Indian Government Employees (SAIGE), Perspectives on Employment of People with Disabilities, National Multicultural Job Exposition, Texas State University, Baylor University, National Association for the Advancement of Colored People, American G.I. Forum (AGIF), National Image, Inc., Thurgood Marshall College Fund's 9th Annual Leadership Institute and Recruitment Conference & Career Fair, and Office of Personnel Management.
- VA sponsored 113 student interns this summer under the nontraditional internship programs, which includes:
 - 63 interns from the Hispanic Association of Colleges and Universities (HACU);
 - 7 interns from the Minority Access Inc.;
 - 2 from the International Leadership Foundation;

- 5 interns from the National Association for Equal Opportunity in Higher Education (NAFEO);
 - 7 from the American University's Washington Internship for Native Students;
 - 1 from the Organizations of Chinese Americans; and
 - 28 from the Workforce Recruitment Program (WRP) for College Students with Disabilities (3 of these students were hired after the 10-week summer session ended).
- VA continues utilizing Student Career Experience Program (SCEP) Federal Career Intern Program (FCIP), and Presidential Management Fellows (PMF) Program to recruit, ensuring employment opportunities were appropriately extended to wide ranging sources for entry-level positions. VACO staff offices hosted five PMFs during FY 2009.
 - VA achieved exceptional outreach success during LULAC's convention and exposition when over 7,000 potential applicants visited VA recruitment booths and were provided information on VA employment opportunities. VA's senior leadership, including the Acting Under Secretary for Memorial Affairs, Assistant Secretary for Human Resources and Administration, and Deputy Assistant Secretary for Diversity and Inclusion, made public remarks at this outreach event.
 - VA and National Image, Inc. helped establish and implement two local community Veteran outreach groups—the National Alliance for Veterans and San Antonio Coalition for Veterans. These two new Hispanic affinity associations continued to work in the greater San Antonio metro area with institutions of higher education, private sector, Federal, state and local governments to improve employment opportunities for Texas Veterans, many of whom are Hispanic or Latino.
 - VBA utilized the following targeted recruitment strategies:
 - Advertised job vacancies in bilingual communities;
 - Utilized the services of City and State Employment Offices;
 - Participated in outreach efforts targeted at colleges and universities that have significant Hispanic and Asian student populations.
 - Advertised in local newspapers such as *Hoy* to recruit Hispanics, as well as *Amsterdam News* and *Wave* to recruit African Americans.
 - Organized Hispanic clubs to promote and advertise job openings; and
 - Mailed recruitment letters twice a year to Hispanic businesses to market employment opportunities.

- NCA utilized its Minority Veterans Program Coordinators (MVPC), who work closely with the VA's Center for Minority Veterans, to participate in a myriad of outreach programs targeting minority Veterans. Those efforts included participation with women-owned businesses, Veterans Service Organizations, military briefings and stand-downs, minority-owned television, radio and news media, Pow-Wows, the Women's Veterans Fair, and various community 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; community colleges and job service centers; and the Vocational Rehabilitation Office. Their active involvement afforded opportunities to provide information not only on eligibility and burial benefits, but employment opportunities to the minority Veterans that participate in these programs.
- VHA's Health Recruitment and Retention Office, Human Resources, EEO staff, and Nurse Recruiters participated in numerous job fairs and implemented the following targeted outreach efforts:
 - Established affiliation agreements with educational institutions in fields of dental hygiene, pharmacy, social work, dietetics, speech pathology, audiology, forensic science and physical therapy;
 - Published vacancy announcements in national journals and newspapers in large metropolitan areas; and
 - Utilized community outreach programs, such as Grounding Job Shadow Day (America's Promise), DC Summer Works Program, Passport to Work, School at Work Program, and Take Sons/Daughters to Work Day to introduce students to medical related careers available at VA.

Career Development Opportunities

VA continues to promote and encourage participation in upward mobility, training, employment development, and career planning programs to assist the current workforce, at all grade levels, in completing their educational goals and acquiring the necessary skills to be competitively marketable for promotional opportunities. These programs include the Introduction to Leadership Training, Division Leadership Management Training, Assistant Director Development Program, LEAD, Leadership Development Institute, Senior Executive Service (SES) Candidacy Program, and Leadership Coaching.

- LVA sponsored 78 employees which included a total of 48 women, 17 Blacks and 4 Asian/Pacific Islanders. This four-week program is for employees (GS-13 and above) who demonstrate leadership qualities.
- The Office of Diversity and Inclusion (ODI) hosted pre-conference employee-development training programs for over 200 employees at the FAPAC, BIG and FEW National Training Conferences. Training topics included presentations on Leadership, Cultural Competency—Suspending Judgment, Performance-Based Interviews, Developing Knowledge, Skills, and Ability (KSA) statements, and Mentorship.
- NCA and VHA developed a number of resources devoted to career development, including individual development plans and training on resume writing and high-impact KSAs, along with classes preparing employees for performance-based interviews.
- NCA continued its Cemetery Directors Intern Program which introduces interns to all aspects of cemetery operations and the administrative and leadership/management skills needed to be successful in the director's role. NCA also developed a supervisory training that is conducted quarterly to help develop core supervisory skills.
- VHA identified and utilized upward mobility and career-ladder positions as internal recruitment tools for lower-graded employees. These positions allowed the employees to have a first opportunity to compete for positions with higher-graded potential. The positions included Pharmacy Technicians, Patient Services Assistants, Accounting Technicians, and Human Resources Assistants.
- VHA utilized the Employee Incentive Scholarship program 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.
- VHA continued the School at Work (SAW) initiative, which began in 2002 and was introduced VA-wide in FY 2007. SAW is a career-ladder program designed to help entry-level employees develop and refine the skills that make them marketable for higher-level vacancies within the facility. It brings education and career counseling directly to the worksite using television, on-line instruction, and traditional classroom materials with assistance from an on-site coach.

Mentoring

- VACO's Leadership Development Mentoring Program (LDMP), which is a career development tool, sponsored 15 minority participants who gained skills in leadership, conflict resolution, communications, problem solving, and diversity. The program fosters mentoring as a key aspect of VA's continuous learning culture and develops a leadership cadre that is competent, dedicated, and has a broader perspective of VA.
- VHA utilized the ECF and TCF programs, which are two-year programs with personal development planning, 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 individuals.
- NCA has a mentoring program that provides mentees an opportunity to expand their knowledge of leadership skills and management practices with an experienced individual.
- VA continued its Aspiring Leaders Program where mentors support mentee's developmental process by helping to develop and monitor his/her mentoring action plan, sharing organizational insight, expanding his/her network, acting as a sounding board, and providing developmental feedback.

Department of Veterans Affairs Hispanic Employment in the Federal Government Fiscal Year 2009 Report

During Fiscal Year 2009, the Department of Veterans Affairs (VA) continued its efforts to maximize and leverage human capital practices to ensure employment opportunities, both internal and external, reach diverse audiences, enabling VA to draw from the vast talents and skills required to serve this Nation's Veterans.

VA implemented several ground-breaking Diversity initiatives, to include executing its first Diversity and Inclusion Strategic Plan, convening the Diversity Council, and executing significant community outreach functions with National affinity organizations.

Community Outreach

VA collaborated with National Image, Inc., League of United Latin American Citizens (LULAC), and American GI Forum (AGIF) to increase employment outreach efforts, through VA's Community Prosperity Partnership (CPP). The collaborative effort resulted in three major outreach events in Las Vegas, NV, San Antonio, TX, Boulder, CO, and San Juan, PR.

- VA achieved exceptional success during LULAC's convention and exposition when over 7,000 potential applicants visited VA recruitment booths. VA's senior leadership, including the Acting Under Secretary for Memorial Affairs, Assistant Secretary for Human resources and Administration, and Deputy Assistant Secretary for Diversity and Inclusion, made public remarks at this outreach event.
- VA and National Image Inc helped establish and implement two local community veteran outreach groups-- the National Alliance for Veterans (NAV) and San Antonio Coalition for Veterans (SACV). These two new Hispanic affinity associations continued to work in the greater San Antonio metro area with institutions of higher education, private sector, Federal, state and local governments to improve support for Texas veterans, many of whom are Hispanic or Latino. They were instrumental in developing and implementing several key initiatives, such as the property tax exemption for 100% disabled veterans, extension of education benefits to eligible veterans' spouses and children, and waiving tuition completely for the children of military members who are Texas residents and have deployed for current combat operations.

- VA provided a train- the- trainer to AGIF Chapter Veterans Training Coordinators. The training program addressed PTSD, home foreclosure issues, suicide prevention, and veteran employment center services. Texas' Governor Rick Perry addressed AGIF's 400 plus membership at the Leadership Luncheon August 6, 2009, "Doing Our Best to Support and Honor Our Service Members."
- Veterans Benefit Administration (VBA) maintains partnerships with community agencies, professional organizations, minority institutions of higher education and other recruitment sources to improve the diversity of applicants.
- VBA continues to mail recruitment letters twice a year to Hispanic businesses to market employment opportunities.
- VBA participates in outreach efforts targeted at colleges and universities that have a significant student population of Hispanics and Asians.
- The Minority Veterans Program Coordinator (MVPC) located at the Fort Sam Houston National Cemetery attended several outreach events and provided eligibility literature both in Spanish and English. The MVPC also attended the 37th Annual Federal Employees Training Conference whose theme was "Hispanics in the 21st Century," providing information on the benefits and services that NCA provides.
- Fort Bliss National Cemetery also participated in outreach events with a high percentage of Hispanics attendees, e.g., Homeless Veterans Stand-downs, and the Veterans Service Organization (VSO) meetings. One Hispanic Cemetery Director at the Fort Custer National Cemetery regularly works with minority-owned television, radio and news media in an effort to reach out to veterans in remote areas about NCA benefits, networked with Lansing Area Hispanic Business Association President to discuss business opportunities and met with Michigan State Representative, Valde Garcia concerning outreach efforts to Hispanic Veterans. Another Hispanic female Cemetery Director at the Ohio Western National Cemetery participates in the local Medina Home & Flower Garden Show, County Fairs and other outreach activities to reach the Hispanic population in that area.

Recruitment

- VA continues to market and advocate hiring Presidential Management Fellows (PMF) as capable new staff members, in support of succession planning for the administration.

- VBA regional offices advertise in local newspapers such as the Hoy Newspaper to recruit Hispanics, and the Amsterdam News in cities with large population of Hispanics Americans. Additionally, regional offices advertise job vacancies in bilingual communities.
- VA continues utilizing for positions using the Student Career Experience Program (SCEP) and the Federal Career Intern Program (FCIP) to recruit, ensuring employment opportunities were appropriately extended to wide ranging sources for entry-level positions
- VA utilizes the Compensated Work Therapy (CWT) Program to employ veterans and promote their re-entry into the workforce.

Career Development

- VA continues to promote and encourage participation in upward mobility, training, employment development, and career planning programs to assist the current workforce, at all grade levels, in completing their educational goals and acquiring the necessary skills to be competitively marketable for promotional opportunities. These programs include the Introduction to Leadership Training, Division Leadership Management Training (DLMT), Assistant Director Development Program, Leadership Enhancement and Development (LEAD) Program, Leadership Development Institute (LDI), Senior Executive Service (SES) Candidacy Program, and Leadership Coaching.
- VA National Cemetery Administration (NCA) developed a number of resources devoted to career development including individual development plans (IDP), resume writing and high-impact KSA's and preparing employees for performance-based interviews.
- NCA also have a Cemetery Directors Intern Program that exposes the interns to all aspects of cemetery operations, administrative and leadership/management skills needed to be successful in the director's role. NCA has also developed a supervisory training that is conducted quarterly to help develop core supervisory skills.

Accountability

- VA senior executives and managers are involved in all phases of recruitment, outreach, and retention of a qualified, diverse, workforce. This accountability is linked to the performance plans of senior executives in field and headquarters. Local human resource reviews are conducted in compliance with MD-715 to assist VA in identifying any barriers to becoming a more diverse workforce.

- All Equal Employment Opportunity Managers and Alternative Dispute Resolution Coordinators must complete annual diversity mandatory training. This training consists of both national and local training courses. All training is tracked through the Learning Management System.
- VBA sponsored “Our Diversity is our Strength,” national training conference to provide additional diversity training to senior executives, EEO Managers, and ADR Coordinators, that covered all aspects of diversity and inclusion.
- Human Resource Centers conduct audits of hiring certificates to ensure selections are made in accordance with OPM regulations

*Department of Veterans Affairs
 Equal Employment Opportunity data Posted Pursuant to the No FEAR Act:
 Internal Complaint Activity
 VA-Wide*

Complaint Activity	29 CFR §1614.705 Comparative Data					2010 Q1
	Previous Fiscal Year Data					
	2005	2006	2007	2008	2009	
Number of Complaints Filed in FY 1614.704(a)	2128	2034	1921	2118	2232	541
Number of Complainants 1614.704(b)	1921	1863	1765	1947	2051	536
Repeat Filers 1614.704(c)	176	146	127	136	137	5

Complaints by Basis	29 CFR §1614.705 Comparative Data					2010 Q1
	Previous Fiscal Year Data					
	2005	2006	2007	2008	2009	
Race	777	1311	1219	1450	1679	352
Color	42	70	108	108	103	20
Religion	56	127	92	163	147	22
Reprisal	709	1395	1324	1654	1746	408
Sex	515	951	893	1059	1152	257
National Origin	132	355	249	329	308	69
Equal Pay Act				22	8	2
Age	449	902	728	858	1142	235
Disability	523	958	871	1041	1040	250
Other	74	57	92	0	0	0
Non-EEO						

Department of Veterans Affairs
 Equal Employment Opportunity data Posted Pursuant to the No FEAR Act:
 Internal Complaint Activity
 VA-Wide

Complaints by Issue	29 CFR §1614.705 Comparative Data							2010 Q1	
	Previous Fiscal Year Data								
	2005	2006	2007	2008	2009				
Appointment/Hire	64	212	123	105	145			23	
Assignment of Duties	159	293	146	184	139			37	
Awards	30	61	47	37	24			4	
Conversion to Full-time	6	7	3	1	2			1	
Disciplinary Action	374	565	403	331	365			79	
Demotion	9	2	14	10	17			4	
Reprimand	54	95	72	60	51			11	
Suspension	95	213	136	107	96			16	
Removal	97	0	48	62	68			16	
Other	119	255	133	92	133			32	
Duty Hours	52	138	46	59	58			10	
Evaluation Appraisal	65	167	129	124	95			19	
Examination/Test	5	4	1	1	3			1	
Harassment	771	1901	1592	1445	1780			469	
Non-Sexual	716	1809	1465	1377	1672			451	
Sexual	55	92	127	68	108			18	
Medical Examination	6	14	15	9	8			5	
Pay (Including Overtime)	86	135	129	123	68			14	
Promotion/Non-Selection	463	846	665	653	468			108	
Reassignment	90	180	113	79	78			22	
Denied	84								
Directed	6								
Reasonable Accommodation	125	179	95	117	113			40	
Reinstatement	3	1	2	2	4			2	
Retirement	38	50	38	23	24			7	
Termination	165	262	201	191	289			61	
Terms/Conditions of Employment	66	111	60	46	68			7	
Time and Attendance	186	327	218	190	175			26	
Training	63	93	61	55	60			12	
Other	310	580	382	405	485			89	

*Department of Veterans Affairs
Equal Employment Opportunity data Posted Pursuant to the No FEAR Act:
Internal Complaint Activity
VA-Wide*

29 CFR §1614.704(f)	Processing Time "...post the average length of time it takes to complete each step of the process for every complaint that is pending during any time of the then fiscal year..."	Previous Fiscal Year Data												Number	Ave. Days				
		2006						2007								2008		2009	
		Num.	Ave. Days	Num.	Ave. Days	Num.	Ave. Days	Num.	Ave. Days	Num.	Ave. Days	Num.	Ave. Days			Num.	Ave. Days	Num.	Ave. Days
	1614.704	1240	132	904	174	460	122	552	117	510	101	540	114	540	114				
	(f) (1)	692	78	109	619	207	454	175	422	277	449	365	436	365	436				
	1614.704	692	164	95	585	417	284	548	259	267	408	355	413	355	413				
	(f) (2)	692	86	95	221	417	217	548	191	267	174	355	170	355	170				
	Time in Investigation Stage	692	78	442	72	417	67	548	68	425	*75	84	*105	84	*105				
	Time to issue Final Agency Action	548	93	763	588	326	235	291	201	1248	493	1196	509	1196	509				
	All complaints pending in which a Hearing was requested	548	85	763	213	326	222	291	193	1248	184	1196	179	1196	179				
	Time in Investigation Stage	548	8	381	11	326	13	291	8	322	14	79	19	79	19				
	Time to issue Final Agency Action	548	8	381	11	326	13	291	8	322	14	79	19	79	19				
* This figure includes the average delay in getting the file to the Department's adjudication office (OEDCA) in VA's Central Office of 10 days; said delay computed from the start of the Final Action Stage [see Sec. 1614.702(g)] to receipt of the investigative file in OEDCA. Actual processing time in OEDCA was 65 days.																			

29 CFR §1614.704(g)	29 CFR §1614.705 Comparative Data				
	Previous Fiscal Year Data				
	2005	2006	2007	2008	2009
Complaints Dismissed by Agency Pursuant to 1614.107(a)	510	404	414	389	485
Total Complaints Dismissed by Agency	59.8	52.9	54	54.25	53.5
Average days pending prior to dismissal					43.8

29 CFR §1614.704(h)	29 CFR §1614.705 Comparative Data				
	Previous Fiscal Year Data				
	2005	2006	2007	2008	2009
Complaints Withdrawn by Claimants	209	188	219	203	184
Total Complaints Withdrawn by Claimants					42

Department of Veterans Affairs
 Equal Employment Opportunity data Posted Pursuant to the No FEAR Act:
 Internal Complaint Activity
 VA-Wide

29 CFR §1614.704(i)	29 CFR §1614.705 Comparative Data											
	Previous Fiscal Year Data											2010 Q1
	2005		2006		2007		2008		2009		2010 Q1	
	#	%	#	%	#	%	#	%	#	%	#	%
Total Final Agency Actions Finding Discrimination												
Total Number Findings 704(h)(1)	33		18		34		24		22		6	
Without Hearing 704(h)(2)	13	39%	6	33%	6	18%	12	50%	6	27%	0	
With Hearing 704(h)(3)	20	61%	12	67%	28	82%	12	50%	16	73%	6	100%

29 CFR §1614.704(j)	29 CFR §1614.705 Comparative Data											
	Previous Fiscal Year Data											2010 Q1
	2005		2006		2007		2008		2009		2010 Q1	
	#	%	#	%	#	%	#	%	#	%	#	%
Findings of Discrimination Rendered by Basis												
Total Number Findings 704(j)(1)	33		18		34		24		22		6	
Race	6	19%	1	3%	9	26%	5	17%	2	9%	1	17%
Color	2	6%			1	3%	1	6%				
Religion					1	3%						
Reprisal	10	32%	5	15%	12	35%	14	58%	9	41%	2	34%
Sex	8	26%	5	15%	4	12%	4	17%			1	17%
National Origin	2	6%			2	6%	1	6%			1	17%
Equal Pay Act			1	6%	2	6%						
Age	1	3%	3	9%			1	6%	4	18%	1	17%
Disability	9	29%	7	21%	12	35%	4	17%	8	36%	1	17%
Non-EEO												

29 CFR §1614.704(j)	29 CFR §1614.705 Comparative Data											
	Previous Fiscal Year Data											2010 Q1
	2005		2006		2007		2008		2009		2010 Q1	
	#	%	#	%	#	%	#	%	#	%	#	%
Findings of Discrimination Rendered by Basis												
Number Findings Renderec After Hearing 704(j)(3)	20		12		28		12		16		6	
Race	6	100%	1	100%	9	100%	4	80%	2	100%	1	100%
Color	2	100%			1	100%						
Religion					1	100%						
Reprisal	8	80%	5	100%	11	92%	7	50%	8	89%	2	100%
Sex	6	75%	4	80%	4	100%			1	50%	1	100%
National Origin	2	100%			2	100%					1	100%
Equal Pay Act					2	100%						
Age	1	100%	3	100%			1	100%	4	100%	1	100%
Disability	2	22%	4	57%	7	58%	1	25%	4	50%	1	100%
Non-EEO												

*Department of Veterans Affairs
 Equal Employment Opportunity data Posted Pursuant to the No FEAR Act:
 Internal Complaint Activity
 VA-Wide*

Findings of Discrimination Rendered by Basis	29 CFR §1614.705 Comparative Data													
	Previous Fiscal Year Data							2010 Q1						
	2005	2006	2007	2008	2009	2010 Q1	2005	2006	2007	2008	2009	2010 Q1		
#	#	#	#	#	#	#	%	%	%	%	%	%	#	%
Total Number Findings 704(j)(1)	33	18	34	24	6	27%							6	
Number Findings Rendered Without Hearing 704(j)(2)	13	6	6	12									0	
Race														
Color				1					50%					
Religion				1					20%					
Reprisal	2								100%					
Sex	2	20%	1	8%	7	50%				1	11%			
National Origin	2	25%	1	20%	1	100%				1	50%			
Equal Pay Act														
Age														
Disability	7	78%	3	43%	5	42%				4	50%			
Non-EEO														

Department of Veterans Affairs
 Equal Employment Opportunity data Posted Pursuant to the No FEAR Act:
 Internal Complaint Activity
 VA-Wide

Findings of Discrimination Rendered by Issue	29 CFR §1614.705 Comparative Data																																			
	2005						2006						2007						2008						2009						2010 Q1					
	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%						
Total Number Findings 704(k)(1)	33		18		34		24		100%			22		100%			22		100%			22		100%			22		100%							
Appointment/Hire	1	3%	4	24%	1	3%						1	3%				1	5%				1	5%			1	5%									
Assignment of Duties	1	3%			2	6%	1	4%				1	3%				1	5%				1	5%			1	5%									
Awards	1	3%			2	6%																														
Conversion to Full-time																																				
Disciplinary Action	3	10%			1	3%	2	8%																												
Demotion																																				
Reprimand					1	3%																														
Suspension							2	8%																												
Removal																																				
Other																																				
Duty Hours					1	3%																														
Evaluation Appraisal					1	3%	1	4%																												
Examination/Test							1	4%																												
Harassment	6	19%	2	12%	3	9%	6	25%																												
Non-Sexual	4	13%	1	6%	3	9%	3	12%																												
Sexual	2	6%	1	6%																																
Medical Examination	2	6%			1	3%	1	4%																												
Pay (Including Overtime)			1	6%	2	6%																														
Promotion/Non-Selection	7	23%	3	18%	10	29%	3	12%																												
Reassignment	1	3%			2	6%	4	17%																												
Denied																																				
Directed	1	3%			2	6%	4	17%																												
Reasonable Accommodation	7	23%	5	29%	6	18%	4	17%																												
Reinstatement																																				
Retirement																																				
Termination	8	26%	3	18%	6	18%	5	21%																												
Terms/Conditions of Employment				0%																																
Time and Attendance	4	13%			1	3%	1	4%																												
Training				0%																																
Other	1	3%			6	18%	6	25%																												

Department of Veterans Affairs
Equal Employment Opportunity data Posted Pursuant to the No FEAR Act:
Internal Complaint Activity
VA-Wide

Findings of Discrimination Rendered by Issue	29 CFR §1614.705 Comparative Data													
	Previous Fiscal Year Data													2010 Q1
	2005		2006		2007		2008		2009		2009		#	%
Findings After Hearing 704(k)(3)														
Appointment/Hire	20		12		28		12		16		16	73%	6	
Assignment of Duties	1	100%	4	100%	1	100%								
Awards	1	100%			2	100%			1	100%			2	100%
Conversion to Full-time														
Disciplinary Action	2	67%			1	100%	1	50%						
Demotion														
Reprimand					1	100%								
Suspension	1	50%					1	50%						
Removal														
Other	1	100%												
Duty Hours					1	100%								
Evaluation Appraisal					1	100%	1	100%						
Examination/Test														
Harassment	5	83%	2	100%	2	67%								
Non-Sexual	4	100%	1	100%	2	67%								
Sexual	1	50%	1	100%					1	50%				
Medical Examination	1	50%			1	100%								
Pay (Including Overtime)					2	100%								
Promotion/Non-Selection	6	86%	2	67%	9	90%	3	100%	6	100%			4	100%
Reassignment	1	100%			2	100%	2	50%						
Denied														
Directed	1	100%			2	100%	2	50%						
Reasonable Accommodation	2	29%	2	40%	5	83%	1	25%						
Reinstatement														
Retirement														
Termination	5	63%	3	100%	4	67%	3	60%	1	100%				
Terms/Conditions of Employment														
Time and Attendance	4	100%			1	100%	1	100%	1	100%			1	100%
Training			1	100%					1	100%			1	100%
Other					5	83%	3	50%	5	83%			5	83%

Department of Veterans Affairs
 Equal Employment Opportunity data Posted Pursuant to the No FEAR Act:
 Internal Complaint Activity
 VA-Wide

Findings of Discrimination Rendered by Issue	29 CFR §1614.705 Comparative Data													
	Previous Fiscal Year Data													2010 Q1
	2005	2006		2007		2008		2009		2009		#	%	
Total Number Findings 704(k)(1)	33	%	#	%	#	%	#	%	#	%	#	%	#	%
Findings Without Hearing 704(k)(2)	13		6	18%	6		12	50%	6	27%	6		0	
Appointment/Hire	1	100%							1	100%				
Assignment of Duties														
Awards														
Conversion to Full-time														
Disciplinary Action	1	33%				1	50%							
Demotion														
Reprimand														
Suspension	1	33%				1	50%							
Removal														
Other														
Duty Hours														
Evaluation Appraisal														
Examination/Test														
Harassment	1	17%			1	33%	6	100%			1	100%		
Non-Sexual														
Sexual	1	50%			1	33%	3	100%			1	50%		
Medical Examination	1	50%									1	100%		
Pay (Including Overtime)			1	100%										
Promotion/Non-Selection	1	14%	1	33%	1	10%								
Reassignment							2	50%						
Denied														
Directed							2	50%						
Reasonable Accommodation	5	71%	3	60%	1	17%	3	75%			2	100%		
Reinstatement														
Retirement														
Termination	3	37%			2	33%	2	40%						
Terms/Conditions of Employment														
Time and Attendance														
Training														
Other	1	100%			1	17%	3	50%			1	17%		

*Department of Veterans Affairs
 Equal Employment Opportunity data Posted Pursuant to the No FEAR Act:
 Internal Complaint Activity
 VA-Wide*

29 CFR §1614.704(l)	29 CFR §1614.705 Comparative Data				
	Previous Fiscal Year Data				2010 Q1
	2005	2006	2007	2008	
Complaints Pending From Previous Fiscal Years by Status					
Total complaints from previous Fiscal Years 704(l)(1)	758	503	711	581	862
Total Complainants 704(l)(2)	645	461	640	527	783
Number complaints pending: 704(l)(3)					
Investigation	6	21	2	0	4
ROI issued, pending Complainant's action	7	13	6	5	10
Hearing	633	415	587	509	706
Final Agency Action	112	53	93	51	119
Appeal with EEOC Office of Federal Operations	NA*	NA*	NA	16	23
					46

29 CFR §1614.704(m)	29 CFR §1614.705 Comparative Data				
	Previous Fiscal Year Data				2010 Q1
	2005	2006	2007	2008	
Complaint Investigations					
Number Pending Completion of Investigation	356	281	456	549	508
Pending Investigations Over Required Time Frames	40	72	50	38	14
					20

EEOC 462 Report

ANNUAL FEDERAL EQUAL EMPLOYMENT OPPORTUNITY
 STATISTICAL REPORT OF DISCRIMINATION COMPLAINTS
 (REPORTING PERIOD BEGINS OCTOBER 1ST AND ENDS SEPTEMBER 30TH)

AGENCY OR DEPARTMENT: Department of Veterans Affairs

REPORTING PERIOD: FY 2009

PART I - PRE-COMPLAINT COUNSELING

EEO COUNSELOR	COUNSELINGS	
	COUNSELINGS	INDIVIDUALS
A. TOTAL COMPLETED/ENDED COUNSELINGS	4297	3888
1. COUNSELED WITHIN 30 DAYS	2097	1931
2. COUNSELED WITHIN 31 TO 90 DAYS	2092	2005
a. COUNSELED WITHIN WRITTEN EXTENSION PERIOD NO LONGER THAN 60 DAYS	96	93
b. COUNSELED WITHIN 90 DAYS WHERE INDIVIDUAL PARTICIPATED IN ADR	1876	1803
c. COUNSELED WITHIN 31-90 DAYS THAT WERE UNTIMELY	120	119
3. COUNSELED BEYOND 90 DAYS	104	104
4. COUNSELED DUE TO REMANDS	4	4
ADR INTAKE OFFICER	COUNSELINGS	
	COUNSELINGS	INDIVIDUALS
B. TOTAL COMPLETED/ENDED COUNSELINGS	0	0
1. COUNSELED WITHIN 30 DAYS	0	0
2. COUNSELED WITHIN 31 TO 90 DAYS	0	0
a. COUNSELED WITHIN WRITTEN EXTENSION PERIOD NO LONGER THAN 60 DAYS	0	0
b. COUNSELED WITHIN 90 DAYS WHERE INDIVIDUAL PARTICIPATED IN ADR	0	0
c. COUNSELED WITHIN 31-90 DAYS THAT WERE UNTIMELY	0	0
3. COUNSELED BEYOND 90 DAYS	0	0
4. COUNSELED DUE TO REMANDS	0	0
COMBINED TOTAL	COUNSELINGS	
	COUNSELINGS	INDIVIDUALS
C. TOTAL COMPLETED/ENDED COUNSELINGS	4297	3888
1. COUNSELED WITHIN 30 DAYS	2097	1931
2. COUNSELED WITHIN 31 TO 90 DAYS	2092	2005
a. COUNSELED WITHIN WRITTEN EXTENSION PERIOD NO LONGER THAN 60 DAYS	96	93
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c. COUNSELED WITHIN 31-90 DAYS THAT WERE UNTIMELY	120	119
3. COUNSELED BEYOND 90 DAYS	104	104
4. COUNSELED DUE TO REMANDS	4	4
D. COUNSELING ACTIVITIES	COUNSELINGS	
	COUNSELINGS	INDIVIDUALS
1. ON HAND AT THE BEGINNING OF THE REPORTING PERIOD	837	726
2. INITIATED DURING THE REPORTING PERIOD	4326	3926
3. COMPLETED/ENDED COUNSELINGS	4297	3888
a. SETTLEMENTS (MONETARY AND NON-MONETARY)	490	480
b. WITHDRAWALS/NO COMPLAINT FILED	1611	1548
c. COUNSELINGS COMPLETED/ENDED IN REPORTING PERIOD THAT RESULTED IN COMPLAINT FILINGS IN REPORTING PERIOD	2106	1952
d. DECISION TO FILE COMPLAINT PENDING AT THE END OF THE REPORTING PERIOD	90	89
4. COUNSELINGS PENDING AT THE END OF THE REPORTING PERIOD	866	815

E. NON-ADR SETTLEMENTS WITH MONETARY BENEFITS			
	COUNSELINGS	INDIVIDUALS	AMOUNT
TOTAL	3	3	\$ 430,000.00
1. COMPENSATORY DAMAGES	1	1	\$ 250,000.00
2. BACKPAY/FRONTPAY	0	0	\$ 0.00
3. LUMP SUM PAYMENT	2	2	\$ 80,000.00
4. ATTORNEY FEES AND COSTS	2	2	\$ 100,000.00
5.	0	0	\$ 0.00
6.	0	0	\$ 0.00
7.	0	0	\$ 0.00
F. NON-ADR SETTLEMENTS WITH NON-MONETARY BENEFITS			
	COUNSELINGS	INDIVIDUALS	
TOTAL	39	38	
1. HIRES	1	1	
a. RETROACTIVE	0	0	
b. NON-RETROACTIVE	1	1	
2. PROMOTIONS	1	1	
a. RETROACTIVE	1	1	
b. NON-RETROACTIVE	0	0	
3. EXPUNGEMENTS	3	3	
4. REASSIGNMENTS	5	5	
5. REMOVALS RESCINDED	0	0	
a. REINSTATEMENT	0	0	
b. VOLUNTARY RESIGNATION	0	0	
6. ACCOMMODATIONS	3	3	
7. TRAINING	5	5	
8. APOLOGY	14	14	
9. DISCIPLINARY ACTIONS	7	7	
a. RESCINDED	5	5	
b. MODIFIED	2	2	
10. PERFORMANCE EVALUATION MODIFIED	0	0	
11. LEAVE RESTORED	0	0	
12.	0	0	
13.	0	0	
G. ADR SETTLEMENTS WITH MONETARY BENEFITS			
	COUNSELINGS	INDIVIDUALS	AMOUNT
TOTAL	25	24	\$ 208,117.10
1. COMPENSATORY DAMAGES	1	1	\$ 1,500.00
2. BACKPAY/FRONTPAY	3	3	\$ 8,137.60
3. LUMP SUM PAYMENT	16	15	\$ 144,105.50
4. ATTORNEY FEES AND COSTS	5	5	\$ 54,374.00
5.	0	0	\$ 0.00
6.	0	0	\$ 0.00
7.	0	0	\$ 0.00
H. ADR SETTLEMENTS WITH NON-MONETARY BENEFITS			
	COUNSELINGS	INDIVIDUALS	
TOTAL	431	425	
1. HIRES	12	12	
a. RETROACTIVE	3	3	
b. NON-RETROACTIVE	9	9	
2. PROMOTIONS	20	20	
a. RETROACTIVE	6	6	
b. NON-RETROACTIVE	14	14	
3. EXPUNGEMENTS	22	21	
4. REASSIGNMENTS	52	52	
5. REMOVALS RESCINDED	126	126	
a. REINSTATEMENT	12	12	
b. VOLUNTARY RESIGNATION	114	114	
6. ACCOMMODATIONS	10	10	
7. TRAINING	78	77	
8. APOLOGY	21	21	
9. DISCIPLINARY ACTIONS	47	47	
a. RESCINDED	7	7	
b. MODIFIED	40	40	
10. PERFORMANCE EVALUATION MODIFIED	29	29	
11. LEAVE RESTORED	36	35	
12.	0	0	
13.	0	0	
I. NON-ADR SETTLEMENTS			
	COUNSELINGS	INDIVIDUALS	
TOTAL	41	40	

ANNUAL FEDERAL EQUAL EMPLOYMENT OPPORTUNITY STATISTICAL REPORT OF DISCRIMINATION COMPLAINTS

(REPORTING PERIOD BEGINS OCTOBER 1ST AND ENDS SEPTEMBER 30TH)

AGENCY OR DEPARTMENT: Department of Veterans Affairs **REPORTING PERIOD:** FY 2009

PART II - FORMAL COMPLAINT ACTIVITIES		PART III - AGENCY RESOURCES, TRAINING, REPORTING LINE																																																																																																																																																																																																			
2051	A. COMPLAINTS ON HAND AT THE BEGINNING OF THE REPORTING PERIOD	<table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th colspan="6" style="text-align: left;">A. AGENCY & CONTRACT RESOURCES</th> </tr> <tr> <th rowspan="2"></th> <th colspan="2" style="text-align: center;">AGENCY</th> <th colspan="2" style="text-align: center;">CONTRACT</th> <th rowspan="2"></th> </tr> <tr> <th style="text-align: center;">NUMBER</th> <th style="text-align: center;">PERCENT</th> <th style="text-align: center;">NUMBER</th> <th style="text-align: center;">PERCENT</th> </tr> </thead> <tbody> <tr> <td colspan="6">1. WORK FORCE</td> </tr> <tr> <td colspan="6"> a. TOTAL WORK FORCE</td> </tr> <tr> <td colspan="6"> b. PERMANENT EMPLOYEES</td> </tr> <tr> <td colspan="6">2. COUNSELOR</td> </tr> <tr> <td colspan="6"> a. FULL-TIME</td> </tr> <tr> <td colspan="6"> b. PART-TIME</td> </tr> <tr> <td colspan="6"> c. COLLATERAL DUTY</td> </tr> <tr> <td colspan="6">3. INVESTIGATOR</td> </tr> <tr> <td colspan="6"> a. FULL-TIME</td> </tr> <tr> <td colspan="6"> b. PART-TIME</td> </tr> <tr> <td colspan="6"> c. COLLATERAL DUTY</td> </tr> <tr> <td colspan="6">4. COUNSELOR/INVESTIGATOR</td> </tr> <tr> <td colspan="6"> a. FULL-TIME</td> </tr> <tr> <td colspan="6"> b. PART-TIME</td> </tr> <tr> <td colspan="6"> c. COLLATERAL DUTY</td> </tr> <tr> <th colspan="6" style="text-align: left;">B. AGENCY & CONTRACT STAFF TRAINING</th> </tr> <tr> <th colspan="2" rowspan="2"></th> <th colspan="2" style="text-align: center;">COUNSELORS</th> <th colspan="2" style="text-align: center;">INVESTIGATORS</th> <th colspan="2" style="text-align: center;">COUNS/INVESTIG</th> </tr> <tr> <th style="text-align: center;">AGENCY</th> <th style="text-align: center;">CONTRACT</th> <th style="text-align: center;">AGENCY</th> <th style="text-align: center;">CONTRACT</th> <th style="text-align: center;">AGENCY</th> <th style="text-align: center;">CONTRACT</th> </tr> <tr> <td colspan="2">1. NEW STAFF - TOTAL</td> <td style="text-align: center;">3</td> <td style="text-align: center;">2</td> <td style="text-align: center;">19</td> <td style="text-align: center;">23</td> <td style="text-align: center;">0</td> <td style="text-align: center;">5</td> </tr> <tr> <td colspan="2">a. STAFF RECEIVING REQUIRED 32 OR MORE HOURS</td> <td style="text-align: center;">3</td> <td style="text-align: center;">2</td> <td style="text-align: center;">19</td> <td style="text-align: center;">23</td> <td style="text-align: center;">0</td> <td style="text-align: center;">5</td> </tr> <tr> <td colspan="2">b. STAFF RECEIVING 8 OR MORE HOURS, USUALLY GIVEN TO EXPERIENCED STAFF</td> <td style="text-align: center;">0</td> <td style="text-align: center;">0</td> <td style="text-align: center;">0</td> <td style="text-align: center;">0</td> <td style="text-align: center;">0</td> <td style="text-align: center;">0</td> </tr> <tr> <td colspan="2">c. STAFF RECEIVING NO TRAINING AT ALL</td> <td style="text-align: center;">0</td> <td style="text-align: center;">0</td> <td style="text-align: center;">0</td> <td style="text-align: center;">0</td> <td style="text-align: center;">0</td> <td style="text-align: center;">0</td> </tr> <tr> <td colspan="2">2. EXPERIENCED STAFF - TOTAL</td> <td style="text-align: center;">33</td> <td style="text-align: center;">6</td> <td style="text-align: center;">50</td> <td style="text-align: center;">190</td> <td style="text-align: center;">0</td> <td style="text-align: center;">55</td> </tr> <tr> <td colspan="2">a. STAFF RECEIVING REQUIRED 8 OR MORE HOURS</td> <td style="text-align: center;">33</td> <td style="text-align: center;">6</td> <td style="text-align: center;">50</td> <td style="text-align: center;">181</td> <td style="text-align: center;">0</td> <td style="text-align: center;">53</td> </tr> <tr> <td colspan="2">b. STAFF RECEIVING 32 OR MORE HOURS, GENERALLY GIVEN TO NEW STAFF</td> <td style="text-align: center;">0</td> <td style="text-align: center;">0</td> <td style="text-align: center;">0</td> <td style="text-align: center;">9</td> <td style="text-align: center;">0</td> <td style="text-align: center;">2</td> </tr> <tr> <td colspan="2">c. STAFF RECEIVING NO TRAINING AT ALL</td> <td style="text-align: center;">0</td> <td style="text-align: center;">0</td> <td style="text-align: center;">0</td> <td style="text-align: center;">0</td> <td style="text-align: center;">0</td> <td style="text-align: center;">0</td> </tr> </tbody> </table>						A. AGENCY & CONTRACT RESOURCES							AGENCY		CONTRACT			NUMBER	PERCENT	NUMBER	PERCENT	1. WORK FORCE						a. TOTAL WORK FORCE						b. PERMANENT EMPLOYEES						2. COUNSELOR						a. FULL-TIME						b. PART-TIME						c. COLLATERAL DUTY						3. INVESTIGATOR						a. FULL-TIME						b. PART-TIME						c. COLLATERAL DUTY						4. COUNSELOR/INVESTIGATOR						a. FULL-TIME						b. PART-TIME						c. COLLATERAL DUTY						B. AGENCY & CONTRACT STAFF TRAINING								COUNSELORS		INVESTIGATORS		COUNS/INVESTIG		AGENCY	CONTRACT	AGENCY	CONTRACT	AGENCY	CONTRACT	1. NEW STAFF - TOTAL		3	2	19	23	0	5	a. STAFF RECEIVING REQUIRED 32 OR MORE HOURS		3	2	19	23	0	5	b. STAFF RECEIVING 8 OR MORE HOURS, USUALLY GIVEN TO EXPERIENCED STAFF		0	0	0	0	0	0	c. STAFF RECEIVING NO TRAINING AT ALL		0	0	0	0	0	0	2. EXPERIENCED STAFF - TOTAL		33	6	50	190	0	55	a. STAFF RECEIVING REQUIRED 8 OR MORE HOURS		33	6	50	181	0	53	b. STAFF RECEIVING 32 OR MORE HOURS, GENERALLY GIVEN TO NEW STAFF		0	0	0	9	0	2	c. STAFF RECEIVING NO TRAINING AT ALL		0	0	0	0	0	0
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1. NEW STAFF - TOTAL		3	2	19	23	0	5																																																																																																																																																																																														
a. STAFF RECEIVING REQUIRED 32 OR MORE HOURS		3	2	19	23	0	5																																																																																																																																																																																														
b. STAFF RECEIVING 8 OR MORE HOURS, USUALLY GIVEN TO EXPERIENCED STAFF		0	0	0	0	0	0																																																																																																																																																																																														
c. STAFF RECEIVING NO TRAINING AT ALL		0	0	0	0	0	0																																																																																																																																																																																														
2. EXPERIENCED STAFF - TOTAL		33	6	50	190	0	55																																																																																																																																																																																														
a. STAFF RECEIVING REQUIRED 8 OR MORE HOURS		33	6	50	181	0	53																																																																																																																																																																																														
b. STAFF RECEIVING 32 OR MORE HOURS, GENERALLY GIVEN TO NEW STAFF		0	0	0	9	0	2																																																																																																																																																																																														
c. STAFF RECEIVING NO TRAINING AT ALL		0	0	0	0	0	0																																																																																																																																																																																														
2221	B. COMPLAINTS FILED																																																																																																																																																																																																				
20	C. REMANDS (sum of lines C1+C2+C3)																																																																																																																																																																																																				
0	C.1. REMANDS (NOT INCLUDED IN A OR B)																																																																																																																																																																																																				
20	C.2. REMANDS (INCLUDED IN A OR B)																																																																																																																																																																																																				
0	C.3. NUMBER OF ADDITIONAL REMANDS IN THIS REPORTING PERIOD THAT ARE NOT CAPTURED IN C.1 OR C.2 ABOVE																																																																																																																																																																																																				
0	C.4. ADDITIONAL CLOSURES IN THIS REPORTING PERIOD NOT REFLECTED IN F OR H THAT RESULTED FROM REMANDS																																																																																																																																																																																																				
4272	D. TOTAL COMPLAINTS (sum of lines A+B+C1)																																																																																																																																																																																																				
4250	E. COMPLAINTS IN LINE D THAT WERE NOT CONSOLIDATED																																																																																																																																																																																																				
1822	F. COMPLAINTS IN LINE E CLOSED DURING REPORT PERIOD																																																																																																																																																																																																				
22	G. COMPLAINTS IN LINE D THAT WERE CONSOLIDATED																																																																																																																																																																																																				
3	H. COMPLAINTS IN LINE G CLOSED DURING REPORT PERIOD																																																																																																																																																																																																				
2467	I. COMPLAINTS ON HAND AT THE END OF THE REPORTING PERIOD (Line D - (F+H)) + [(C2 + C3) - C4]																																																																																																																																																																																																				
2058	J. INDIVIDUALS FILING COMPLAINTS																																																																																																																																																																																																				
11	K. NUMBER OF JOINT PROCESSING UNITS FROM CONSOLIDATION OF COMPLAINTS																																																																																																																																																																																																				
<p>1 EEO DIRECTOR'S NAME: John U. Sepulveda</p> <p>1a. DOES THE EEO DIRECTOR REPORT TO THE AGENCY HEAD? YES NO X</p> <p>2. IF NO, WHO DOES THE EEO DIRECTOR REPORT TO? PERSON: TITLE:</p> <p>3. WHO IS RESPONSIBLE FOR THE DAY-TO-DAY OPERATION OF THE EEO PROGRAM IN YOUR DEPARTMENT/AGENCY/ORGANIZATION? PERSON: Rafael A. Torres TITLE: Deputy Assistant Secretary for Resolution Management</p> <p>4. WHO DOES THAT PERSON REPORT TO? PERSON: John U. Sepulveda TITLE: Assistant Secretary for Human Resources and Administration</p>																																																																																																																																																																																																					

**ANNUAL FEDERAL EQUAL EMPLOYMENT OPPORTUNITY
STATISTICAL REPORT OF DISCRIMINATION COMPLAINTS**

(REPORTING PERIOD BEGINS OCTOBER 1ST AND ENDS SEPTEMBER 30TH)

AGENCY OR DEPARTMENT: Department of Veterans Affairs

REPORTING PERIOD: FY 2009

PART IV - BASES AND ISSUES ALLEGED IN COMPLAINTS FILED

ISSUES OF ALLEGED DISCRIMINATION	BASES OF ALLEGED DISCRIMINATION															EQUAL PAY ACT	AGE	DISABILITY		TOTAL BASES BY ISSUE	TOTAL COMPLAINTS BY ISSUE	TOTAL COMPLAINTS BY ISSUE
	RACE						COLOR	RELIGION	REPRISAL	SEX		NATIONAL ORIGIN		MENTAL	PHYSICAL							
	AMER INDIAN ALASKA NATIVE	ASIAN	HAWAIIAN PACIFIC ISLANDER	BLACK/AFRICAN AMERICAN	WHITE	TWO OR MORE RACES				MALE	FEMALE	HISPANIC/LATINO	OTHER					MALE	FEMALE			
A. APPOINTMENT/TIME	3	2	0	21	5	0	2	3	25	11	4	3	5			50	10	29	173	100	93	
B. ASSIGNMENT OF DUTIES	1	1	3	24	10	1	2	6	60	9	25	4	8			26	5	14	199	113	112	
C. AWARDS	0	0	0	12	1	0	2	3	11	2	1	0	0			6	1	0	39	22	22	
D. CONVERSION TO FULL TIME	0	0	0	0	1	0	0	0	1	0	0	0	0			0	2	1	5	2	2	
E. DISCIPLINARY ACTION	4	6	3	94	13	2	7	7	140	38	47	3	16			81	26	55	542	316	314	
1. DEMOTION	0	0	0	7	1	0	0	0	7	0	4	1	1			6	0	3	30	18	17	
2. REPRIMAND	1	0	1	13	1	1	0	2	20	7	4	0	2			11	2	9	74	46	46	
3. SUSPENSION	0	2	0	27	4	0	1	3	40	12	11	0	4			25	8	17	154	84	84	
4. REMOVAL	1	4	1	15	0	0	4	1	22	1	9	2	3			15	10	11	99	60	59	
F. ADMONISHMENT	1	0	0	7	3	0	1	1	16	7	5	0	3			8	3	4	59	30	30	
G. LETTER OF WARNING	0	0	0	3	1	1	0	0	3	1	3	0	0			3	1	2	18	10	10	
H. VERBAL OR WRITTEN COUNSELING	1	0	1	22	3	0	1	0	32	10	11	0	3			13	2	9	108	68	68	
I. DUTY HOURS	0	1	1	15	5	0	0	0	17	6	6	0	2			9	1	7	70	49	48	
J. EVALUATION/APPRaisal	0	4	1	27	1	0	1	2	42	11	16	2	11			25	3	7	153	88	88	
K. EXAMINATION/TEST	0	0	0	0	0	0	0	0	1	0	0	0	0			0	1	0	2	2	2	
L. HARASSMENT	4	15	13	204	51	7	28	29	327	102	190	19	46			154	55	117	1361	827	799	
1. NON-SEXUAL	4	15	13	204	51	7	28	29	318	86	133	19	46			154	55	117	1279	753	725	
2. SEXUAL									9	16	57								82	74	74	
M. MEDICAL EXAMINATION	0	0	0	1	0	0	0	0	2	1	0	0	0			2	3	3	12	8	8	
N. PAY INCLUDING OVERTIME	0	1	1	16	3	0	3	4	20	6	7	1	3			3	5	5	96	62	61	
O. PROMOTION/NO-NON-SELECTION	2	5	6	120	18	0	9	14	121	35	46	12	18			172	20	40	638	400	370	
P. REASSIGNMENT	1	1	1	24	4	1	1	1	29	9	11	2	6			24	8	17	140	80	80	
1. DENIED	0	0	0	0	0	0	0	0	0	0	0	0	0			0	0	0	0	0	0	
2. DIRECTED	1	1	1	24	4	1	1	1	29	9	11	2	6			24	8	17	140	80	80	
Q. REASONABLE ACCOMMODATION								5	21								25	72	123	107	107	
R. REINSTATEMENT	0	0	0	1	0	0	2	1	2	1	2	0	1			3	1	1	15	4	4	
S. RETIREMENT	0	0	0	2	1	0	0	2	10	0	3	0	5			9	0	6	38	23	23	
T. TERMINATION	2	4	1	74	12	2	4	11	57	26	36	3	16			57	39	70	414	254	252	
U. TERMS CONDITIONS OF EMPLOYMENT	0	1	0	13	3	1	0	1	26	4	2	0	5			10	4	6	76	49	49	
V. TIME AND ATTENDANCE	0	1	2	37	7	0	2	3	67	12	14	1	7			21	14	27	215	137	135	
W. TRAINING	0	2	1	12	3	0	0	0	26	5	6	4	2			9	0	9	79	48	48	
X. OTHER (Please specify below)																						
1. DETAIL	0	1	0	4	1	0	0	0	6	3	5	2	1			4	1	3	31	18	18	
2. WORKING CONDITIONS	0	0	0	10	3	0	2	0	12	4	4	1	3			7	2	4	52	29	29	
3. PERFORMANCE IMPROVEMENT	0	0	0	7	3	0	0	1	9	3	2	1	1			6	3	2	38	23	23	
4. PERFORMANCE WARNINGS	0	0	0	0	1	0	0	0	3	1	1	0	1			2	0	0	9	6	6	
5. RESIGNATION	0	0	0	0	1	0	0	0	1	0	1	0	0			1	1	2	7	3	3	
TOTAL ISSUES BY BASES	17	45	33	718	147	14	65	93	1036	289	429	58	157			694	227	497				
TOTAL COMPLAINTS FILED BY BASES	17	35	23	533	104	12	59	66	697	211	305	46	119			542	158	359				
TOTAL COMPLAINTS BY BASES	16	33	21	512	101	12	57	62	625	203	302	44	116			517	154	349				

EEOC FORM 462 (REVISED DECEMBER 2007)

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**ANNUAL FEDERAL EQUAL EMPLOYMENT OPPORTUNITY
STATISTICAL REPORT OF DISCRIMINATION COMPLAINTS
(REPORTING PERIOD BEGINS OCTOBER 1ST AND ENDS SEPTEMBER 30TH)**

AGENCY OR DEPARTMENT: Department of Veterans

REPORTING PERIOD: FY 2009

PART V - SUMMARY OF CLOSURES BY STATUTE

A. STATUTE (IF A SINGLE COMPLAINT HAS MULTIPLE STATUTES RECORD EACH ON THE APPROPRIATE LINE.)

1495	1. TITLE VII
439	2. AGE DISRIMINATION IN EMPLOYMENT ACT (ADEA)
377	3. REHABILITATION ACT
6	4. EQUAL PAY ACT (EPA)

B. TOTAL BY STATUTES

2317 THIS NUMBER MAY BE LARGER THAN THE TOTAL NUMBER OF COMPLAINTS CLOSED.
(A1+A2+A3+A4)

PART VI - SUMMARY OF CLOSURES BY CATEGORY

	TOTAL NUMBER	TOTAL DAYS	AVERAGE DAYS
A. TOTAL NUMBER OF CLOSURES (1+2+3)	1822	567048	311.22
1. WITHDRAWALS	262	42678	162.89
a. NON-ADR WITHDRAWALS	250	40161	160.64
b. ADR WITHDRAWALS	12	2517	209.75
2. SETTLEMENTS	436	127314	292.00
a. NON-ADR SETTLEMENTS	359	115838	322.67
b. ADR SETTLEMENTS	77	11476	149.04
3. FINAL AGENCY ACTIONS (B+C)	1124	397056	353.25
B. FINAL AGENCY DECISIONS WITHOUT AN ADMINISTRATIVE JUDGE DECISION (1+2+3)	803	191722	238.76
1. FINDING DISCRIMINATION	6	2049	341.50
2. FINDING NO DISCRIMINATION	480	171487	357.26
3. DISMISSAL OF COMPLAINTS	317	18186	57.37
C. FINAL AGENCY ORDERS WITH AN ADMINISTRATIVE JUDGE (AJ) DECISION (1+2)	321	205334	639.67
1. AJ DECISION FULLY IMPLEMENTED (a+b+c)	309	194474	629.37
(a) FINDING DISCRIMINATION	8	7610	951.25
(b) FINDING NO DISCRIMINATION	290	180970	624.03
(c) DISMISSAL OF COMPLAINTS	11	5894	535.82
2. AJ DECISION NOT FULLY IMPLEMENTED (a+b+c)	12	10860	905.00
(a) FINDING DISCRIMINATION (i+ii+iii)	8	8838	1104.75
i. AGENCY APPEALED FINDING BUT NOT REMEDY	0	0	0.00
ii. AGENCY APPEALED REMEDY BUT NOT FINDING	2	4226	2113.00
iii. AGENCY APPEALED BOTH FINDING AND REMEDY	6	4612	768.67
(b) FINDING NO DISCRIMINATION	0	0	0.00
(c) DISMISSAL OF COMPLAINTS	4	2022	505.50

ANNUAL FEDERAL EQUAL EMPLOYMENT OPPORTUNITY				
STATISTICAL REPORT OF DISCRIMINATION COMPLAINTS				
(REPORTING PERIOD BEGINS OCTOBER 1ST AND ENDS SEPTEMBER 30TH)				
AGENCY OR DEPARTMENT: Department of Veterans Affairs			REPORTING PERIOD: FY 2009	
PART VI - SUMMARY OF CLOSURES BY CATEGORY (Continued)				
		TOTAL NUMBER	TOTAL DAYS	AVERAGE DAYS
D. FINAL AGENCY MERIT DECISIONS (FAD) ISSUED	(1+2+3+4)	486	35038	72.09
1. COMPLAINANT REQUESTED IMMEDIATE FAD	(1a+1b)	151	10442	69.15
a. AGENCY ISSUED FAD WITHIN 60 DAYS OF RECEIPT OF FAD REQUEST		62	2370	38.23
b. AGENCY ISSUED FAD MORE THAN 60 DAYS BEYOND RECEIPT OF FAD REQUEST		89	8072	90.70
2. COMPLAINANT DID NOT ELECT HEARING OR FAD	(2a+2b)	187	15887	84.96
a. AGENCY ISSUED FAD WITHIN 60 DAYS OF END OF 30-DAY ELECTION PERIOD		65	2489	38.29
b. AGENCY ISSUED FAD MORE THAN 60 DAYS BEYOND END OF 30-DAY ELECTION PERIOD		122	13398	109.82
3. HEARING REQUESTED; AJ RETURNED CASE TO AGENCY FOR FAD WITHOUT AJ DECISION (3a+3b)		94	5675	60.37
a. AGENCY ISSUED FAD WITHIN 60 DAYS OF RECEIPT OF AJ RETURNED CASE FOR FAD ISSUANCE		54	1811	33.54
b. AGENCY ISSUED FAD MORE THAN 60 DAYS AFTER RECEIPT OF AJ RETURNED CASE FOR FAD ISSUANCE		40	3864	96.60
4. FINAL AGENCY DECISION ISSUED ON A MIXED CASE (4a+4b)		54	3034	56.19
a. AGENCY ISSUED FAD WITHIN 45 DAYS AFTER INVESTIGATION		27	764	28.30
b. AGENCY ISSUED FAD MORE THAN 45 DAYS AFTER INVESTIGATION		27	2270	84.07
PART VII - SUMMARY OF FORMAL COMPLAINTS CLOSED BY TYPES OF BENEFITS				
		NUMBER	AMOUNT	
A. TOTAL COMPLAINTS CLOSED WITH BENEFITS		450		
B. CLOSURES WITH MONETARY BENEFITS TO COMPLAINANT		223	\$5,526,169.04	
1. BACK PAY/FRONT PAY		20	\$ 108,104.01	
2. LUMP SUM PAYMENT		32	\$ 1,025,206.95	
3. COMPENSATORY DAMAGES		155	\$ 3,643,505.43	
4. ATTORNEY FEES AND COSTS		69	\$ 749,352.65	
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E. CLOSURES WITH NON-MONETARY BENEFITS		292		
F. TYPES OF BENEFITS		NUMBER OF CLOSURES WITH MONETARY BENEFITS	NUMBER OF CLOSURES WITH NONMONETARY BENEFITS	
1. HIRES		5	6	
a. RETROACTIVE		3	1	
b. NON-RETROACTIVE		2	5	
2. PROMOTIONS		16	22	
a. RETROACTIVE		9	9	
b. NON-RETROACTIVE		7	13	
3. EXPUNGEMENTS		12	41	
4. REASSIGNMENTS		7	44	
5. REMOVALS RESCINDED		1	5	
a. REINSTATEMENT		1	5	
b. VOLUNTARY RESIGNATION		0	0	
6. ACCOMMODATIONS		3	12	
7. TRAINING		9	20	
8. APOLOGY		1	23	
9. DISCIPLINARY ACTIONS		7	41	
a. RESCINDED		6	29	
b. MODIFIED		1	12	
10. PERFORMANCE EVALUATION MODIFIED		1	28	
11. LEAVE RESTORED		3	28	
12. IMPROVED TERMS AND CONDITION OF EMPLOYMENT		7	26	
13.		0	0	
14.		0	0	

ANNUAL FEDERAL EQUAL EMPLOYMENT OPPORTUNITY STATISTICAL REPORT OF DISCRIMINATION COMPLAINTS

(REPORTING PERIOD BEGINS OCTOBER 1ST AND ENDS SEPTEMBER 30TH)

AGENCY OR DEPARTMENT: Department of Veterans Affairs

REPORTING PERIOD: FY 2009

PART VIII - SUMMARY OF PENDING COMPLAINTS BY CATEGORY

A. TOTAL COMPLAINTS PENDING (SAME AS PART II Line I) (1+2+3+4)	NUMBER PENDING	NUMBER OF DAYS	AVERAGE DAYS	NUMBER OF DAYS PENDING FOR OLDEST CASE
	2467	864788		
1. COMPLAINTS PENDING WRITTEN NOTIFICATION (Acknowledgement Letter)	10	320	32.00	112
2. COMPLAINTS PENDING IN INVESTIGATION	861	90862	105.53	819
3. COMPLAINTS PENDING IN HEARINGS	1278	638338	499.48	3311
4. COMPLAINTS PENDING A FINAL AGENCY ACTION	318	135268	425.37	2081

PART IX - SUMMARY OF INVESTIGATIONS COMPLETED

	TOTAL	TOTAL DAYS	AVERAGE DAYS
A. INVESTIGATIONS COMPLETED DURING REPORTING PERIOD (1+3)	1575	281176	178.52
1. INVESTIGATIONS COMPLETED BY AGENCY PERSONNEL (a+b+c)	1066	190312	178.53
a. INVESTIGATIONS COMPLETED IN 180 DAYS OR LESS	582	84453	145.11
b. INVESTIGATIONS COMPLETED IN 181 - 360 DAYS	477	101328	212.43
1. TIMELY COMPLETED INVESTIGATIONS	182	39993	219.74
2. UNTIMELY COMPLETED INVESTIGATIONS	295	61335	207.92
c. INVESTIGATIONS COMPLETED IN 361 OR MORE DAYS	7	4531	647.29
2. AGENCY INVESTIGATION COSTS	\$ 4,286,648.00		\$ 4021.25
3. INVESTIGATIONS COMPLETED BY CONTRACTORS (a+b+c)	509	90864	178.51
a. INVESTIGATIONS COMPLETED IN 180 DAYS OR LESS	241	34167	141.77
b. INVESTIGATIONS COMPLETED IN 181 - 360 DAYS	266	55915	210.21
1. TIMELY COMPLETED INVESTIGATIONS	90	19310	214.56
2. UNTIMELY COMPLETED INVESTIGATIONS	176	36605	207.98
c. INVESTIGATIONS COMPLETED IN 361 OR MORE DAYS	2	782	391.00
4. CONTRACTOR INVESTIGATION COSTS	\$ 875,242.50		\$ 1719.53

ANNUAL FEDERAL EQUAL EMPLOYMENT OPPORTUNITY STATISTICAL REPORT OF DISCRIMINATION COMPLAINTS (REPORTING PERIOD BEGINS OCTOBER 1ST AND ENDS SEPTEMBER 30TH)				
AGENCY OR DEPARTMENT: Department of Veterans Affairs		REPORTING PERIOD: FY 2009		
PART X - SUMMARY OF ADR PROGRAM ACTIVITIES				
INFORMAL PHASE (PRE-COMPLAINT)				
A. INTENTIONALLY LEFT BLANK				
B. ADR ACTIONS IN COMPLETED/ENDED COUNSELINGS		COUNSELINGS	INDIVIDUALS	
1.	ADR OFFERED BY AGENCY	3524	3154	
2.	REJECTED BY COUNSELEE	1411	1228	
3.	INTENTIONALLY LEFT BLANK			
4.	TOTAL ACCEPTED INTO ADR PROGRAM	2113	1926	
C. ADR RESOURCES USED IN COMPLETED/ENDED COUNSELINGS (TOTALS)		2113	1926	
1.	INHOUSE	1650	1529	
2.	ANOTHER FEDERAL AGENCY	224	198	
3.	PRIVATE ORGANIZATIONS, (e.g., CONTRACTORS, BAR ASSOCIATIONS, INDIVIDUAL VOLUNTEERS OR COLLEGE/UNIVERSITY PERSONNEL)	101	91	
4.	MULTIPLE RESOURCES USED (Please specify in a comment box)	0	0	
5.	FEDERAL EXECUTIVE BOARD	138	108	
6.		0	0	
7.		0	0	
		COUNSELINGS	INDIVIDUALS	DAYS
D. ADR TECHNIQUES USED IN COMPLETED/ENDED COUNSELINGS (TOTALS)		2113	1926	120900
				AVERAGE DAYS
1.	MEDIATION	1957	1802	114076
2.	SETTLEMENT CONFERENCES	21	10	357
3.	EARLY NEUTRAL EVALUATIONS	3	3	177
4.	FACTFINDING	6	6	360
5.	FACILITATION	124	103	5828
6.	OMBUDSMAN	1	1	100
7.	PEER REVIEW	1	1	2
8.	MULTIPLE TECHNIQUES USED (Please specify in a comment box)	0	0	0
9.		0	0	0
10.		0	0	0
11.		0	0	0
E. STATUS OF ADR CASES IN COMPLETED/ENDED COUNSELINGS		COUNSELINGS	INDIVIDUALS	DAYS
				AVERAGE DAYS
1.	TOTAL CLOSED	2113	1926	121220
a.	SETTLEMENTS WITH BENEFITS (Monetary and Non-monetary)	449	440	24839
b.	NO FORMAL COMPLAINT FILED	578	499	36518
c.	COMPLAINT FILED			
i.	NO RESOLUTION	684	624	41147
ii.	NO ADR ATTEMPT (aka Part X.E.1.d)	357	316	16102
e.	DECISION TO FILE COMPLAINT PENDING AT THE END OF THE REPORTING PERIOD	45	45	2614
2.	INTENTIONALLY LEFT BLANK			

**ANNUAL FEDERAL EQUAL EMPLOYMENT OPPORTUNITY
STATISTICAL REPORT OF DISCRIMINATION COMPLAINTS**

(REPORTING PERIOD BEGINS OCTOBER 1ST AND ENDS SEPTEMBER 30TH)

AGENCY OR DEPARTMENT: Department of Veterans Affairs

REPORTING PERIOD: FY 2009

PART XI - SUMMARY OF ADR PROGRAM ACTIVITIES

FORMAL PHASE

A. INTENTIONALLY LEFT BLANK					
B. ADR ACTIONS IN COMPLAINT CLOSURES		COMPLAINTS	COMPLAINANTS		
1.	ADR OFFERED BY AGENCY	202	177		
2.	REJECTED BY COMPLAINANT	50	44		
3.	INTENTIONALLY LEFT BLANK				
4.	TOTAL ACCEPTED INTO ADR PROGRAM	152	133		
C. ADR RESOURCES USED IN COMPLAINT CLOSURES (TOTALS)		COMPLAINTS	COMPLAINANTS		
1.	INHOUSE	109	93		
2.	ANOTHER FEDERAL AGENCY	0	0		
3.	PRIVATE ORGANIZATIONS, (e.g., CONTRACTORS, BAR ASSOCIATIONS, INDIVIDUAL VOLUNTEERS OR COLLEGE/UNIVERSITY PERSONNEL)	23	23		
4.	MULTIPLE RESOURCES USED (Please specify in a comment box)	0	0		
5.	FEDERAL EXECUTIVE BOARD	20	17		
6.		0	0		
7.		0	0		
D. ADR TECHNIQUES USED IN COMPLAINT CLOSURES (TOTALS)		COMPLAINTS	COMPLAINANTS	DAYS	AVERAGE DAYS
1.	MEDIATION	130	117	9603	73.87
2.	SETTLEMENT CONFERENCES	0	0	0	0.00
3.	EARLY NEUTRAL EVALUATIONS	0	0	0	0.00
4.	FACTFINDING	0	0	0	0.00
5.	FACILITATION	22	16	874	39.73
6.	OMBUDSMAN	0	0	0	0.00
7.	MINI-TRIALS	0	0	0	0.00
8.	PEER REVIEW	0	0	0	0.00
9.	MULTIPLE TECHNIQUES USED (Please specify in a comment box)	0	0	0	0.00
10.		0	0	0	0.00
11.		0	0	0	0.00
12.		0	0	0	0.00
E. STATUS OF CASES IN COMPLAINT CLOSURES		COMPLAINTS	COMPLAINANTS	DAYS	AVERAGE DAYS
1.	TOTAL CLOSED	152	133	10477	68.93
a.	SETTLEMENTS WITH BENEFITS (Monetary and Non-monetary)	77	74	5062	65.74
b.	WITHDRAWAL FROM EEO PROCESS	12	12	607	50.58
c.	NO RESOLUTION	49	39	4120	84.08
d.	NO ADR ATTEMPT	14	8	688	49.14
2.	INTENTIONALLY LEFT BLANK				
F. BENEFITS RECEIVED		COMPLAINTS	COMPLAINANTS	AMOUNT	
1.	MONETARY (INSERT TOTALS)	19	19	\$ 124,785.85	
a.	COMPENSATORY DAMAGES	0	0	\$ 0.00	
b.	BACKPAY/FRONTPAY	1	1	\$ 3,700.85	
c.	LUMP SUM	13	13	\$ 108,585.00	
d.	ATTORNEY FEES AND COSTS	5	5	\$ 12,500.00	
e.		0	0	\$ 0.00	
f.		0	0	\$ 0.00	
g.		0	0	\$ 0.00	
2.	NON-MONETARY (INSERT TOTALS)	59	55		
a.	HIRES	4	4		
i.	RETROACTIVE	0	0		
ii.	NON-RETROACTIVE	4	4		
b.	PROMOTIONS	2	2		
i.	RETROACTIVE	0	0		
ii.	NON-RETROACTIVE	2	2		
c.	EXPUNGEMENTS	4	4		
d.	REASSIGNMENTS	10	10		
e.	REMOVALS RESCINDED	0	0		
i.	REINSTATEMENT	0	0		
ii.	VOLUNTARY RESIGNATION	0	0		
f.	ACCOMMODATIONS	5	5		
g.	TRAINING	4	4		
h.	APOLOGY	3	3		
i.	DISCIPLINARY ACTIONS	16	16		
i.	RESCINDED	9	9		
ii.	MODIFIED	7	7		
j.	PERFORMANCE EVALUATION MODIFIED	0	0		
k.	LEAVE RESTORED	3	3		
l.	IMPROVE TERMS OF EMPLOYMENT	3	3		
m.	ASSIGNMENT OF DUTIES	5	5		

**ANNUAL FEDERAL EQUAL EMPLOYMENT OPPORTUNITY
STATISTICAL REPORT OF DISCRIMINATION COMPLAINTS**

(REPORTING PERIOD BEGINS OCTOBER 1ST AND ENDS SEPTEMBER 30TH)

AGENCY OR DEPARTMENT: Department of Veterans Affairs **REPORTING PERIOD:** FY 2009

PART XII - SUMMARY OF EEO ADR PROGRAM ACTIVITIES

EEO ADR TRAINING AND RESOURCES

A. BASIC EEO ADR ORIENTATION TRAINING	NUMBER IN TOTAL WORKFORCE	CUMULATIVE TOTAL WORKFORCE TRAINED
1. MANAGERS	20580	15690
2. EMPLOYEES	275074	124960
B. EMPLOYEES THAT CAN PARTICIPATE IN EEO ADR	295654	
C. RESOURCES THAT MANAGE ADR PROGRAM (DOES NOT INCLUDE NEUTRALS AS REPORTED IN PARTS X. & XI.)	696	
1. IN-HOUSE FULL TIME (40 HOURS EEO ADR ONLY)	0	
2. IN-HOUSE PART TIME (32 HOURS EEO ADR ONLY)	0	
3. IN-HOUSE COLLATERAL DUTY (OTHERS/NON-CONTRACT)	696	
4. CONTRACT (ANOTHER FEDERAL AGENCY/PRIVATE ORGANIZATIONS)	0	
D. ADR FUNDING SPENT	AMOUNT	
	\$ 203,104.00	

E. ADR CONTACT INFORMATION

1. NAME OF ADR PROGRAM DIRECTOR / MANAGER Tracey Therit

2. TITLE ADR Manager

3. TELEPHONE NUMBER 202-501-2800 4. EMAIL tracey.therit@va.gov

F. ADR PROGRAM INFORMATION

	YES	NO
1. Does the agency require the alleged responsible management official to participate in ADR?		X
1a. If yes, is there a written policy requiring the participation?		
2. Does the alleged responsible management official have a role in deciding if the case is appropriate for ADR?		X

CERTIFICATION AND CONTACT INFORMATION

I certify that the EEO complaint data contained in this report, EEOC Form 462, Annual Federal Equal Employment Opportunity Statistical Report of Discrimination Complaints, for the reporting period October 1, through September 30, 2009 are accurate and complete.

NAME AND TITLE OF EEO DIRECTOR/CERTIFYING OFFICIAL: Rafael A Torres, Deputy Assistant Secretary for Resolution Managemen

SIGNATURE OF EEO DIRECTOR/CERTIFYING OFFICIAL: (Enter PIN here to serve as your electronic signature) 1897

DATE: 11/16/2009 TELEPHONE NUMBER: 202-501-2800 E-MAIL: rafael.torres@va.gov

NAME AND TITLE OF PREPARER: Ronnica A Snowden, Data Management Analyst

DATE: 11/16/2009 TELEPHONE NUMBER: 202-501-2784 E-MAIL: ronnica.snowden@va.gov

This report (with the PIN entered) is due on or before November 2, 2009.

Appendix A - Comments

Part 2

NCA - II.A - The number of complaints on hand at the end of the reporting period for FY08 was 18; However, after extensive reconciliation of our records we have determined that the correct number on hand at the beginning of the reporting period is 16.

VBA - II.A - On hand at the beginning of the reporting period the number in FY 08 was 157. However, after reconciling our records and having closed cases that were pending hearing, we have determined the correct number on hand at the beginning of the reporting period was 139.

VHA - II.A - On hand at the beginning of the reporting period the number in FY08 was 1919, However, after extensive reconciliation of our records and having closed cases that were pending hearing, we have determined the correct number on hand at the beginning of the reporting period is 1817.

VHA - II.B - in part 1 line D.3.c. we reported 1860 formal complaints as a result of closed counselings for this reporting period. However, 105 complaints/101 individuals resulted from complaints filed on closed counselings pending formal file at the end of the previous reporting period.

VBA - II.B - On Part 1.D.3 we are reporting 137 cases filed from closed counselings this reporting period. However, there were 6 cases/5 individuals that filed from closed counselings in FY08.

HQ plus - II.B - 4 of the formal cases filed in FY2009 were the result of counselings closed in FY2008.

VBA - II.J - On Part 1.D.3 we are reporting 137 cases filed from closed counselings this reporting period. However, there were 6 cases/5 individuals that filed from closed counselings in FY08.

VHA - II.J - in part 1 line D.3.c. we reported 1860 formal complaints as a result of closed counselings for this reporting period. However, 105 complaints/101 individuals resulted from complaints filed on closed counselings pending formal file at the end of the previous reporting period.

Part 3

NCA - III.B.1 Cl/Agency - Subelements are not responsible for EEO complaint processing in VA. The Office of Resolution Management has full-time staff responsible for complaint processing.

VBA - III.B.1 Cl/Agency - Subelements are not responsible for EEO complaint processing in VA. The Office of Resolution Management has full-time staff responsible for complaint processing.

VHA - III.B.1 Cl/Agency - Subelements are not responsible for EEO complaint processing in VA. The Office of Resolution Management has full-time staff responsible for complaint processing.

VHA - III.B.1 Cl/Cont - Subelements are not responsible for EEO complaint processing in VA. The Office of Resolution Management has full-time staff responsible for complaint processing.

VBA - III.B.1 Cl/Cont - Subelements are not responsible for EEO complaint processing in VA. The Office of Resolution Management has full-time staff responsible for complaint processing.

NCA - III.B.1 Cl/Cont - Subelements are not responsible for EEO complaint processing in VA. The Office of Resolution Management has full-time staff responsible for complaint processing.

NCA - III.B.1 Coun/Cont - Subelements are not responsible for EEO complaint processing in VA. The Office of Resolution Management has full-time staff responsible for complaint processing.

VBA - III.B.1 Coun/Cont - Subelements are not responsible for EEO complaint processing in VA. The Office of Resolution Management has full-time staff responsible for complaint processing.

VHA - III.B.1 Coun/Cont - Subelements are not responsible for EEO complaint processing in VA. The Office of Resolution Management has full-time staff responsible for complaint processing.

VHA - III.B.1 Inv/Agency - Subelements are not responsible for EEO complaint processing in VA. The Office of Resolution Management has full-time staff responsible for complaint processing.

VBA - III.B.1 Inv/Agency - Subelements are not responsible for EEO complaint processing in VA. The Office of Resolution Management has full-time staff responsible for complaint processing.

NCA - III.B.1 Inv/Agency - Subelements are not responsible for EEO complaint processing in VA. The Office of Resolution Management has full-time staff responsible for complaint processing.

NCA - III.B.1 Inv/Cont - Subelements are not responsible for EEO complaint processing in VA. The Office of Resolution Management has full-time staff responsible for complaint processing.

VBA - III.B.1 Inv/Cont - Subelements are not responsible for EEO complaint processing in VA. The Office of Resolution Management has full-time staff responsible for complaint processing.

VHA - III.B.1 Inv/Cont - Subelements are not responsible for EEO complaint processing in VA. The Office of Resolution Management has full-time staff responsible for complaint processing.

VHA - III.B.1 Coun/Agency - Subelements are not responsible for EEO complaint processing in VA. The Office of Resolution Management has full-time staff responsible for complaint processing.

VBA - III.B.1 Coun/Agency - Subelements are not responsible for EEO complaint processing in VA. The Office of Resolution Management has full-time staff responsible for complaint processing.

NCA - III.B.1 Coun/Agency - Subelements are not responsible for EEO complaint processing in VA. The Office of Resolution Management has full-time staff responsible for complaint processing.

Part 6

NCA - VI.B.2 Ave Days - Average Days is correct.

Part 8

VBA - VIII.A.3 Pending Oldest Case - EEOC POC: Tatjana Schwendinger EEOC Docket # 280-2003-004186X, Agency # 200M-0376-2002104475, Derex Brooks filed 9/23/2002.

VHA - VIII.A.3 Pending Oldest Case - EEOC POC: Wendell Sims EEOC Docket # 140-A1-8326X Agency # 2004-0637-2001106955, James Peterson, filed 7/19/2000.

HQ plus - VIII.A.3 Pending Oldest Case - EEOC POC: Patrick Kokenge (EEOC Miami) EEOC Docket # 510-2008-00065X, Agency # 2001-0005-2007100183, Rigoberto Maldonado, filed 12/4/2006.

NCA - VIII.A.3 Pending Oldest Case - EEOC POC: Jenny Polmehn (EEOC Minneapolis) EEOC Docket # 443-2009-00153X, Agency # 200J-0894-2008104548, Edward White filed 12/9/2008.

Part 9

NCA - IX.A Total - The average cost of contract investigations is reflected on the HQ and others report for all of the Departments subelements.

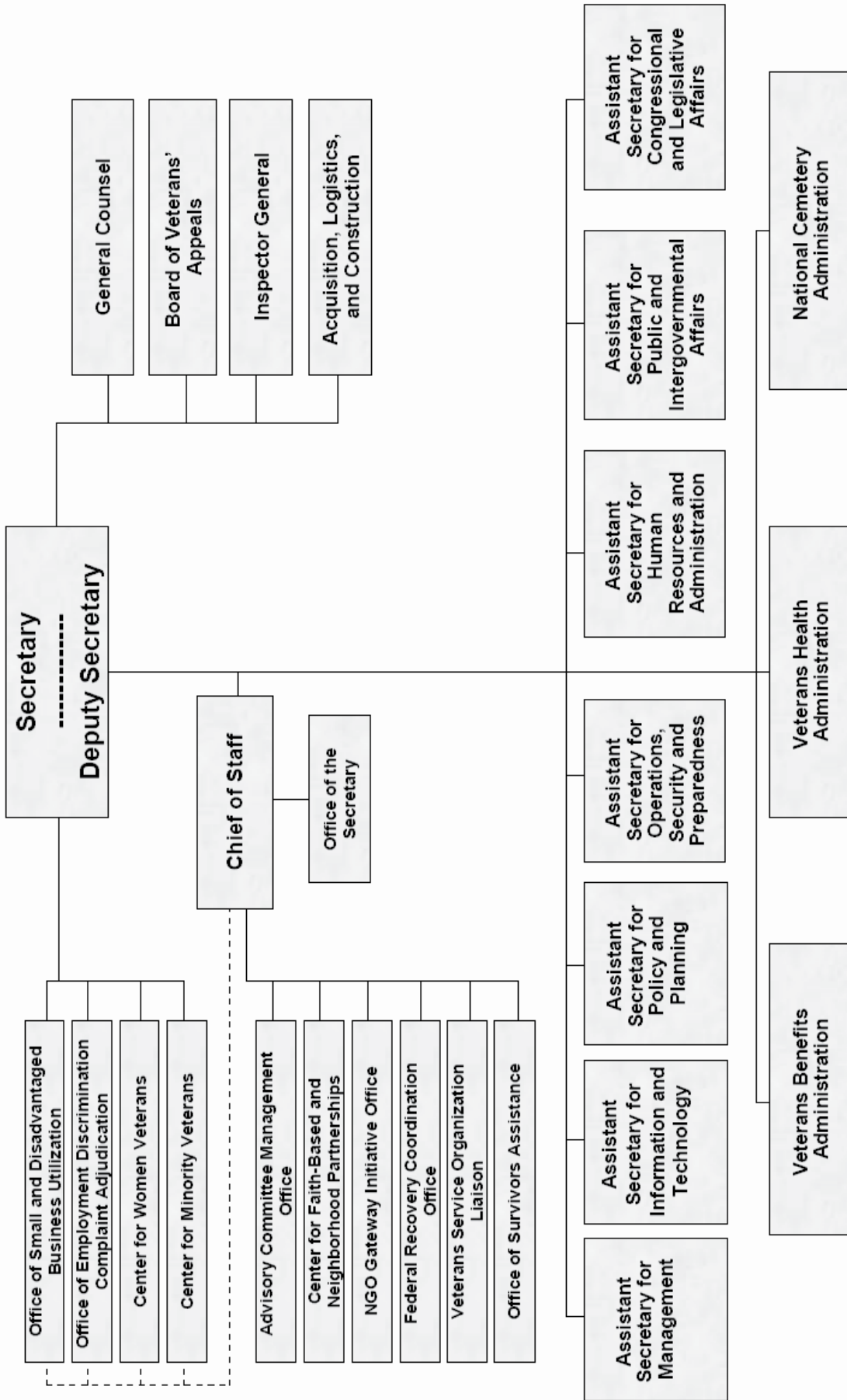
Appendix A – Comments (continued)

VBA - IX.A.2 Ave Cost - The average cost of agency investigations is reflected on the HQ and others report for all of the Departments subelements.
 VHA - IX.A.2 Ave Cost - The average cost of agency investigations is reflected on the HQ and others report for all of the Departments subelements.
 HQ plus - IX.A.2 Ave Cost - The average cost of agency investigations for the VA includes the average cost of agency investigations for all of the Departments subelements.
 NCA - IX.A.2 Ave Cost - The average cost of agency investigations is reflected on the HQ and others report for all of the Departments subelements.
 NCA - IX.A.2 Total Cost - The total cost of agency investigations is reflected on the HQ and others report for all of the Departments subelements.
 HQ plus - IX.A.2 Total Cost - The total cost of agency investigations for the VA includes the total cost of agency investigations for all of the Departments subelements.
 VBA - IX.A.2 Total Cost - The total cost of agency investigations is reflected on the HQ and others report for all of the Departments subelements.
 VHA - IX.A.2 Total Cost - The total cost of agency investigations is reflected on the HQ and others report for all of the Departments subelements.
 VBA - IX.A.4 Ave Cost - The average cost of contract investigations is reflected on the HQ and others report for all of the Departments subelements.
 VHA - IX.A.4 Ave Cost - The average cost of contract investigations is reflected on the HQ and others report for all of the Departments subelements.
 HQ plus - IX.A.4 Ave Cost - The average cost of contract investigations for the VA includes the average cost of contract investigations for all of the Departments subelements.
 HQ plus - IX.A.4 Total Cost - The total cost of contract investigations for the VA includes the total cost of contract investigations for all of the Departments subelements.
 VHA - IX.A.4 Total Cost - The total cost of contract investigations is reflected on the HQ and others report for all of the Departments subelements.
 VBA - IX.A.4 Total Cost - The total cost of contract investigations is reflected on the HQ and others report for all of the Departments subelements.
 NCA - IX.A.4 Total Cost - The total cost of contract investigations is reflected on the HQ and others report for all of the Departments subelements.

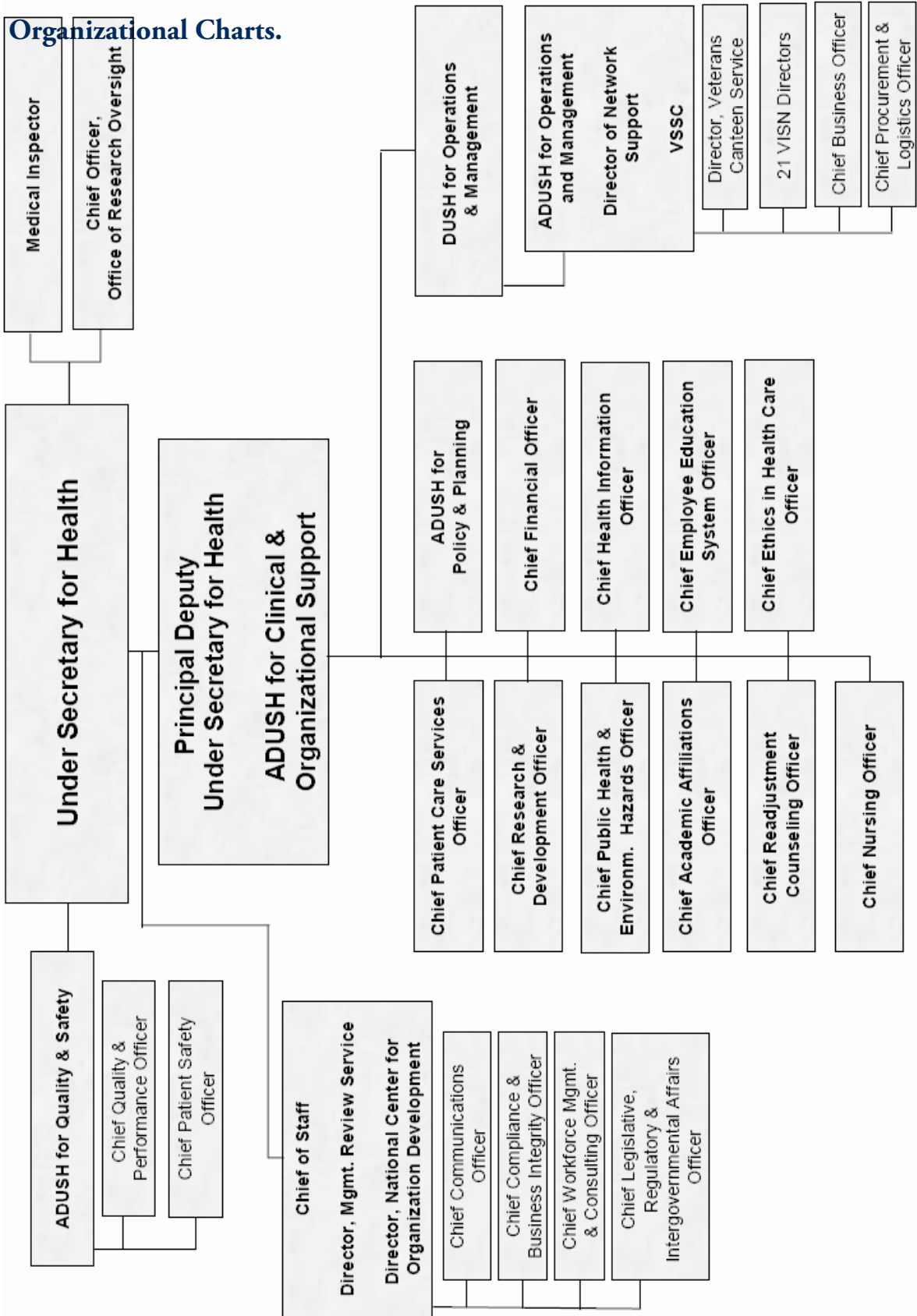
Part 12

VA - XII.C Resources - Data is reflected in Aggregate report.
 NCA - XII.D ADR Funding Spent - The total amount of ADR Funding Spent for NCA ADR is consolidated with the total amount of ADR Funding Spent for HQ.
 HQ plus - XII.F.1a Is there a written policy - Select No - In the VHA, VBA, and NCA policies, if the employee requests ADR and the case is appropriate, management will participate. The Department Wide and VACO policies allow for voluntary participation on the part of both parties and management is not required to participate.
 VA - XII.F.1a Is there a written policy - Select No - In the VHA, VBA, and NCA policies, if the employee requests ADR and the case is appropriate, management will participate. The Department Wide and VACO policies allow for voluntary participation on the part of both parties and management is not required to participate.
 VHA - XII.F.1a Is there a written policy - Select Yes - In the VHA, VBA, and NCA policies, if the employee requests ADR and the case is appropriate, management will participate. The Department Wide and VACO policies allow for voluntary participation on the part of both parties and management is not required to participate.
 VBA - XII.F.1a Is there a written policy - Select Yes - In the VHA, VBA, and NCA policies, if the employee requests ADR and the case is appropriate, management will participate. The Department Wide and VACO policies allow for voluntary participation on the part of both parties and management is not required to participate.
 NCA - XII.F.1a Is there a written policy - Select Yes - In the VHA, VBA, and NCA policies, if the employee requests ADR and the case is appropriate, management will participate. The Department Wide and VACO policies allow for voluntary participation on the part of both parties and management is not required to participate.

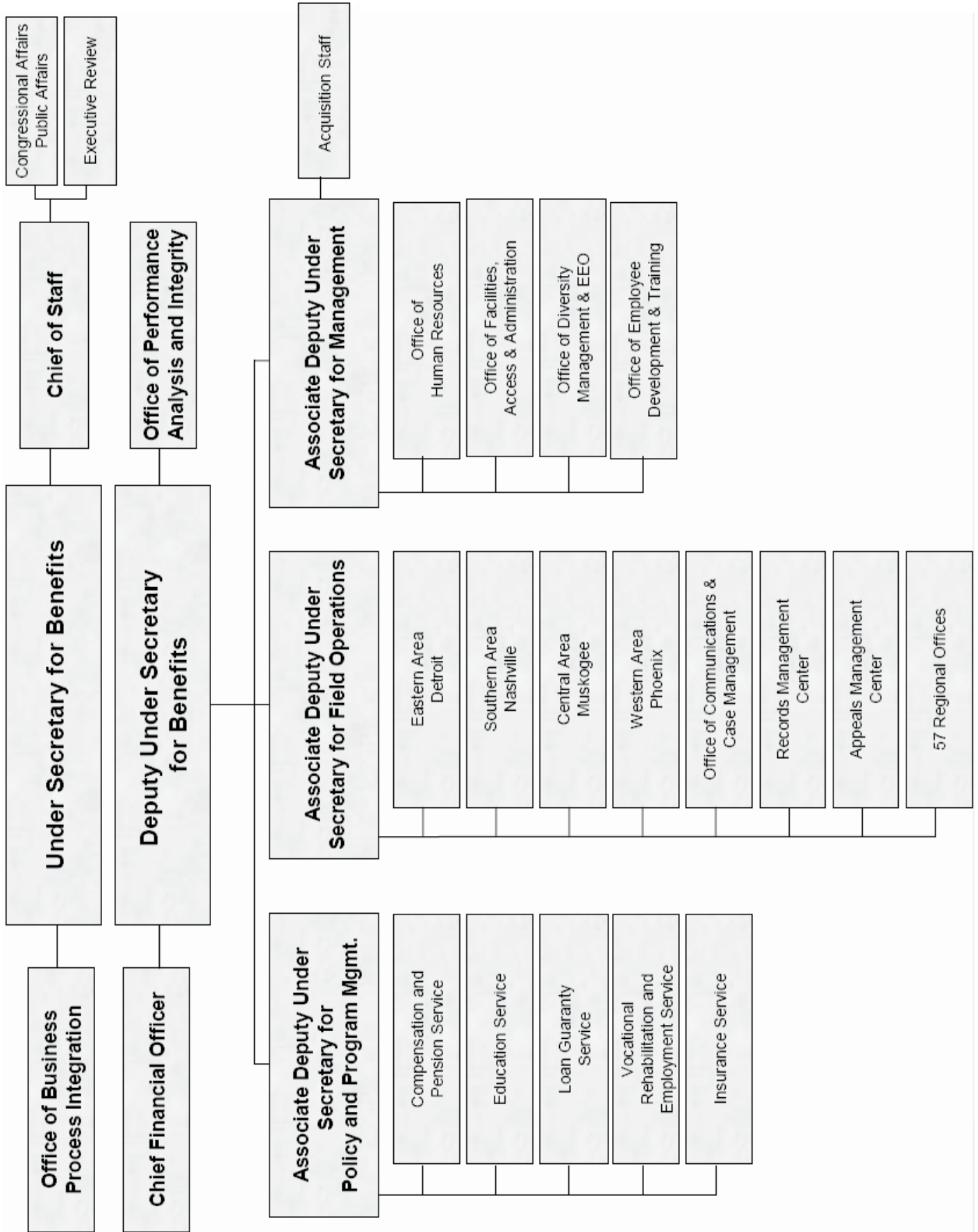
Department of Veterans Affairs



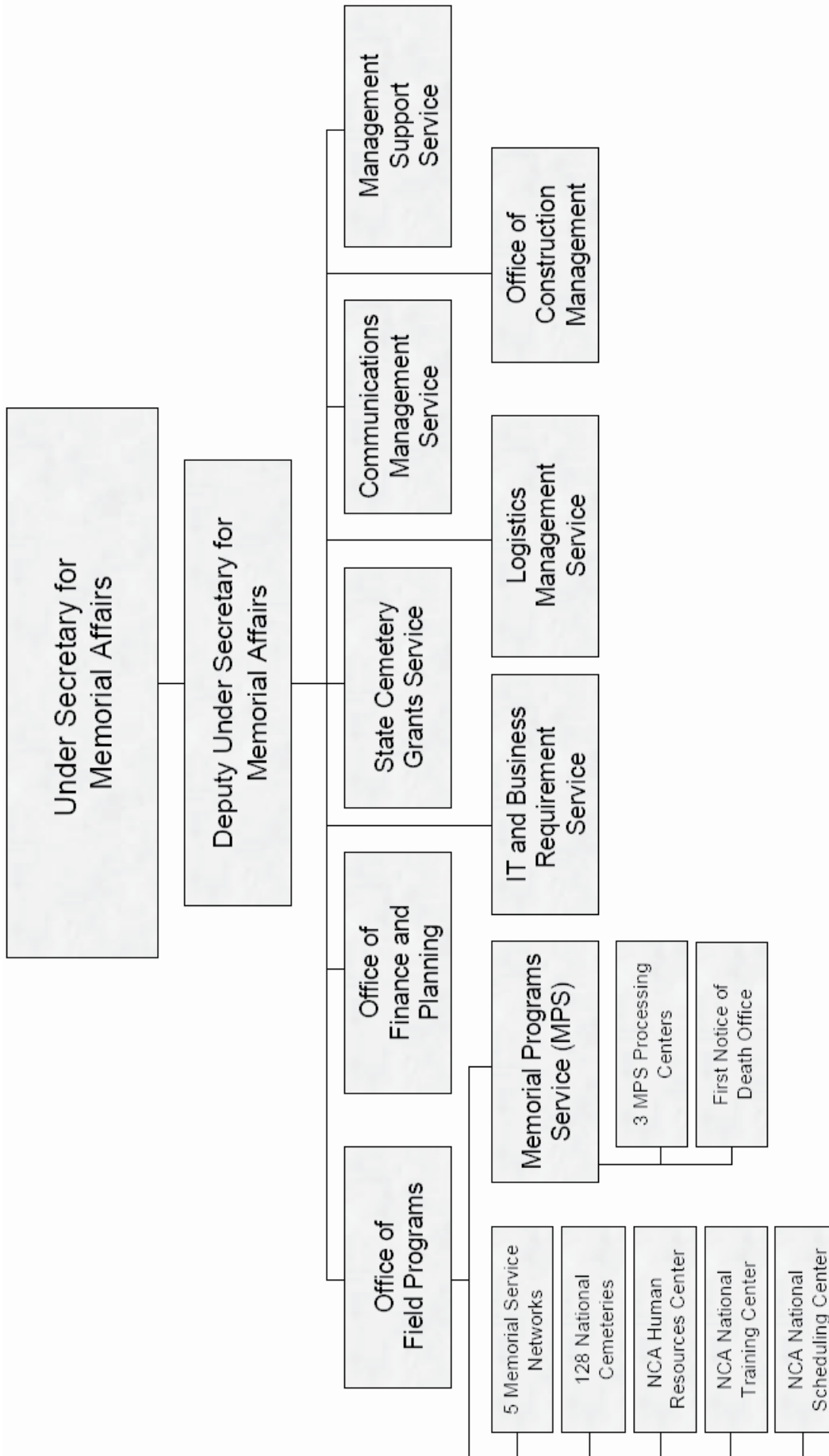
Veterans Health Administration



Veterans Benefits Administration



National Cemetery Administration



Glossary

Affirmative Action: Positive steps taken by an employer that contribute toward greater employment opportunities for minorities, females, the elderly, and the disabled. In Federal employment, extra effort must be made to include qualified women, minorities, employees over 40, and the disabled at grade levels and in job categories where they are underrepresented.

Affirmative Action Plans/Affirmative Employment Plans: Written plans for programs required by Executive Order 11478 and other laws and regulations. AAPs may contain studies that show how the workforce at the activity has been used, and they may include goals and timetables for increasing the representation of protected class members in those areas where they have been underrepresented.

Bias: A term used to describe a tendency or preference towards a particular perspective, ideology or result, especially when the tendency interferes with the ability to be impartial, unprejudiced, or objective. The term biased is used to describe an action, judgment, or other outcome influenced by a prejudged perspective. It is also used to refer to a person or body of people whose actions or judgments exhibit bias. In this context, the term “biased” is often used as a pejorative.

Civilian Labor Force (CLF): Persons, 16 years of age or over, excluding those in the Armed Forces, who are employed or seeking employment. [See also: Relevant Civilian Labor Force.]

Class Compliant/Class Action: A complaint stated or filed by a group of people who feel that personnel or management policies or practices discriminate against them as a group. Members of the group believe that the characteristic they share—race, color, religion, sex, national origin, age, or disabilities—forms the basis for the discrimination. For example, a class may be made up of women who believe they have been consistently discriminated against at GSA because of their sex. In such a case, all female employees, past and present, and all female applicants would be included in the complaint. When a class complaint goes to court, it becomes a class action. As with complaints by individuals, illegal discrimination may or may not have occurred.

COIN PAID: Computer Output Identification Number Personnel and Accounting Integrated Data system reports are the historical source for automated personnel data in VA.

Complaint: The first step taken by an employee who believes he or she has been discriminated against. A complaint is an allegation of illegal discrimination that is handled through an administrative procedure. A complaint may result when an employee believes he or she has been unfairly treated because of race, color, sex, national origin, religion, age, or disability. The allegation itself is not proof that illegal discrimination has taken place. The investigation that follows the filing of a complaint will determine whether illegal discrimination has, in fact, occurred. A person who files a complaint is called a complainant.

Discrimination: Discrimination is often used to mean illegal discriminatory acts. Discrimination means noticing the differences between things or people that are otherwise alike, and making decisions based on those differences. We discriminate when we buy one product over another, when we choose our friends, and when we make personnel decisions based on merit-related factors. All these forms of discrimination are legal and necessary. However, some types of discrimination in employment have been made illegal. Illegal discrimination is unfavorable treatment of a person by category, class, or group rather than objective treatment on the basis of merit. Under EEO law, it is illegal to discriminate on the basis of race, color, religion, national origin, sex, age, or handicap. Discrimination can be intentional or unintentional. See Disparate Treatment and Disparate Impact.

Disparate Impact: Under EEO law, a less favorable effect for one group than for another. A disparate impact results when rules applied to all employees have a different and more inhibiting effect on women and minority groups than on the majority. For example, nonessential educational requirements for certain jobs can have a disparate impact on minority groups looking for work, as they are often been limited in their access to educational opportunities.

Disparate Treatment: Inconsistent application of rules and policies to one group of people over another. Discrimination may result when rules and policies are applied differently to members of protected classes. Disciplining Hispanic and African American employees for tardiness, while ignoring tardiness among other employees, is an example of disparate treatment. Such inconsistent application of rules often leads to complaints.

Diversity: all of the ways in which people differ, including innate characteristics (such as age, race, gender, ethnicity, mental and physical abilities, and sexual orientation) and acquired characteristics (such as education, income, religion, work experience, language skills, geographic location, and family status).

Diversity Management: A process intended to create and maintain a positive work environment where the similarities and differences of individuals are valued, so that all can reach their potential and maximize their contributions to an organization's strategic goals and objectives.

Ethnic Group: A group of people who share a common religion, color, or national origin. Irish Americans, Mexican Americans, German Americans, Italian Americans are examples of ethnic groups. Some members of ethnic groups participate in the customs and practices of their groups, while others do not. Discrimination based on these customs and practices may be illegal under EEO law. See Minority.

Equal Employment Opportunity (EEO): The goal of laws that make some types of discrimination in employment illegal. EEO will become a reality when each U.S. citizen has an equal chance to enjoy the benefits of employment. EEO is not a guarantee of employment for anyone. Under EEO law, only job-related factors can be used to determine whether an individual is qualified for a particular job. Ideally, EEO laws and Affirmative Action programs combine to achieve equal employment opportunities. See EEO law, Affirmative Action, and Affirmative Action Plans/Affirmative Employment Plans.

EEO Laws: Five laws that prohibit discrimination on the basis of race, color, religion, sex, national origin, age, or handicap in any terms, conditions, or privileges of employment. The five EEO laws are:

- The Equal Pay Act of 1963, as amended
- Title VII of the Civil Rights Act of 1964, as amended by the Equal Employment Opportunity Act of 1972 and the Pregnancy Disability Act of 1978
- The Rehabilitation Act of 1973, as amended
- The Age Discrimination in Employment Act of 1967, as amended
- The Civil Rights Act of 1991

FEORP: Federal Equal Opportunity Recruitment Program published by OPM is a report to Congress on recruiting initiatives designed to eliminate under representation of minorities and women in the Federal workforce.

Grade Groupings: An accumulation of a group of people in specific grades, for example, grades one through four; five through seven; nine through twelve; thirteen through fifteen, etc.

Human Resources Flexibilities: Policies and practices that an agency has the authority to implement in managing its workforce. Existing flexibilities that are most effective in managing the workforce are work/life programs (such as alternative work schedules, child care assistance, and transit subsidies), monetary recruitment and retention incentives (such as recruitment bonuses and retention allowances), special hiring authorities (such as student employment and outstanding scholar programs), and incentive awards for notable job performance and contributions (such as cash and time-off awards).

Inclusion: Configuring opportunity, interaction, communication, information, and decision-making to utilize the potential of employee diversity. Fully and respectfully involving all employees in the activities and life of the organization.

Job Related: Essential to job performance. The knowledge, skills, abilities, and experience necessary to perform a particular job. Tests are job related if they test whether an applicant or employee can perform the job in question. A rule or practice is job related if it is necessary for the safe and efficient performance of a particular job. For example, a rule prohibiting employees from wearing loose, flowing clothing around high-speed rotating equipment is job related. However, the same rule applied in an office with no rotating equipment is not job related and may have a disparate impact on some ethnic minorities.

Labor Force/Labor Market: Labor Force describes all civilians who are at least 16 years old and are employed or looking for work. The labor market is a group within the labor force whose members could fill a particular job. To be considered part of the labor market for a GS-5 clerical position, for instance, an individual must meet all minimum job-related requirements for that grade and classification. For most jobs, employers can find enough applicants in the local labor market. For jobs that have high minimum qualifications, employers may need to tap the national labor market to find enough applicants.

Major Occupations: Those occupational series within an agency which have the largest number of authorized positions either actual or projected, or are deemed mission critical.

Merit Principles: The rules established by the Office of Personnel Management that the Federal government follows in hiring, promoting, and all terms and conditions of employment. One of those rules states that enforcing selection and advancement shall be made on the basis of an applicant's or employee's ability, knowledge, and skills in fair and open competition.

Minority: The smaller part of a group. A group within a country or state that differs in race, religion, or national origin from the dominant group. According to EEOC guidelines, minority is used to mean four particular groups who share a race, color, or national origin. These groups are:

- American Indian or Alaskan Native. A person having origins in any of the original peoples of North America and who maintain their culture through a tribe or community.
- Asian or Pacific Islander. A person having origins in any of the original people of the Far East, Southeast Asia, India, or the Pacific Islands. These areas include, for example, China, India, Korea, the Philippine Islands, and Samoa.
- Black (except Hispanic). A person having origins in any of the black racial groups of Africa.
- Hispanic. A person of Mexican, Puerto Rican, Cuban, Central or South American, or other Spanish culture or origin, regardless of race.

The many peoples with origins in Europe, North Africa, or the Middle East make up the dominant white population. Of course, many more minority groups can be identified in the American population. However, they are not classified separately as minorities under EEO law. It should be noted that women are not classified as a minority. However, they have experienced the same kind of systematic exclusion from the economy as the various minorities. Thus, they are considered as having “minority status” as far as the law is concerned.

Numerical Goal: A target number of qualified women and minorities hired and advanced within a given period of time through an Affirmative Action Program. A numerical goal is not a quota, as it may not be reached within the time frame. It does not permit the hiring or advancement of unqualified employees. Numerical goals provide a standard which allows an activity to measure the effectiveness of its Affirmative Action Program. When numerical goals are reached, the percent of women and minority group members working at appropriate grade levels and classifications will be closer to their percentage in the labor market.

OPM: Office of Personnel Management establishes a standard for recruitment and hiring for careers in public service.

PAID Reports: Reports containing Personnel Accounting Integrated Data.

PATCOB: Professional, Administrative, Technical, Clerical, Other, and Blue Collar occupational categories established by EEOC.

Person with a Disability: A person who (1) has a physical or mental impairment that substantially limits one or more of such person's major life activities, (2) has a record of such impairment, or (3) is regarded as having such an impairment.

Prima Facie: This Latin term translates as "on first view" or "at first appearance." In EEO cases, complainants present evidence and arguments to support a claim of discrimination. If those arguments cannot be rebutted with additional evidence, the claim will be supported by the court within further argument. Thus, a prima facie case is established. In the EEO area, statistics of underutilization have been sufficient to make a prima facie case for discrimination.

Protected Class: A group protected from employment discrimination by law. These groups include men and women on the basis of sex; any group that shares a common race, religion, color, or national origin; people over 40; and people with physical or mental handicaps. Every U.S. citizen is a member of some protected class and is entitled to the benefits of EEO law. However, the EEO laws were passed to correct a history of unfavorable treatment of women and minority group members.

Quota: Fixed hiring and promotion rates based on race, sex, or other protected class standards which must be met at all costs. In extreme cases, the courts have assigned quotas to some employers who have continued to practice illegal discrimination. An agency or any other employer cannot use quotas to meet their affirmative action goals unless a court orders it. Quotas are considered discriminatory against males and other nonminority people.

Racial or Ethnic Group:

- American Indian or Alaskan Native. A person having origins in any of the original peoples of North America, and who maintains cultural identification through tribal affiliation or community recognition.
- Asian or Pacific Islander. A person having origins in any of the original peoples of the Far East, Southeast Asia, the Indian subcontinent, or the Pacific Islands This area includes China, India, Japan, Korea, the Philippine Islands, and Samoa.
- Black. A person having origins in any of the black racial groups of Africa.
- Hispanic. A person of Mexican, Puerto Rican, Cuban, Central or South American culture or origin, regardless of race.

Relevant Civilian Labor Force (RCLF): All the people in America employed in or actively seeking work in a specific occupation (as opposed to the total civilian labor force, which shows all workers; or the PATCOB, which breaks workers into categories).

Reasonable Accommodation: An accommodation is any change in the work environment or in the way things are customarily done that enables an individual with a disability to enjoy equal employment opportunities. There are three categories of reasonable accommodations:

- Modifications or adjustments to a job application process that enable a qualified applicant with a disability to be considered for a position; or
- Modifications or adjustments to the work environment, or to the manner or circumstances under which the position held or desired is customarily performed, that enable a qualified individual with a disability to perform the essential functions of that position; or
- Modifications or adjustments that enable a covered entity's employee with a disability to enjoy equal benefits and privileges of employment as are enjoyed by its other similarly situated employees without disabilities.

Reasonable accommodation is available to qualified applicants and employees with disabilities and must be provided to qualified employees regardless of whether they work part-time or are considered "probationary." Generally, the individual with a disability must inform the employer that an accommodation is needed.

SES: Senior executive service provides for a separate personnel system covering a majority of the top managerial supervisory, and policy-making positions in the Executive Branch of Government.

SMSA: Standard Metropolitan statistical Area.

Targeted Disability: Disabilities (deafness, blindness, missing extremities, partial paralysis, complete paralysis, convulsive disorders, mental retardation, mental illness, and distortion of limbs and/or spine) targeted by the EEOC for special emphasis in the affirmative action program.


Underrepresentation: Inadequately represented in the workforce of a particular activity. This term is used to describe the extent to which women and minorities are represented in particular grade levels and job categories. The percentage of women and minorities in the labor market is used as a standard to determine underrepresentation. For example, suppose there are 100 GS-12s at an agency; 3 of them (or 3 percent) are black. However, the black labor market for GS-12 positions at that particular activity is 15 percent. In this case, blacks are underrepresented at the GS -12 level.

Underutilized: To use less than fully; below potential use. This term is often applied to categories of employees who are working at jobs that do not make use of their skills and abilities, although they may have been hired for those skills and abilities. When an employee is consistently assigned to “dead end” jobs, he or she may be underutilized because that person is often seen as able to perform only limited tasks.

VSSC: VISN Service Support Center, an intranet site maintained by VHA, provides numerous automated reports of personnel data.

Workforce Diversity: Refers to ways in which people in a workforce are similar and different from one another. In addition to the characteristics protected by law, other similarities and differences commonly cited include background, education, language skills, personality, sexual orientation, and work role.

Workforce Profile: An organizational “snap shot” illustrating the dispersion of race, national origin, gender, and/or disability groups within specified employment categories.



U.S. Department of Veterans Affairs
Human Resources and Administration
Office of Diversity and Inclusion (o6)
810 Vermont Avenue, NW
Washington, DC 20420

<http://www.diversity.hr.va.gov>