



U.S. Department of Veterans Affairs

Diversity & Inclusion

*Annual Report
Fiscal Year 2010*

Human Resources and Administration
Office of Diversity & Inclusion
<http://www.diversity.hr.va.gov>





U.S. Department of Veterans Affairs

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ANNUAL REPORT

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Message from the Secretary of Veterans Affairs

President Obama has called for the transformation of the Department of Veterans Affairs (VA) into a high-performing 21st century organization, focused on our Nation's Veterans as its clients. We are in the process of building that 21st century VA around three guiding principles: being people-centric, results-driven, and forward-looking. As directed by President Obama's Open Government Initiative, we have also adopted the principles of transparency, participation, and collaboration in order to be more accountable and more effective.

Within VA's transformation, the primary role of diversity management is to create and maintain an environment in which all employees can contribute, to the maximum extent possible, to the success of their organization and to the mission of our Department. As described in VA's *Diversity and Inclusion Strategic Plan for Fiscal Years 2009–2013*, having a diverse, results-oriented, high-performing workforce and a flexible and inclusive work environment enables us to better meet the needs and expectations of our clients and our other stakeholders.

In this regard, the *Diversity and Inclusion Annual Report for Fiscal Year 2010* serves several purposes: first, it identifies the roles and responsibilities of various offices within VA, with respect to workforce diversity, organizational inclusion, customer service, and stakeholder relations; second, it describes the activities and accomplishments of these offices over the past year, in relation to those roles and responsibilities and to VA's *Diversity and Inclusion Strategic Plan*; and third, it sets our course for the upcoming year, in terms of targeted activities and accomplishments related to VA's strategic goals and objectives for diversity and inclusion.

As with any organizational change initiative, VA's transformation is dependent upon the commitment and involvement of VA employees, from the top down and from the bottom up. Diversity management ensures that commitment and involvement, by identifying and removing barriers to participation, increasing awareness and acceptance of differing perspectives, and by linking diversity and inclusion to individual and organizational performance. The *Diversity and Inclusion Annual Report for Fiscal Year 2010* provides a means of holding ourselves accountable for the commitments we have made to ourselves, to each other, and to our clients and other stakeholders.



ERIC K. SHINSEKI,
Secretary of Veterans Affairs

Message from the Assistant Secretary for Human Resources and Administration

Employees are the foundation of the Department of Veterans Affairs (VA) and the key to its success, and there is an obvious connection between the quality of VA's workforce and the quality of VA's programs and services. In order to ensure a continuous high level of care and service to Veterans, VA must recruit, develop, and retain the best people possible. To do so, VA must cultivate a diverse workforce and an inclusive work environment where all employees can contribute to the maximum extent possible to VA's success.



Part of VA's transformation into a high-performing 21st century organization involves the transformation of human capital management. Projected retirements over the next five years will require the Department to undertake significant hiring, creating challenges and opportunities to refresh our overall workforce. We will accomplish this in accordance with VA's *Diversity and Inclusion Strategic Plan for Fiscal Years 2009–2013*, which is VA's framework for creating and sustaining a diverse workforce and an inclusive work environment (and which provides the framework for the *Diversity and Inclusion Annual Report*).

All of us share the responsibility of making VA an employer of choice, and leaders bear a special responsibility to ensure that employees are empowered to participate fully in the VA mission. VA's Diversity Council is specifically charged with identifying the strengths and weaknesses of policies and practices with regard to diversity and inclusion, and with providing a mechanism for VA leaders to make recommendations for improvement. The Diversity Council also serves as a forum to share best practices, consider new initiatives, monitor progress, leverage resources, and ensure accountability. Because of the important roles that they play in this regard, Diversity Council members were asked to provide the content for the *Diversity and Inclusion Annual Report for Fiscal Year 2010*, along with VA's other stakeholders.

In the pages that follow are details of the current state of the Department with respect to diversity and inclusion, along with descriptions of many programs and initiatives that have been implemented with the intention of increasing awareness and acceptance of diversity, promoting a flexible and inclusive work environment, improving benefits and services to Veterans and their families, increasing stakeholder involvement, and making VA a great place to work.

A handwritten signature in black ink that reads "John U. Sepúlveda". The signature is fluid and cursive.

JOHN U. SEPÚLVEDA,
Assistant Secretary for Human Resources and Administration

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Executive Summary

The Department of Veterans Affairs (VA) *Diversity and Inclusion Annual Report for Fiscal Year (FY) 2010* presents the many accomplishments, initiatives, and outcomes associated with the VA *Diversity and Inclusion Strategic Plan for FY 2009–2013*. VA's groundbreaking work in the area of diversity and inclusion resulted in the Department's being cited by the U.S. Equal Employment Opportunity Commission (EEOC) and the U.S. Office of Personnel Management (OPM) as a government-wide leader, and being named among the "Top 5 Federal Agencies" by *DiversityInc* magazine; the "Best Federal Agency" by *Latinos for Hire Magazine*; and the "#1 Federal Agency for People with Disabilities" by *Careers and the DisAbled Magazine*. The following presents some of the highlights of VA's achievements in FY 2010 in the area of equal employment opportunity (EEO), workforce diversity, and workplace inclusion.

Looking at Our Accomplishments...

VA made considerable progress and achieved many of its milestones and targets in its second year under the *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."

Some of VA's noteworthy accomplishments under this goal include the following:

- Experienced an increase in representation of historically underrepresented groups, including Hispanic males and females, and Asian males.
- Experienced an increase in representation of individuals with targeted disabilities from 1.43 to 1.51 percent, reversing a decade long decline in this population.
- Established 2 percent hiring goal for individuals with targeted disabilities.
- Experienced an increase in disabled Veterans representation from 8.50 to 9.02 percent.
- Experienced an increase in representation of Hispanic men and women, Black women, White women, Asian men and women in SES FY 2006 to 2010.
- Continued to lead the Federal government in maintaining a leading Web-based EEO workforce analysis system.
- Recognized by the EEOC for having an "outstanding" EEO plan for addressing barriers in accordance with EEOC Management Directive 715.

- Initiated an Adverse Impact Analysis Pilot to identify potential barriers to EEO in SES recruitment processes.
- Developed and promulgated a “Recruitment & Selection Best Practices Guide” VA-wide.
- Developed a Hispanic Employment Outreach Plan.
- Developed a VHA Workforce Succession Strategic Plan with diversity infused throughout the plan.
- Established a new centralized Diversity Internship Fund supporting a record-breaking number of 164 diverse internships, and hired 40 percent of interns who were employment ready.

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:

- Implemented updated Reasonable Accommodation Procedures to support the recruitment and retention of people with disabilities.
- Established a centralized reasonable accommodations fund through VA’s new Human Capital Investment Plan, to support people with disabilities; funded over 90 accommodations in the first year.
- Acquired centralized Reasonable Accommodations Tracking System through Human Capital Investment Plan (HCIP).
- Decreased per capita rate of formal EEO complaints from 0.76 to 0.72.
- Increased Alternative Dispute Resolution participation and resolution rates in and outside of the EEO process.
- Met strategic target of six Technical Assistance Reviews in the field.
- Met strategic target of consulting on six Special Emphasis observance events.
- Exceeded target of participating in six national diversity outreach events.
- Updated Diversity and Inclusion briefing at New Employee Orientation and leadership development program orientations.

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 2010, significant accomplishments included the following:

- Published VA’s *Open Government Plan*, detailing specific actions VA will take to become more transparent, increase public participation, and be more collaborative in fulfilling VA’s core missions.
- Created the VA Innovation Initiative to tap expertise inside and outside government in order to solve VA’s most important challenges.
- Leveraged Web 2.0 technologies (including Facebook, Twitter, YouTube, Flickr, and blogs) to reach out to Veterans, family members, employees, and other stakeholders.
- Published a new VA Strategic Plan, identifying 13 major initiatives that will serve as a platform for transforming VA into a 21st century organization, including the Human Capital Investment Plan.
- Launched a multi-year initiative called Veterans Relationship Management to improve Veterans’ access to health care and benefits information.
- Launched a comprehensive study of women Veterans who served in the military during the Vietnam War, to explore the effects of their military service upon their mental and physical health.
- Launched the “Veterans Health IT Innovation Initiative,” an employee-based Health Information Technology competition to spur VA’s transformation into a 21st century organization that is Veteran-centric, results-oriented, and forward-looking.
- Invited employees, private sector companies, entrepreneurs, and academic leaders to contribute their best ideas and solutions to increase Veterans’ access to VA services, improve the quality of services delivered, enhance the performance of VA operations, and reduce or control the costs of delivering the services received by Veterans and their families.
- Offered outreach services to approximately 62,000 homeless Veterans.
- Issued an expanded EEO, Diversity, No FEAR Policy Statement signed by the VA Secretary, adding sexual orientation and genetic information protections.
- Implemented a mandatory EEO, diversity, and inclusion critical performance element in all SES and supervisory performance plans linked to the Diversity and Inclusion Strategic Plan.
- Provided 8-hour face-to-face training to over 95 percent of SES and Title 38 equivalent leaders in mandatory EEO, Diversity, and Conflict Management.
- Implemented VA’s first mandatory online training entitled “EEO, Diversity, and Conflict Management Training for Managers and Supervisors” including reasonable accommodation.

- Created new online mandatory EEO, Workplace Harassment, and No FEAR Training for all employees.
- Expanded corporate VA-wide diversity and inclusion training portfolio and consultation program.
- Infused diversity into the criteria and curricula of all VA leadership development programs.
- Conducted four quarterly VA Diversity Council meetings.
- Implemented Secretary's 1st Diversity and Inclusion Excellence Awards Program.



- Issued six bimonthly newsletters (*Diversity@Work*); distributed 52 weekly diversity-focused news summaries (*NewsLink*); produced 12 monthly video broadcasts (*Diversity News*); and delivered formal presentations at 12 major internal leadership and external stakeholder conferences.

Looking Ahead...

In FY 2011 and beyond, VA will focus on building upon current initiatives and adding new strategies in furtherance of its goal of “fostering a diverse workforce and an inclusive work environment.” The following includes a sampling of these forward-thinking initiatives:

- Design a Diversity and Inclusion Index as a standardized metric to assess progress on workforce diversity and organizational inclusion.
- Implement an applicant flow system in USAStaffing to identify barriers to EEO in all recruitment and selection processes.
- Develop and implement a Plan for Employment and Retention of Individuals with Disabilities; track progress on a quarterly basis.
- Develop centralized Workforce Recruitment Program Fund to support hiring of interns with disabilities.
- Implement a training evaluation instrument and program metrics to assess the short- and long-term impacts of training and reasonable accommodation initiatives on VA culture.

- Designate local reasonable accommodations coordinators and selective placement coordinators in all field facilities.
- Expand marketing and use of the centralized VA reasonable accommodation fund.
- Expand marketing and use of the centralized VA diversity internship program fund.
- Develop and implement training on multi-generational diversity, reasonable accommodation, and Schedule A Hiring Authority.
- Develop and implement training evaluation instrument to assess impact of EEO/diversity training.
- Develop a diversity-focused career pathways program framework to support upward mobility of entry level employees and bridge career gaps.
- Expand the diversity and inclusion training portfolio and deploy customized diversity, multi-generational, and reasonable accommodation training.
- Deploy mandatory EEO, Workplace Harassment, and No FEAR training for all employees.

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.

Be it 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 "(a)" in subsection (a) and add at the end of subsection (a) the following new paragraphs:

"(2) 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 is 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 meet State compliance therewith.

"(3) For purposes of this subsection—

"(A) the term 'vote' shall have the same meaning as in subsection (c) 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

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, national origin, handicap, or age, 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*. 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.

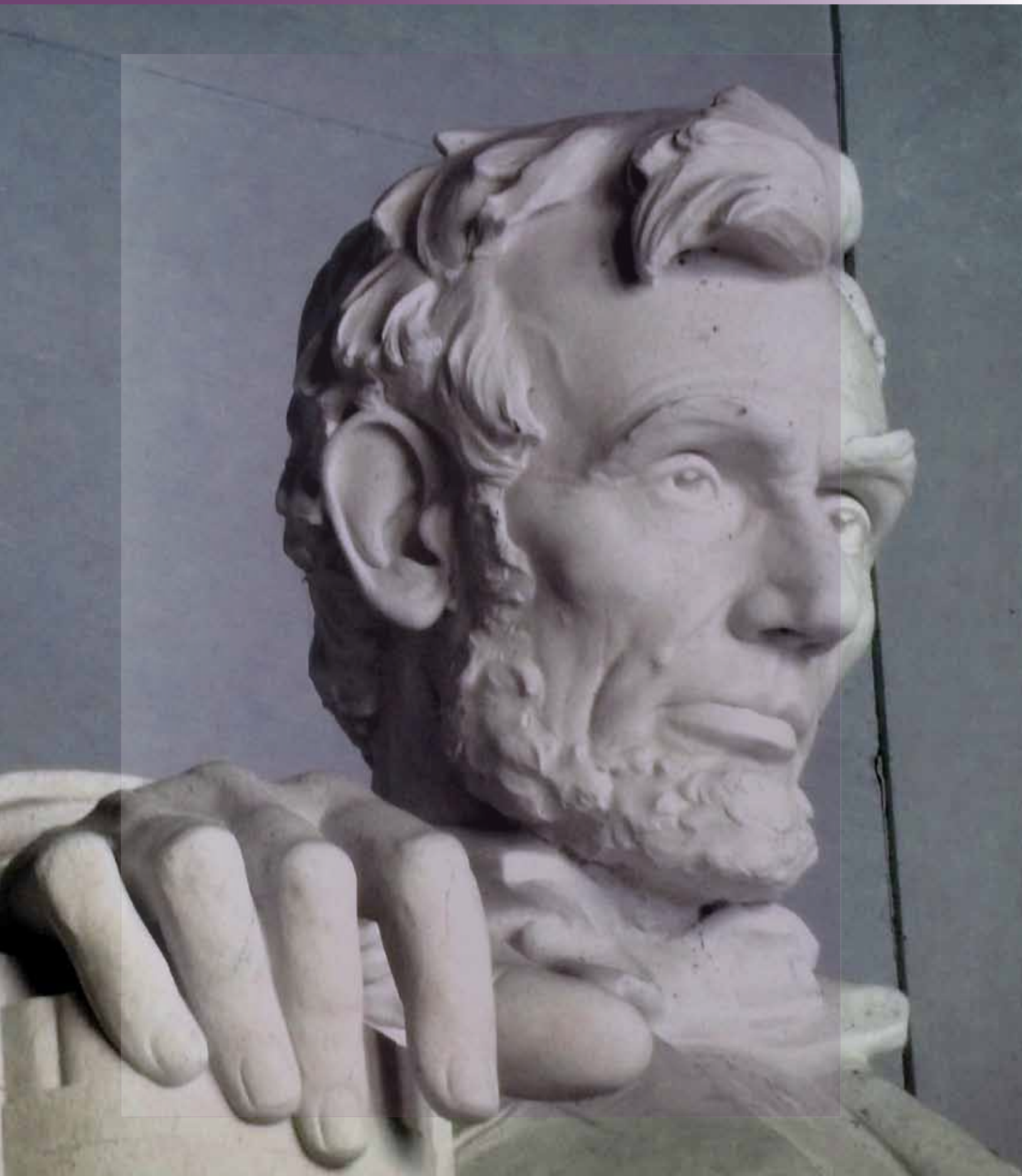
In VA, the EEO and affirmative employment functions operated in a decentralized structure until 1997. In 1997, Congress mandated that VA's EEO complaints management function be centralized at headquarters. Affirmative employment operations continued to be decentralized to the field facilities, while 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, 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 strategic human capital plan based on the Human Capital Assessment and Accountability Framework (HCAAF), and provide to OPM an annual human capital management report. The HCAAF establishes and defines five human capital systems: strategic alignment, leadership and knowledge management, results-oriented performance culture, talent management, and accountability. The HCAAF includes requirements for addressing workforce diversity 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 workforce diversity with a focus on organizational inclusion (that is, leveraging diversity). Through this focus on both diversity and inclusion, VA can create the facilitating conditions to enable all employees to contribute their fullest to VA's mission of providing optimum service to Veterans and their families.

In 2009, VA issued the *Diversity and Inclusion Strategic Plan for FY 2009–2013*. As recommended by the National Academy of Public Administration, the plan focuses on three primary goals: a diverse, results-oriented, high-performing workforce; a flexible and inclusive work environment; and outstanding customer service and stakeholder relations. VA's annual report on diversity and inclusion chronicles the Department's progress toward meeting those three goals.



Strategic Alignment

The mission of the Department of Veterans Affairs (VA) is to fulfill President Abraham Lincoln's promise "to care for him who shall have borne the battle, and for his widow, and his orphan." President Barack Obama has charged VA Secretary Eric K. Shinseki with transforming VA into a 21st century organization—one that adapts to new realities, leverages new technologies, and serves a changing population of Veterans with renewed commitment.

The *Department of Veterans Affairs Strategic Plan Refresh 2011–2015* is the cornerstone of VA's transformation effort. That plan identifies four strategic goals, with three integrated objectives, 14 integrated strategies, 16 major initiatives, and 20 supporting initiatives.

The four strategic goals represent the top priorities of the Department:

1. Improve the quality and accessibility of health care, benefits, and memorial services while optimizing value.
2. Increase Veteran client satisfaction with health, education, training, counseling, financial, and burial benefits and services.
3. Raise readiness to provide services and protect people and assets continuously and in time of crisis.
4. Improve internal customer satisfaction with management systems and support services to achieve mission performance and make VA an employer of choice by investing in human capital.

The three integrated objectives provide a common set of premises upon which operational strategies and initiatives are based:

1. Make it easier for Veterans and their families to receive the right benefits, meeting their expectations for quality, timeliness, and responsiveness.
2. Educate and empower Veterans and their families through proactive outreach and effective advocacy.
3. Build our internal capacity to serve Veterans, their families, our employees, and other stakeholders efficiently and effectively.

Among the integrated strategies for achieving objective 3 is this: “Recruit, hire, train, develop, deploy, and retain a diverse VA workforce to meet current and future needs and challenges.”

The *Department of Veterans Affairs Strategic Human Capital Plan FY 2010–2020* is dedicated to identifying the right people, in the right jobs, with the right skills, at the right time by aligning their talents with the Department’s mission-critical requirements. The human capital plan identifies five broad objectives:

1. Institutional knowledge is captured and shared throughout VA.
2. VA leaders at all levels are inspiring and effective.
3. Workforce and succession management results meet the agency mission to care for Veterans today and into the future.
4. Employees are engaged and satisfied.
5. Individual performance is aligned with organizational results.

The *Department of Veterans Affairs Diversity and Inclusion Strategic Plan for FY 2009–2013* was developed with this 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.” The strategic plan for diversity and inclusion 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 outreach and retention.
3. Facilitate outstanding customer service and stakeholder relations by promoting cultural competency, accountability, education, and communication.

The **vision** described in the diversity and inclusion strategic plan is that the Department become 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.

The **values** identified in the diversity and inclusion strategic plan include respect, trust, and responsiveness to promote a culture of performance excellence. In service to our Nation's Veterans, we are committed to pursuing the Department's mission and fully utilizing the creativity, energy, and diversity of our workforce.





Diversity and Inclusion

Organizational Overview

Responsibility for creating a great place to work rests with *all* VA employees at *all* levels of the organization.

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 to all VA employees an annual policy statement 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 Equal Employment Opportunity Commission (and other adjudicatory bodies) are tracked and fully implemented.

Administrations

Veterans Health Administration

The Veterans Health Administration (VHA) provides hospital, nursing home, and domiciliary care, and outpatient medical and dental care to eligible Veterans of military service in the Armed Forces. It conducts both individual medical and health-care delivery research projects and multi-hospital research programs, and it assists in the education of physicians and dentists and with training of many other health care professionals through affiliations with educational institutions and organizations. The VHA EEO/Affirmative Employment Team assists in creating and maintaining a work environment based on the principles of EEO. In FY 2010, VHA established a dedicated Office of Diversity and Inclusion to work collaboratively with the EEO-Affirmative Employment Office.

Veterans Benefits Administration

The Veterans Benefits Administration (VBA) provides information, advice, and assistance to Veterans, their dependents, beneficiaries, representatives, and others applying for VA benefits. It also cooperates with the Department of Labor and other federal, state, and local agencies in developing employment opportunities for Veterans and referral for assistance in resolving socioeconomic, housing, and other related problems. The VBA Office of Diversity

Management and Equal Employment Opportunity assists 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

The National Cemetery Administration (NCA) is responsible for the management and oversight of more than 131 national cemeteries in the United States and Puerto Rico, as well as 33 soldiers' lots, Confederate cemeteries, and other monument sites. Burial in a national cemetery is available to eligible Veterans and their eligible spouses and dependent children. At no cost to the family, a national cemetery burial includes the gravesite, grave liner, opening and closing of the grave, headstone or marker, and perpetual care as part of a national shrine. If a Veteran is buried in a private cemetery anywhere in the world, NCA will provide a headstone or marker. NCA's State Cemetery Grants Program provides funds to State and tribal governments to establish, expand, or improve State-operated Veterans' cemeteries. NCA issues Presidential Memorial Certificates to recognize the service of honorably discharged Servicemembers or Veterans. The NCA Equal Employment Office develops and monitors EEO policies and regulations that ensure each employee is afforded the opportunity to excel to their highest potential.

Assistant Secretaries

Assistant Secretary for Management

The Assistant Secretary for Management serves as the Department's Chief Budget Officer, Chief Financial Officer, and Senior Real Property Officer. The Assistant Secretary is responsible for financial management, budget administration, resources planning, and monitoring the development and implementation of VA's performance measures. The Assistant Secretary serves as the Department's principal advisor for budget, fiscal, capital, and green program management (energy, environment, transportation/fleet, and sustainability) policy, and supports the VA governance bodies with regard to capital asset portfolio management and implementing the strategic capital asset planning process.

Assistant Secretary for Information and Technology

The Assistant Secretary for Information and Technology serves as the Chief Information Officer (CIO) for the Department. As the CIO, the Assistant Secretary is the principal advisor to the Secretary on matters relating to information and technology management in the Department as delineated in Public Law No. 104-106, the Clinger-Cohen Act; the Paperwork Reduction Act, Chapter 35 of Title 44 United States Code; and any other associated legislative or regulatory media.

Assistant Secretary for Policy and Planning

The Assistant Secretary for Policy and Planning is responsible for the Secretary's policy analysis and planning processes and their integration into the Department's Strategic Management Process. The Assistant Secretary's functions entail responsibility for performing Department-level policy analyses and development, program evaluations, strategic planning, quality improvement, actuarial studies and assessments, Veterans' demographics, VA/Department of Defense (DoD) coordination services, and statistical analyses. The Assistant Secretary is responsible for the Nation's official estimates and projections of the Veteran population and the National Survey of Veterans, Active Duty Servicemembers, Activated National Guard and Reserve Members, Family Members, and Survivors.

Assistant Secretary for Operations, Security, and Preparedness

The Assistant Secretary for Operations, Security, and Preparedness is the principal advisor to the Secretary and Deputy Secretary on VA's capability and readiness to continue services to Veterans and their families, respond to contingency support missions to the DoD and other Federal agencies engaged in emergency response activities and respond effectively during national emergencies.

Assistant Secretary for Human Resources and Administration

The Assistant Secretary for Human Resources and Administration (AS/HRA) is responsible for providing VA-wide responsibilities to such programs as human resources management, diversity and inclusion, discrimination complaint resolution, labor-management relations, VA's Learning University, corporate senior executive management, and general administrative support (primarily services to VACO). The Assistant Secretary serves as the Department's Designated Agency Safety and Health Official and is responsible for administering the Occupational Safety and Health and Workers' Compensation programs. The Assistant Secretary also serves as the Department's Chief Human Capital Officer and EEO Director, advising and assisting the Secretary in carrying out VA's responsibilities for selecting, developing, training, and managing a high quality workforce in accordance with merit systems principles and EEO laws and regulations. Under the auspices of the AS/HRA, the Office of Diversity and Inclusion (ODI) is responsible for leading the effort to foster a diverse workforce and inclusive work environment through policy development, workforce analysis, outreach, retention, and education strategies. The Office of Resolution Management (ORM) is responsible for managing the EEO complaint and alternative dispute resolution (ADR) programs in VA.

Assistant Secretary for Public and Intergovernmental Affairs

The Assistant Secretary for Public and Intergovernmental Affairs develops, maintains, and communicates the Department's message through media relations and public, intergovernmental, and Veteran engagement to empower Veterans and their families. The Assistant Secretary oversees the Department's communications with Veterans, the general public, VA employees, and the news media. The Office of the Assistant Secretary for Public

and Intergovernmental Affairs works to build confidence in the VA and its readiness to serve America's Veterans of all generations.

Assistant Secretary for Congressional and Legislative Affairs

The Assistant Secretary for Congressional and Legislative Affairs (OCLA) is the principal point of contact between VA and Congress. OCLA is responsible for advising the Secretary and senior VA leaders on developing and maintaining VA's relationships with Members of Congress and congressional committees on all congressional issues involving VA policies and programs. OCLA manages congressional hearings, briefings, and site visits, and ensures Congress receives pertinent and timely information about VA programs and policies and items of congressional interest. In addition, OCLA provides support and assistance with respect to specific legislative issues and develops and manages the Department's annual legislative program.

Staff Offices

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 all laws, regulations, executive orders, and judicial precedents pertaining to the Department and advises Department officials. 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.

Board of Veterans' Appeals

The Board of Veterans' Appeals (BVA) is responsible for entering the final appellate decisions in claims of entitlement to Veterans' benefits and for deciding certain matters concerning fees charged by attorneys and agents for representation of Veterans before VA and requests for revision of prior BVA decisions on the basis of clear and unmistakable error. Final Board decisions are appealable to the U.S. Court of Appeals for Veterans Claims.

Office of Acquisition, Logistics, and Construction

The Office of Acquisition, Logistics, and Construction (OALC) has two fundamental roles. First, OALC has an operational role to provide acquisition, logistics, construction, and leasing support to the Department's administrations and staff offices. Second, OALC has responsibility for program oversight and policy development of Department-wide acquisition, logistics and construction efforts. OALC provides direct operational support to the Department's administration 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.

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 point of view on issues affecting America's Veterans; maintaining and publishing lists of VSOs and their representatives for use by VA and the public; 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 Veterans 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.

Center for Faith-Based and Neighborhood Partnerships

The Center for Faith-Based and Neighborhood Partnerships (CFBNP) develops partnerships with and provides relevant information to faith-based and secular organizations in order to expand their participation in VA programs and better serve the needs of Veterans, their families, and survivors. Through outreach efforts, CFBNP provides opportunities for VA's external partners to expand their understanding of and participation in VA programs.

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 executive 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.

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 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 decision 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.

Federal Recovery Coordination Program

The Federal Recovery Coordination Program (FRCP) was created in response to a recommendation made in 2007 by the President's Commission on Care for America's Returning Wounded Warriors. FRCP is a joint VA and Department of Defense (DoD) program designed to coordinate access to federal, state, and local programs, benefits, and services for severely wounded, ill, or injured Servicemembers, Veterans, and their families through recovery, rehabilitation, and reintegration into the community. Federal Recovery Coordinators (FRCs) help clients in accessing the services and benefits available to them and navigating through the DoD and VA systems. FRCs develop a customized Federal Individual Recovery Plan for each client.

Non-Government Organization (NGO) Gateway Initiative Office

The Non-Government Organization (NGO) Gateway Initiative Office assists NGOs in planning, improving, and carrying out their programs on behalf of Veterans, their families, and their survivors. Under the NGO Gateway Initiative, the Veterans Coalition Inc., a non-profit organization formed by several major national Veterans groups, assist NGOs in identifying the unmet needs of Veterans, their families, and their survivors, working with VA to help minimize duplication of effort and confusion among NGOs with programs for Veterans. In addition, the program encourages continuous feedback from NGOs on issues such as physical and mental health, employment and satisfaction with government services and benefits affecting Veterans.



Fiscal Year 2010

Issues and 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.

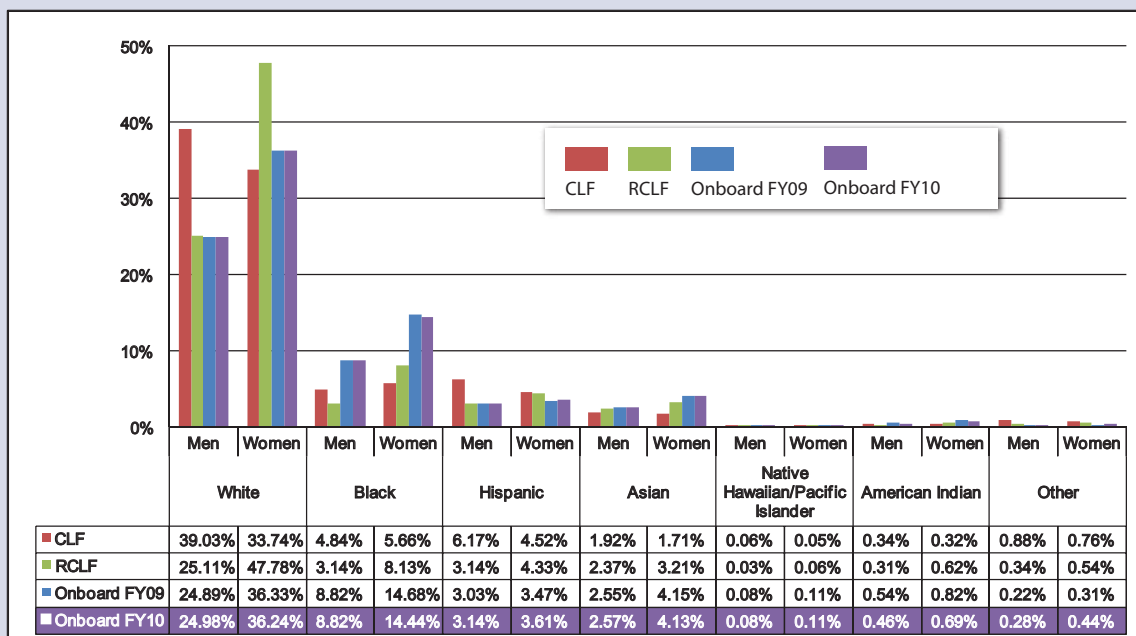
Issues

Workforce Representation

Federal agencies are required to maintain a current strategic human capital plan and produce an annual human capital management report. (See 5 CFR 250, subpart B.) Those plans and reports must address, among other things, a system that promotes a diverse, results-oriented, high-performing workforce. 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 provides a comparison of VA's workforce with the RCLF and the overall civilian labor force (CLF)² at the end of fiscal year 2009 and 2010.

VA Workforce vs. CLF and RCLF (FY 2009 and FY 2010)
Permanent and Temporary



Data Source: VSSC Human Resources UREP Report retrieved on January 11, 2011. Excludes Manila citizens and medical residents. Includes permanent and temporary employees in full-time, part-time, intermittent, and pay status. CLF data as of 2000 from Census Bureau.

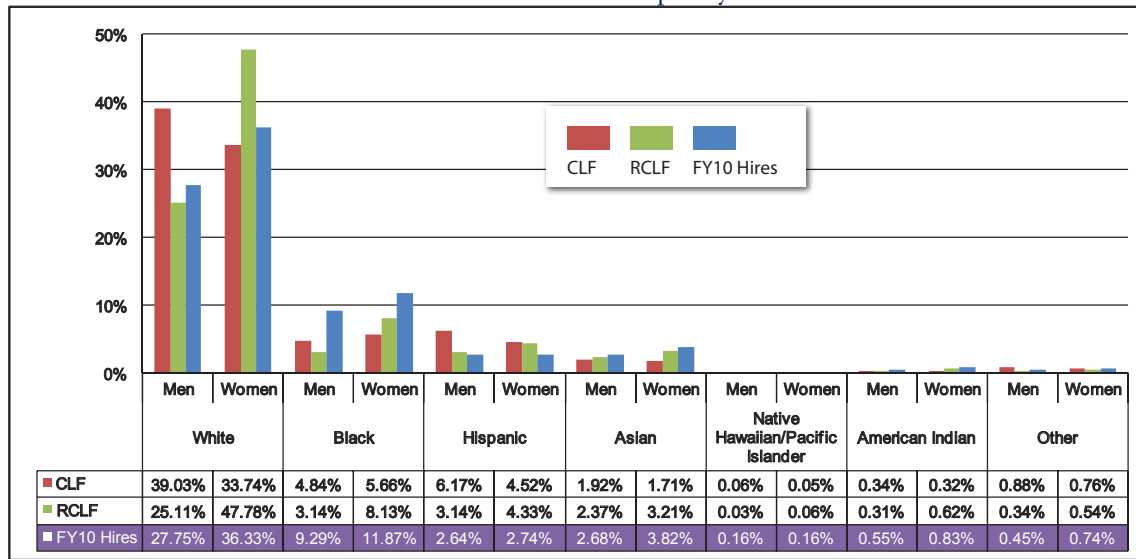
1) RCLF reflects all people in America employed in or actively seeking employment in a specific occupation—the occupations representative of the VA workforce. The RCLF compares the applicants seeking specific VA occupations such as Doctors, Nurses, Human Resources, etc.

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.

Compared to the RCLF, VA had significantly fewer White women. In addition, compared to the RCLF, VA had slightly fewer Hispanic women and slightly more Asian women. Since FY 2009, the proportion of White women in the workforce remained largely the same while the proportions of Hispanic men and women increased slightly.

Comparing the demographic characteristics of RCLF with the demographic characteristics of employees hired in FY 2010, 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 2010)
Permanent and Temporary



Data Source: VSSC Human Resources Nature of Action Breakout Report (Hires) retrieved on January 11, 2011. Excludes Manila citizens and medical residents. Includes permanent and temporary employees in full-time, part-time, intermittent, and pay status. CLF data as of 2000 from Census Bureau.

Since 2006, the representation of virtually all demographic groups has generally increased along with the total workforce, as has the proportional representation of several historically underrepresented groups. The change in the demographic composition of the workforce over the past six years is provided in the figure below.

Onboard Trend (FY 2006 - FY 2010)

Permanent and Temporary

		2006		2007		2008		2009		2010	
		#	%	#	%	#	%	#	%	#	%
White	Men	61,257	25.68%	63,938	25.27%	68,750	24.79%	73,591	24.89%	76,772	24.98%
	Women	85,190	35.71%	90,764	35.88%	100,431	36.21%	107,421	36.33%	111,360	36.24%
Black	Men	21,525	9.02%	22,714	8.98%	24,755	8.93%	26,067	8.82%	27,116	8.82%
	Women	35,345	14.81%	37,578	14.85%	41,334	14.90%	43,394	14.68%	44,384	14.44%
Hispanic	Men	7,780	3.26%	8,067	3.19%	8,625	3.11%	8,946	3.03%	9,659	3.14%
	Women	8,493	3.56%	8,909	3.52%	9,782	3.53%	10,255	3.47%	11,106	3.61%
Asian	Men	6,293	2.64%	6,709	2.65%	7,254	2.62%	7,545	2.55%	7,886	2.57%
	Women	9,990	4.19%	10,762	4.25%	11,967	4.31%	12,272	4.15%	12,690	4.13%
Native Hawaiian/Pacific Islander	Men	0	0.00%	0	0.00%	0	0.00%	232	0.08%	242	0.08%
	Women	0	0.00%	0	0.00%	0	0.00%	337	0.11%	338	0.11%
American Indian	Men	948	0.40%	1,145	0.45%	1,373	0.50%	1,600	0.54%	1,424	0.46%
	Women	1,422	0.60%	1,744	0.69%	2,096	0.76%	2,413	0.82%	2,134	0.69%
Other	Men	144	0.06%	275	0.11%	431	0.16%	650	0.22%	864	0.28%
	Women	193	0.08%	369	0.15%	563	0.20%	931	0.31%	1,347	0.44%
Total	Men	97,947	41.05%	102,848	40.66%	111,188	40.09%	118,631	40.12%	123,963	40.34%
	Women	140,633	58.95%	150,126	59.34%	166,173	59.91%	177,023	59.88%	183,359	59.66%
	All	238,580	100.00%	252,974	100.00%	277,361	100.00%	295,654	100.00%	307,322	100.00%

Data Source: VSSC HR Employee cube retrieved in ProClarity on January 11, 2011. Excludes Manila citizens and medical residents. Includes permanent and temporary employees in full-time, part-time, intermittent, and pay status. Native Hawaiian/Pacific Islander data separation occurred in 2009.

People with Disabilities

Another measure of diversity is the percentage of the workforce who report having a disability. At the end of FY 2010, approximately 10 percent of VA permanent and temporary employees reported having a disability, and 1.51 percent reported having a targeted disability (see categories in the table on the following page, as established by the Equal Employment Opportunity Commission). In FY 2010, the percentage of employees with targeted disabilities in the VA workforce increased for the first time in a decade. While still short of VA's goal of 2 percent, the increase is testament to the effectiveness of VA's targeted hiring and retention strategies for this historically underrepresented population.

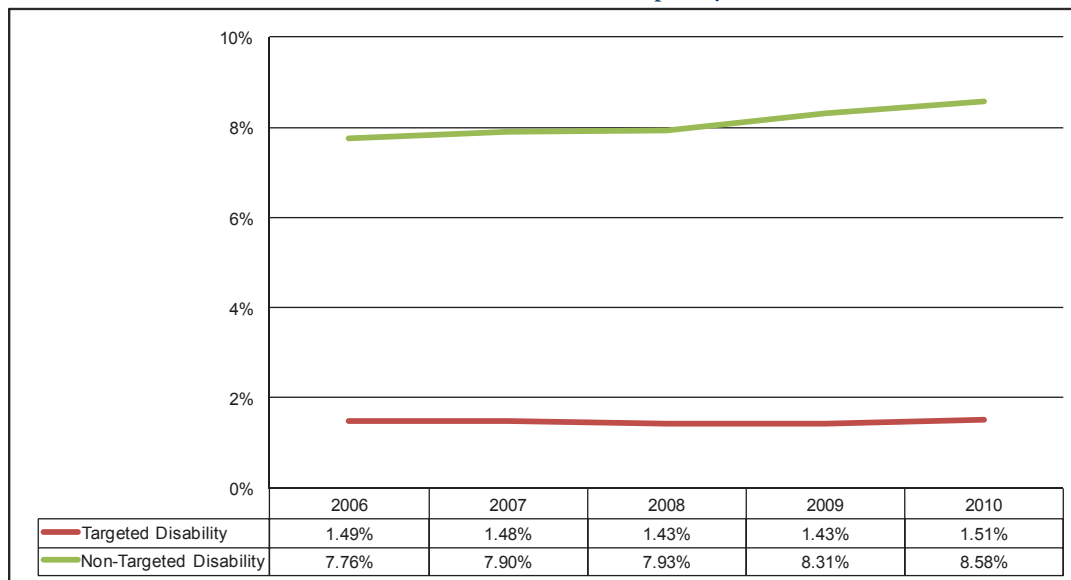
People with Disabilities (FY 2009 - FY 2010)
Permanent and Temporary

	Number		Percentage		Net Change
	FY 2009	FY 2010	FY 2009	FY 2010	
Total	295,654	307,322	100.00%	100.00%	3.95%
No Disability Reported	266,851	276,313	90.26%	89.91%	3.55%
Non-Targeted	24,564	26,363	8.31%	8.58%	7.32%
Total Targeted Disability	4,239	4,646	1.43%	1.51%	9.60%
Deaf	344	349	0.12%	0.11%	1.45%
Blind	489	524	0.17%	0.17%	7.16%
Missing Extremities	203	209	0.07%	0.07%	2.96%
Partial Paralysis	398	416	0.13%	0.14%	4.52%
Complete Paralysis	162	173	0.05%	0.06%	6.79%
Convulsive Disorders	530	536	0.18%	0.17%	1.13%
Intellectual Disability	279	268	0.09%	0.09%	-3.94%
Mental Illness	1,738	2,058	0.59%	0.67%	18.41%
Distortion Limb/Spine	96	113	0.03%	0.04%	17.71%

Data Source: VSSC HR Employee cube retrieved in ProClarity on January 11, 2011. Excludes Manila citizens and medical residents. Includes permanent and temporary employees in full-time, part-time, intermittent, and pay status.

Since 2006, the proportion of employees with reportable disabilities (the sum total of targeted and non-targeted disabilities) in VA has increased as has the percentage of employees with targeted disabilities.

People with Disabilities Trend (FY 2006 - FY 2010)
Permanent and Temporary



Data Source: VSSC HR Employee cube retrieved in ProClarity on January 11, 2011. Excludes Manila citizens and medical residents. Includes permanent and temporary employees in full-time, part-time, intermittent, and pay status.

Veterans

On November 9, 2009, President Obama signed an executive order launching the Government-wide Veterans Employment Initiative, designed to increase the number of Veterans in the Federal workforce. The initiative stresses the importance of recruiting and training Veterans and helping them adjust to Government service as civilians.

At the end of FY 2010, nearly 30 percent of VA employees were Veterans, still shy of VA's goal of 33 percent. VA ranks second only to the Department of Defense in Veteran representation.

Veterans (FY 2009 - FY 2010) Permanent and Temporary

	Number		Percentage		Net Change
	FY 2009	FY 2010	FY 2009	FY 2010	
Total Employees	295,654	307,322	100.00%	100.00%	3.95%
Disabled Veterans	25,118	27,735	8.50%	9.02%	10.42%
Total Veterans	88,021	91,560	29.77%	29.81%	4.02%
White Male	38,565	39,829	13.04%	12.96%	3.28%
White Female	11,491	12,097	3.89%	3.94%	5.27%
Black Male	19,401	20,065	6.56%	6.53%	3.42%
Black Female	7,547	7,951	2.55%	2.59%	5.35%
Hispanic Male	5,288	5,691	1.79%	1.85%	7.62%
Hispanic Female	1,235	1,409	0.42%	0.46%	14.09%
Asian Male	1,971	2,002	0.67%	0.65%	1.57%
Asian Female	540	522	0.18%	0.17%	-3.33%
Native Hawaiian/Pacific Islander Male	130	140	0.04%	0.05%	7.69%
Native Hawaiian/Pacific Islander Female	55	55	0.02%	0.02%	0.00%
American Indian Male	907	770	0.31%	0.25%	-15.10%
American Indian Female	266	235	0.09%	0.08%	-11.65%
Other Male	435	520	0.15%	0.17%	19.54%
Other Female	190	274	0.06%	0.09%	44.21%

Data Source: VSSC Human Resources Veteran Change Report retrieved on January 11, 2011. Excludes Manila citizens and medical residents. Includes permanent and temporary employees in full-time, part-time, intermittent, and pay status.

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. Since 2006, diversity has increased in the SES. The following graph provides perspective on diversity in VA’s SES and leadership pipeline.

SES Onboard Trend (FY 2006 - FY 2009)
Permanent and Temporary

		2006		2007		2008		2009		2010	
		#	%	#	%	#	%	#	%	#	%
White	Men	220	65.09%	215	59.72%	210	56.15%	235	57.60%	229	54.65%
	Women	71	21.01%	94	26.11%	106	28.34%	111	27.21%	125	29.83%
Black	Men	16	4.73%	15	4.17%	17	4.55%	18	4.41%	16	3.82%
	Women	10	2.96%	14	3.89%	16	4.28%	17	4.17%	18	4.30%
Hispanic	Men	8	2.37%	8	2.22%	9	2.41%	9	2.21%	13	3.10%
	Women	2	0.59%	2	0.56%	3	0.80%	3	0.74%	4	0.95%
Asian	Men	3	0.89%	4	1.11%	5	1.34%	4	0.98%	5	1.19%
	Women	2	0.59%	2	0.56%	3	0.80%	5	1.23%	4	0.95%
Native Hawaiian/Pacific Islander	Men	0	0.00%	0	0.00%	0	0.00%	1	0.25%	1	0.24%
	Women	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%
American Indian	Men	5	1.48%	5	1.39%	5	1.34%	4	0.98%	3	0.72%
	Women	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%
Other	Men	1	0.30%	1	0.28%	0	0.00%	0	0.00%	1	0.24%
	Women	0	0.00%	0	0.00%	0	0.00%	1	0.25%	0	0.00%
Total	Men	253	74.85%	248	68.89%	246	65.78%	271	66.42%	268	63.96%
	Women	85	25.15%	112	31.11%	128	34.22%	137	33.58%	151	36.04%
	All	338	100.00%	360	100.00%	374	100.00%	408	100.00%	419	100.00%

Data Source: VSSC Human Resources Onboard by Race and Gender Report retrieved on January 11, 2011. Excludes Manila citizens and medical residents. Includes permanent and temporary SES and Title-38 Equivalent employees in full-time, part-time, intermittent, and pay status.

Similar to SES, diversity has increased in the leadership pipeline (grades 13 through 15) since 2006. The following table provides perspectives on diversity in VA’s leadership pipeline (employees in GS/GM grades 13, 14, and 15).

GS/GM 13-15 Onboard Trend (FY 2006 - FY 2010)
Permanent and Temporary

		2006		2007		2008		2009		2010	
		#	%	#	%	#	%	#	%	#	%
White	Men	6,517	45.96%	6,769	44.50%	6,992	42.23%	7,520	41.04%	7,917	39.89%
	Women	4,676	32.98%	5,116	33.64%	5,806	35.07%	6,556	35.78%	7,186	36.21%
Black	Men	681	4.80%	719	4.73%	777	4.69%	881	4.81%	959	4.83%
	Women	1,023	7.21%	1,138	7.48%	1,278	7.72%	1,454	7.93%	1,623	8.18%
Hispanic	Men	317	2.24%	354	2.33%	390	2.36%	429	2.34%	498	2.51%
	Women	273	1.93%	320	2.10%	364	2.20%	381	2.08%	441	2.22%
Asian	Men	355	2.50%	390	2.56%	435	2.63%	465	2.54%	500	2.52%
	Women	255	1.80%	288	1.89%	350	2.11%	398	2.17%	432	2.18%
Native Hawaiian/Pacific Islander	Men	0	0.00%	0	0.00%	0	0.00%	7	0.04%	7	0.04%
	Women	0	0.00%	0	0.00%	0	0.00%	16	0.09%	15	0.08%
American Indian	Men	38	0.27%	51	0.34%	64	0.39%	76	0.41%	71	0.36%
	Women	36	0.25%	44	0.29%	58	0.35%	73	0.40%	65	0.33%
Other	Men	4	0.03%	11	0.07%	24	0.14%	34	0.19%	64	0.32%
	Women	5	0.04%	10	0.07%	17	0.10%	34	0.19%	69	0.35%
Total	Men	7,912	55.80%	8,294	54.53%	8,682	52.44%	9,412	51.38%	10,016	50.47%
	Women	6,268	44.20%	6,916	45.47%	7,873	47.56%	8,912	48.64%	9,831	49.53%
	All	14,180	100.00%	15,210	100.00%	16,555	100.00%	18,324	100.00%	19,847	100.00%

Data Source: VSSC HR Employee cube retrieved in ProClarity on January 11, 2011. Excludes Manila citizens and medical residents. Includes permanent and temporary employees in full-time, part-time, intermittent, and pay status. Native Hawaiian/Pacific Islander data separation occurred in 2009.

Performance Culture

Having a diverse workforce is not enough to ensure optimum individual and organizational performance. For that reason, the first goal of VA's *Strategic Plan for Diversity and Inclusion* aims for a "diverse, results-oriented, high-performing workforce," the key to which—as identified in the Human Capital Assessment and Accountability Framework (HCAAF)—is a performance management system that differentiates between high and low levels of performance and links individual/team/unit performance to organizational goals and desired results effectively.

As described in the HCAAF, a results-oriented performance culture system consists of the following critical success factors that work together to create a diverse, results-oriented, high performance workforce:

- **Communication.** The agency has a process for sharing information and ideas about the organization with all employees. This vital process includes eliciting employee feedback and involvement so that all employees play an appropriate role in planning and executing the mission.
- **Performance Appraisal.** The agency has a process under which performance is reviewed and evaluated.
- **Awards.** The organization takes actions to recognize and reward individual or team achievement that contributes to meeting organizational goals or improving the efficiency, effectiveness, and economy of the Government. Such awards include, but are not limited to: employee incentives which are based on predetermined criteria, rating-based awards, or awards based on a special act or service.
- **Pay for Performance.** The agency uses pay-for-performance systems, where authorized by law and regulation, to link salary levels and adjustments to an individual's overall

performance and contribution to the agency’s mission. Employees receive base salary adjustments within their assigned bands.

- **Diversity Management.** The agency maintains an environment characterized by inclusiveness of individual differences and responsiveness to the needs of diverse groups of employees.
- **Labor/Management Relations.** The organization promotes cooperation among employees, unions, and managers. This cooperation enhances effectiveness and efficiency, cuts down the number of employee-related disputes, and improves working conditions, all of which contribute to improved performance and results.

To measure the extent to which VA meets that standard, we examine items in the Federal Employee Viewpoint Survey (formerly the Federal Human Capital Survey) which address an organization’s performance culture.

Items with increased favorable response from 2006 include:

- I know how my work relates to the agency’s goals and priorities.
- I am held accountable for achieving results.
- Awards in my work unit depend on how well employees perform their jobs.
- In my work unit, differences in performance are recognized in a meaningful way.
- Pay raises depend on how well employees perform their jobs.

Items with decreased favorable response from 2006 include:

- In my work unit, steps are taken to deal with a poor performer who cannot or will not improve.
- Promotions in my work unit are based on merit.

**Percent of VA Employees Responding Favorably
To Select Items on the Federal Employee Viewpoint Survey**

	2006	2008	2010
I know how my work relates to the agency's goals and priorities.	85.50%	87.40%	87.10%
I am held accountable for achieving results.	77.60%	81.00%	84.00%
Employees are recognized for providing high quality products and services to customers.	N/A	N/A	43.40%
Awards in my work unit depend on how well employees perform their jobs.	34.50%	40.14%	40.10%
Creativity and innovation are rewarded.	36.30%	37.90%	36.30%

**Percent of VA Employees Responding Favorably
To Select Items on the Federal Employee Viewpoint Survey**

	2006	2008	2010
In my work unit, differences in performance are recognized in a meaningful way.	29.50%	31.90%	34.10%
In my work unit, steps are taken to deal with a poor performer who cannot or will not improve.	32.50%	33.40%	28.80%
Promotions in my work unit are based on merit.	30.30%	36.20%	28.40%
Pay raises depend on how well employees perform their jobs.	19.40%	25.50%	21.90%

Organizational Accomplishments

Office of the Secretary

In accordance with the President's Executive Order on the employment of Veterans in the Federal government, the Secretary co-chaired the Interagency Council on Veterans employment. The mission and functions of the council are (i) to advise and assist the President and the Director of OPM in establishing a coordinated Government-wide effort to increase the number of Veterans employed by the Federal Government by enhancing recruitment and training; (ii) to serve as a national forum for promoting Veterans' employment opportunities in the executive branch; and (iii) to establish performance measures to assess the effectiveness of, and submit an annual report to the President on the status of the Veterans Employment Initiative.



Administrations

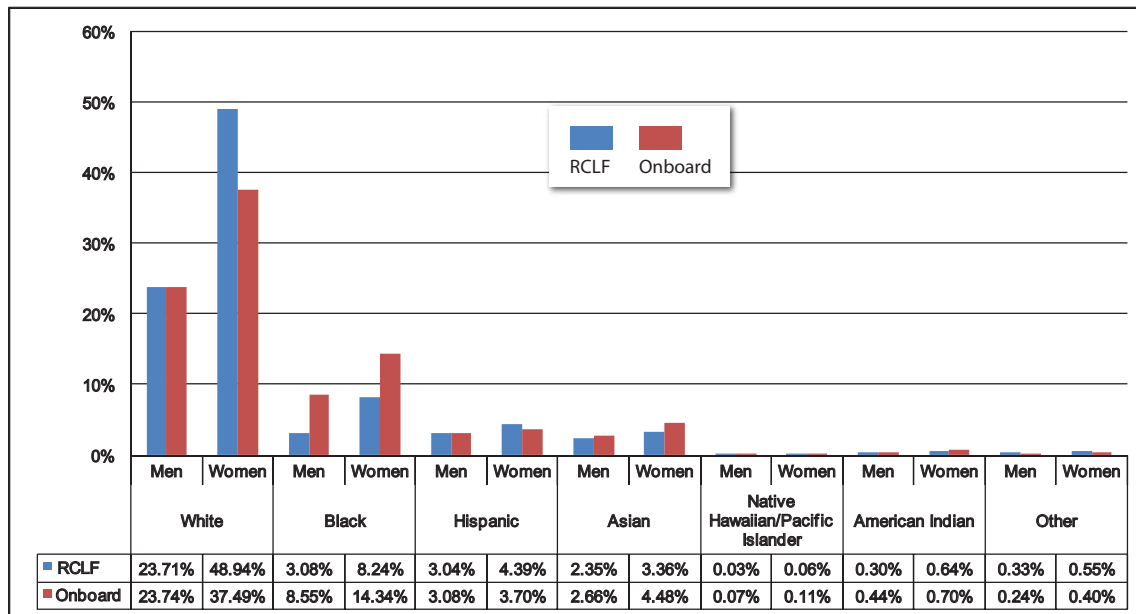
Veterans Health Administration

The Veterans Health Administration (VHA) workforce is 39 percent minority and 61 percent female. VHA established a dedicated Office of Diversity and Inclusion to work collaboratively with the EEO-Affirmative Employment Office. VHA's commitment to VA's diversity and inclusion goals was evident in the performance contracts of the administration's executives. The contracts with VHA field and central office executives focused on cultural competency in patient care and with the workforce, recruitment and retention, and mentor certification. In FY 2010, VHA set a 1.75 percent hiring goal for people with targeted disabilities. (This goal has been increased to 2 percent for FY 2011.)

Performance measures for field executives focused on identifying and eliminating employment barriers, especially in areas of under-representation and the leadership pipeline. As a result, a particular focus was placed on recruitment through collaborative efforts with colleges, universities, professional and civic organizations, and the use of internship programs. VHA has developed a national database for interns that registers profiles of interns and provides a centralized database which serves as a potential applicant pool. Over 1000 profiles are registered in the database.

VHA Workforce vs. RCLF (FY 2010)

Permanent and Temporary



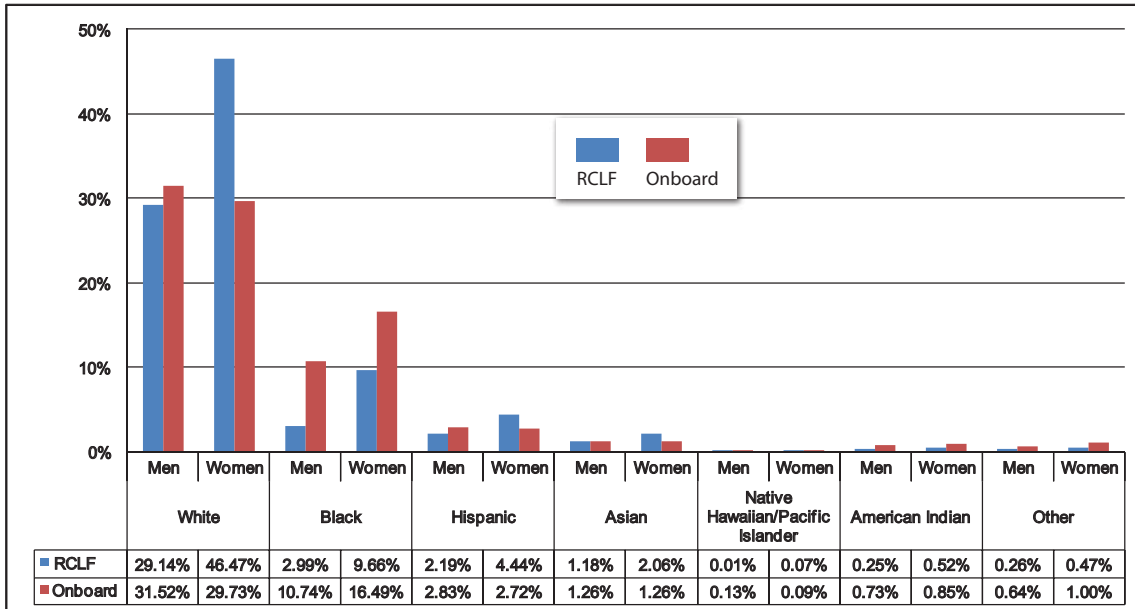
Data Source: VSSC UREP Report retrieved on January 11, 2011. Includes permanent and temporary employees in full-time, part-time, intermittent, and pay status.

To assure diversity at all levels in the organization, VHA sponsors several leadership development programs; Facility LEAD, VISN LEAD, and the executive level leadership program. As part of a comprehensive program evaluation, automated diversity reports were developed and released to the various program managers. Comparisons of selectees to the eligible applicant pool indicate Black males and females are well represented in the programs. However, other minorities are under-represented. As a part of VHA’s national succession process, VISN and facility programs are intervening to evaluate barriers and assure adequate marketing of programs to diverse groups.

Veterans Benefits Administration

The Veterans Benefits Administration (VBA) on board workforce is depicted below.

VBA Workforce vs. RCLF (FY 2010)
Permanent and Temporary



Data Source: VSSC UREP Report retrieved on January 11, 2011. Includes permanent and temporary employees in full-time, part-time, intermittent, and pay status.

In FY 2010, all of the groups represented within the VBA workforce by race, national origin, and gender are above their respective level in the RCLF, with the exception of White females, Hispanic females, and Asian females. White females represent 29.73 percent of VBA’s workforce and the RCLF is 46.7 percent in FY 2010. These numbers reflect a slight decrease from FY 2009 when White females represented 30.51 percent of VBA’s workforce and their RCLF was 46.66 percent. Even though White females continue to be significantly below the RCLF, they consistently maintain being the second largest group within VBA’s workforce and significantly represented in the leadership pipeline. There is a slight underrepresentation of Hispanic females, and Asian females at VBA. However, underrepresentation for both of these groups has declined.

Hispanic females represented 2.50 percent of VBA’s workforce and the RCLF was 4.48 percent in FY 2009. Hispanic females in FY 2010 represent 2.72 percent and the RCLF is 4.44 percent. In FY 2009, Asian females represented 1.25 percent of VBA’s workforce, and the RCLF was 2.06 percent. Asian females in FY 2010 represent 1.26 percent of VBA’s workforce and the RCLF remains 2.06 percent.

VBA Sponsored and participated in numerous job fairs to obtain qualified applicants from diverse backgrounds including Veterans and persons with disabilities. For example,

the Milwaukee Regional Office participated in the military job fairs conducted at Loyola University, DePaul University, and Northern Illinois University. The Providence Regional Office hosted two career fairs during the Spring and Summer of FY 2010. The WACO Regional Office participated in the National Multicultural Job Exposition at Texas State University and Baylor University Job Fair.

VBA continued to cultivate and develop the next generation leaders in the workplace through the Summer Internship Program. VBA increased the number of interns sponsored in FY 2010 as compared to FY 2009. In FY 2009, VBA sponsored 11 interns and in FY 2010 22 interns were sponsored, of which 6 were recruited from the Hispanic Association for Colleges and Universities National Internship Program (HACU), 1 intern from the National Association for Equal Opportunity in Higher Education Internship Program (NAFEO), and 8 interns from the Minority Access (MA) Program.

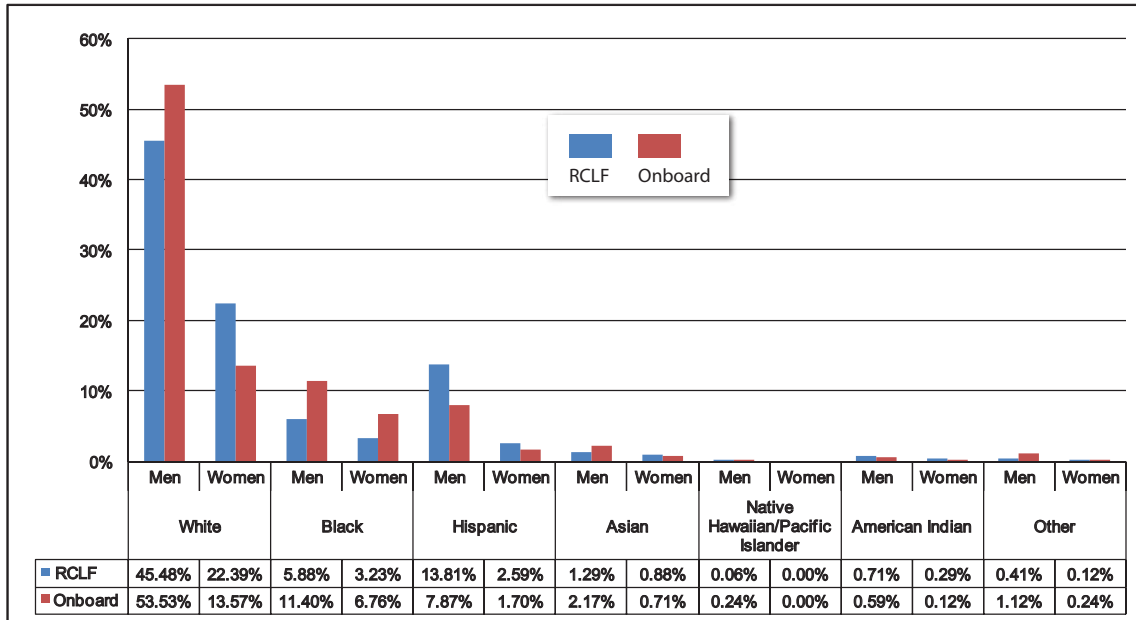
VBA continued internal recruitment initiatives through career development programs such as the Leadership Enhancement and Development (LEAD) Program. Of the 35 candidates enrolled in this program for FY 2010, there were 8 White females, 16 White males, 6 Black females, 2 Black males, 1 Asian female, and 1 Hispanic female.

VBA utilized other programs in addition to those cited above in order to increase the pool of qualified and diverse employees within the workforce. These programs include the following: Federal Career Internship Program (FCIP), Student Temporary Employment Program (STEP), Student Career Employment Program (SCEP), and Promotion Certification Process (PCP).

National Cemetery Administration

The National Cemetery Administration (NCA) total workforce at the end of FY 2010 was 1,702—a decrease of 55 employees from the previous year. This total includes 1,571 permanent employees which increased by 7, and 131 temporary employees which decreased by 62 from the previous year. When compared to the RCLF, NCA's workforce is at or above the RCLF representation in all areas except for White women, Hispanic men/women, Asian women and American Indian men/women. Less than expected Hispanic and American Indian representation is concentrated in the northeast region of the United States. The number of employees in each of the reported RNO categories (White; Black/African American; Native Hawaiian/Pacific Islander; American Indian/Alaska Native) decreased in FY 2010 with the exception of Hispanic women who increased 0.33 percent and Asian men/women remained the same. Additionally, for the past three years Black/African American and Asian males have steadily decreased although their representation is above the RCLF.

NCA Workforce vs. RCLF (FY 2010)
Permanent and Temporary



Data Source: VSSC UREP Report retrieved on January 11, 2011. Includes permanent and temporary employees in full-time, part-time, intermittent, and pay status.

Employees with targeted disabilities in NCA’s permanent positions, represent 1.65 percent, below the Federal high of 2.55 percent. The largest representation of employees with targeted disabilities continues to be in the categories of laborers and craft workers. NCA’s most populated major occupation, cemetery caretaker, continues to have the highest participation rate (2.27 percent). Although the hiring rates of people with targeted disabilities in the major occupations slightly increased from the previous year, their representation in the total workforce has steadily decreased for the past three years.

In FY 2009 White women and Hispanic males and females were at a less than expected participation rate in the NCA workforce. One of the recruitment strategies employed was to expand the outreach efforts. In FY 2010 recruitment outreach efforts were increased 50 percent going from attending 30 events in FY 2009 to attending over 60 in FY 2010. Outreach events included LULAC, Federal Employed Women National Conference, SAIGE, National Image, Golden Star Wives of America, American GI Forum, AMVETS National Convention, Women’s Marines Association, to name just a few.

Outreach efforts and recruitment efforts were supported by all levels of the organization beginning with the Acting Under Secretary to the Cemetery Caretaker. Through the Minority Veterans Program, NCA staff addressed audiences throughout the United States about the opportunities within the administration as well as the benefits available to our Veterans. One of the NCA Minority Veterans Program coordinators participated in an outreach event for the Cheyenne and Arapaho Tribe; approximately 249 minority Veterans attended. NCA sponsored

24 non-traditional interns. An orientation and exit teleconference was conducted to enrich the time the interns were a part of the NCA family.

The Acting Under Secretary, Steve Muro, personally participated in many of the outreach efforts and encouraged other members of the leadership staff to do the same. With the increased focus and collaborative effort to address lower than expected participation rates, NCA experienced an increase of White and Hispanic females. Hispanic females showed the greatest increase moving from 0.00 percent in FY 2009 to 0.37 percent in FY 2010. There is still a need in FY 2011 to increase the overall representation of all members of minority groups in the mission critical positions of Miscellaneous Administration and Program; Management and Program Analysis; Cemetery Administration; and Cemetery Caretaking. The EEO Office will continue to conduct barrier analysis to identify other ways to increase the representation of all targeted groups.

Veterans represent 69.99 percent of NCA's workforce which is the highest Veteran employee representation in VA and the Federal government. Disabled Veterans represent 20.94 percent. In FY 2010, NCA hired 86 OEF/OIF Veterans and 54 Veterans with 30 percent or more disability.

NCA is continually working with the Center for Minority Veterans (CMV) and the Minority Veterans Program Coordinators (MVPC) at each cemetery throughout the Nation and other VA MVPC's at regional offices and health care facilities to conduct outreach activities to increase local awareness of minority Veteran related issues, and develop strategies for increasing their participation in employment opportunities and existing VA benefit programs for eligible Veterans. The EEO office also partners with the office of Veteran Employment Outreach to ensure widest dissemination of vacancy announcements. Also, Veterans with 5 to 10 point preference appear to be doing well in being promoted at the GS 12-15 grade levels.

Additional NCA accomplishments include providing EEOC Management Directive (MD) 715 analysis training to all five memorial service networks (MSNs), with all MSN directors and cemetery directors participating. In addition, the Sacred Trust video received the Council of International Nontheatrical Events Golden Eagle Award. Over 400 judges reviewed this video which provides the purpose and mission of NCA.

Assistant Secretaries

Office of Human Resources and Administration

Office of Diversity and Inclusion

The Office of Diversity and Inclusion (ODI), a program office within OHRA, has primary responsibility for initiatives related to workforce diversity and organizational inclusion. In FY 2010, ODI accomplished the following pursuant to Goal 1 of the Diversity and Inclusion Strategic Plan:

- Continued to lead the Federal Government in maintaining a leading Web-based EEO workforce analysis system.
- Recognized by the EEOC for having an “outstanding” EEO plan addressing barriers to EEO in accordance with EEOC MD 715.
- Initiated an Adverse Impact Analysis Pilot to identify potential barriers to EEO in SES recruitment processes.
- Developed and promulgated a “Recruitment & Selection Best Practices Guide” VA-wide.
- Developed an Hispanic Employment Outreach Plan.
- Established a new centralized diversity internship fund, achieved a record-breaking number of 164 diverse internships, and hired 40 percent of employment-ready interns.

Office of Recruitment and Placement Policy Service

The Office of Recruitment and Placement Policy Service (RPPS), a program office within OHRA, has, in keeping with the goals presented in the *VA Diversity and Inclusion Strategic Plan*, accomplished the following:

- Established 18 Memorandums of Understanding (MOU) with Historically Black Colleges and Universities (HBCU).
- Established 6 MOUs with Hispanic Association of Colleges and Universities (HACU).
- Established 7 MOUs with Native American Colleges/Universities.
- To date, 55 MOUs have been established with various colleges/universities. Additional schools have been contacted and are currently in the process of establishing MOUs.
- Currently working on uploading established MOUs on the VA Intranet for VA wide accessibility.
- In support of hiring reform initiatives, RPPS has identified and will be conducting outreach activities at various colleges/universities throughout 2011.

Office of Congressional and Legislative Affairs

The Office of Congressional and Legislative Affairs (OCLA) hired nine new employees in FY 2010. In building a high-performing workforce, 89 percent of new hires were Veterans, and one third were minorities. OCLA's Office of Advisory Committee Management provided support to all of VA's advisory committees, especially the Advisory Committee on Minority Veterans and Advisory Committee on Women Veterans. In FY 2010, VA issued a policy memorandum regarding membership balance requirements for VA advisory committees established under the Federal Advisory Committee Act and for developing a membership balance plan for each VA advisory committee's future membership appointments. One of VA's principal objectives in managing its advisory committees is to ensure that committee members appropriately reflect the diversity of American society and the Veteran population. In the selection of members for discretionary committees, VA considers a cross-section of those directly affected, interested, and qualified, as appropriate to the nature of the advisory committee. Committees requiring technical expertise should include persons with demonstrated professional or personal qualifications and experience relevant to the functions and tasks to be performed. Each committee shall represent, to the extent possible, members with diverse professional and personal qualifications; experience in military service, military deployments, working with Veterans, committee subject matter expertise; working in large and complex organizations; Veterans of diverse eras and branch of service; diversity in race/ethnicity, gender, religion, disability, and geographical background.

Staff Offices

Office of Acquisition, Logistics, and Construction

The Office of Acquisition, Logistics, and Construction (OALC) has made great strides in increasing employee diversity. OALC further promotes diversity by encouraging current staff to market career opportunities within its offices to potential applicants and networks with the assistance of Veteran service coordinators to hire disabled Veterans under direct hiring authority. Specific examples of OALC's achievements include:

- In fiscal year (FY) 2010, 84 new employees were hired to provide support to major construction field sites and facility management services across the country and within Puerto Rico. Sixty percent of the 84 hires were minorities and women. With its major construction programs, each minority category showed an increase in representation from the previous fiscal year, and in some cases, representation extended well above the RCLF.
- Advertisements were made in the 2010 spring and summer editions of the "Diversity Careers in Engineering & IT," publication; each highlighted multiple career opportunities. Also of note in the summer edition was an article profiling one of OALC's Hispanic resident engineers.

- OALC also participated in the OPM disability job fair in April 2010 and reviewed postings on the Workforce Recruitment Program (WRP) Web site, resulting in the hiring of two 30-percent disabled Veterans.
- Representatives from OALC visited six colleges and universities across the country, one of which was a HBCU and another was a Hispanic-Serving institution. OALC also posted multiple advertisements on college and university Web sites; 7 of the 12 employees subsequently hired as a result of those outreach initiatives were from a minority group.

OALC also participated in diversity recruiting through summer internship programs such as the Organization for Chinese Americans, Washington internships for Native Students, and the Hispanic Association for Colleges and Universities. During FY 2010, 14 of 19 student interns within the construction and facilities management specialties were minorities.

Office of Inspector General

The Office of Inspector General (OIG) in 2010 hired over 140 new employees with the goal of creating an exceptionally qualified, diverse workforce dedicated to helping VA ensure that Veterans and their families receive the care, support, and recognition they have earned through service to our country. This unprecedented growth in FY 2010 increased the size of the OIG's nationwide footprint by 20 percent over FY 2009 levels. To support the need for diversity in thought and perspective, OIG selected employees from other VA organizations and Government agencies, private business, the military and Veteran community, and universities and colleges. These different sources add a richness and depth of perspective that contribute positively to the diversity within OIG. Bringing in new employees from different backgrounds, rather than hiring exclusively from within the Inspector General community, has helped to increase the flow of new ideas and contributions to the organization.

Throughout FY 2010, the OIG made great strides in hiring both women and Veterans. Women accounted for approximately 48 percent of all new hires in FY 2010, which represents a significant increase from the 38 percent of women new hires in FY 2009. New hires of Asian Americans doubled from 5.8 percent in FY 2009 to 11 percent in FY 2010. Furthermore, OIG's commitment and focus on hiring Veterans resulted in a record number of Veteran hires, which comprised roughly one-third of all new OIG accessions in FY 2010.

Overall, the consistent pursuit of diversity has helped to create an OIG workforce that is comprised of 56 percent minority and women employees. These percentages indicate the

strength of FY 2010 hiring efforts as the OIG increased the total number of African American employees by 15 percent over FY 2009, increased the total number of women employees by 20 percent over FY 2009, and increased the total number of Veteran employees by 25 percent over FY 2009. Each of these measures demonstrate OIG's commitment and realization of diversity in thought and experience that will benefit OIG's efforts to provide appropriate oversight as required statutorily.

Board of Veterans Appeals

The Board of Veterans Appeals (BVA) has a long standing tradition of dedicated recruiting efforts with local law schools. High-ranking BVA staff routinely attends two job fairs for law schools in the DC metropolitan area and three job fairs for students from law schools outside the DC metropolitan area annually. These recruiting efforts have allowed BVA to attract highly motivated attorneys who bring diversity to the workforce and a strong commitment to public service. The Board has established itself as a work environment where diversity is valued and employees are engaged and motivated to contribute the full extent of their knowledge, skills, and experience to benefit the organization.

The Board continues to use dedicated hiring flexibilities and efforts to attract and retain Veterans. These activities promote BVA's efforts to institutionalize a culture which fully leverages and values its commitment to a diverse workplace which also effectively utilizes the wide range of talent and skills that Veterans can provide to the workplace. We have had great success in hiring Veterans via an internally established Wounded Warrior Program. The Board reaches 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. BVA is currently partnering with the Marine and Army Wounded Warrior Regiments for these efforts.

Center for Minority Veterans

The Center for Minority Veterans (CMV) 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 Human Resources representatives in outreach activities to share opportunities provided by the Veterans Employment Coordination Service. Particularly noteworthy CMV outreach activities during FY 2010 included the following:

- Native American Veterans Liaison was instrumental in establishing a United South & Eastern Tribe Veterans Committee and facilitating a Veterans Forum consisting of VA staff members to brief on VA benefits and services to Native American Veterans.
- Asian American/Pacific Islander Veterans Liaison participated as Guest Speaker for the VA Pre-Conference, Exhibitor, and Moderator for the Veteran's Empowerment Workshop during the National Federal Asian Pacific American Council (FAPAC) Conference. The liaison was recently selected as the VA FAPAC Chapter President.
- Hispanic Veterans Liaison established communication between American GI Forum and MVPCs in Houston, Texas, to conduct collaborative outreach activities targeting Hispanic/Latino Veterans.
- African American Veterans Liaison conducted a Veterans Empowerment Forum at the 32nd Annual Blacks In Government (BIG) Conference. The forum consisted of VA staff members, a Veterans pavilion that featured 10 Veteran centric organizations and two Workshops on Veterans entrepreneurship and VA's Veterans hiring initiative.
- CMV staff coordinated a Veterans Forum at a Mega Jobs/Entrepreneurship Expo. Presentations were conducted by representatives from the Center for Veterans Enterprise, Veterans Employment Coordination Services, Veterans Benefits Administration, and the Office of Personnel Management.
- CMV staff served as active participants and leaders in VA Central Office (VACO) Special Emphasis Programs recognizing ethnic heritage monthly observances designed to increase culture awareness and appreciation among VACO employees. The Director, CMV served on VA's Diversity Advisory Council.



GOAL 2:

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

*Issues***Telework**

Workplace *flexibility* refers to employee discretion related to where, when, and how work gets done. Examples of workplace flexibilities include alternate work schedules and telework.

Over the past four years, the number of VA employees who regularly telework has more than doubled, but is still fairly low.

Telework Participation at VA
(Number of Employees)

Description	2007	2008	2009	2010
Default - No code entered	190,024	182,012	13,877	16,125
Ad Hoc Telework	1,156	1,133	1,478	1,649
Emergency Preparedness (COOP)	243	218	237	222
National/Regional Emergency	2,725	2,497	2,567	2,819
Regular Telework	912	1,014	1,385	2,175
Situational Basis (Temporary)	2,172	2,106	2,485	2,228
OWCP Related	11	14	17	17
Position Suitable, Employee Eligible	3,827	4,362	8,368	7,807
Position Suitable, Employee Ineligible	1,945	1,886	2,186	2,194
Position is not suitable for Telework	52,568	84,837	265,800	274,522
TOTAL	255,583	280,079	298,400	309,758

Data Source: Veterans Health Administration Support Service Center.

In the 2010 Federal Employee Viewpoint Survey, only 25 percent of VA employees said they were satisfied with telework, and 19 percent said they were dissatisfied. (Others were neither satisfied nor dissatisfied.) Only 31 percent of VA employees said they were satisfied with alternative work schedules, with 28 percent of VA employees dissatisfied. In the 2010 VA All Employee Survey, only 41 percent of VA employees agreed with the statement, “I have a lot of say about what happens on my job.”

Organizational *inclusion* refers to the way an organization configures opportunity, interaction, communication, information, and decision-making in order to utilize the potential of diversity. To define organizational inclusion in measurable terms, we look 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.
- Equitable access to opportunities for personal and professional growth.
- Accommodation for diverse physical and developmental abilities.
- Equitable systems for recognition, acknowledgement, and reward.
- Shared accountability and responsibility.
- 360-degree 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.

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 Employee Viewpoint Survey (FEVS) includes several items related to organizational inclusion.

Items with increased favorable response from 2006 to 2010:

- Awards in my work unit depend on how well employees perform their jobs.
- I am given a real opportunity to improve my skills in my organization.
- Pay raises depend on how well employees perform their jobs.
- I have enough information to do my job well.
- Employees have a feeling of personal empowerment with respect to work processes.

Items with decreased favorable response from 2006 to 2010:

- Supervisors/team leaders in my work unit support employee development.
- Promotions in my work unit are based on merit.
- My talents are used well in the workplace.
- Managers/supervisors/team leaders work well with employees of different backgrounds.
- Policies and programs promote diversity in the workplace.

**Percent of VA Employees Responding Favorably to Select Items
on the Federal Employee Viewpoint Survey**

	2006	2008	2010
I have enough information to do my job well.	73.10%	77.00%	73.90%
I am given a real opportunity to improve my skills in my organization.	58.90%	64.30%	63.50%
Supervisors/team leaders in my work unit are committed to a workforce representative of all segments of society.			60.90%
Supervisors/team leaders in my work unit support employee development.	59.40%	60.00%	58.70%
My talents are used well in the workplace.	60.60%	65.60%	57.50%
Managers/supervisors/team leaders work well with employees of different backgrounds.	63.00%	64.90%	56.60%
Policies and programs promote diversity in the workplace.	63.40%	64.70%	56.10%
Employees have a feeling of personal empowerment with respect to work processes.	41.40%	43.50%	42.10%
Awards in my work unit depend on how well employees perform their jobs.	34.50%	40.40%	40.10%
Promotions in my work unit are based on merit.	30.30%	36.20%	28.40%
Pay raises depend on how well employees perform their jobs.	19.40%	25.50%	21.90%

The Partnership for Public Service summarizes the results of the FEVS using various indexes created from combinations of survey items. Using the results of the 2010 FHCS, the Partnership's "Support for Diversity" index placed VA at number 23 out of 28 large Federal agencies; the Partnership's "Performance Based Rewards and Advancement" index also placed VA at number 23 out of 28; the Partnership's "Work/Life Balance" index placed VA at number 26 out of 28; and the Partnership's "Family Friendly Culture and Benefits" index placed VA at number 28 out of 28.

Index	Score	Rank
Employee Skills/Mission Match	81.7	2 of 28
Training and Development	61.3	13 of 28
Strategic Management	56	18 of 28
Teamwork	62.3	21 of 28
Effective Leadership	49.7	23 of 28
Performance Based Rewards and Advancement	42.5	23 of 28
Support for Diversity	52.9	23 of 28
Work/Life Balance	54.7	26 of 28
Effective Leadership - Supervisors	56.5	27 of 28
Family Friendly Culture and Benefits	26.7	28 of 28
Pay	53.2	28 of 28

Accommodation of Individual with Disabilities

Individuals with disabilities represent an important aspect of VA's workforce diversity. Providing reasonable accommodation for these individuals is an essential strategy to promote full inclusion of this group in our workforce. The following table presents the types, number and related costs of accommodations provided to employees with disabilities in FY 2010 through VA's newly centralized Reasonable Accommodations Fund, funded by the Human Capital Investment Plan. Note that these data do not reflect accommodations provided by individual VA organizations or those funded through the Department of Defense Computer/Electronic Accommodation Program.

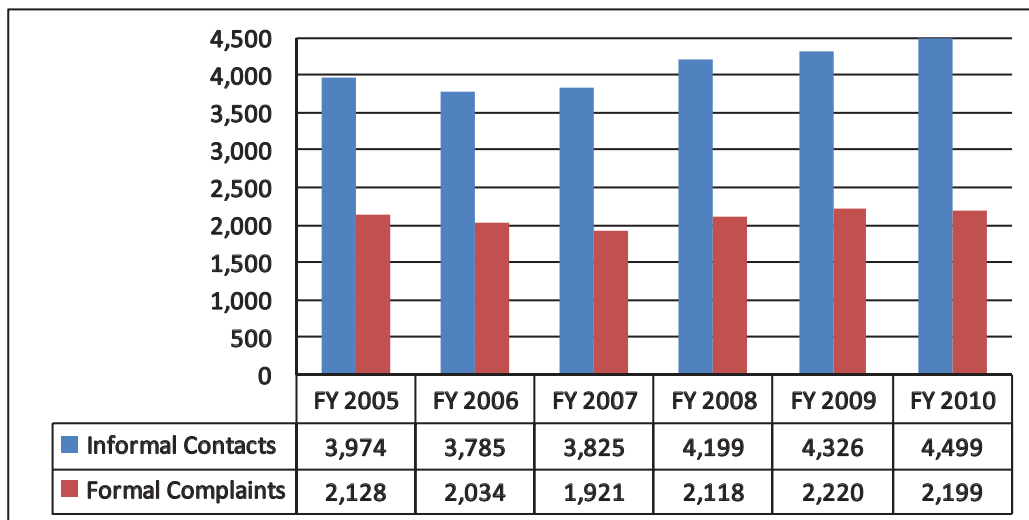
Type of Accommodation	Number Provided	Combined Cost
Wheelchair Lift	1	\$22,643.00
Ergonomic Chairs	21	\$19,066.32
Sign Language Interpreters	*35 + requests	\$23,384.00
Amplified Stethoscopes	3	\$1,159.80
Real time Captioning	*2	\$7,762.50
Air Purifiers	3	\$1,180.02
Overhead Lift	1	\$8,796.00
Specialized Roller Mouse	1	\$250.00
Specialized Desk	1	\$1,728.55
Antifatigue Mat	1	\$89.51
TOTAL	69	\$86,058.70

*Reimbursement requests for interpreters and captioning combined several service instances into one request.

EEO Complaints

Another measure of organizational inclusion focuses on EEO complaint activity. From FY 2005 through FY 2010, the number of formal EEO complaints ranged from a high of 2,220 to a low of 1,921, with an average of 2,103 complaints per year. The per capita formal EEO complaint filing rate declined from 0.76 in FY 2009 to 0.72 in FY 2010. This may indicate the effectiveness of various risk management strategies employed in recent years, including alternative dispute resolution and EEO and diversity training.

EEO Complaint Activity (FY 2010)



Data Source: Office of Resolution Management.

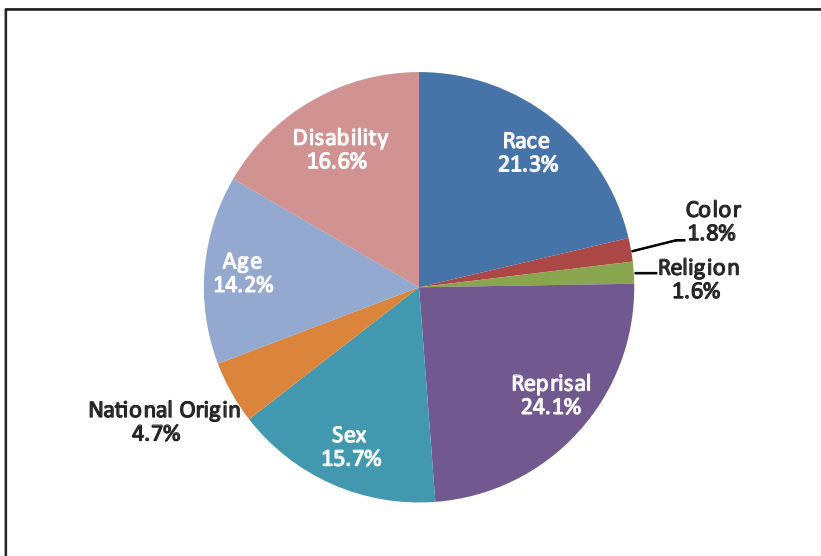
In an analysis of the root cause of EEO complaints, the Office of Resolution Management found that a lack of communication between managers or supervisors and their employees has contributed most significantly to the filing of EEO complaints. In its 2002 review of VA’s diversity management and EEO program, 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.

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

In FY 2010, as in FY 2009, the top three bases cited in EEO complaints were reprisal, race, and disability in that order.

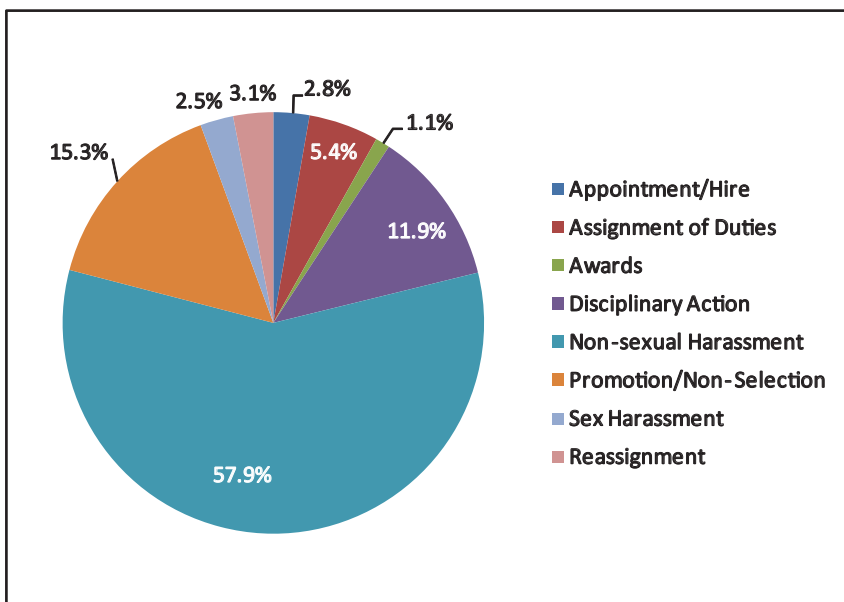
EEO Complaints by Basis (FY 2010)



Data Source: FY 2010 EEOC Form 462 provided by the Office of Resolution Management.

In FY 2010, as in FY 2009, the top three specified issues cited in EEO complaints were non-sexual harassment, promotions/non-selection, and disciplinary action in that order.

EEO Complaints by Issue (FY 2010)



Data Source: FY 2010 EEOC Form 462 provided by the Office of Resolution Management.

Alternative Dispute Resolution

The use of alternative dispute resolution (ADR) to address workplace disputes has risen dramatically over the last two years. In FY 2010, the number of disputes engaging in ADR nearly doubled from FY 2009 and more than tripled from 2008. The rate at which these complaints were resolved using ADR also increased, from 82 percent in 2009 to 87 percent in 2010. 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 FY 2009 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. For FY 2010, this process improvement has led to a fourteen 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

	FY 2008	FY 2009	FY 2010
Contacts	4186	4315	4485
Offers ^{3]}	76%	83%	97%
Participation ^{4]}	46%	48%	52%

ADR Outcomes

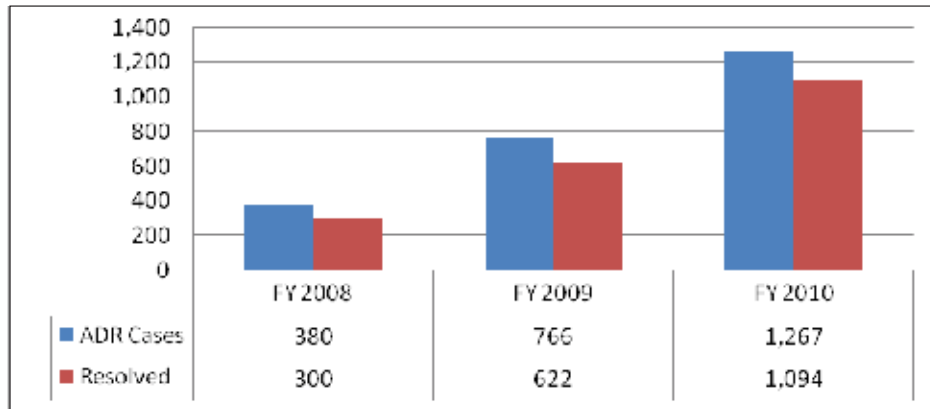
	EEO	EEO	EEO	Non EEO	Non EEO	Non EEO
	FY 2008	FY 2009	FY 2010	FY 2008	FY 2009	FY 2010
Completed	1007	2004	2000	325	752	1258
Resolved	55%	43%	45%	78%	82%	87%

^{3]} 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.

^{4]} ADR election rate represents the percentage of informal EEO complaints in which both VA and the aggrieved person agree to participate in ADR.

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 \$9 million or more in annual cost avoidance.

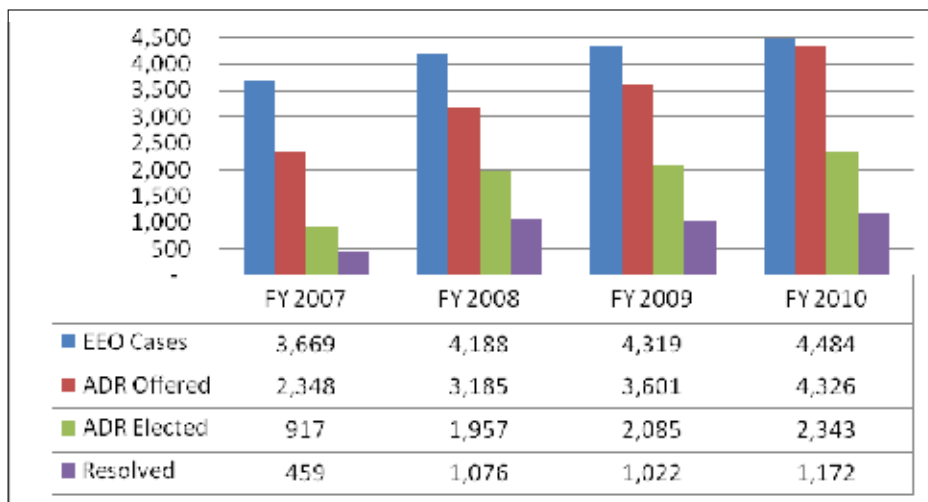
ADR Used for Workplace Disputes



Data Source: Office of Resolution Management.

VA's commitment to ADR is clearly evident in the EEO complaint process. In FY 2009, VA's ADR offer rate for informal complaints was 83 percent, the ADR participation rate was 48 percent, and the resolution rate was 49 percent. In FY 2010, VA's ADR offer rate increased to 97 percent, ADR participation rate increased to 52 percent, and the resolution rate increased to 50 percent.

ADR Used in the EEO Compliant Process

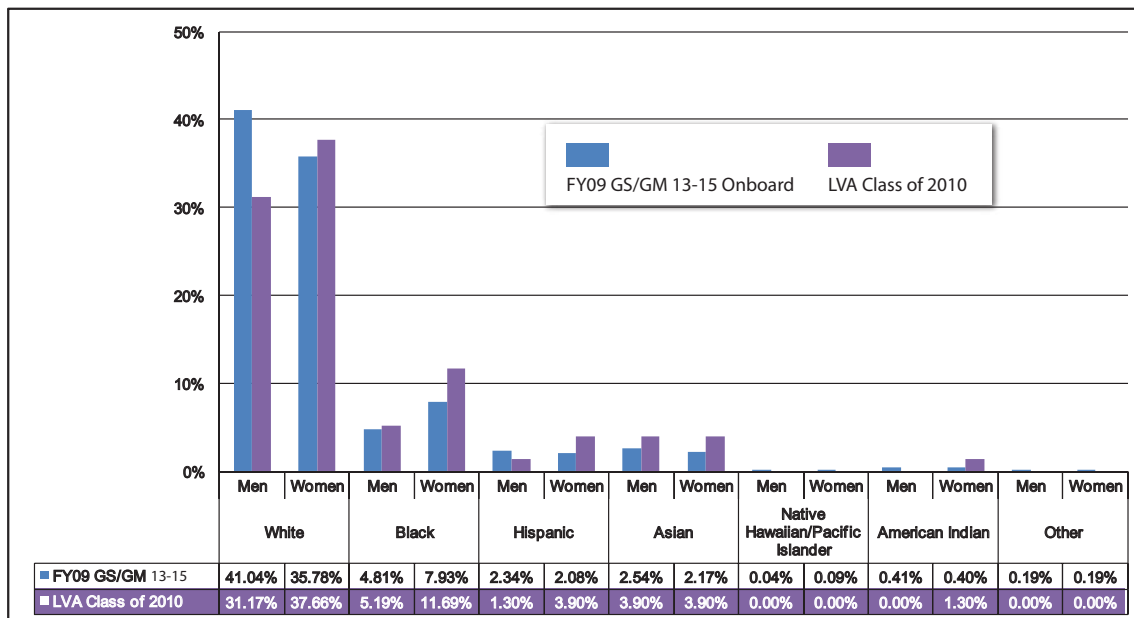


Data Source: Office of Resolution Management.

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. One of the top VA wide leadership development program is the Leadership VA (LVA) available to employees in grades 13 through 15. This program is 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.

LVA Class of 2010 vs. FY 2009 GS/GM 13-15 Onboard
Permanent Workforce

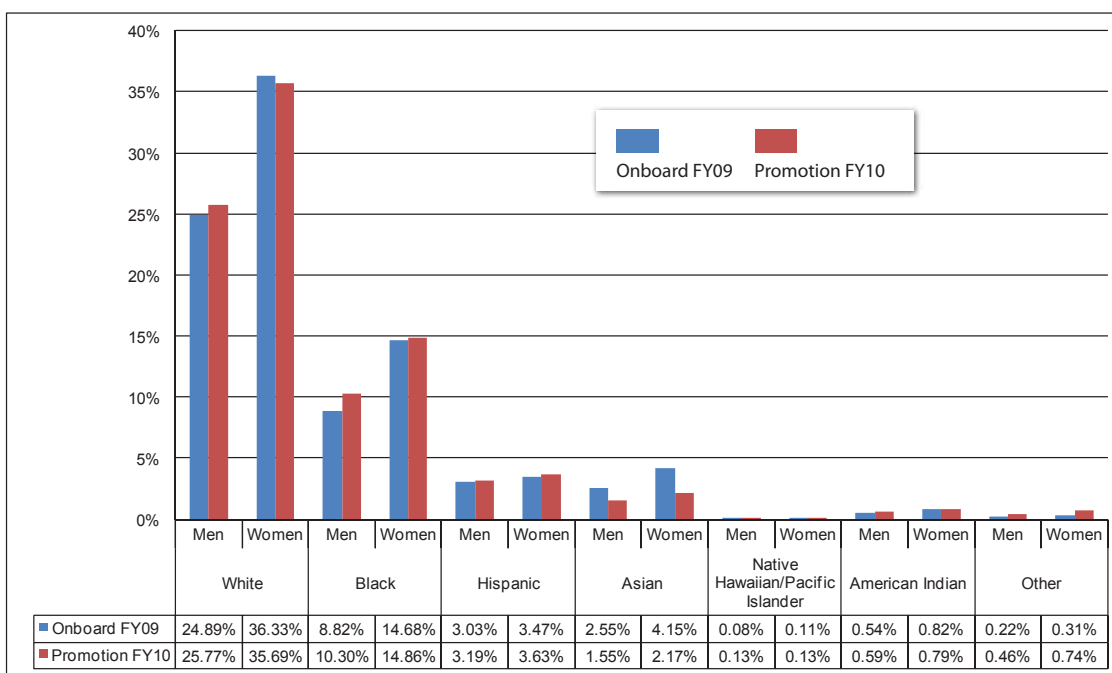


Data Source: LVA data provided by VA Learning University. Workforce data from VSSC Onboard by Race and Gender Report retrieved on January 18, 2011. Includes permanent and temporary employees in full-time, part-time, intermittent, and pay status.

Promotion

Another measure of inclusion involves the comparison of the demographic characteristics of the overall workforce with the demographic characteristics of employees who get promoted. As evidenced in the figure below, there appears to be some disparities between the promotion rate and onboard representation: for example, Black men are promoted at a rate higher than their onboard representation, but Asian men and women are promoted at rates lower than their onboard representation.

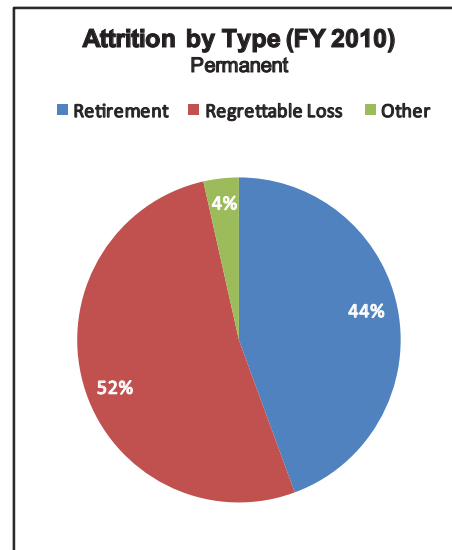
Promotions FY 2010 vs. Onboard FY 2009
Permanent and Temporary



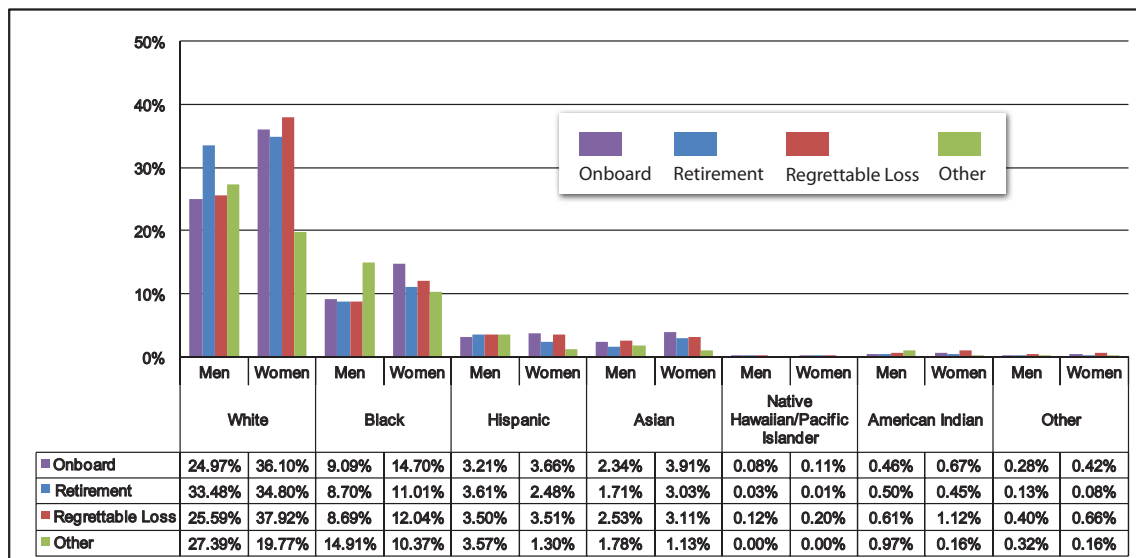
Data Source: VSSC Nature of Action Breakout Report (Promotion) retrieved on January 11, 2011. Excludes Manila citizens and medical residents. Includes permanent and temporary employees in full-time, part-time, intermittent, and pay status.

Attrition

An indicator of inclusion involves comparing the demographic characteristics of employees who leave the agency with those who stay, by appointment type—permanent and temporary. In FY 2010, 52 percent of separations from the permanent workforce resigned or transferred to another government agency (Regrettable Loss) and 44 percent retired.



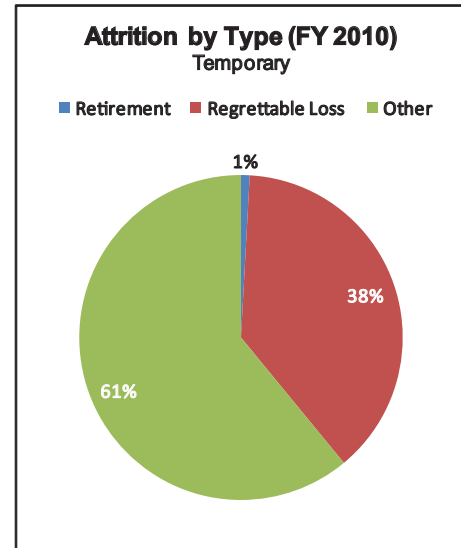
Attrition Percent by Type vs. Onboard (FY 2010)
Permanent



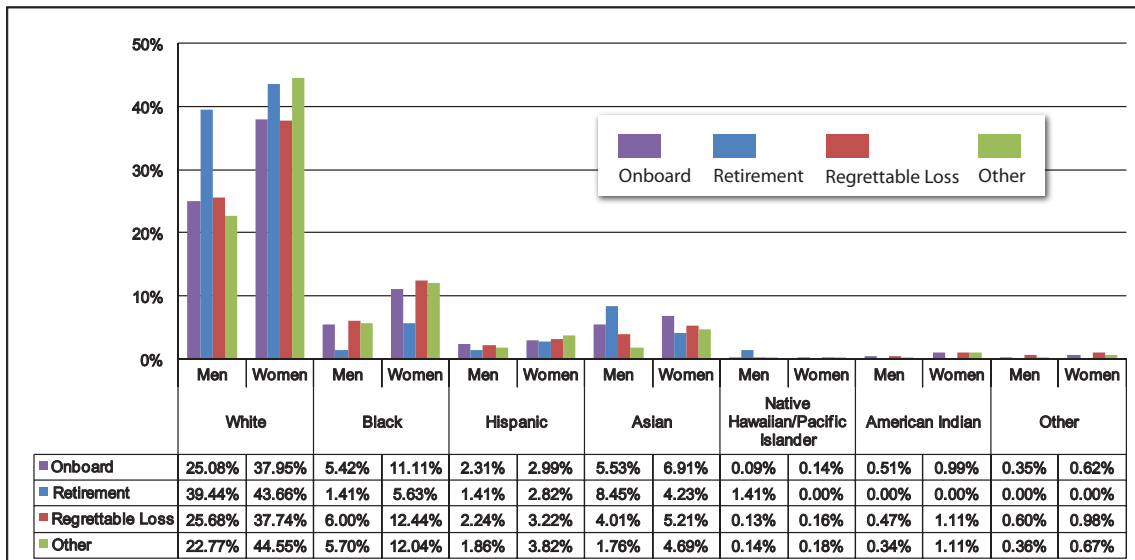
Data Source: VSSC Nature of Action Breakout Report (Separation) retrieved on January 11, 2011. Excludes Manila citizens, medical residents, and temporary. Includes permanent employees in full-time, part-time, intermittent, and pay status.

In FY 2010, the majority of temporary employees who left did so due to the expiration of their appointments (Other), and 38 percent resigned or transferred to another government agency (Regrettable Loss).

For each type of attrition, the graph below provides detail of the attrition by ethnicity, race, and gender.



Attrition Percent by Type vs. Onboard (FY 2010) Temporary



Data Source: VSSC Nature of Action Breakout Report (Separation) retrieved on January 11, 2011. Excludes Manila citizens, medical residents, and permanent. Includes temporary employees in full-time, part-time, intermittent, and pay status.

Organizational Accomplishments

Office of the Secretary

At his nomination hearing, VA Secretary Eric Shinseki expressed his intention to pursue the transformation of the Department into a 21st century organization, one that is people-centric, results-driven, and forward-looking. He has also said that he intends to encourage teamwork, reward initiative, seek innovation, and demand the highest levels of integrity, transparency, and performance in leading the Department through the fundamental and comprehensive change it must quickly undergo.

Administrations

Veterans Health Administration

The Veterans Health Administration (VHA) headquarters staff focused on cultural competency gaps in the workplace. Executives reviewed their All Employee Survey (AES) results and developed action plans to improve diversity, retention, and cultural acceptance in the workplace. These plans which began in 2010 will be fully implemented in FY 2011.

VHA extended the EEO Pilot Program to include all Veterans Integrated Services Networks. The program encouraged the use of ADR to resolve workplace disputes and executives success was measured by the EEOC standards of an offer rate of 98 percent, participation rate 53 percent and resolution rate 51 percent (EEOC's Bench mark: offer rate 80 percent, participation rate of 48 percent, and a resolution rate of 55 percent).

Through the Mentor Certification Program, VHA assures access to and quality of mentors in the organization. Executives were charged with assuring 1 percent of the workforce was in the certification process and 0.4 percent achieved. This measure was met or exceeded by the field and headquarters.

Veterans Benefits Administration

The Veterans Benefits Administration (VBA) Office of Diversity Management and EEO co-sponsored with the Office of Resolution Management two separate sessions of ADR training on March 4 and March 5, 2010. This training was taped and made available on the Learning Management System (LMS) for all employees to view.

VBA senior executives attended VA's Mandatory EEO, Diversity and Conflict Resolution Management Training on September 15 and September 16, 2010. There was 100 percent compliance with this requirement. Those managers and supervisors, who are Grade 15 and below have completed the online version of this training on LMS by the deadline of October 26, 2010.

VBA completed Phase III of the One-VA EEO Pilot, which was effective September 1, 2009, thru August 21, 2010. The St. Louis Regional Office will continue through Phase IV of the Pilot Program. The goal of the Pilot is to increase the knowledge and skills of EEO Program Managers in ADR techniques, in order to resolve workplace disputes at the earliest stage, preferably before an EEO complaint is filed.

A VBA representative from the Diversity Management and EEO Office participated in Occupational Climate Program audits conducted at the Winston Salem Regional Office, and the St. Louis Regional Office.

VBA supported special emphasis programs for the purpose of increasing diversity awareness; for example, disseminated information by having special observance displays for Martin Luther King's Birthday, Black History Month, Asian Pacific American Heritage Month, Hispanic Heritage Month, National Disability Employment Awareness Month and Native American Indian Heritage Month.

VBA partnered with ORM to authorize EEO counselors to directly contact VBA employees to offer mediation. This agreement was memorialized in a memorandum of understanding in June 2010.

VBA's Office of Diversity Management and EEO developed its strategic plan to be included in the VBA Office of Management Strategic Plan for 2011 to 2016.

VBA continues to comply with training requirements mandated by the Department, such as having senior executives attend VA's mandatory EEO, Diversity and Conflict Resolution Management Training on September 15 and September 16, 2010, and managers and supervisors completed the online version of this training by deadline of October 26, 2010. Additionally, VBA employees completed mandatory training such as Prevention of Sexual Harassment online. EEO program managers and ADR coordinators are still required to complete annual core technical training online. New EEO program managers are required to complete 16 hours of training. Seasoned EEO program managers and ADR coordinators must complete 8 hours of training.

In addition to the above training, VBA continues to offer all employees career development opportunities through participation in various training programs that include: Introduction to Leadership Training, Division Leadership Management Training, Assistant Director Development Program, Leadership Coaching Program, and the Executive Fellows Program.

National Cemetery Administration

The National Cemetery Administration (NCA) Organizational Assessment and Improvement Program identifies and prioritizes improvement opportunities and enhances program accountability by providing managers and staff at all levels with a cemetery-specific rating or score based upon a uniform, NCA-wide set of standards. As part of the program, assessment

teams conduct site visits to all national cemeteries on a rotating basis to validate performance reporting. In FY 2010, NCA conducted seven organizational climate assessments.

The NCA EEO staff conducted 15 EEO training sessions at various NCA sites. Topics included Title VII, generational differences, conflict management, reasonable accommodation, settlement agreements, and effective workplaces. In addition, the NCA EEO staff strengthened interagency partnerships by conducting diversity training at the Internal Revenue Service and the Drug Enforcement Administration.

In FY 2010, NCA offered ADR for all informal complaints, and ADR was elected in 58 percent of those cases.

In FY 2010, more employees were informed of the new reasonable accommodation program. Managers, being aware of the resources, consulted with the EEO staff and NCA provided two requested accommodations. These were reported to the EEO office. For FY 2011, the EEO Office is already working on increasing the use of this program and is currently working with four sites to provide five different accommodations. The EEO staff has also been an active team member in developing the new reasonable accommodation tracking system for VA.

Assistant Secretaries

Office of Human Resources and Administration

Office of Diversity and Inclusion

The Office of Diversity and Inclusion (ODI), a program office within the OHRA, has primary responsibility for initiatives related to workforce diversity and organizational inclusion. In FY 2010, ODI accomplished the following to promote inclusion in the VA workforce:

- Implemented updated Reasonable Accommodation Procedures to support the recruitment and retention of people with disabilities.
- Established and administered a centralized reasonable accommodations fund to support people with disabilities and funded over 90 accommodations in the first year through VA's new Human Capital Investment Plan (HCIP).
- Established 2 percent hiring goal for individuals with targeted disabilities.
- Acquired centralized Reasonable Accommodations Tracking System through HCIP to ensure timely and legally compliant processing of accommodation requests.
- Met strategic target of six Technical Assistance Reviews in the field.
- Met strategic target of consulting on six Special Emphasis observance events.

- Exceeded target of participating in six diversity outreach events.
- Updated Diversity and Inclusion briefing for New Employee Orientation and leadership development program orientations.

Office of Resolution Management

The Office of Resolution Management (ORM), also within OHRA, is responsible for managing the EEO complaint and ADR processes. ORM 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 ADRTTracker, a distinct electronic monitoring system of EEO and non-EEO ADR activity that also generates relevant reports. ADRTTracker includes an interface with CATS which permits greater consistency in information and reporting by the two separate but related systems.

ADVANCE, also known as the Human Capital Investment Plan (HCIP), is a new Human Resources and Administration initiative launched by VA to invest in people development, workforce engagement, and talent management for the delivery of health care, benefits, and other services to Veterans and their families. It is a long-term investment in the professional and personal growth of VA employees nationwide and will provide employees the opportunity to access the VA Learning University's (VALU) extensive curriculum of courses to build new skills that will further their career at VA.

In January 2010, the OHRA signed an intra-agency agreement with VHA's National Center for Organization Development (NCOD) to expand the VHA All Employee Survey to encompass all VA employees once per year. In addition, NCOD is to provide services to HRA that include support for action plan development, based on the results of employee surveys.

Staff Offices

Office of Inspector General

The Office of Inspector General (OIG) strives to provide a flexible, inclusive work environment where employees can comfortably communicate thoughts, ideas, suggestions, and concerns. Several different programs help to foster the OIG's atmosphere of constructive communication. The OIG Advisory Council helps to identify and bring to light employee issues and concerns, as well as recommendations for improvement. This program allows each employee to have their voice heard by senior management via an advisory council member. The Advisory Council has taken on many issues that have resulted in higher efficiency and improved morale. The second program the OIG uses to promote communication is the Ombudsman Program. This program offers employees an informal option to resolve concerns and issues through a neutral, confidential representative. OIG also regularly engages employees through periodic environmental scans to assess job satisfaction and organizational happiness. All of these outreach efforts help to create an atmosphere where different viewpoints and ideas work to strengthen and unite the organization.

Board of Veterans Appeals

The Board of Veterans Appeals (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 the BVA's mentoring program allows the Board to embrace and value the contributions of all employees and pursue an inclusive vision of getting staff from diverse backgrounds to join together in the pursuit of a common goal: exceptional service to Veterans and their families.

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 for several high level positions, to include the Executive Assistant position in the Vice Chairman's Office, to fully leverage the diverse makeup of our workforce and promote professional development. Travel Board assignments are based, to some degree, on exceptional and sustained performance. A multitude of communication venues are utilized to facilitate sharing of knowledge; review and discussion of current events; and provide a forum for recognition of diverse achievements and use of staff feedback. The Board also uses a very formalized and effective flexiplace plan which serves as a valuable recruitment and retention tool.

The BVA Training Office provides not only required training but also creates new curriculum as needs and issues are identified. This dedicated training mission ensures employees achieve their full potential and gives due consideration to retaining and promoting personnel from widely varying ethnic and cultural backgrounds. The Board continues to promote the use of the VA

LMS as an effective tool for annual training such as the Prevention of Sexual Harassment and the No Fear Act and individualized learning needs.

BVA continues to conduct strategic workforce planning to ensure that its workforce is mission ready and prepared for the future. Various staff components work in unison to gather and review comprehensive and inclusive information on projected hiring needs based upon workload and potential retirements; achievement of a diverse workforce and risk areas for mission critical occupations and senior positions. This type of approach allows for a 360 degree approach to workforce and succession planning which builds a talented, diverse and results oriented Board.

Center for Minority Veterans

The Center for Minority Veterans (CMV) staff served as advocates for minority Veterans on numerous working groups and task forces to ensure that the needs of minority Veterans were included in discussions and addressed. CMV continued to highlight 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 Servicemembers. The CMV has an ongoing mission to assist in the development of a Department-wide methodology to collect race/ethnicity data in order to measure the effectiveness of outreach activities targeting minority Veterans.

Office of Employee Discrimination Complaint Adjudication

The Office of Employee Discrimination Complaint Adjudication (OEDCA) provided columns to the Office of Diversity and Inclusion's bimonthly newsletter, *Diversity@Work* to spotlight recent OEDCA decisions on reasonable accommodation protocols, age discrimination claims, and per se reprisal actions.

OEDCA also participated as a panelist at three SES leadership forums discussing how to successfully manage a diverse workforce, participated as an ex officio member on VA's Diversity Council, provided recommendations and review of VA's SES EEO performance element, promoted VA's business case for diversity by recommending and having VA's Deputy Assistant Secretary for Diversity and Inclusion speak at the 2010 FDR Conference . (The FDR Conference draws over 1,000 Federal agency attorneys, HR specialists, and EEO professionals.) In addition, OEDCA presented a workshop for Office of Resolution Management personnel, including EEO counselors and specialists, on Veterans hiring initiatives and reasonable accommodation issues that have resulted in findings of discrimination against VA.

GOAL 3:

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

*Issues***Customer Satisfaction**

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, especially for the NCA.

American Customer Satisfaction Index Scores

	2007	2008	2009
VHA: Inpatients at VA medical centers	83	85	
VHA: Outpatients at VA clinics	83	81	
VHA: Users of the Civilian Health and Medical Program	82		88
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		73

*Organizational Accomplishments***Office of the Secretary**

On November 19, 2009, Secretary of Veterans Affairs Eric K. Shinseki announced that the Department would launch a comprehensive study of women Veterans who served in the military during the Vietnam War, to explore the effects of their military service upon their mental and physical health.

The VA Innovation Initiative (VAi2) is designed to tap the talent and expertise that exists both inside and outside of government. Through VAi2, VA invites employees, private sector companies, entrepreneurs, and academic leaders to contribute their best ideas and solutions that increase Veterans' access to VA services, improve the quality of services delivered, enhance the performance of VA operations, and reduce or control the costs of delivering the services received by Veterans and their families. VAi2 provides a structured way for VA to identify, fund and test the most promising solutions to VA's most important challenges.

On February 18, 2010, Secretary Shinseki launched the “Veterans Health IT Innovation Initiative,” an employee-based Health Information Technology (HIT) competition to spur VA’s transformation into a 21st century organization that is Veteran-centric, results-oriented, and forward-looking.

On June 7, 2010, Secretary Shinseki announced the opening of the Industry Innovation Competition, seeking the best ideas from the private sector to address the Department’s most important challenges. Public and private companies, entrepreneurs, universities, and non-profits were encouraged to participate in the competition, which targeted advancements in these areas:

- Innovative Housing Technology to Address Veteran Homelessness.
- Telehealth.
- New Models of Dialysis and Renal Disease Prevention.
- Improvement of Polytrauma Care.
- Reduction of Adverse Drug Events.
- Integrated Business Accelerator.

Administrations

Veterans Health Administration

The Veterans Health Administration (VHA) reached out to employees to find innovative ways to improve or create health information technology. In February 2010, approximately 45,000 VHA employees submitted 6,500 ideas and cast 500,000 votes on the ideas of others. Six panels reviewed the 75 ideas that received the most votes, along with 25 ideas dubbed “gems” by the Under Secretary for Health. The panels selected 26 ideas for funding and implementation.

A cultural competency assessment was launched for all VISNs. The assessment focused on cultural linguistic services for patients in the health care setting. Gaps were identified and plans developed to assure cultural and linguistic services were available for all Veterans and their families. The plans commenced in 2010 and will be fully implemented in FY 2011.

Veterans Benefits Administration

The Veterans Benefits Administration (VBA). In August 2009, President Obama challenged employees of VBA to an innovation competition to improve claims processing for Veterans. Over 7,000 VBA employees submitted 3,000 ideas. Each VBA Regional Office selected the top idea and the final selection panelists received all 57 ideas to evaluate them. Ten finalists’ ideas were selected by a panel comprised of Admiral Patrick W. Dunne, former VA Under Secretary for Benefits; Craig Newmark, founder of craigslist.org; Dr. Peter Levin, Chief Technology Officer; and Garry Augustine, Deputy National Service Director for Disabled American

Veterans. Ten ideas were chosen, including five that required funding, and all are being developed and implemented.

National Cemetery Administration

The National Cemetery Administration (NCA) has the highest customer satisfaction score of any Federal agency and any private sector company, according to the University of Michigan's American Customer Satisfaction Index. NCA has set for itself these customer service standards:

- **Courtesy.** We will treat you with respect, dignity and compassion every time you interact with any NCA employee.
- **Access.** We will provide gravesite locator assistance that is accessible, current and accurate at each national cemetery. We will provide a toll-free telephone line for you to make inquiries about headstone and marker orders. Your call will be answered by a Customer Service Representative within three minutes.
- **Prompt Delivery of Service and Benefits.** We will confirm eligibility and schedule your committal service within two hours of the request. We will set headstones and markers at national cemeteries within 60 days of interment. We will deliver headstones and markers to recipients other than national cemeteries within 60 days of receipt of your application. We will mail Presidential Memorial Certificates (PMC) to families of eligible Veterans within 45 days of the Veterans' death information being reported to VA.
- **Accuracy—Doing it Right.** We will provide a headstone or marker that is correctly inscribed. We will replace a headstone or marker that is damaged or incorrectly inscribed within 30 days of notification. We will replace a PMC that is incorrectly inscribed within 20 days of notification.
- **Appearance.** We will maintain the appearance of VA's national cemeteries in a manner befitting a national shrine.
- **Effective Outreach.** We will seek every opportunity to provide you with accurate and timely information about burial benefits and services.

NCA activities and accomplishments in FY 2010 included the following:

- In FY 2010, the PMC was offered to Veterans' families in Braille.
- EEO staff conducted 15 EEO training sessions at various NCA sites. Topics included Title VII, Generational Differences, Conflict Management, Reasonable Accommodation, Settlement Agreements, and Effective Workplaces.

- NCA's EEO Staff was able to strengthen its interagency partnerships by conducting VISN Diversity Training at the Internal Revenue Service and Generations in the Workplace at the Drug Enforcement Administration.
- NCA participated in 8 VA sponsored Stand Downs for homeless Veterans and over 10 other events specifically for the homeless Veteran.



Assistant Secretaries

Office of Human Resources and Administration

Office of Diversity and Inclusion

The Office of Diversity and Inclusion (ODI) has primary responsibility for initiatives related to workforce diversity and organizational inclusion. In FY 2010, ODI accomplished the following:

- Issued an expanded EEO, Diversity, No FEAR Policy Statement signed by the Secretary, adding sexual orientation and genetic information protections.
- Developed a mandatory EEO, diversity, and inclusion critical performance element in all SES and supervisory performance plans.
- Provided 8-hour face-to-face training to over 400 SES and title 38 equivalent leaders in mandatory EEO, diversity, reasonable accommodation, and conflict management.
- Trained over 9,400 VA managers and supervisors in online mandatory EEO, diversity, reasonable accommodation, and conflict management training by the target date.
- Updated workplace harassment and No FEAR training for all employees.
- Expanded a VA-wide diversity and inclusion training portfolio and consultation program.
- Infused diversity into the criteria and curricula of all VA leadership development programs.
- Conducted four quarterly VA Diversity Council meetings.
- Implemented Secretary's 1st Diversity and Inclusion Excellence Awards Program.
- Issued 6 bimonthly newsletters (*Diversity@Work*); distributed 52 weekly diversity-focused news summaries (*NewsLink*); produced 12 monthly video broadcasts (*Diversity News*); and delivered formal presentations at 12 major internal leadership and external stakeholder conferences.

Office of Congressional and Legislative Affairs

The Office of Congressional and Legislative Affairs (OCLA) Office of Advisory Committee Management provided support to all of VA's advisory committees, especially the Advisory Committee on Minority Veterans and Advisory Committee on Women Veterans.

Staff Offices

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 approximately one million Veterans being seen in FY 2010 (40 percent were minority Veterans). In addition, in FY 2010 Minority Veterans Program Coordinators were given a mission to target at least one outreach activity per quarter consisting of stand downs, meetings, visiting homeless shelters, and consultations to homeless Veterans. This resulted in approximately 62,000 homeless Veterans being offered outreach services in FY 2010.

CMV staff organized a Veterans Pavilion in collaboration with VHA, VBA, NCA, and the Veterans Employment Coordination Service to provide minority Veterans, minority serving organizations, and VSOs with information on VA benefits and services. These venues included the following conferences: Congressional Black Caucus, Federal Asian Pacific American Council, Hispanic Federal Career Day, American GI Forum, Veterans of Foreign Wars, Blacks In Government, and United South and Eastern Tribes.

Center for Women Veterans

The Center for Women Veterans (CWV) 2010 activities included: collaborating and coordinating with VA's three Administrations (VHA, VBA, NCA), and staff offices (including CMV) on their delivery of benefits and services, and conducting liaison with other Federal agencies: GAO, DoD (DACOWITS, Defense Task Force on Sexual Assault in the Military Services), DOL (Women's Bureau, Veterans' Employment and Training Service), HHS (Office of Women's Health, Indian Health Service, Centers for Disease Control and Prevention, and HUD), state, local, and other external partners (VSOs, faith-based and community organizations), serving as VA representative on White House Interagency Council on Women and Girls; facilitating joint training and networking among women Veterans program managers and coordinators across VA; providing women Veteran stakeholders the opportunity to share their concerns and issues with VA through community forums and gatherings, and regional/national summits; monitoring VA's research agenda to ensure that women Veterans and their

issues are included in VA studies; serving as a resource center; performing joint outreach to improve women Veterans' awareness of VA services, benefits and eligibility criteria; educating VA staff on women Veterans contributions; and recommending policy and legislative proposals to the Secretary. Center staff has membership on or attended all major Department-wide workgroups, task forces, and committees, and joint Federal collaborative committees. The Center Director serves on the EEO Council on Diversity and Inclusion and helped to craft the EEO second Diversity and Inclusion Strategic Plan.

The CWV also provided consultation and support to the Advisory Committee on Women Veterans. This statutory Committee provides advice and guidance to the Secretary on the administration of benefits and services by the Department for women Veterans, and submits a biennial report to the Secretary on its findings and recommendations.

During FY 2010, the CWV specifically kicked-off the "Her Story" campaign during March, Women's History Month. Each week, the Center highlighted a woman Veteran employee and shared "Her Story" of military service and her current position at VA (with narrative and photos). This campaign was culminated over Veterans Day 2010 with a Her Story video highlighting women Veterans' stories. Also, in July 2010, a Women Veterans Forum was held at the Women's Memorial. The purpose of this Forum was to engage and educate Veterans service organizations and women Veteran advocates about enhancements in VA services for women Veterans. Over 200 participants received the latest information on women's Veterans health care and benefits. The event was attended by women Veterans, VSOs and women Veteran advocates. The VSO hosted a Pre-Forum Reception with Congressional Members, senior VA staff, women Servicemembers from each military service, Reserves and Guard, along with many women Veterans.

Center for Faith-based and Neighborhood Partnerships

The Center for Faith-based and Neighborhood Partnerships (CFBNP). During FY 2010, the CFBNP attended, participated in and or presented at the following events:

- In May 2010, CFBNP Director and Deputy Director attended and presented at the Indian Country conference in Rapid City, SD. The conference was co-organized by the Department of Housing and Urban Development (HUD) CFBNP and the Oglala Sioux Tribe.
- In June 2010, CFBNP staff presented and provided VA outreach information at the Society for American Indian Government Employees (SAIGE) National Training Conference held in Uncasville, CT.
- CFBNP Deputy Director and staff participated in the Congressional Muslim Staff Association's (CMSA) Intern Day on Capitol Hill. Staff distributed information on the programs and services VA provides for Veterans. Information was also distributed on VA employment and internship opportunities. The event was held at the Capitol Visitors' Center, Washington, DC.

- In August 2010, CFBNP Deputy Director attended and presented at the 32nd Annual Blacks in Government Conference in Kansas City. Center staff also managed an exhibit booth at the Veterans Empowerment Forum organized by the VA Center for Minority Veterans. The Forum consisted of a Veterans pavilion that featured ten Veteran centric organizations and two Workshops on Veterans entrepreneurship and VA's Veteran hiring initiative.
- In September 2010, CFBNP Director attended and presented at the 2010 VA Women Chaplains' Conference in Asheville, NC.
- The CFBNP co-hosted four regional Veterans Roundtables with the VBA Vocational Rehabilitation and Employment (VR&E) Service and the VR&E Regional Office in the following cities:
 - December 2009 Jackson, MS,
 - March 2010 Seattle, WA,
 - May 2010 Newark, NJ, and
 - July 2010 Waco, TX.

The VA Regional Roundtables have two primary goals:

1. To facilitate collaborative working relationships among faith-based and secular organizations, VBA, NCA, and VHA so that holistic service can be provided to Veterans, their families, and survivors in the community where the Roundtable is held.
 2. To inform attendees of the number of Veterans in their community, what their current needs are, and potential funding available to faith-based and secular organizations who can demonstrate an ability to meet those needs in collaboration with VA.
- CFBNP conducted outreach to faith-based and secular organizations using video technology. The CFBNP lead the creation and production of a video entitled "VA Chaplains Answering the Call." The video captures the significant work VA Chaplains are doing in collaboration with Military Chaplains to assist combat Veterans, active military personnel and couples with successful reintegration. The video illustrates how VA Chaplains and Military Chaplains are providing counseling to individuals and couples as well as to each other. The VA Chaplains are also working with local clergy, training them on ways to effectively work with women and men returning from the theatre of war. The video is a part of the VA's American Veterans weekly television programming. This program reaches over 500,000 military and Veterans weekly via the DoD Pentagon channel.

Office of Small and Disadvantaged Business Utilization

The Office of Small and Disadvantaged Business Utilization set these goals for fiscal year 2010:

VA FY 2010 Socioeconomic Program Goals and Accomplishments *Reported as a Percentage of Total Procurement*

	Goal	Attained
Service-Disabled Veteran-Owned Small Business	10.00%	19.80%
Veteran-Owned Small Business	12.00%	22.80%
Small Disadvantaged and Section 8(a) Business	5.00%	9.00%
Women-Owned Small Business	5.00%	3.20%
Historically Underutilized Business Zone	3.00%	2.10%
Small Business	33.50%	36.70%

VA is launching a multi-year initiative called Veterans Relationship Management (VRM) to improve Veterans' access to health care and benefits information. VRM will deliver improved telephone services to enable Veterans to reach a call center agent faster. Recording and review of calls will ensure the quality of services provided to Veterans. VRM enhancements will be rolled out in six-month increments. An important component of VRM is the Internet site, which puts the Veteran in the driver's seat for information. VA collaborated with the DoD to provide a single sign-on capability for both Servicemembers and Veterans. Single sign-on will quickly establish an individual's identity and allow that person to complete transactions without having to re-enter information. Self-service access through the Internet site (www.ebenefits.va.gov) is already available in some benefit areas, including military personnel records, VA home loan eligibility certificates, and status information on compensation and pension claims. Once fully realized, VRM promises Veterans a "better experience" when they contact VA for assistance.



FY 2011 Planned Initiatives

In FY 2011 and beyond, VA will focus on building upon current initiatives and adding new strategies in furtherance of its goal of “fostering a diverse workforce and an inclusive work environment.”

Office of the Secretary

In the Department of Veterans Affairs *Strategic Plan Refresh for Fiscal Years 2011–2015*, Secretary Shinseki describes his commitment to President Obama’s charter to transform the Department of Veterans Affairs into a high-performing 21st century organization focused on our Nation’s Veterans as its clients. As he describes it, the 21st century VA will be built around three guiding principles: people-centric, results-driven, and forward-looking.

Major initiatives described in the Strategic Plan Refresh include developing capabilities and enabling systems to drive performance and outcomes, establishing a strong VA management infrastructure and integrated operating model, and transforming human capital management by investing in the development of employees to help them reach their full potential.

Administrations

Veterans Health Administration

The Veterans Health Administration (VHA). By the end of FY 2016, 40 percent of the VHA full- and part-time workforce will become eligible for full retirement; with 21.4 percent projected to actually retire. Recruiting to back-fill these positions presents VHA an incredible opportunity to diversify the workforce. Hispanic males and females are the only ethnicity group below the national RCLF, they are at 97 percent and 80 percent of their full RCLF level. At 0.2 percent and 0.3 percent, the Other/Multiple Race categories are also below the RCLF, but have increased since adding the “multiple” category. All other ethnicity/race groups, except for White women, have a representation level that is equal to or greater than the RCLF. VHA also has a low ratio of people with targeted disabilities. In FY 2011 VHA is emphasizing recruitment for Hispanic persons. The administration is also focusing on the utilization of special hiring authorities for Persons with Disabilities and Veterans.

In FY 2011, executive performance measures continue to focus on cultural competency, mentoring, diversity recruitment, inclusion, retention, and employee development. The bar from FY 2010 performance contract was raised for FY 2011. The focus on a diverse pipeline within the administration’s workforce development programs will continue via VHA’s comprehensive succession planning process.

The VHA Diversity and Inclusion Subcommittee is taking a comprehensive look at various data sets across the administration to identify gaps in clinical and workforce cultural competency, recruitment, retention, employee development, and health care disparities. Targeted interventions are planned based on gaps identified. Additionally, the committee will focus on engaging leadership in the business case for diversity and the link to innovation. The committee will sponsor exercises and conversations to provide practical experience and enlighten leadership in the diversity and inclusion arena.

Most importantly VHA will continue the process of establishing patient centric care via the Patient Aligned Care Team (PACT.) The PACT model assures the health care team partners with the patients ensuring access and coordination of care. VHA continues to define excellence in health care in the 21st century.

Veterans Benefits Administration

The Veterans Benefits Administration (VBA) Office of Diversity and EEO plans to sponsor its third EEO conference in the fourth quarter of FY 2011 providing additional training for its EEO program managers, and ADR coordinators.

National Cemetery Administration

The National Cemetery Administration (NCA) intends to expand its recruitment efforts into more diverse communities with the assistance of its newly acquired community prosperity partnership coordinator. NCA also intends to hold its first joint meeting between the Offices of Human Resources, Labor Relations, and EEO, to strengthen partnerships between those offices. Other planned initiatives for NCA include publishing the NCA workforce diversity strategic plan, developing a special emphasis program, increasing proactive measures to prevent EEO complaints, establishing a workforce diversity committee, developing a cultural competency program, and researching the use of social media to expand outreach efforts.

Assistant Secretaries

Office of Human Resources and Administration

In FY 2011, the Office of Human Resources and Administration (OHRA) will begin a new multi-year initiative on Multi-Generational Recruitment and Retention. For FY 2011 the initiative will have three components:

1. Establishing a VA-wide Steering Committee on Multi-Generational Diversity;
2. Conducting a VA-wide comprehensive study on the recruitment and retention of students and recent graduates; and
3. Implementing the Pathway Programs established in the President's December 27, 2010, Executive Order on Recruiting and Hiring Students and Recent Graduates.

Office of Diversity and Inclusion

The Office of Diversity and Inclusion (ODI), a program office within OHRA, has primary responsibility for initiatives related to workforce diversity and organizational inclusion. In FY 2011 and beyond, ODI will lead the following initiatives:

- Designing a diversity and inclusion index as a standardized metric to assess progress on workforce diversity and organizational inclusion.
- Implementing an applicant flow system in USAStaffing.
- Developing and implementing an employment plan for people with disabilities.
- Expanding marketing and use of the centralized VA diversity internship program fund.
- Identifying local reasonable accommodation coordinators and selective placement coordinators in all field facilities.
- Expanding marketing and use of the centralized VA reasonable accommodation fund.
- Developing a diversity-focused career pathways program framework to support upward mobility and bridge career gaps.
- Expanding the diversity and inclusion training portfolio and deploying customized diversity, multi-generational, and reasonable accommodation training.
- Deploying mandatory workplace harassment/No FEAR training for all employees.
- Implementing a training evaluation instrument and program metrics to assess the short- and long-term impacts of training and reasonable accommodation initiatives on VA culture.

Office of Resolution Management

The Office of Resolution Management (ORM), also in OHRA, will implement a new EEO, diversity and ADR dashboard to communicate the status on key indicators in those areas to senior leadership. ORM will also continue to market and expand use of ADR in FY 2011 and beyond to resolve workplace conflict at its earliest stage.

Office of Human Resources Management

The Office of Human Resources Management (OHRM). The Strategic Human Capital Planning Service within OHRA's OHRM has coordinated the creation of an action plan based on findings from the 2010 Federal Employee Viewpoint Survey. That action plan has three components:

1. Improving employee engagement.
2. Developing career mapping for most VA occupations.
3. Increasing performance management accountability and awareness.

Office of Congressional and Legislative Affairs

The Office of Congressional and Legislative Affairs (OCLA). The President's FY 2011 budget will increase the OCLA workforce by eight full-time equivalents. Coupled with personnel shortfalls at the end of FY 2010, OCLA will conduct a total of 16 hiring actions in FY 2011. OCLA seeks results-oriented employees who will be major contributors to accomplishing the organization's mission. OCLA is a very dynamic organization and values its employees' initiative and ability to rapidly re-prioritize work actions. During November 2010, OCLA held two training sessions for all employees on Customer Service Training. The training was conducted by VA Learning University and focused on how OCLA can provide world-class customer service support to VA leaders, Congress, and our Nation's Veterans.

Staff Offices

Center for Women Veterans

The Center for Women Veterans (CMV). Planned initiatives for CMV include the much anticipated National Summit on Women Veterans' Issues. The diversity of women Veterans through each era will be embraced. The purpose of Summit 2011 is to educate women Veterans, women Veterans advocates, VSOs, Congress, and all who have an interest in women Veterans issues; to gather and receive information on VA's enhancements to benefits and services; and to provide a forum for a double-loop exchange of information.

At Summit 2008, over 400 attended the 3-day event in Washington, DC. We anticipate Summit 2011 attendance to far surpass previous summits and propose to accommodate nearly 700 attendees. The increase in attendance serves a two-fold purpose: (1) allows for concurrent sessions regarding VA's enhancements in services and benefits for the general constituency, and (2) allows for a targeted training, education, and collaborative pre-Summit for VA staff primarily responsible for providing services and benefits specifically to women Veterans and their families (the 144 Women Veterans Program Managers (WVPM) and 21 Lead WVPMs (VHA), the 75 VBA Women Veterans Coordinators (WVC), and the 44 Vet Center staff).

This pre-Summit event would be the first meeting of all WVCs at VA, and the first ever collaborative VHA/VBA training and education of those who care for our women Veterans. However, offering it during the Summit allows for the individuals to receive training and education on women Veterans' issues in one place and to have face-to-face interaction with their cross organizational counterparts, removing the stove-piping of information and fostering an environment to discuss and collaborate on mutual interest items. Just as important, the pre-Summit training will reduce duplicative training because we will have all the training experts in one place, at one time, giving the same information to the entire group.

The 1-day Pre-Summit Training Conference for the Vet Center staff, WVPMs, and WVCs, and a 3-day Summit (to include a public Town Hall Meeting, screening of Veteran documentaries such as the *Lioness* and portions of the 6-hour documentary *For Love of Liberty: The Story of*

America's Black Patriots (there are sections focused on women Veterans), VA's Faces Behind the File: Women at War, and a visit to the Women's Memorial) will be held. The 50+ exhibitors at the Summit will provide information to participants as well as a health screening-time sponsored by the DC VAMC. It is our hope that VBA can register Veterans on-site for claims/eBenefits and that VHA will also have the ability to enroll Veterans for healthcare.

The Advisory Committee on Women Veterans' 2010 report to the Secretary of Veterans Affairs included the following recommendations:

1. That the Department of Veterans Affairs (VA) establishes more collaborative partnerships that would enable women Veterans, especially those with children, to receive comprehensive recovery treatment through established alcohol and drug abuse programs. [VA concurred.]
2. That VA provides childcare options for eligible Veterans to facilitate access to quality health care services, to include public and private partnerships. [VA concurred in principle, saying the Caregivers and Veterans Omnibus Health Services Act of 2010 (PL 111-163) authorized VA to carry out a 2-year pilot program to assess the feasibility and advisability of childcare for qualified Veterans who are the primary caretaker of a child.]
3. That VA establishes more gender-specific health treatment programs for women Veterans, such as "women only" PTSD programs and Military Sexual Trauma (MST) programs. [VA concurred in principle, saying that the VHA has a long-standing practice of promoting treatment in environments that are sensitive to gender-related issues, and pointing out that mixed-gender programs that provide specialized MST-related care also have advantages.]
4. That VA establishes a women Veterans awareness training program in an effort to educate new employees about the changing roles of women in the military, their combat-related exposures, and MST sensitivity. [VA concurred.]
5. That VA develops a plan of action to reverse the high turnover rate of full time women Veterans program managers, and develops a succession plan to ensure continuity of care for women Veterans. [VA concurred.]

6. That Veterans Benefit Administration (VBA) establishes permanent full time Women Veterans Coordinator (WVC) positions in VA regional offices (RO) that serve a catchment area that has greater than 40,000 women Veterans--to direct assistance to women Veterans accessing benefits and services through VA. [VA concurred.]
7. That duties and functions of WVCs be standardized for consistency of services provided to women Veterans and that these duties be evaluated in each VA regional office (VARO) during the scheduled internal Compensation and Pension Services site visit to ensure compliance and efficiency. [VA concurred.]
8. That VBA conducts Area conferences every 2 years for WVCs and others who provide women Veterans-specific services, in an effort to build greater communication, collaboration of functions, and awareness of issues, concerns, policies and programs for women Veterans in their respective areas. [VA concurred.]
9. That VA ensures rural health mobile vans and clinics have standardized protocols for providing care to rural women Veterans that ensure access and availability of health care screenings, and treatment; are appropriately equipped and staffed with specially trained personnel to adequately address the gender-specific health care needs of women Veterans; and have standardized protocols to address issues that require follow-up or referral. [VA concurred.]
10. That VA collaborates with the Center for Women Veterans on media campaigns to ensure the consistent inclusion of women Veterans in posters, printed materials, brochures, Web sites, videos and news releases. [VA concurred.]

Office of Small and Disadvantaged Business Utilization

The Office of Small and Disadvantaged Business Utilization has set these prime and subcontracting goals for fiscal year 2011:

Prime and Subcontracting Goals
(percentage of total procurement dollars)

	Prime	Sub.
Small Business	33.50%	17.70%
Veteran Owned Small Business	12.00%	5.00%
Service Disabled Veteran Owned Small Business	10.00%	3.00%
Small Disadvantaged Businesses (includes Section 8(a))	5.00%	5.00%
Woman-Owned Small Business	5.00%	5.00%
Historically Underutilized Business Zone Small Business	3.00%	3.00%



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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 inseparable 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*.

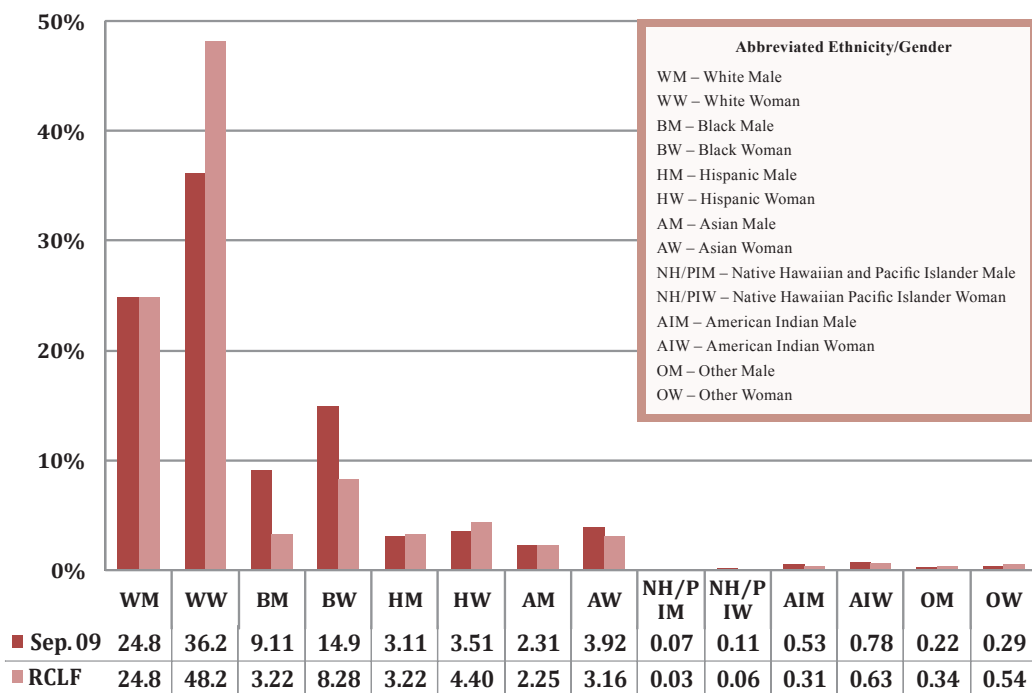
THE CURRENT STATE OF VA

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,

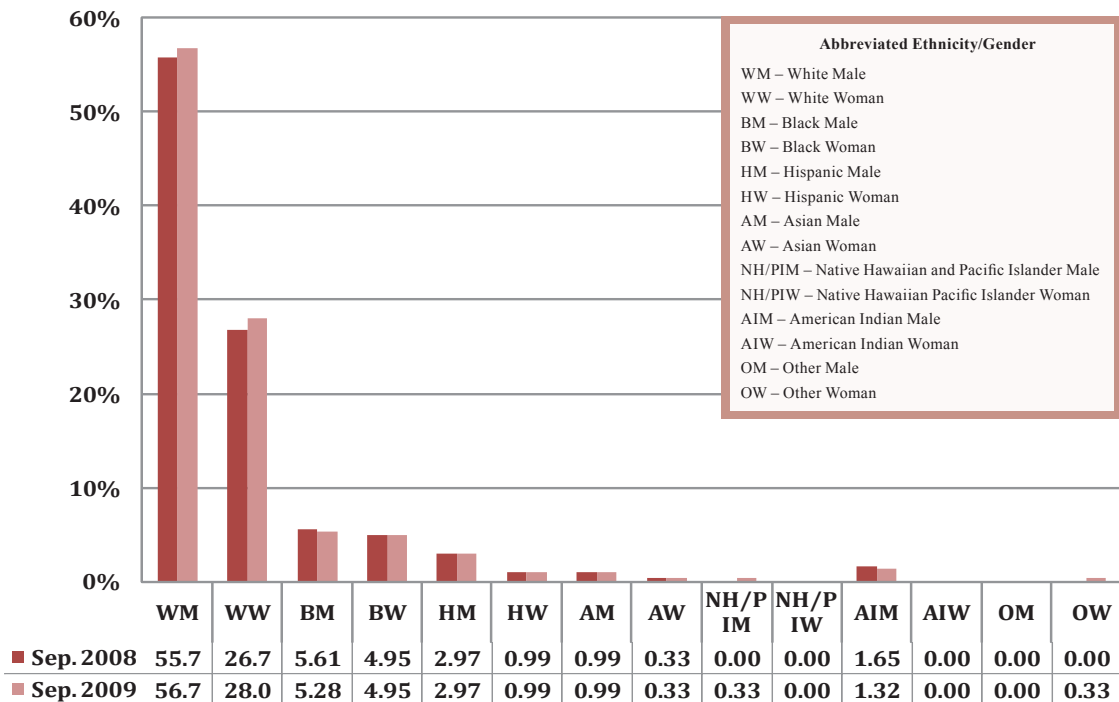
while there is parity in some areas, there are challenges in others. For example, representation of Blacks, Asians, Native Hawaiian and Pacific Islanders, and American Indians are all above the RCLF. White women and Hispanics are below their RCLF levels.

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

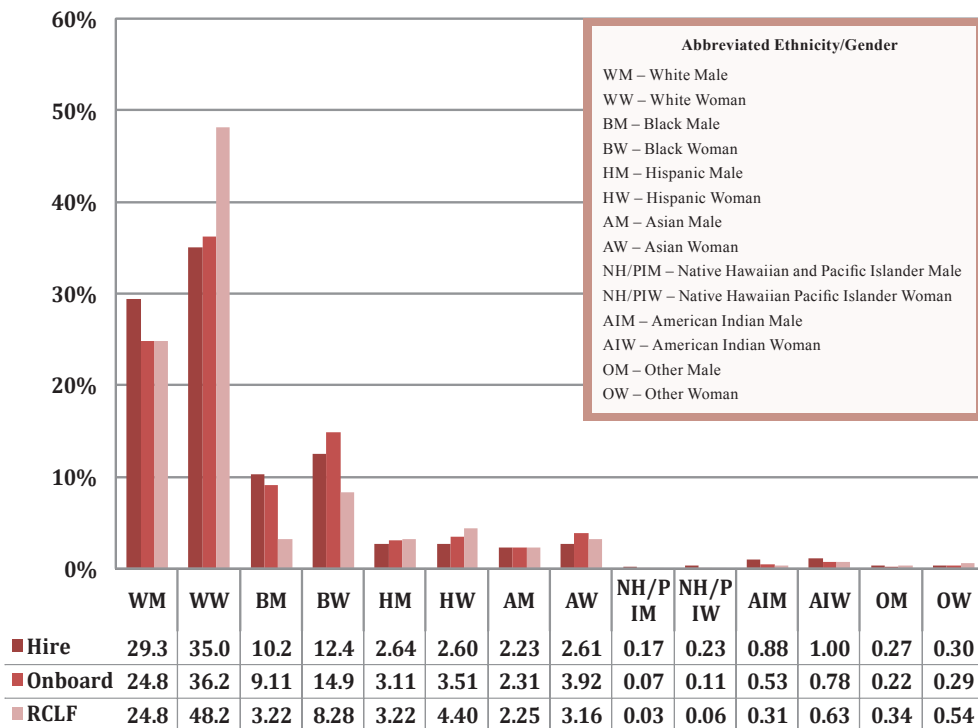
Workforce composition is affected by the hires and separation of employees. From FY 2008 to FY 2009, VA hired 27,350 permanent employees, equivalent to approximately 10 percent of its total workforce.

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.

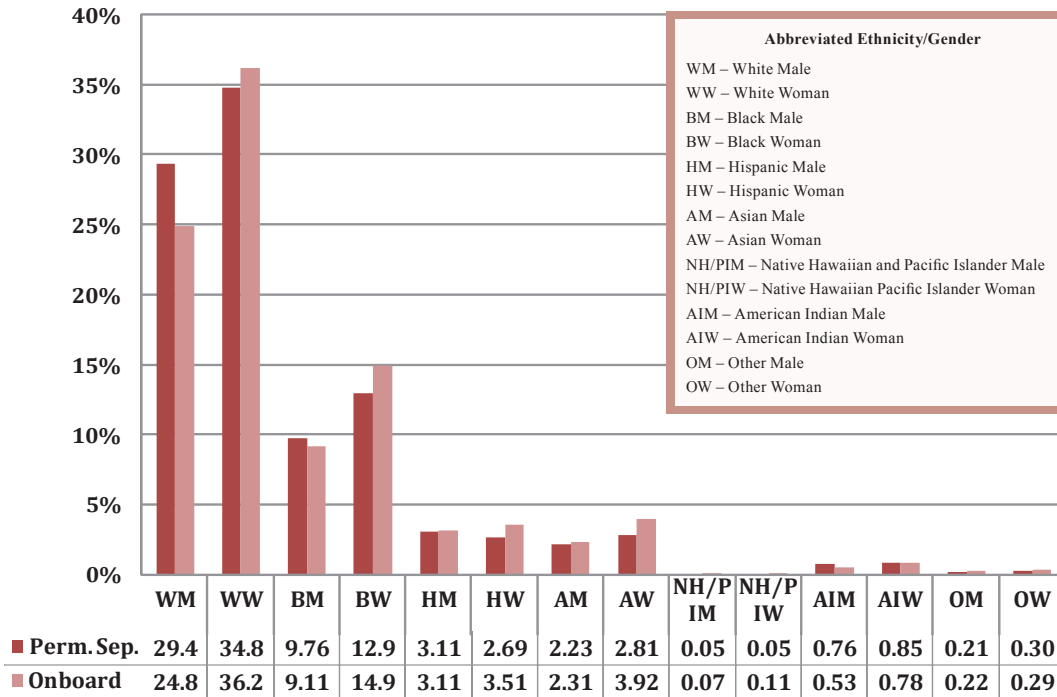
From FY 2008 to FY 2009, a total of 15,488 (approximately 6 percent) permanent employees left VA through retirement, resignation, termination of appointment, death, or separation. Nearly 80 percent of separations are attributed to voluntary retirement and resignation.

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.



Department of Veterans Affairs

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



Memorandum

Department of Veterans Affairs

Date: March 23, 2010

From: Secretary (00)

Subject: VA Diversity Council Charter

To: Under Secretaries, Assistant Secretaries, and Other Key Officials

1. The Department of Veterans Affairs (VA) has made great strides in promoting and supporting a high-performing organizational culture through diversity and inclusion. I am strengthening this foundation to support VA's transformation into a 21st century Cabinet-level agency. Diversity is integral to the transformational effort; therefore, I have approved the attached VA Diversity Council (VADC) Charter.
2. I understand the Council is charged with identifying the strengths and weaknesses of policies and practices with regard to diversity and inclusion and to create a mechanism for VA leaders to make recommendations for improvement. The VADC will serve as a forum to share best practices, consider new initiatives, monitor progress, leverage resources, and ensure accountability in this critical area of organizational diversity and inclusion.
3. I would like to thank the original VADC members—representatives from VA's major organizations, staff offices, and stakeholders—who helped create this Charter. They should be praised for their diligence and commitment to this effort.
4. To ensure VA's full participation, I ask that each of VA's major organizations and staff offices reaffirm or designate a representative, at the senior executive level, to serve on the Council. You may also designate an alternate representative to ensure that your organization is actively engaged.
5. I am counting on the VA Diversity Council to ensure that diversity and inclusion policies and practices are institutionalized and integrated at all organizational levels. If you have any questions, please contact Ms. Georgia Coffey, Deputy Assistant Secretary for Diversity and Inclusion, at (202) 461-4131 or Georgia.Coffey@va.gov.



Eric K. Shinseki

Attachments

1. Council's Official Designation (Title)

The Department of Veterans Affairs Diversity Council (VADC)

2. Definitions of Diversity and Inclusion

The Council operates with a common understanding of the following terms:

a. Diversity: All of the ways in which people differ, including innate characteristics (such as age, race, gender, ethnicity, national origin, mental or physical abilities, and sexual orientation) and acquired characteristics (such as education, socioeconomic status, religion, work experience, language skills, cultural values, geographic location, family status, organizational level, work style, philosophical and intellectual perspective, etc).

b. Inclusion: Enabling the full participation and contribution of all human resources in support of the mission of the organization by eliminating implicit and explicit barriers. Leveraging the diverse talents and attributes of the entire workforce by configuring work opportunities, business processes, functional operations, rewards systems, work-life options, professional interactions, communications, information-sharing, and decision-making to empower the full potential of all employees.

3. Objectives and Scope of Activities

The VADC will provide independent advice and recommendations to the Secretary, on areas relating to diversity and inclusion that may include, but are not limited to:

a. Workforce Strategies

- Advice and recommendations on identifying barriers or challenges to recruitment, retention, and advancement of employees in underrepresented groups and on development of programs or initiatives to address the challenges and change paradigms.
- Advice and recommendations on VA's framework development for integrating human resources programs into its strategic planning, annual planning, and management accountability for achieving diversity and inclusion results Department-wide.

b. Business Strategies

- Advice and recommendations regarding VA's administration of Veterans' health, benefits, and memorial affairs programs relating to service to groups with diverse backgrounds.

- Advice and recommendations on VA's existing and future information management systems, technologies, and data collection, as well as recommendations to conduct analyses that support and strengthen diversity and inclusion programs in all areas including administrative and scientific areas.

c. Measurement and Evaluation

Advice and recommendations on measuring and evaluating VA's progress, quality, and adequacy in planning, developing, and implementing diversity and inclusion strategies, projects, programs.

d. Communication and Outreach

Advice and recommendations for improving how VA participates, collaborates, and communicates within the Department and with other Federal agencies, State or local governments, civil rights leaders, affinity networks (e.g. identity associations, professional societies, cultural groups, or organizations comprised of persons who are similar to the group that is targeted for outreach), military Veterans' groups, legislators, and the public on diversity and inclusion issues.

e. Training and Education

Advice and recommendations regarding VA's awareness, education, training, and other risk management activities and policies involving inclusion, diversity, equal opportunity, and conflict management.

4. Council Role and Responsibilities

The primary role of the VADC is to provide advice and recommendations to the Secretary of Veterans Affairs through the Senior Review Group (SRG), the Strategic Management Council (SMC), and the VA Executive Board (VAEB) on areas related to diversity and inclusion as described above. VADC responsibilities may include serving as a communication link between the workforce, subcomponent organizations, and VA leadership and also as a clearinghouse on diversity and inclusion issues. To this end, the VADC may engage in research, benchmarking, data collection, special initiatives, and other activities, and may use its structure to share best practices and leverage organizational resources in support of common aims.

5. Reporting Structure

The VADC will provide advice and recommendations and report through the SRG, the SMC, and the VAEB to the Secretary of Veterans Affairs. Recommendations presented to the Secretary of Veterans Affairs will require a simple majority vote of VADC members (or designated representatives who must be spokespersons for their organizations and have access to the heads of their organizations) who were in attendance at the meeting as recorded in the VADC minutes. (see Flow Chart)

Flow Chart



6. Office Responsible for Providing the Necessary Support

The Department's Office of Diversity and Inclusion (ODI) will be responsible for providing basic financial and administrative support.

7. Estimated Annual Operating Costs and Work Years

- The estimated annual operating cost of the VADC will include .50 person-years of ODI support. ODI will be responsible for providing basic financial and administrative support and will arrange teleconferencing services for VADC members.
- When approved by their organizations' sponsors, VADC members will receive travel expenses and per diem allowance from their home organizations' operating budget in accordance with the Federal Travel Regulations for any travel made in connection with their duties as VADC Members.
- As needed, financial and staff support for specific initiatives will be the responsibility of VA components that will sponsor the effort and designate representatives for the associated subcommittees or workgroups.

8. Process Owners and Council Chairs

The Assistant Secretary for Human Resources and Administration and Deputy Assistant Secretary for Diversity and Inclusion will serve as Process Owners and co-chairs of the VADC and may exercise a single combined vote as a tie breaker.

9. Member Composition

VADC members, or their alternate representatives, are classified as either "voting" or "nonvoting." Only current VA employees may be designated VADC members, with the exception of national union representation described in paragraph 11.

- The VADC will comprise voting members representing each of the Department's three Administrations and all major Staff Offices. The Secretary of Veterans Affairs will recognize the VADC members who are designated by their organizations' leadership. Voting VADC members and their designees must be spokespersons for their organizations and have access to the heads of their organizations. When these members or their designees are called to vote on VADC matters, each organization will have one vote.
- The VADC will include one representative from each of the National unions as voting members. When these members are called to vote on VADC matters, each union will have one vote.

- The VADC may include representatives of VA employee groups or VA affinity groups that are structured or chartered to address VA business or employee matters.

These representatives will be nonvoting VADC members and will participate only to provide factual information or individual opinions without being involved in the deliberative process.

10. National Union Members Representation

- VADC members who are union representatives shall be on duty time for work, travel and attendance to the VADC meetings.
- The assigned Union representative may be a retired VA employee.

11. Subcommittees

- The VADC may form subcommittees or workgroups as standing entities or ad hoc groups for any purpose consistent with this charter.
- These subcommittees or workgroups may be assigned work by the VAEB or the SMC. The VAEB comprises the Secretary, Deputy Secretary, Chief of Staff, Under Secretaries, Assistant Secretaries, Chairman of the Board of Veterans Appeals, and General Counsel. The SMC comprises the Deputy Secretary, Chief of Staff, Principal Deputy Secretaries or Equivalents, Assistant Secretaries or Equivalents, Chairman of the Board of Veterans Appeals, and Deputy General Counsel.
- These subcommittees or workgroups have no authority to make decisions on behalf of the chartered VADC nor may they report directly to the Secretary of Veterans Affairs. Such subcommittees or workgroups may not work independently of the chartered VADC and must report their recommendations and advice to the VADC for full deliberation and discussion.
- Although the VADC will have no oversight role over subcommittees or workgroups established by other authorities, strong collaborations and communications will be supported.

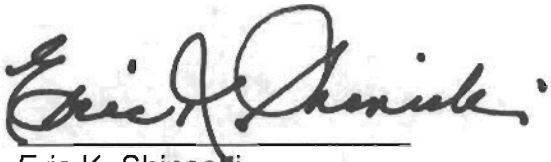
12. Estimated Number and Frequency of Meetings

The VADC may meet quarterly, or as approved by the Assistant Secretary for Human Resources and Administration and the Deputy Assistant Secretary for Diversity and Inclusion, who serve as co-chairs of the VADC. ODI will arrange teleconferencing services for VADC members who are outside of the Washington DC area. The Office of Human Resources and Administration may pay travel and per diem expenses when determined necessary and appropriate by the VADC co-chairs.

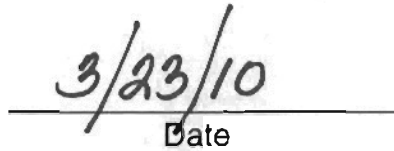
13. Duration and Termination

The VADC will exist for ten years to facilitate the transition of the organization and to integrate diversity and inclusion initiatives into a normal course of business activities.

Revisions to the VADC charter may be proposed, and by approval of the Secretary of Veterans Affairs, a revised charter may be adopted during this period.



Eric K. Shinseki
Secretary of Veterans Affairs



3/23/10
Date

VA Diversity Council Members

Name	Position
John U. Sepúlveda	Assistant Secretary for Human Resources and Administration
Rafael (Ralph) Torres (Alternate)	Principal Deputy Assistant Secretary for HIRA
Georgia Coffey	Deputy Assistant Secretary for Diversity and Inclusion
Ken Greenberg	Executive Secretary
Fernando O. Rivera	Network Director
Lisa Red (Alternate)	VHA Director of Diversity
Bonnie Miranda	Associate Deputy Under Secretary for Management
Lois Scoon (Alternate)	Team Leader, office of Diversity Management and EEO
Steve Muro	Deputy Under Secretary for Memorial Affairs
Lindee Lenox (Alternate)	Associate Director, Office of Field Programs
Richard Ehrlichman	Assistant Inspector General for Management and Administration
Dana Moore (Alternate)	Deputy Assistant IG for Management and Administration
Jason Woodard (Alternate)	Director Operations Division
Nathan Naylor	Deputy Assistant Secretary, Public Affairs
Lisa Gaegler (Alternate)	Public Affairs Specialist, Public Affairs
Shirley Pratt	Associate Deputy Assistant Secretary for Financial Process Improvement and Audit Readiness
Romano Mascetti	Deputy Assistant Secretary for IT Resources Management Office
Crystal Wiggins (Alternate)	Director, OI&T Employee and Labor Relations
Rafael (Ralph) Torres	Deputy Assistant Secretary for Resolution Management
Kevin Hanretta	Deputy Assistant Secretary for Operations Security and Preparedness
Sylvia Dunn (Alternate)	Executive Assistant for Operations Security and Preparedness
Robert D. Snyder	Principal Deputy Assistant Secretary for OPP
Jo Brabson (Alternate)	Administrative Officer

VA Diversity Council Members

Name	Position
Christopher E. O'Connor	Associate Deputy Assistant Secretary for Congressional and Legislative Affairs
Steven Keller	Vice Chairman, Board of Veterans Appeals
Laura Eskenazi (Alternate)	Principle Deputy Vice Chair, Board of Veterans Appeals
Michael Hogan	Assistant General Counsel
Rose Quicker	Director, Resource Management Office, Office of Construction and Facilities Management
Lucretia McClenney	Director, Center for Minority Veterans
Irene Trowell-Harris	Director, Center for Women Veterans
Betty Moseley Brown (Alternate)	Associate Director, Center for Women Veterans
C. Ford Heard	Acting Executive Director, OSDDBU
Maxanne (Maxie) Witkin	Director, Office of Employment Discrimination Complaint Adjudication
Denise Biaggi-Ayer	Staff Director, Labor Management Relations

VA Diversity Council Members National Union Representatives

William Jefferson	AFGE National Representative (011B)
Frances Lopez	Acting NAGE President
Evelyn Cipriaso (Alternate)	NAGE VA Federal Sector Advisory Board Member
Robert E. Redding*	NFFE President
Christine Polnak*	SEIU Division President
Sandra P. McMeans	UAN Secretary

*VA National Partnership Council Members

Employee Resource Groups

Matthew Bessell	Social Worker, MSW
Jeanette Mendy	Project Officer
Stacey St. Holder	Program Analyst
Renaee J. Allen	Senior Program Analyst, Center for Minority Veterans
Office Represented	Name
Ronald M. Sagudan	Program Analyst
Maria Weingardt	Director of Operations



THE SECRETARY OF VETERANS AFFAIRS
WASHINGTON

July 30, 2010

TO ALL EMPLOYEES

SUBJECT: The Secretary's EEO, Diversity, and No FEAR Policy Statement

As Secretary of the Department of Veterans Affairs (VA), I am committed to a VA that is fair, diverse, and inclusive and provides a workplace free from unlawful discrimination, harassment, and retaliation. All employees must have the opportunity to fully contribute to the important mission of serving our Nation's Veterans. To that end, the following Equal Employment Opportunity, Diversity, and No FEAR Policy Statement reaffirms VA's employee protections and responsibilities in these critical areas.

In order to be a high performing organization in the 21st century, we must protect the rights of all employees, provide a safe and nurturing work environment, and empower our workforce to contribute to our success as a Department.

Supervisors and managers bear a special responsibility to maintain a safe and productive work environment. Thoroughly review the attached Policy Statement with your staff and colleagues and encourage discussion of these programs. We are all responsible for upholding these fundamental principles of equity, diversity, and inclusion at VA.

A handwritten signature in black ink, reading "Eric K. Shinseki".

Eric K. Shinseki

Attachment

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

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, I strongly endorse VA's unequivocal commitment to these fundamental principles that are essential to maintaining a high-performing organization in the 21st century. 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. 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.

EEO and Prohibited Discrimination

VA will not tolerate discrimination or harassment on the basis of pregnancy, race, color, religion, national origin, sex, sexual orientation, age, disability, or retaliation for opposing discriminatory practices or participating in the discrimination complaint process. Effective November 21, 2009, the Genetic Information Nondiscrimination Act added genetic information to the list of protections under Title VII of the Civil Rights Act of 1964, which prohibits discrimination in the Federal workplace. Specifically, the new law prohibits the use of genetic information and family medical history in making employment decisions. The aforementioned protections apply 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. The regulations governing the Federal EEO complaint process can be found in 29 CFR Part 1614. Employees seeking redress under this process must contact an EEO Counselor in person, by phone, or in writing **within 45 calendar days** of the date of the alleged incident. 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 not currently listed as a protected basis in Title VII of the Civil rights Act, discrimination on this basis is strictly prohibited by VA. Complaints of discrimination filed on this basis will be processed according to the aforementioned Federal EEO complaint process up to and through the investigation state of the EEO process. The VA Office of Employment Discrimination Complaints Adjudication will issue a Final Agency Decision on the merits of the claim within 60 days of its receipt of the complaint file. Complaints filed solely on this basis will not proceed to the U.S. Equal Employment Opportunity Commission. Other avenues of redress available to raise a claim of discrimination based on sexual orientation include the Negotiated and Administrative Grievance Procedures both of which permit claims of discrimination and raising the matter with the Office of Special Counsel and/or the Merit Systems Protection Board.

Workplace Harassment

Workplace harassment is a form of prohibited discrimination defined as any unwelcome, hostile, or offensive conduct taken on the basis of pregnancy, race, color, religion, national origin, sex, sexual orientation, age, or disability that interferes with an individual's performance or creates an intimidating, hostile, or offensive work environment. Harassment by or against VA employees, applicants, contract employees, clients, customers, and anyone doing business with VA will not be tolerated.

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 their local EEO Manager, ORM, Employee and Labor Relations staff, or the Office of the General Counsel when addressing issues of discrimination or harassment.

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. The Whistleblower Protection Act prohibits retaliation against public employees or applicants for employment who report official wrongdoing, including gross waste, fraud and abuse of authority. Retaliation against individuals for reporting violations of laws, 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. The U.S. Office of Special Counsel is responsible for addressing complaints of whistleblower retaliation for most of the Executive Branch, including the VA.

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, it is the policy of VA 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. 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. 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.

Reasonable Accommodation

VA is committed to providing reasonable accommodation to qualified individuals with disabilities and for certain religious practices in accordance with law, unless doing so causes undue hardship as provided by those laws. For people with disabilities, 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 and perform the essential functions of their jobs. Individuals who believe they need such assistance should request accommodations from immediate supervisors. Supervisors and managers are encouraged to consult with their local EEO Manager, the Office of the General Counsel, an Employee or 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. This year, VA has established a centralized reasonable accommodation fund to support requests for accommodation that may not be otherwise funded. For more information on this, contact the Office of Diversity and Inclusion.

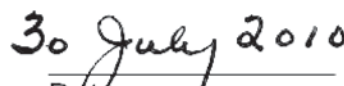
Mandatory EEO, Diversity, and Conflict Management Training

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 workplace harassment prevention training for all employees every 2 years. This training is available to all employees through the VA Learning Management System (LMS). Managers and supervisors bear a legal obligation to maintain a discrimination-free work environment. As such, ODI, in collaboration with ORM, VA Learning University and the three Administrations, has developed new, standardized EEO, Diversity and Conflict Management Training for Managers and Supervisors. This training is mandatory for all senior executives, managers, and supervisors on a biennial basis and will be provided both face-to-face and on-line via the LMS.

Toward Diversity and Inclusion

To be a high-performing, public service organization in the 21st century, we must cultivate an inclusive work environment that values human diversity in all its aspects. Workforce diversity offers incalculable benefits and higher performance outcomes for our Department and for our Veterans. Diversity and inclusion in the workplace are more than legal imperatives; they are business imperatives in the global community of this millennium. We must create an environment 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 our Nation's Veterans. Each one of us bears the responsibility to ensure that discrimination is not tolerated and that diversity is valued. Supervisors and managers bear a special responsibility to ensure we promote the complementary principles of equity, diversity, and inclusion in the workplace. Thank you for upholding these principles in VA.


Secretary of Veterans Affairs


Date

Related Laws, Executive Orders, and Resources:

Title VII of the Civil Rights Act of 1964: <http://www.eeoc.gov/laws/statutes/titlevii.cfm>

Rehabilitation Act of 1973, as amended: <http://www.eeoc.gov/laws/statutes/rehab.cfm>

Age Discrimination in Employment Act of 1975, as amended:
<http://www.eeoc.gov/laws/statutes/age.cfm>

Equal Pay Act of 1963 as amended: <http://www.eeoc.gov/laws/statutes/epa.cfm>

Pregnancy Discrimination Act of 1978:
<http://www.eeoc.gov/laws/statutes/pregnancy.cfm>

Notification and Federal Employee Antidiscrimination and Retaliation Act (No FEAR Act) of 2002: <http://www.diversity.hr.va.gov/exec/hr169.htm>

Filing Whistleblower Disclosures: www.osc.gov/osc.gov/wbdisc.htm

Executive Order 11478, as amended by Executive Order 13087:
<http://www.archives.gov/federal-register/codification/executive-order/11478.html>

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

All Employees Memorandum entitled Processing Equal Employment Opportunity Complaints Based on Sexual Orientation dated May 13, 2010, signed by Secretary Shinseki.

Mandatory EEO, Diversity, and Conflict Management Training for Senior Executives, Managers and Supervisors dated May 19, 2010, signed by Assistant Secretary for Human Resources and Administration.

Diversity Management and EEO, VA Directive 5975, March 6, 2007:
http://www.diversity.hr.va.gov/docs/policies/Directive_5975.pdf

VA Directive 5975.1, Processing Requests for Reasonable Accommodation by Employees and Applicants with Disabilities:
http://www.diversity.hr.va.gov/docs/policies/Directive_5975-1.pdf

VA Policy on Employee and Management Relations:
<http://vaww1.va.gov/ohrm/Directives-Handbooks/Documents/5021.doc>
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The Secretary's EEO, Diversity, and No FEAR Policy Statements

Office of Diversity and Inclusion (formerly the Office of Diversity and EEO):
<http://www.diversity.hr.va.gov/index.asp>

Office of Resolution Management (ORM): <http://www.va.gov/orm/>.

VA Workplace Alternative Dispute Resolution:
<http://www1.va.gov/adr/workplaceADR.asp>

Office of Human Resources and Administration: <http://www.va.gov/ofcadmin/>.

Office of Labor-Management Relations: <http://www1.va.gov/lmr/>.

Employee Relations: <http://vaww1.va.gov/ohrm/EmployeeRelations/ERhome.htm>.

U.S. Office of Special Counsel: <http://www.osc.gov/>.

EEOC FORM 715-01 PART E	U.S. Equal Employment Opportunity Commission FEDERAL AGENCY ANNUAL EEO PROGRAM STATUS REPORT	
Department of Veterans Affairs		
EXECUTIVE SUMMARY		
<p>Introduction</p> <p>The Department of Veterans Affairs (VA) is proud to present VA's Management Directive (MD) 715 Equal Employment Opportunity (EEO) Program Status Report for Fiscal Year (FY) 2010 and EEO Plan for fiscal year (FY) 2011. 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 twenty five 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 131 cemeteries (with four more slated to come onboard during FY 2011). The VA Central Office (VACO) is the national headquarters office comprising numerous Staff Offices reporting to the Secretary.</p> <p>Unlike most Federal agencies, VA maintains a tri-partite structure for the administration of its Department-wide 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 the Federal government. Compared to the Relevant Civilian Labor Force (RCLF), VA's workforce is at or above the RCLF representation in all areas except White and Hispanic females. In FY 2010, we are pleased to report that the representation of Hispanic females rose from 3.46 percent to 3.61 percent, as did the representation of Hispanic and African American males. In addition, the representation of people with targeted disabilities increased from 1.43 percent to 1.51 percent in FY 2010, reversing a decade long decline in onboard representation of that group in our workforce. We believe this is a testament to the success of VA's focused efforts as guided by its FY 2009-1013 Diversity and Inclusion Strategic Plan.</p> <p>At the end of FY 2010, VA's workforce totaled 307,322 employees, including 21,519 temporary employees¹. The overall workforce increased by 11,190 or 3.8 percent during the year, while</p> <hr/> <p>¹ This figure includes intermittent employees, so it is greater than the figure in Part B of this Report which excludes intermittent employees.</p>		
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temporary employment declined by 2,302. With the exception of the American Indian/Alaska Native, the number of employees in each of the other reported race and national origin (RNO) categories (White; Black/African American; Asian; Native Hawaiian/Pacific Islander; Hispanic) increased as well in FY 2010. The number of American Indian/Alaska Natives (approximately about 1 percent of the workforce) decreased from 4,013 in FY 2009 to 3,558 in FY 2010.

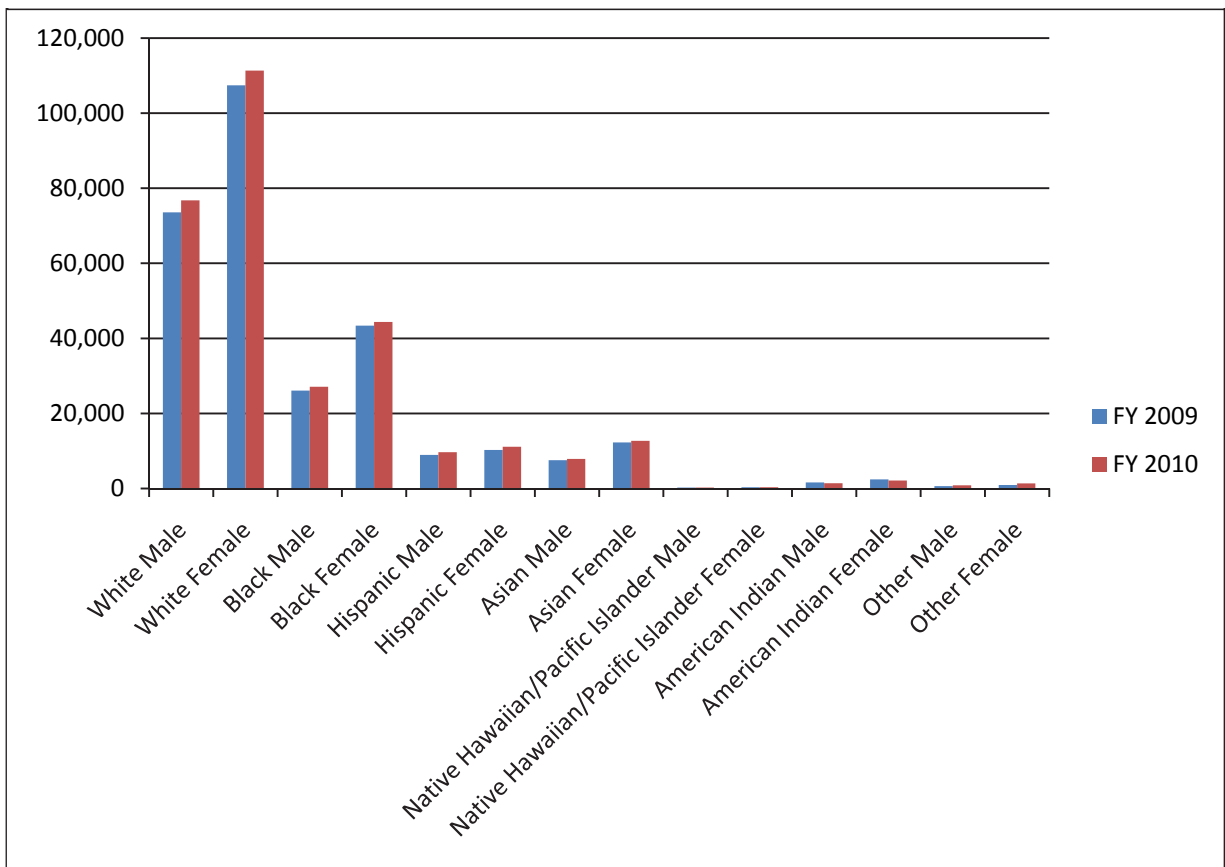


Figure 1. FY 2010/FY 2009 Workforce Comparison by Race/Ethnicity and Gender

As seen in Figure 1, the actual counts in each of Race/Ethnicity and gender group increased, while the percent representation remained generally constant during FY 2010 through approximately 40,000 hires (permanent and temporary). Among the historically underrepresented groups in VA, Hispanic females experienced the largest percentage increase of 0.15 percent. Hispanic males also increase by 0.12 percent (see Table A1, Ratio Change).

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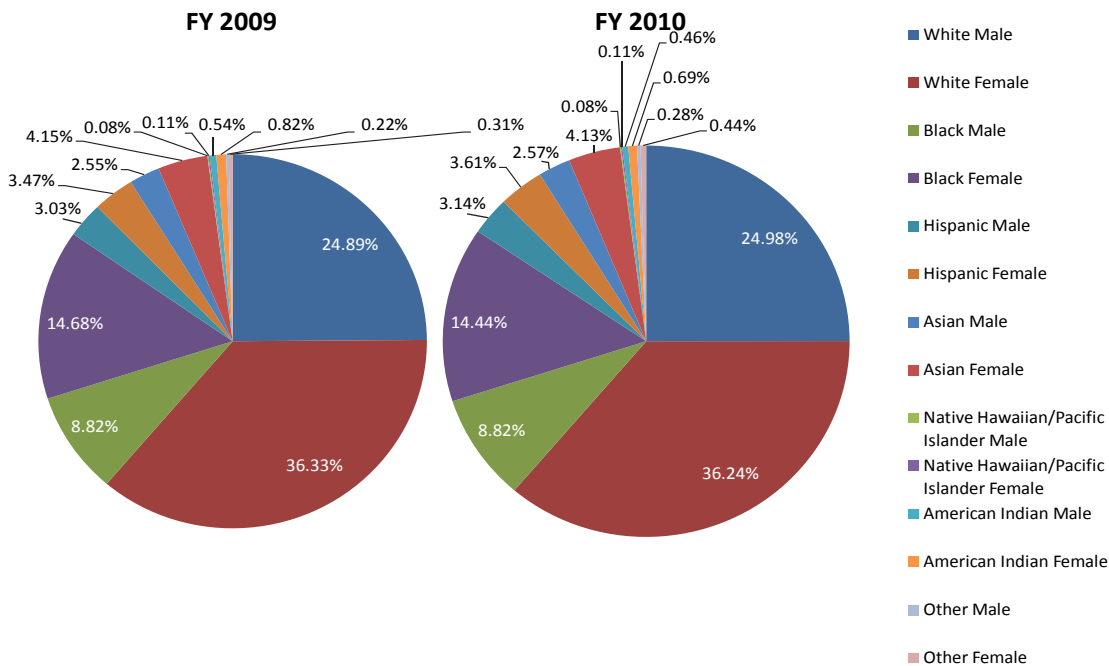


Figure 2. VA Onboard Representation

The total number of separations of permanent employees from VA in FY 2010 was 19,785, which is a 13 percent increase from FY 2009. Ninety one percent of the separations were voluntary. A distribution of the separations by type is provided at Figure 3.

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<p style="text-align: center;">FY 2010</p> <table border="1" style="margin-left: auto; margin-right: auto;"> <caption>VA Separations Data</caption> <thead> <tr> <th>Category</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>Retirement</td> <td>44%</td> </tr> <tr> <td>Resignation</td> <td>44%</td> </tr> <tr> <td>Termination</td> <td>9%</td> </tr> <tr> <td>Death</td> <td>3%</td> </tr> </tbody> </table> <p style="text-align: center;">Figure 3. VA Separations</p> <p>Targeted Disabilities</p> <p>Provided at Figure 4 is information on the workforce profile by disability categories. As a result in the increased focus on outreach to people with targeted disabilities in VA's Diversity and Inclusion Strategic Plan, the representation of employees with a targeted disability (temporary and permanent) increased from 1.43 percent in FY 2009 to 1.51 percent in FY 2010. Broken down, permanent employees with target disabilities increased from 1.47 percent in FY 2009 to 1.55 percent in FY 2010. The Federal government average for employees with targeted disabilities increased from 0.88 percent in FY 2009 to 0.92 percent in FY 2010, placing VA among the leaders in this area.</p>		Category	Percentage	Retirement	44%	Resignation	44%	Termination	9%	Death	3%
Category	Percentage										
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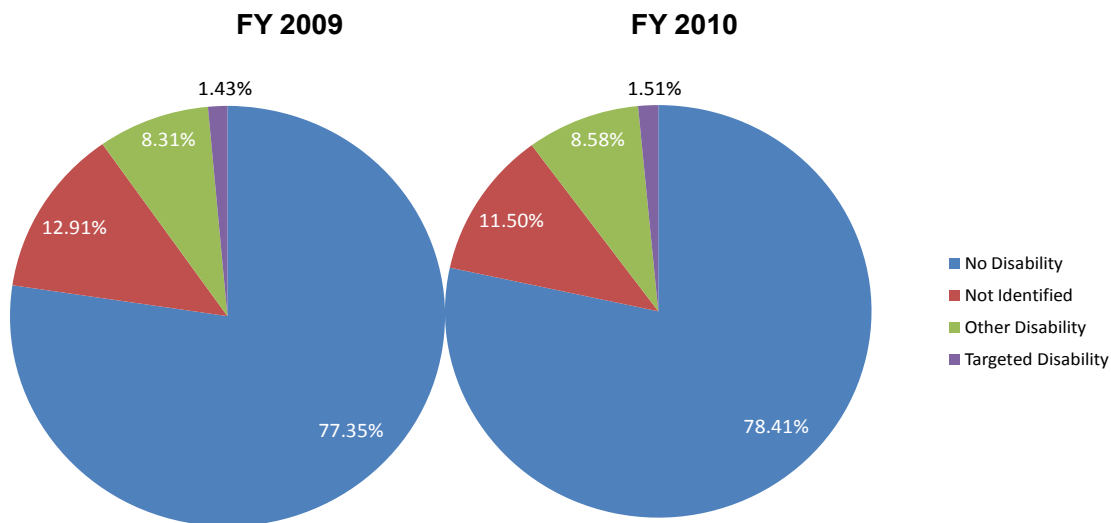


Figure 4. Workforce by Disability/Non-Disability Classification

According to Figure 5, there was an increase of employees with targeted disabilities identified with mental illness. The number of employees identified with mental illness increased from 1,738 in FY 2009 to 2,058 in FY 2010.

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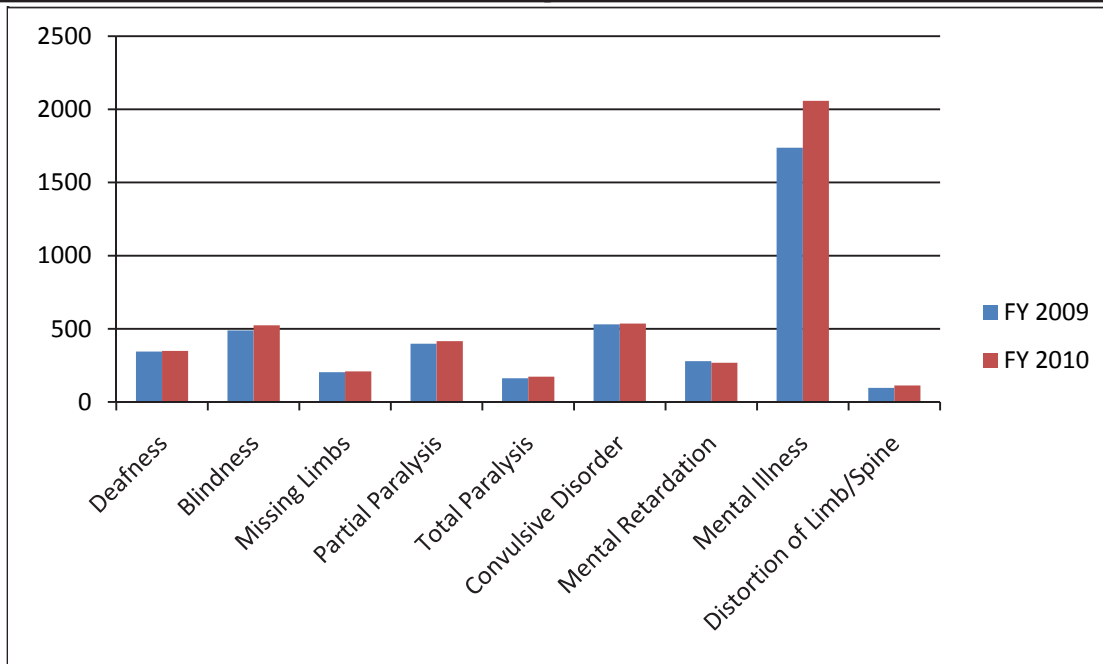


Figure 5. Comparison of Targeted Disabilities by Categories

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

In FY 2010, VA continued to make progress 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 and challenges under each of the six essential elements:

DEMONSTRATED COMMITMENT BY AGENCY LEADERSHIP: The Secretary of VA, Eric Shinseki demonstrated his strong commitment to EEO and diversity in the workforce through several initiatives. In FY 2010, Secretary Shinseki launched a major Department-wide initiative aimed at transforming the VA into a 21st century organization that was “people centric, results oriented, and forward looking.” A key component of this initiative is the Human Capital Investment Plan (HCIP), an unprecedented investment in human capital that supports talent management, employee engagement, and leadership development. One of the HCIP strategies was the implementation of VA’s first *mandatory EEO, Diversity and Conflict Management Training for Executives, Managers and Supervisors*. The

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Secretary and Assistant Secretary for Human Resources and Administration mandated 8 hour face-to-face training for senior executives, and 3 hour on-line training for managers. In addition, a mandatory *EEO, Diversity and Inclusion Critical Performance Element* was included in all executive performance plans, and cascaded down to all supervisory plans. The Assistant Secretary and Deputy Assistant Secretary (DAS) for Diversity and Inclusion continued to co-chair and expand the membership of the VA Diversity Council to include employee union and affinity group representatives. The Secretary also issued VA's annual *EEO, Diversity, No FEAR Policy Statement* that added genetic information as a protected category and an internal complaint process for discrimination complaints based on sexual orientation. The Secretary also issued VA's first Diversity and Inclusion Excellence Award, and Alternative Dispute Resolution Award linked to the VA Diversity and Inclusion Strategic Plan goals. In addition, the Secretary established a 2 percent hiring goal for individuals with disabilities and personally reiterated his expectation of meeting the goal to his senior leadership. VHA, VA's largest Administration, maintains full-time EEO managers in every facility, and in FY 2010, established its first Administration-wide Office of Diversity and Inclusion and Chief Diversity Officer position. It also aligned its VHA Diversity and Inclusion Sub Committee with the VA Diversity Council. As a result of these and other initiatives, VA was named as one the "Top Federal Agencies" by *DiversityInc*; "Best Federal Agency" by *Latinos for Hire Magazine*; "#1 Federal Agency for People with Disabilities" by *Careers and the Disabled Magazine*. VA was also recognized as a government-wide leader in diversity and inclusion, Veterans employment, and hiring reform by the U.S. Office of Personnel Management (OPM).

INTEGRATION OF EEO INTO THE AGENCY'S STRATEGIC MISSION: In 2010, VA continued its implementation of its groundbreaking five-year *Diversity and Inclusion Strategic Plan*. The Plan was strategically aligned with VA's updated Strategic Plan, the MD 715 Plan, and organizational sub-component diversity plans. Progress on the strategic objectives was reported to the Secretary, senior leadership, and disseminated publicly in the VA's first *Diversity and Inclusion Annual Performance Report for FY 2009, and FY 2010*, currently in development. Additionally, the EEO Director meets regularly with the Secretary and Deputy Secretary on diversity issues. The Deputy Assistant Secretary for Diversity and Inclusion co-chairs the VA Diversity Council along with the Assistant Secretary and 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 also co-chairs several leadership development program committees, thereby ensuring that EEO and diversity principles are infused in leadership development programs. In VHA, EEO and diversity measures have been incorporated in the VHA Workforce and Succession Plan, Operational Plans, and all performance plans. VHA Human Capital and EEO senior staff participate in quarterly meetings with ODI senior staff to strengthen collaboration and integrate EEO and diversity policies throughout the field. EEO and diversity policies and initiatives are widely communicated through ODI's expansive Department-wide communication vehicles, including the monthly *Diversity News* television broadcast, weekly *NewsLink* e-mail, bi-monthly *Diversity@Work* newsletter; technical assistance publications, and the ODI internet web page.

MANAGEMENT AND PROGRAM ACCOUNTABILITY: In FY 2010, VA implemented a mandatory EEO, diversity and inclusion critical performance element in all Senior Executive Service performance standards, with instructions that it cascade down to all managers and supervisors. This critical

<p>DEPARTMENT OF VETERANS AFFAIRS</p>	
<p>element was directly linked to demonstrated progress on the <i>VA Diversity and Inclusion Strategic Plan</i> and MD 715 EEO Plans. VA executives were rated against appropriate performance metrics to ensure accountability on this element VA-wide. ODI performed quarterly progress review meetings with all Administrations and performed six on-site Technical Assistance Reviews in field facilities in where it systematically analyzed hires, separations, promotions, EEO complaints, and employee survey results to identify potential barriers to EEO. ODI continued to report EEO workforce statistics to the senior leadership through quarterly workforce diversity reports and briefings. To track and report on program results, ODI expanded its staff responsible for coordinating the Federal Equal Opportunity Recruitment Program, Selective Placement Program, Disabled Veterans Affirmative Action Program, and Diversity Internship Programs. In FY 2010, VA created its first Centralized Reasonable Accommodation Fund and first Centralized Diversity Internship Program resulting in higher and faster accommodations of people with disabilities and a record number of diversity internships. VHA, VBA, and NCA all held EEO and/or Leadership Conferences in FY 2010 which included EEO and diversity topics and technical assistance. To support program accountability, ORM developed a new EEO Dashboard to report on EEO complaints, workforce analysis, and ADR participation by administration.</p> <p>PROACTIVE PREVENTION OF UNLAWFUL DISCRIMINATION: Under ODI’s leadership, VA implemented several major risk mitigation practices in FY 2010 to proactively address and pre-empt unlawful discrimination. It implemented VA’s first Department-wide <i>Mandatory EEO, Diversity, and Conflict Management Training for Executives, Managers, and Supervisors</i> and trained over 10,000 members of this population in FY 2010, and the remainder in the months thereafter. It expanded its corporate EEO and diversity training program and consultative function for the agency and provided face-to face training to over 1600 employees in FY 2010 in addition to the on-line training provided. ODI developed new Reasonable Accommodations training to support its new Reasonable Accommodations procedural directive. ODI and ORM staff delivered EEO and diversity presentations at over 20 leadership and stakeholder conferences and offered elective ADR and Conflict Management Training to managers and leaders. As a result of these and other proactive measures, VA’s per capita EEO complaint filing rate decreased from 0.76 in FY 2009 to 0.72 in FY 2010.</p> <p>VA’s Administrations also conducted EEO training, including VHA training on cultural competency, VBA 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 training to its managers and employees covering EEO, diversity, disability program management, and ADR. In the area of Alternative Dispute Resolution (ADR), ORM continues to administer a highly effective ADR program, achieving an 87 percent resolution rate for non-EEO disputes and increasing its ADR participation rate in EEO disputes to over 50 percent. ORM also expanded its ADR personnel resources in the field.</p> <p>In the area of recruitment, ODI designed a pilot adverse impact analysis project for Senior Executive Service (SES) member recruitment and selection processes. Through this pilot, VA will identify barriers to equal opportunity in the executive recruitment process, as it did in its leadership development program selection processes. VHA and the other administrations aggressively participated in various career and job fairs to expand equal employment opportunity of the hiring</p>	
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process. Representatives from VHA attended 94 events with 18 % of the events targeting diversity. ODI also produced a bi-lingual (Spanish-English) employment video for use at targeted outreach events and published a *Best Practices in Recruitment Outreach and Retention* guide in January 2009. Further accomplishments of this essential element are addressed in the Part H accomplishments section.

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 FY 2009 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. For FY 2010, this process improvement has led to a 14 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

	FY 2008	FY 2009	FY 2010
Contacts	4186	4315	4485
Offers ²	76%	83%	97%
Participation ³	46%	48%	52%

ADR Outcomes

	<i>EEO</i>	<i>EEO</i>	<i>EEO</i>	<i>Non EEO</i>	<i>Non EEO</i>	<i>Non EEO</i>
	FY 2008	FY 2009	FY 2010	FY 2008	FY 2009	FY 2010
Completed	1007	2004	2000	325	752	1258
Resolved	55%	43%	45%	78%	82%	87%

VA estimates that without early intervention, approximately 50 percent of the non-EEO disputes could become EEO complaints. The early resolution of these conflicts translates into an estimated \$9 million or more in annual cost avoidance.

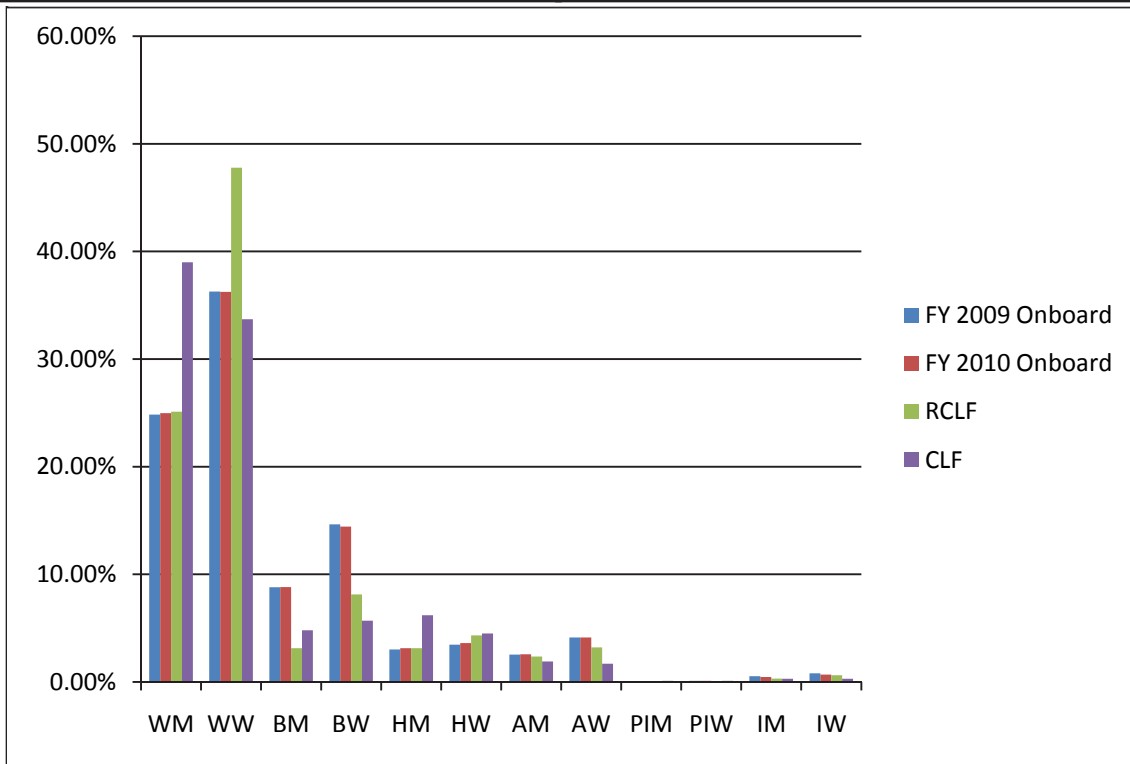
ORM also increased VA's efficiency in processing EEO complaints, reducing processing time to well below the regulatory 180 day time frame. VA's capability to process, track, and report data concerning the EEO process has been increased through the use of the *Complaints Automated Tracking System (CATS)*. 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

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.

<p>DEPARTMENT OF VETERANS AFFAIRS</p>	
<p>ensure quality and timeliness of RA case processing. Further accomplishments of this essential element are addressed in the Part H accomplishments section.</p> <p>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 FY 2010, ORM counselors averaged 27 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 71 days, well below the EEOC requirement of 90 days. In the last two years, ORM has reduced the number of days required to complete a formal investigation every year. VA reduced its investigative time from 183 days in FY 2008 to 171 days in FY 2010, a 7 percent reduction, making VA one of the few Federal agencies in compliance with the regulatory requirement of 180 days.</p> <p>ORM is engaged in projects to further reduce EEO case processing times. ORM’s <i>Document Automation Production Service</i> (DAPS) 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.</p> <p>VA has been a vigorous proponent of MD-715 since it was published and continues to improve and lead the government 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. Further accomplishments of this essential element are addressed in the Part H accomplishments section.</p> <p>Barrier Analysis</p> <p>VA has identified six primary triggers in its barrier analysis. 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’s representation of people with targeted disabilities is approximately 50 percent above the government average. Nevertheless, VA continues to address challenges in this area in its Part I and J Plans. VA is also vigorously pursuing in 2 percent hiring goal for individuals with targeted disabilities.</p> <p>The graph below depicts VA’s current on-board representation as compared with last year’s representation and the civilian and relevant civilian labor force (CLF, RCLF respectively).</p>	
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Civilian Labor Force (CLF) & Relevant Civilian Labor Force (RCLF) - Derived from 2000 Census, CLF all occupations and RCLF which is limited to VA occupations in VA proportions

Figure 6. VA Onboard versus RCLF/CLF (Permanent and Temporary)

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 race/ethnicity and gender groups:**
 White women and Hispanic women (permanent and temporary employees) had less than expected representation in the VA workforce, 36.24 percent (11.54 percent below the RCLF) and 3.61 percent (0.72 percent below the RCLF) while other groups met or

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<p>exceeded expected representation. Corrective strategies will focus on the professions where the underrepresented groups experienced most of the less than expected representation. Specifically, White women were underrepresented in Medical and Dental, Legal, Accounting and Budget, General Administration, and Education professions. Hispanic women had less than expected representation in the Medical and Dental General Services, Food Preparation, Social Sciences, and Human Resources professions.</p> <p>2) Grade disparity: African Americans and Hispanics appear to have a sizable grade disparity in the higher GS/GM grades. African Americans represent 38 percent of the GS 4 population and only 10 percent of the GS 15 level. Hispanics represent 9 percent of the GS 4 population and only 3 percent of the GS 15 level. Although the promotions rates for White women did improve during FY 2010, White women still received less than expected promotions for grades 7, 9, 11, and 12, based on their on-board rate. The promotions rates for Asian men decreased and for Asian women increased during FY 2010. However, Asians still received less than expected promotions for grades 7, 9, 11, and 12 based on their respective on board rates. The promotion rate for White men at the grade 13, 14, and 15 levels did increase for FY 2010, however White men still received less than the number of promotions expected. There was little or no change in the promotion rate for Asians at grade 13, 14, and 15 for FY 2010. This disparity could be due to the difficulty for specific diverse groups to reach occupations with higher grade earnings potential. Some corrective strategies to focus on are career mentoring programs and career development programs.</p> <p>3) Proportion of people with targeted disabilities: In FY 2010, the percent of the VA workforce with a targeted disability increased to 1.55 percent, up from 1.47 percent in FY 2009 (permanent employment only - see Table B1). This represents a reversal in a decade long decline in the representation of this group in the VA workforce. In FY 2010, the Government average is 0.91 percent, an increase from 0.88 percent in FY 2009. VA continues to be a leader in the employment of people with disabilities government-wide. Further corrective strategies to attain the Secretary's 2 percent goal for this group will focus on 1) Strategically placed "trained" regional Disability Program Managers, 2) Identification of Designated Special Placement Coordinators for all facilities, 3) Completion of the Reasonable Accommodations Tracking System, 4) and Training HR and managers on the use of Schedule A and VA's reasonable accommodation procedures.</p> <p>4) Representation of Disabled Veterans: Since FY 2007, Veterans have represented approximately 30 percent of the VA workforce. As of September 30, 2010, disabled Veterans represent 9 percent of the VA workforce. Since FY 2007, the rate of growth of the population of disabled Veterans is approximately double the rate of growth of the entire VA workforce (42.1 percent vs. 21.4 percent, respectively). From FY 1996 to FY 2010, the disabled Veteran population has grown 92 percent while the entire VA population has grown 34 percent. Although the Veteran population has increased by about thirty thousand during the same time period, its corresponding representation of the entire workforce fluctuated between 25 percent and 31 percent. Upon further analysis, the average age (51) of the Veteran population is higher than the non-Veteran population age (46) and can be attributed to the fact that government employment is typically a second</p>	
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career for the Veteran. It appears the Schedule A hiring authority is helping to recruit and hire disabled Veterans. In addition, VA will focus on targeted recruitment outreach to more Veteran affinity groups and retention of Veterans in mission critical occupations.

- 5) **Unfavorable survey responses on EEO and diversity issues:** This barrier requires identifying facilities with high concentrations of unfavorable responses and then implement customized training and other organizational development interventions. Overall VA employee responses on diversity related items in employee surveys, including the FY 2010 Federal Employee Viewpoint Survey (FEVS), are in the median range. These responses vary widely by facility. The facilities with less favorable employee survey results are often those with higher rates of EEO complaints (see Barrier 6). Both FEVS and the All Employee Survey (AES) reveal marginal decreases in favorable responses on the diversity related questions in 2010. The Partnership for Public Service generates a “Support for Diversity Index” which calculates Federal agency standings in this area on the basis of employee responses on the Federal Human Capital Survey. In FY 2010 VA’s ranking dropped from 16 to 23 out of 28 of the large Federal agencies. Principle corrective strategies should focus on improving communications, education, and competencies on EEO and diversity issues.
- 6) **High volume of discrimination complaints:** The per capita filing rate at the informal stage remained steady at 1.46 percent from FY 2009 to FY 2010 (slightly higher than the government-wide average of 1.39 percent); and the formal filing rate decreased from .76 percent to 0.72 percent (still higher than the government-wide average is of 0.60 percent). While the Department has made some progress in the last couple of years, continued work is needed to reach the government-wide levels. VA experienced an increase in findings of discrimination for FY 2010 (22 in FY 2009 versus 33 in FY 2010). Reprisal, sex, and disability were the most prevalent bases of discrimination in those findings. Some corrective strategies to focus on include increasing use of ADR, developing and implementing standardized and customized competency-base EEO, diversity, and conflict management training for VA managers and supervisors focused on meeting EEO obligations, increasing EEO and consultative services.

The Road Ahead

In FY 2011, VA will embark upon the following initiatives:

- Continue implementation of its Diversity and Inclusion Strategic Plan; update Plan.
- Continue with mandatory Workplace Harassment/No FEAR Training for all employees.
- Expand EEO, diversity and inclusion training portfolio; deploy multi-generational and reasonable accommodation training.
- Implement training evaluation instrument and metrics.
- Continue implementation of Hispanic Employment Outreach Plan.
- Designate Local Reasonable Accommodations Coordinators and Selective Placement Coordinators in all field facilities.

<p>DEPARTMENT OF VETERANS AFFAIRS</p>	
<ul style="list-style-type: none"> • Expand marketing and use of Centralized VA Reasonable Accommodation fund. • Expand marketing and use of Centralized VA Diversity Internship Program fund. • Implement Centralized WRP Internship Fund for Individuals with Disabilities. • Analyze data collected from pilot Adverse Impact Analysis of SES recruitments. • Partner with OPM to implement Applicant Flow/Adverse Impact System in USAStaffing. • Develop and implement Employment and Retention Plan for People with Disabilities. • Develop diversity focused Career Pathways Program framework to support in accordance with new Executive Order. • Develop Diversity and Inclusion Index as a standardized metric to assess progress on workforce diversity and organizational inclusion. • Expand the use of ADR and training in conflict management; <p>VA is proud to be a leader in building and maintaining a <i>Model EEO Program</i>.</p>	
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DEPARTMENT OF VETERANS AFFAIRS
ASSISTANT SECRETARY FOR HUMAN RESOURCES AND ADMINISTRATION
WASHINGTON DC 20420

NOV 23 2010

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

Dear Ms. Andújar:

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

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

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

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

Sincerely,

A handwritten signature in black ink that reads "John U. Sepúlveda".

John U. Sepúlveda

Enclosures

cc: Mekaela Bratcher

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

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

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

A. Name and Address of Agency:

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

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

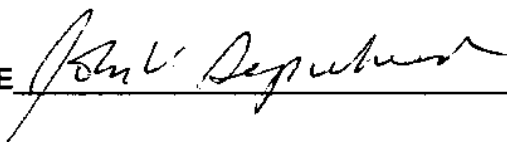
Ms. Georgia Coffey
Deputy Assistant Secretary for Diversity and Inclusion
Email: Georgia.Coffey@va.gov
Telephone: (202) 461-4131
Fax: (202) 501-2145

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

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

CERTIFICATION:

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

SIGNATURE 

DATE 11/23/10

Federal Equal Opportunity Recruitment Program Accomplishment Report Fiscal Year 2010

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

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

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

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

Workforce Planning

VA:

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

VACO:

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

VHA:

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

NCA:

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

Recruitment and Community Outreach

VA:

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

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

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

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

VACO:

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

VHA:

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

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

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

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

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

VBA:

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

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

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

NCA:

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

Career Development Opportunities

VACO:

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

VHA:

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

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

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

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

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

VBA:

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

NCA:

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

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

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

Mentoring

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

VACO:

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

VHA:

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

EEOC FORM
715-01 PART I

National

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

Report Generated on 01/12/2010

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

TARGET DATE FOR COMPLETION OF OBJECTIVE:	09/30/2013	TARGET DATE (Must be specific) example: mm/dd/yyyy
<p>INSTRUCTIONS: Describe the plans to implement the identified activities in the spaces below showing dates of benchmarks and responsible individuals. The success in implementing these plans should be shown in the REPORT OF ACCOMPLISHMENTS and MODIFICATIONS TO OBJECTIVE section. Items from the VA Diversity and Inclusion Annual Performance (DISP) Report are identified in parentheses.</p>	<p>Using the UREP Change Report, identify the specific groups that are underrepresented in this facility, and indicate the number of years at the current rate of change needed to reach RCLF parity. (DISP Strategy 1A1)</p> <p>ODI will assist the Administrations in performing their respective barrier analyses through quarterly live and web-based meetings beginning in FY 10. VHA plans to have their VISN lead EEO managers work with HR to develop specific plans to address any underrepresentation, also provide quarterly updates to VISN directors and EEO/Affirmative Employment Team (AET), identifying where future efforts should be focused..</p>	<p>09/30/2010</p>
<p>Using the RCLF Report, identify the occupations with the most underrepresentation for each of the underrepresented groups above, and what you will review to determine if there is a barrier. (DISP Strategy 1A1)</p>	<p>ODI will review in-depth the VA-wide age, trends, and any other possible triggers for the above mentioned occupations, and will assist the Administrations in their respective analyses</p>	<p>09/30/2010</p>
<p>Show your plan (beyond national posting of vacancies), with specific locations and strategies (venues, publications, advertising, etc.) and dates, to increase the recruitment pool of these underrepresented occupations. Include areas of cooperation between facilities. (Recruitment must remain open to all groups.) (DISP Strategy 2C8)</p>	<p>ODI will continue implementation of the VA Diversity and Inclusion Strategic Plan and execute those outreach strategies designated for FY 10, including performing 6 outreach events and 3 Community Prosperity Partnership events targeting Veterans and the Hispanic community at venues including LULAC, National Image, National Hispanic Leadership Institute. ODI will explore web-based recruitment fairs utilizing such resources as Monster.com and CareerBuilder.</p> <p>ODI will implement its Hispanic Employment Outreach Plan in FY 10. The Plan will outline specific targeted strategies, metrics, and tactics to focus outreach to the target audiences, including performing corporate branding of VA in its recruitment outreach, developing bi-lingual content on its recruitment outreach web page, developing bi-lingual KSA's for appropriate positions,</p> <p>VHA plans to have their VISN lead EEO managers work with HR to develop specific plans to address any underrepresentation, also provide quarterly updates to VISN directors and EEO/Affirmative Employment Team (AET), identifying where future efforts should be focused.</p> <p>VBA plans to increase outreach activities including job fairs, military out briefings, partnerships with more community base organizations, local schools and universities, advertising in local newspapers and continue to use hiring authorities such as the American Recovery Readjustment Act (ARRA), internal merit promotion procedures, and summer internship programs.</p> <p>NCA will work with EEO and HRC to review the special hiring authorities and ensure that this information is in the vacancy announcements where applicable. The HR liaison who is also the Selective Placement Coordinator (SPC) will ensure that applicants are aware of the special hiring authorities. The MSN will work with EEO to strengthen the existing partnership and to establish new partnerships with the various organizations that fall under the National Internship Program (NIP) to sponsor interns throughout the year to increase the representation in areas that are underrepresented.</p>	<p>09/30/2010</p>
<p>Show your plan to use special hiring authorities, non-traditional intern programs such as HACU, and intern programs to increase the representation of these underrepresented groups. (DISP Strategy 2C1)</p>	<p>VA will increase the use of special hiring authorities and non-traditional internships in FY 10. While the specific plans vary by administration, the</p>	<p>09/30/2010, on-going</p>

<p>use of special hiring authorities and intern programs is monitored by automated reports, tracked locally and reviewed nationally. For example, VISN 22 has committed to 1) outreach to new community organizations that will provide a more diverse recruiting pool that they can develop and establish non-traditional internship programs; 2) utilization of the special hiring authority for 30% disabled Veterans; 3) hiring work study students and converting temporary or part-time employees that perform outstandingly during their terms to permanent.</p> <p>ODI will develop an MOU with the University of Puerto Rico and other Hispanic serving institutions, pursuant to its Hispanic Employment Outreach Plan, to facilitate student internships and career pipelines in VA.</p> <p>ODI will develop an Outreach Plan focused on People with Disabilities in FY 11, containing strategies for increased use of Schedule A and Workforce Recruitment Program (WRP) internships for students with disabilities. ODI will update the WRP Internship goals in the VA Diversity and Inclusion Strategic Plan for FY 11.</p>	<p>12/30/2010</p> <p>06/30/2011</p>
<p>Describe your plan to benchmark "best practices" in recruitment outreach strategies and employ them in this and subordinate facilities. (DISP Strategy 1B2)</p> <p>VA's Diversity and Inclusion Strategic Plan for FY 09-13 contains best practices benchmarked in the public and private sectors. This plan developed in collaboration with VA's Administrations, Staff Offices, and many other stakeholders internally and externally, serves as a living road map to guide our efforts in making VA a leader in creating and sustaining a high performing workforce that leverages diversity.</p> <p>ODI will publish VA's first Diversity and Inclusion Annual Performance Report which is a tool intended to gauge VA's accomplishments and the measurable outcomes toward realizing the goals of the VA Diversity and Inclusion Strategic Plan for FY 2009-2013.</p> <p>ODI will issue its Recruitment and Selection Best Practices Guide in FY 10 providing recommended practices for conducting diversity-focused and EEO compliant recruitment outreach and selection processes, including the use of special hiring authorities and non-traditional internship programs. ODI will post the Guide on its web site and distribute it to all HR offices and hiring officials VA-wide.</p> <p>Describe your plan to review employee separation data to identify and analyze triggers to determine if there is a barrier. (DISP Strategy 1B6)</p> <p>ODI will implement an Applicant Flow data system which will perform adverse impact analyses on various demographic groups in VA's recruitment and selection processes, including hiring, promotion, and training selection rates. It may also be modified to perform adverse impacts in attrition rates.</p>	<p>Issued: 02/2009 Continue implementation through 2013</p> <p>03/30/2010 and annually thereafter</p> <p>03/30/2010</p> <p>09/30/2012</p>
<p>REPORT OF ACCOMPLISHMENTS and MODIFICATIONS TO OBJECTIVE</p> <p>INSTRUCTIONS: Include all recent accomplishments related to this objective. This information will be used in the VA Diversity and Inclusion Annual Performance Report.</p> <p>ODI issued the VA's 1st five year Diversity and Inclusion Strategic Plan for FY 09-13. It aligned the goals and objectives with the VA's MD 715 Plan and Report. ODI will track progress through the MD 715 planning and reporting process and report VA-wide outcomes in its new VA Diversity and Inclusion Annual Performance Report, currently in development. ODI also developed an Hispanic Employment Outreach Plan that will serve as a model for a People with Disabilities Outreach Plan. Also ODI developed a Recruitment Outreach and Selection Best Practices Guide to assist hiring officials in conducting an EEO compliant recruitment process.</p> <p>VHA implemented developmental and leadership programs for all grade levels to include wage-grade equivalent: GS-8 and below, LEAD, GS 9-12, Leadership Development Institute; grades 13-15, Executive Career Field (ECF); and Senior Executive Candidacy Program and Senior Executive Leadership Program (completed 09/30/2009). EEO/AET worked with the Under Secretary for Health Diversity Advisory Board to identify strategies and make recommendations to the National Leadership Board regarding minorities within the leadership pipeline and training/mentoring needs (completed 09/30/2009). VBA continues to cultivate and develop the next generation of women and minority leaders in the workplace through the Summer Internship Program . In FY 2009, VBA sponsored eleven (11) summer interns, of which five (5) interns were from the HACU program, five (5) interns from the NAVEO program, and one (1) from the WINS program. NCA did not list any accomplishments for the FY 2009 MD-715 report, but the 'best practices' and plan to review employee separation data is notable.</p>	

<p>STATEMENT OF CONDITION THAT WAS A TRIGGER FOR A POTENTIAL BARRIER:</p>	<p>Grade disparity: Participation rates of the proportion of minority groups generally decline as the grade level increases.</p>
<p>BARRIER ANALYSIS 2: (National)</p>	<p>While analyses show that promotion rates by race and gender do not vary appreciably by race or gender, results may vary by facility. Promotion rates for Hispanic men and Asians in grades 13-15 were slightly disproportionate. The lower Asian promotion rate may be impacted by the fact that the majority of the Asian community is concentrated in the Title 38 GS-15 positions where there is no further promotion potential. Promotion rates for White men and women, and Asian men and women are slightly disproportionate for grades 7-9-11-12. Black women have high promotion rates when compared with availability. Analyses show a bottleneck at grade 9 where more minorities tend to be concentrated. More than twice as many GS employees are hired below grade 9 as above grade, and only a dozen of the occupations starting below grade 9 have a career ladder to grade 15. In addition, the following occupations show low promotion rates VA-wide for persons with a targeted disability: Miscellaneous Clerk and Assisist, Medical Support Assisist, Veterans Claims Examining, Claims Assisist and Examining, Custodial Worker, and Food Service Worker. One strategy to address the grade disparity issue is to facilitate transition of employees in bottlenecked occupations to positions with higher upward mobility through education and training.</p>
<p>STATEMENT OF IDENTIFIED BARRIER:</p> <p>Provide a succinct statement of the agency policy, procedure or practice that has been determined to be the barrier of the undesired condition.</p>	<p>Insufficient training and educational opportunities for employees at GS grade 9 and below. Lack of applicant flow system to identify other potential barriers to upward mobility.</p>
<p>OBJECTIVE:</p> <p>State the alternative or revised agency policy, procedure or practice to be implemented to correct the undesired condition.</p>	<p>GOAL: Cultivate an inclusive workplace that enables full participation through strategic outreach and retention (Goal 2 of VA Diversity and Inclusion Strategic Plan) OBJECTIVE: Develop Career Pathways project and other training/developmental strategies to facilitate upward mobility for employees at lower/dead-end grades.</p>
<p>RESPONSIBLE OFFICIAL:</p>	<p>DAS for ODI, Dean of VA Learning University (VALU), Asst Sec for HRA, Administration HR and Training Officers</p>
<p>DATE OBJECTIVE INITIATED:</p>	<p>09/30/2009</p>
<p>TARGET DATE FOR COMPLETION OF OBJECTIVE:</p>	<p>09/30/2011, on-going</p>
<p>INSTRUCTIONS: Describe the plans to implement the identified activities in the spaces below showing dates of benchmarks and responsible individuals. The success in implementing these plans should be shown in the REPORT OF ACCOMPLISHMENTS and MODIFICATIONS TO OBJECTIVE section. Items from the VA Diversity and Inclusion Annual Performance (DISP) Report are identified in parentheses.</p>	<p>TARGET DATE (Must be specific) example: mm/dd/yyyy</p>
<p>Using the MD-715 Table 9, review the promotion rates by RNO/gender groups for each of the relevant groups in Step 5 of that report. Identify any RNO/gender groups whose promotion rate varies significantly from their availability. (DISP Strategy 1B1)</p>	

<p>ODI reviewed the promotion rates for comparable groups of occupations and grades in depth during FY 2008, for VA-wide and by region and facility. It will continue to perform periodic reviews throughout the year.</p>	<p>09/30/2010, quarterly</p>
<p>Show your plan, including strategies, development and mentoring programs, succession planning, efforts to reduce pre-retirement resignations, with specific targets and dates, to review each group identified above to determine if there is a barrier to promotions. If no groups show a significant variance between promotions and availability, show your plan, with specific targets and dates, to inform employees that promotions have been shown to be awarded without bias by RNO and gender.</p> <p>ODI has developed analytic tools to track hires, promotions, pre-retirement resignations and terminations of time-limited appointments. The results are published in our monthly Diversity News in-house TV program, presentations to Administrations, and at the monthly meetings of EEO coordinators. ODI disseminates quarterly workforce analyses on hires, promotions, and separations, by RNOG and disability status, to VA officials for use in their workforce planning and to review their promotion practices.</p> <p>ODI will develop a Career Pathways project, under the auspices of the VA's new Diversity Council. The project is in response to the identified bottleneck of career progression occurring at the GS 9 grade level. The project will provide information, resources, career mapping, training, and mentoring opportunities to facilitate career transitions for upward mobility.</p>	<p>09/30/2010, quarterly</p> <p>09/30/11</p>
<p>Using Part B of the MD-715 Table 9, review the promotions rates comparing those with targeted disabilities and those with no disability for each of the relevant groups in Step 5. There is substantial variation in promotion rates by occupation, so do this analysis one major occupation at a time. Identify any occupations whose targeted disability promotion rate varies significantly from availability. Show your plan to review each of these identified groups to see if there is a barrier to promotion of people with targeted disabilities.</p> <p>ODI has developed analytic tools to track hires, promotions, pre-retirement resignations and terminations of time-limited appointments. The results are published in our monthly Diversity News in-house TV program, slide presentations to Administrations, and at the monthly meetings of EEO coordinators. ODI disseminates quarterly workforce analyses on hires, promotions, and separations, by RNOG, Veteran and disability status to VA officials for use in their workforce planning and to review their promotion practices.</p>	<p>09/30/2010</p>
<p>Review the Career Improvement Report to identify any triggers in which groups are moving to new occupations to improve their prospects. Show your plan to ensure that all employees are notified of training opportunities and other efforts to promote upward mobility.</p> <p>ODI reviewed the Career Improvement Report for VA and there does not appear to be any systemic barriers in the area of career improvement. ODI will continue to review this report and develop plans accordingly.</p>	<p>09/30/2010</p>
<p>REPORT OF ACCOMPLISHMENTS and MODIFICATIONS TO OBJECTIVE</p> <p>INSTRUCTIONS: Include all recent accomplishments related to this objective. This information will be used in the VA Diversity and Inclusion Annual Performance Report.</p>	
<p>ODI has developed a user friendly on-line workforce analysis system and reporting tools to monitor workforce trends by RNOG and perform real-time barrier analyses. ODI conducted an in depth Grade Disparity study and Adverse Impact analyses to identify barriers to EEO in VA's promotion and leadership development program selection processes. ODI automated its quarterly workforce analyses and made it electronically available by VA region and facility, in addition to issuing Administration and VA-wide diversity reports. ODI expanded its training portfolio to include a host of standardized EEO compliance, diversity, and conflict management training on its ODI Web site for easy Nationwide access. ODI is in the process of updating, standardizing, and consolidating mandatory workplace harassment prevention and No FEAR training for all employees in compliance with statutory requirements. It is also nearing completion of producing standardized EEO, diversity and inclusion training for all managers and supervisors to ensure that all managers are aware of their EEO and diversity responsibilities and to support proactive risk management.</p>	

ATTACHMENT 4

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

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

* See Attachment 3 - Explanatory Notes for FEORP Tables

ATTACHMENT 5

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

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

* See Attachment 3 - Explanatory Notes for FEORP Tables

DEPARTMENT OF VETERANS AFFAIRS
FY 2011 IMPLEMENTATION PLAN
IN SUPPORT OF THE
FEDERAL EQUAL OPPORTUNITY RECRUITMENT PROGRAM
5 U.S.C. 7201 and 5 CFR Part 720, Subpart B

Page 1 of 13

DEPARTMENT OF VETERANS AFFAIRS**FISCAL YEAR 2011****IMPLEMENTATION PLAN****EXECUTIVE SUMMARY**

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

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

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

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

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

Goal 1: Workforce Planning.

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

Objective 1.1: Continue to build and retain a diverse, high-performing workforce through strategic workforce planning.			
Strategic Activity	Timeframe	Driver/Contact Info	Performance Outcomes
6. Continue to provide managers and executives with diversity management training.	FY 2011	VACO/VACO-ODI/ VHA/VBA/NCA	<ul style="list-style-type: none"> a. VA managers and executives equipped to better manage diversity within their respective areas. b. Reduction in per capita discrimination complaints filed, yielding greater retention.
7. The Office of Diversity and Inclusion (ODI) will continue to track progress of this and other agency diversity reports/plans, such as the MD-715, FEORP, HEP, WHIAAPI, and DVAAP.	FY 2011	VACO-ODI	<ul style="list-style-type: none"> a. Objectives cited in Diversity reports and plans are tracked and monitored for progress b. Data calls for reports are provided to the field in an efficient manner, to ensure timely submission.
8. ODI will continue to make improvements to workforce data analysis systems such as VSSC and Pro Clarity to meet the analytical needs of the agency.	FY 2011	VACO-ODI	<ul style="list-style-type: none"> a. VA will have a more accurate and user-friendly data analysis system available to appropriate staff. b. More timely and accurate workforce diversity data.
9. ODI will provide VA supervisors, managers, and senior leaders with guidance resources, such as the Diversity and Inclusion Strategic Plan, Recruitment & Selection Best Practices Guide, and the Hiring People with Disabilities FAQ sheet, to ensure equal opportunities in outreach, recruitment, career development, and retention.	FY 2011	VACO-ODI	<ul style="list-style-type: none"> a. Continued efforts to ensure VA has an inclusive work environment that ensures all employees are able to realize their full potential.

Objective 1.1: Continue to build and retain a diverse, high-performing workforce through strategic workforce planning.			
Strategic Activity	Timeframe	Driver/Contact Info	Performance Outcomes
10. Increase management use and management knowledge of special hiring authorities such as Schedule A, 30% Disabled Veterans, VRA, VEOA, CTAP, Interagency CTAP, Veterans Preference, and Direct-Hire as recruitment tools.	FY 2011	VACO/VHA/VBA/NCA	<ul style="list-style-type: none"> a. Managers are aware of special hiring authorities. b. Increased use of special hiring authorities to improve Veteran and disability hiring. c. Increase in hiring of people with targeted disabilities to meet 2% hiring goal. d. Increase in hiring of disabled Veterans.
11. VA will ensure applicants are aware of special hiring authorities through EEO staff, HR Staff, SPCs, SEPMS, VECS, and MVPCs.	FY 2011	VACO/VHA/VBA/NCA	<ul style="list-style-type: none"> a. Increased public awareness of special hiring authorities. b. Increased use of special hiring authorities.
12. Continue use of merit promotion program for internal advancement of VA employees.	FY 2011	VACO/VHA/VBA/NCA	<ul style="list-style-type: none"> a. VA continues to obtain and retain quality employees through the use of the merit promotion program.
13. Increase advertisement and completion of new online diversity training for managers, supervisors, and employees.	FY 2011	VACO/VACO-ODI/VHA/VBA/NCA	<ul style="list-style-type: none"> a. Increased completion of online diversity training. b. Increased retention of a diverse workforce.

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

Goal 2: Recruitment and Community Outreach.

Objective 2.1: Continue and enhance recruitment and community outreach efforts.			
Strategic Activity	Timeframe	Driver/Contact Info	Performance Outcomes
1. Continue encouraging managers' use of the VA's Diversity Internship Program to introduce diverse student to VA career opportunities through community, government, and academic resources, such as ILF, WINS, AISES, NAFEO, HACU, Minority Access, Inc., The Washington Center for Internships and Academic Seminars, APAICS, OCA, HBCUs, HSIs, , TCUs, AANAPISIs, and other available internship programs.	FY 2011	VACO/VHA/VBA/NCA	<ul style="list-style-type: none"> a. Community and academic resources are utilized to introduce students to VA career opportunities. b. Increased sponsorships of diverse interns.
2. Continue to encourage managers' use of special student hiring authorities to convert high performing interns to full-time positions, such authorities include, but are not limited to FCIP (currently being revised), PMF, STEP, SCEP, and SEEP.	FY 2011	VACO/VHA/VBA/NCA	<ul style="list-style-type: none"> a. Managers are educated on special employment programs they can use. b. Increase utilization of special employment programs when filling job vacancies, yielding a diverse pipeline in VA employment.
3. Increase applicant pool of minorities and women to internship/fellowship programs through systems such as the VA National Database for Interns (VANDI), which links	FY 2011	VACO/VHA/VBA/NCA	<ul style="list-style-type: none"> a. Internship and fellowship programs are advertised and application information is provided to increase applicant flow to such programs. b. VA increases applicant pool of minorities and women.

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Objective 2.1: Continue and enhance recruitment and community outreach efforts.			
Strategic Activity	Timeframe	Driver/Contact Info	Performance Outcomes
VA management officials with participants of the various internship programs who may be eligible for employment.			
4. Increase advertisement of VA employment and student opportunities in local communities, military transition assistance programs, local news resources, and local schools, colleges and universities.	FY 2011	VACO/VHA/VBA/NCA	<ul style="list-style-type: none"> a. Advertisement of VA employment and student opportunities reaches diverse communities and programs. b. Increased diversity in VA's applicant pools.
5. Explore web-based recruitment fairs such as resources like Monster.com, Careerbuilder.com, and others.	FY 2011	VACO/VHA/VBA/NCA	<ul style="list-style-type: none"> a. VA engages in modern recruitment resources to reach and include diverse applicants.
6. Create and implement outreach and recruitment plans containing specific targeted strategies and tactics to reach groups with less than expected participations rates.	FY 2011	VACO-ODI	<ul style="list-style-type: none"> a. Plans are developed and implemented throughout VA. b. Increased application rate in areas of low participation.
7. Perform corporate branding of VA in its recruitment and outreach by developing bi-lingual brochures/pamphlets and bi-lingual links on VA websites to recruit for job vacancies.	FY 2011	VACO/VHA/VBA/NCA	<ul style="list-style-type: none"> a. Bilingual resources are available to potential job seekers and employees. b. There is an increase in applications of diverse groups due to this resource.

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

Goal 3: Career Development Opportunities.

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

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Objective 3.1: Ensure career development opportunities are available and accessible to VA's workforce.			
Strategic Activity	Timeframe	Driver/Contact Info	Performance Outcomes
Leadership Institute, Senior Executive Leadership Program, FEI, USDA Aspiring Leader Program, USDA New Leaders Program, USDA Executive Leadership Program, USDA Executive Potential Program, USDA Senior Executive Service (SES) Developmental Seminars, and other available programs.			
5. ODI will continue to partner with women's and minority serving affinity organizations such as FEW, BIG, LULAC, National Image, Inc., FAPAC, SAIGE, and others to conduct outreach events and hold agency forums at national conferences.	FY 2011	VACO-ODI	<ul style="list-style-type: none"> a. VA participates and supports affinity organizations. b. Career development information and training is available to all VA employees at national conferences. c. Increased awareness of opportunities within VA.

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

Goal 4: Mentoring.

Objective 4.1: Ensure effective mentorship programs are in place and accessible to VA employees.			
Strategic Activity	Timeframe	Driver/Contact Info	Performance Outcomes
1. Expand VA employee knowledge of and encourage employee certification through the Mentor Certification Program.	FY 2011	VACO/VHA/VBA/NCA	<ul style="list-style-type: none"> a. Increased knowledge of the Mentor Certification Program. b. More employees pursue mentorship certification.
2. Encourage employees to become mentors in VACO LDMP.	FY 2011	VACO/VHA/VBA/NCA	<ul style="list-style-type: none"> a. Increased employee participation in LDMP.
3. Increase employee awareness and encourage participation in VA mentorship programs through VA websites such as ADVANCE, VALU, ODI, EES, VBA, and NCA.	FY 2011	VACO/VHA/VBA/NCA	<ul style="list-style-type: none"> a. Mentorship program information is available through all VA electronic training and career development Websites. b. Employees are able to easily access information to seek or become a mentor.
4. Continue use of mentorship in all VA career development programs to retain a high-performing workforce.	FY 2011	VACO/VHA/VBA/NCA	<ul style="list-style-type: none"> a. Enhanced effectiveness of career development programs. b. Increased retention of program participants.

APPENDIX A

List of Acronyms in Alphabetical Order

A

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

B

BIG - Blacks in Government

C

CTAP - Career Transition Assistance Program

D

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

E

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

F

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

G

GHATP - Graduate Healthcare Administration Training Program

H

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

I

ILF - International Leadership Foundation

L

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

M

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

N

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

O

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

P

PMF - Presidential Management Fellow

S

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

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

T

TCF - Technical Career Field
TCU - Tribal Colleges and Universities

V

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

W

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

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Complaint Activity	29 CFR §1614.704(a) - (c)						29 CFR §1614.705 Comparative Data		
	Previous Fiscal Year Data						2010		
	2005	2006	2007	2008	2009	2010	2009	2010	
Number of Complaints Filed in FY 1614.704(a)	2128	2034	1921	2118	2232	2199			
Number of Complainants 1614.704(b)	1921	1863	1765	1947	2051	2083			
Repeat Filers 1614.704(c)	176	146	127	136	137	116			

Complaints by Basis	29 CFR §1614.704(d)						29 CFR §1614.705 Comparative Data		
	Previous Fiscal Year Data						2010		
	2005	2006	2007	2008	2009	2010	2009	2010	
Race	777	1311	1219	1450	1679	1566			
Color	42	70	108	108	103	130			
Religion	56	127	92	163	147	121			
Reprisal	709	1395	1324	1654	1746	1767			
Sex	515	951	893	1059	1152	1153			
National Origin	132	355	249	329	308	347			
Equal Pay Act				22	8	12			
Age	449	902	728	858	1142	1042			
Disability	523	958	871	1041	1040	1219			
Other	74	57	92	0	0	0			
Non-EEO									

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29 CFR §1614.704(e)	29 CFR §1614.705 Comparative Data						
	Complaints by Issue						
	Previous Fiscal Year Data						2010
	2005	2006	2007	2008	2009		
Appointment/Hire	64	212	123	105	145	79	
Assignment of Duties	159	293	146	184	139	154	
Awards	30	61	47	37	24	32	
Conversion to Full-time	6	7	3	1	2	1	
Disciplinary Action	374	565	403	331	365	342	
Demotion	9	2	14	10	17	11	
Reprimand	54	95	72	60	51	59	
Suspension	95	213	136	107	96	87	
Removal	97	0	48	62	68	56	
Other	119	255	133	92	133	129	
Duty Hours	52	138	46	59	58	65	
Evaluation Appraisal	65	167	129	124	95	146	
Examination/Test	5	4	1	1	3	2	
Harassment	771	1901	1592	1445	1780	1734	
Non-Sexual	716	1809	1465	1377	1672	1661	
Sexual	55	92	127	68	108	73	
Medical Examination	6	14	15	9	8	14	
Pay (Including Overtime)	86	135	129	123	68	87	
Promotion/Non-Selection	463	846	665	653	468	440	
Reassignment	90	180	113	79	78	88	
Denied	84						
Directed	6						
Reasonable Accommodation	125	179	95	117	113	131	
Reinstatement	3	1	2	2	4	3	
Retirement	38	50	38	23	24	30	
Termination	165	262	201	191	289	273	
Terms/Conditions of Employment	66	111	60	46	68	48	
Time and Attendance	186	327	218	190	175	171	
Training	63	93	61	55	60	63	
Other	310	580	382	405	485	411	

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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						
		2005			2006			2007			2008					2009			2010		
		Num.	Ave. Days	Ave.D ays	Num.	Ave. Days	Ave.D ays	Num.	Ave. Days	Ave.D ays	Num.	Ave. Days	Ave.D ays			Num.	Ave. Days	Ave.D ays	Num.	Ave. Days	Ave.D ays
	1614.704	1240	132	904	174	460	122	552	117	510	101	571	116.5								
	All complaints pending in Investigative Stage (f) (1)	692	78	109	619	207	454	175	422	277	449	268	500.6								
	1614.704	692	164	95	585	417	284	548	259	267	408	261	483.7								
	All complaints pending in which Hearing was not requested (f) (2)	692	86	95	221	417	217	548	191	267	174	261	181.5								
	Time in Investigation Stage	692	78	442	72	417	67	548	68	425	75	506	*120								
	Time to issue Final Agency Action	548	93	763	588	326	235	291	201	1248	493	1367	554.3								
	All complaints pending in which a Hearing was requested (f) (3)	548	85	763	213	326	222	291	193	1248	184	1367	181.8								
	Time in Investigation Stage	548	8	381	11	326	13	291	8	322	14	365	14								
	Time to issue Final Agency Action																				
	* This figure includes the average delay in getting the file to the Department's adjudication office (OEDCA) in VA's Central Office of 8 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 112 days.																				

29 CFR §1614.704(g)	29 CFR §1614.705 Comparative Data					
Complaints Dismissed by Agency Pursuant to 1614.107(a)	Previous Fiscal Year Data					2010
	2005	2006	2007	2008	2009	
	Total Complaints Dismissed by Agency	510	404	414	389	485
Average days pending prior to dismissal	59.8	52.9	54	54.25	53.5	48.7

29 CFR §1614.704(h)	29 CFR §1614.705 Comparative Data					
Complaints Withdrawn by Complainants	Previous Fiscal Year Data					2010
	2005	2006	2007	2008	2009	
	Total Complaints Withdrawn by Complainants	209	188	219	203	184

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29 CFR §1614.704(i)												
29 CFR §1614.705 Comparative Data												
Total Final Agency Actions Finding Discrimination												
2005		2006		2007		2008		2009		2010		
#	%	#	%	#	%	#	%	#	%	#	%	
33		18		34		24		100		33		
13	39%	6	33%	6	18%	12	50%	6	27%	10	30%	
20	61%	12	67%	28	82%	12	50%	16	73%	23	70%	
29 CFR §1614.704(j)												
29 CFR §1614.705 Comparative Data												
Findings of Discrimination Rendered by Basis												
2005		2006		2007		2008		2009		2010		
#	%	#	%	#	%	#	%	#	%	#	%	
33		18		34		24	100%	22	100%	33	100%	
6	19%	1	3%	9	26%	5	17%	2	9%	6	18%	
2	6%			1	3%	1	6%			1	3%	
				1	3%					0	0%	
10	32%	5	15%	12	35%	14	58%	9	41%	14	42%	
8	26%	5	15%	4	12%	4	17%			8	24%	
2	6%			2	6%	1	6%			2	6%	
		1	6%	2	6%					0	0%	
1	3%	3	9%			1	6%	4	18%	5	15%	
9	29%	7	21%	12	35%	4	17%	8	36%	7	21%	
										0	0%	

29 CFR §1614.704(j)												
29 CFR §1614.705 Comparative Data												
Findings of Discrimination Rendered by Basis												
2005		2006		2007		2008		2009		2010		
#	%	#	%	#	%	#	%	#	%	#	%	
20		12		28		12		16		23		
6	100%	1	100%	9	100%	4	80%	2	100%	5	83%	
2	100%			1	100%					1	100%	
				1	100%					0	0%	
8	80%	5	100%	11	92%	7	50%	8	89%	8	57%	
6	75%	4	80%	4	100%			1	50%	4	50%	
2	100%			2	100%					2	100%	
				2	100%					0	0%	
1	100%	3	100%			1	100%	4	100%	4	80%	
2	22%	4	57%	7	58%	1	25%	4	50%	5	71%	
										0	0%	

29 CFR §1614.704(j)												
29 CFR §1614.705 Comparative Data												
Findings of Discrimination Rendered by Basis												
2005		2006		2007		2008		2009		2010		
#	%	#	%	#	%	#	%	#	%	#	%	
20		12		28		12		16		23		
6	100%	1	100%	9	100%	4	80%	2	100%	5	83%	
2	100%			1	100%					1	100%	
				1	100%					0	0%	
8	80%	5	100%	11	92%	7	50%	8	89%	8	57%	
6	75%	4	80%	4	100%			1	50%	4	50%	
2	100%			2	100%					2	100%	
				2	100%					0	0%	
1	100%	3	100%			1	100%	4	100%	4	80%	
2	22%	4	57%	7	58%	1	25%	4	50%	5	71%	
										0	0%	

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Findings of Discrimination Rendered by Basis	29 CFR §1614.705 Comparative Data													
	2005						Previous Fiscal Year Data						2010	
	#	%	#	%	#	%	2006	2007	2008	2009	#	%		
Total Number Findings 704(j)(1)	33		18		34					6	27%	33	100%	
Number Findings Rendered Without Hearing 704(j)(2)	13		6		6							10	30%	
Race												1	17%	
Color												0	0%	
Religion												0	0%	
Reprisal	2	20%			1	8%				1	11%	6	43%	
Sex	2	25%	1	20%						1	50%	4	50%	
National Origin												0	0%	
Equal Pay Act			1	100%								0	0%	
Age												1	20%	
Disability	7	78%	3	43%	5	42%				4	50%	2	29%	
Non-EEO												0	0%	

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Findings of Discrimination Rendered by Issue	29 CFR §1614.705 Comparative Data													
	2005		2006		2007		2008		2009		2010			
	#	%	#	%	#	%	#	%	#	%	#	%		
Total Number Findings 704(k)(1)	33		18		34		24		22		33			
Appointment/Hire	1	3%	4	24%	1	3%			1	5%	1	3%		
Assignment of Duties	1	3%			2	6%	1	4%	1	5%	3	9%		
Awards	1	3%			2	6%					1	3%		
Conversion to Full-time											0	0%		
Disciplinary Action	3	10%			1	3%	2	8%			0	0%		
Demotion											0	0%		
Reprimand					1	3%					0	0%		
Suspension							2	8%			3	9%		
Removal											0	0%		
Other											0	0%		
Duty Hours					1	3%					0	0%		
Evaluation Appraisal					1	3%	1	4%			2	6%		
Examination/Test							1	4%			0	0%		
Harassment	6	19%	2	12%	3	9%	6	25%			0	0%		
Non-Sexual	4	13%	1	6%	3	9%	3	12%	1	5%	5	15%		
Sexual	2	6%	1	6%			3	12%	2	9%	4	12%		
Medical Examination	2	6%			1	3%	1	4%	1	5%	0	0%		
Pay (Including Overtime)			1	6%	2	6%					0	0%		
Promotion/Non-Selection	7	23%	3	18%	10	29%	3	12%	6	27%	12	36%		
Reassignment	1	3%			2	6%	4	17%			0	0%		
Denied											1	3%		
Directed	1	3%			2	6%	4	17%			1	3%		
Reasonable Accommodation	7	23%	5	29%	6	18%	4	17%	2	9%	3	9%		
Reinstatement											1	3%		
Retirement											0	0%		
Termination	8	26%	3	18%	6	18%	5	21%	1	5%	4	12%		
Terms/Conditions of Employment											1	3%		
Time and Attendance	4	13%			1	3%	1	4%	1	5%	1	3%		
Training			1	6%					1	5%	0	0%		
Other	1	3%			6	18%	6	25%	5	23%	8	24%		

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Findings of Discrimination Rendered by Issue		29 CFR §1614.705 Comparative Data													
		Previous Fiscal Year Data												2010	
		2005		2006		2007		2008		2009		2010			
#	%	#	%	#	%	#	%	#	%	#	%	#	%		
Findings After Hearing 704(k)3															
Appointment/Hire	20		12		28		12	50%	16	73%	23	100%			
Assignment of Duties	1	100%	4	100%	1	100%					1	100%	3	100%	
Awards	1	100%			2	100%					1	100%	1	100%	
Conversion to Full-time													0	0%	
Disciplinary Action	2	67%			1	100%	1	50%			0	0%	0	0%	
Demotion											0	0%	0	0%	
Reprimand					1	100%					0	0%	0	0%	
Suspension	1	50%					1	50%			2	67%	0	0%	
Removal											0	0%	0	0%	
Other	1	100%									0	0%	0	0%	
Duty Hours					1	100%					0	0%	0	0%	
Evaluation Appraisal					1	100%	1	100%			2	100%	2	100%	
Examination/Test											0	0%	0	0%	
Harassment	5	83%	2	100%	2	67%					0	0%	0	0%	
Non-Sexual	4	100%	1	100%	2	67%					2	40%	2	40%	
Sexual	1	50%	1	100%						1	50%	0	0%	0%	
Medical Examination	1	50%			1	100%					0	0%	0	0%	
Pay (Including Overtime)					2	100%					0	0%	0	0%	
Promotion/Non-Selection	6	86%	2	67%	9	90%	3	100%	6	100%	12	100%	12	100%	
Reassignment	1	100%			2	100%	2	50%			0	0%	0	0%	
Denied											1	100%	1	100%	
Directed	1	100%			2	100%	2	50%			0	0%	0	0%	
Reasonable Accommodation	2	29%	2	40%	5	83%	1	25%			1	33%	1	100%	
Reinstatement											1	100%	1	100%	
Retirement											0	0%	0	0%	
Termination	5	63%	3	100%	4	67%	3	60%	1	100%	0	0%	0	0%	
Terms/Conditions of Employment											1	25%	1	25%	
Time and Attendance	4	100%			1	100%	1	100%	1	100%	1	100%	1	100%	
Training			1	100%							1	100%	0	0%	
Other					5	83%	3	50%	5	83%	5	63%	5	63%	

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	
		2005		2006		2007		2008		2009		2010			
#	%	#	%	#	%	#	%	#	%	#	%	#	%		
Total Number Findings 704(k)(1)	33		18		34		12	50%	22		33	100%			
Findings Without Hearing 704(k)(2)	13		6	18%	6				6	27%	10	30%			
Appointment/Hire	1	100%							1	100%	0	0%			
Assignment of Duties											0	0%			
Awards											0	0%			
Conversion to Full-time											0	0%			
Disciplinary Action	1	33%			1	50%					0	0%			
Demotion											0	0%			
Reprimand											0	0%			
Suspension	1	33%			1	50%					1	33%			
Removal											0	0%			
Other											0	0%			
Duty Hours											0	0%			
Evaluation Appraisal											0	0%			
Examination/Test											0	0%			
Harassment	1	17%			1	100%					0	0%			
Non-Sexual											0	0%			
Sexual	1	50%			1	33%			3	100%	3	60%			
Medical Examination	1	50%							3	100%	4	100%			
Pay (Including Overtime)			1	100%							0	0%			
Promotion/Non-Selection	1	14%	1	33%	1	10%					0	0%			
Reassignment							2	50%			0	0%			
Denied											0	0%			
Directed							2	50%			1	100%			
Reasonable Accommodation	5	71%	3	60%	1	17%	3	75%	2	100%	2	67%			
Reinstatement											0	0%			
Retirement											0	0%			
Termination	3	37%			2	33%	2	40%			0	0%			
Terms/Conditions of Employment											3	75%			
Time and Attendance											0	0%			
Training											0	0%			
Other	1	100%			1	17%	3	50%	1	17%	3	37%			

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
	2005	2006	2007	2008	2009	
Complaints Pending From Previous Fiscal Years by Status						
Total complaints from previous Fiscal Years 704(l)(1)	758	503	711	581	862	1079
Total Complainants 704(l)(2)	645	461	640	527	783	969
Number complaints pending: 704(l)(3)						
Investigation	6	21	2	0	4	2
ROI issued, pending Complainant's action	7	13	6	5	10	7
Hearing	633	415	587	509	706	892
Final Agency Action	112	53	93	51	119	132
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
	2005	2006	2007	2008	2009	
Complaint Investigations						
Number Pending Completion of Investigation	356	281	456	549	508	571
Pending Investigations Over Required Time Frames	40	72	50	38	14	24

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 2010		
PART I - PRE-COMPLAINT ACTIVITIES				
EEO COUNSELOR		COUNSELINGS	INDIVIDUALS	
A. TOTAL COMPLETED/ENDED COUNSELINGS		4398	4023	
1. COUNSELED WITHIN 30 DAYS		2050	1932	
2. COUNSELED WITHIN 31 TO 90 DAYS		2256	2016	
a. COUNSELED WITHIN WRITTEN EXTENSION PERIOD NO LONGER THAN 60 DAYS		231	225	
b. COUNSELED WITHIN 90 DAYS WHERE INDIVIDUAL PARTICIPATED IN ADR		1899	1845	
c. COUNSELED WITHIN 31-90 DAYS THAT WERE UNTIMELY		126	126	
3. COUNSELED BEYOND 90 DAYS		84	84	
4. COUNSELED DUE TO REMANDS		8	8	
ADR INTAKE OFFICER		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	INDIVIDUALS	
C. TOTAL COMPLETED/ENDED COUNSELINGS		4398	4023	
1. COUNSELED WITHIN 30 DAYS		2050	1932	
2. COUNSELED WITHIN 31 TO 90 DAYS		2256	2016	
a. COUNSELED WITHIN WRITTEN EXTENSION PERIOD NO LONGER THAN 60 DAYS		231	225	
b. COUNSELED WITHIN 90 DAYS WHERE INDIVIDUAL PARTICIPATED IN ADR		1899	1845	
c. COUNSELED WITHIN 31-90 DAYS THAT WERE UNTIMELY		126	126	
3. COUNSELED BEYOND 90 DAYS		84	84	
4. COUNSELED DUE TO REMANDS		8	8	
D. PRE-COMPLAINT ACTIVITIES		COUNSELINGS	INDIVIDUALS	
1. ON HAND AT THE BEGINNING OF THE REPORTING PERIOD		865	815	
2. INITIATED DURING THE REPORTING PERIOD		4400	4121	
3. COMPLETED/ENDED COUNSELINGS		4398	4023	
a. SETTLEMENTS (MONETARY AND NON-MONETARY)		501	495	
b. WITHDRAWALS/NO COMPLAINT FILED		1587	1522	
c. COUNSELINGS COMPLETED/ENDED IN REPORTING PERIOD THAT RESULTED IN COMPLAINT FILINGS IN REPORTING PERIOD		2123	2012	
d. DECISION TO FILE COMPLAINT PENDING AT THE END OF THE REPORTING PERIOD		187	184	
4. COUNSELINGS PENDING AT THE END OF THE REPORTING PERIOD		966	966	
E. NON-ADR SETTLEMENTS WITH MONETARY BENEFITS		COUNSELINGS	INDIVIDUALS	AMOUNT
TOTAL		7	7	\$ 169,500.00
1. COMPENSATORY DAMAGES		0	0	\$ 0.00
2. BACKPAY/FRONTPAY		0	0	\$ 0.00
3. LUMP SUM PAYMENT		7	7	\$ 153,500.00
4. ATTORNEY FEES AND COSTS		1	1	\$ 16,000.00
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		25	25	
1. HIRES		0	0	
a. RETROACTIVE		0	0	
b. NON-RETROACTIVE		0	0	
2. PROMOTIONS		2	2	
a. RETROACTIVE		1	1	
b. NON-RETROACTIVE		1	1	
3. EXPUNGEMENTS		2	2	
4. REASSIGNMENTS		3	3	
5. REMOVALS RESCINDED		0	0	
a. REINSTATEMENT		0	0	
b. VOLUNTARY RESIGNATION		0	0	
6. ACCOMMODATIONS		3	3	
7. TRAINING		4	4	
8. APOLOGY		3	3	
9. DISCIPLINARY ACTIONS		5	5	
a. RESCINDED		4	4	
b. MODIFIED		1	1	
10. PERFORMANCE EVALUATION MODIFIED		0	0	
11. LEAVE RESTORED		1	1	
12. ASSIGNMENT OF DUTIES		2	2	
13. TERMS AND CONDITIONS		3	3	
G. ADR SETTLEMENTS WITH MONETARY BENEFITS		COUNSELINGS	INDIVIDUALS	AMOUNT
TOTAL		32	31	\$ 279,416.28
1. COMPENSATORY DAMAGES		8	8	\$ 79,500.00
2. BACKPAY/FRONTPAY		3	3	\$ 5,440.80
3. LUMP SUM PAYMENT		18	18	\$ 155,649.48
4. ATTORNEY FEES AND COSTS		5	5	\$ 34,125.00
5. SPECIAL CONTRIBUTION AW		1	1	\$ 4,701.00
6.		0	0	\$ 0.00
7.		0	0	\$ 0.00
H. ADR SETTLEMENTS WITH NON-MONETARY BENEFITS		COUNSELINGS	INDIVIDUALS	
TOTAL		470	466	
1. HIRES		4	4	
a. RETROACTIVE		1	1	
b. NON-RETROACTIVE		3	3	
2. PROMOTIONS		12	12	
a. RETROACTIVE		3	3	
b. NON-RETROACTIVE		9	9	
3. EXPUNGEMENTS		20	20	
4. REASSIGNMENTS		37	37	
5. REMOVALS RESCINDED		43	43	
a. REINSTATEMENT		7	7	
b. VOLUNTARY RESIGNATION		36	36	
6. ACCOMMODATIONS		10	10	
7. TRAINING		45	45	
8. APOLOGY		32	32	
9. DISCIPLINARY ACTIONS		47	47	
a. RESCINDED		29	29	
b. MODIFIED		18	18	
10. PERFORMANCE EVALUATION MODIFIED		19	19	
11. LEAVE RESTORED		13	13	
12. BETTER COMMUNICATION		161	158	
13. IMPROVED TERMS AND CO		155	153	
I. NON-ADR SETTLEMENTS		COUNSELINGS	INDIVIDUALS	
TOTAL		30	30	

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 2010					
PART II - FORMAL COMPLAINT ACTIVITIES			PART III - AGENCY RESOURCES, TRAINING, REPORTING LINE					
2359	A. COMPLAINTS ON HAND AT THE BEGINNING OF THE REPORTING PERIOD							
2199	B. COMPLAINTS FILED							
81	C. REMANDS (sum of lines C1+C2+C3)							
0	C.1. REMANDS (NOT INCLUDED IN A OR B)							
81	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							
4558	D. TOTAL COMPLAINTS (sum of lines A+B+C1)							
4529	E. COMPLAINTS IN LINE D THAT WERE NOT CONSOLIDATED							
2016	F. COMPLAINTS IN LINE E CLOSED DURING REPORT PERIOD							
29	G. COMPLAINTS IN LINE D THAT WERE CONSOLIDATED							
12	H. COMPLAINTS IN LINE G CLOSED DURING REPORT PERIOD							
2611	I. COMPLAINTS ON HAND AT THE END OF THE REPORTING PERIOD ((Line D - (F+H)) + ((C2 + C3) - C4)							
2079	J. INDIVIDUALS FILING COMPLAINTS							
13	K. NUMBER OF JOINT PROCESSING UNITS FROM CONSOLIDATION OF COMPLAINTS							
			A. AGENCY & CONTRACT RESOURCES					
			AGENCY		CONTRACT			
			NUMBER	PERCENT	NUMBER	PERCENT		
			1. WORK FORCE					
			a. TOTAL WORK FORCE		307322			
			b. PERMANENT EMPLOYEES		284987			
			2. COUNSELOR					
			a. FULL-TIME		45 100.00			
			b. PART-TIME		0 0.00			
			c. COLLATERAL DUTY		0 0.00			
			12		16.67			
			0		0.00			
			10		83.33			
			3. INVESTIGATOR					
			a. FULL-TIME		44 83.77			
			b. PART-TIME		25 36.23			
			c. COLLATERAL DUTY		0 0.00			
			87		72.83			
			15		16.30			
			10		10.87			
			4. COUNSELOR/INVESTIGATOR					
			a. FULL-TIME		0 0.00			
			b. PART-TIME		0 0.00			
			c. COLLATERAL DUTY		0 0.00			
			28		71.43			
			3		10.71			
			5		17.86			
			20		71.43			
			B. AGENCY & CONTRACT STAFF TRAINING					
			COUNSELORS		INVESTIGATORS		COUNS/INVESTIG	
			AGENCY	CONTRACT	AGENCY	CONTRACT	AGENCY	CONTRACT
			13 1		12 11		0 6	
			13 1		12 9		0 1	
			0 0		0 2		0 5	
			0 0		0 0		0 0	
			32 11		57 81		0 22	
			32 0		57 0		0 0	
			0 11		0 81		0 22	
			0 0		0 0		0 0	
			C. REPORTING LINE					
			1 EEO DIRECTOR'S NAME: John U. Sepulveda					
			1a. DOES THE EEO DIRECTOR REPORT TO THE AGENCY HEAD?		YES	NO		
					X			
			2. IF NO, WHO DOES THE EEO DIRECTOR REPORT TO?					
			PERSON:					
			TITLE:					
			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					
			4. WHO DOES THAT PERSON REPORT TO?					
			PERSON: John U. Sepulveda					
			TITLE: Assistant Secretary for Human Resources and Administration					

ANNUAL FEDERAL EQUAL EMPLOYMENT OPPORTUNITY STATISTICAL REPORT OF DISCRIMINATION COMPLAINTS (REPORTING PERIOD BEGINS OCTOBER 1ST AND ENDS SEPTEMBER 30TH)															REPORTING PERIOD: FY 2010					
AGENCY OR DEPARTMENT: Department of Veterans Affairs															REPORTING PERIOD: FY 2010					
ISSUES OF ALLEGED DISCRIMINATION	PART IV - BASES AND ISSUES ALLEGED IN COMPLAINTS FILED														TOTAL COMPLAINTS BY ISSUER	TOTAL COMPLAINTS BY ISSUER				
	BASES OF ALLEGED DISCRIMINATION																			
	RACE		COLOR		RELIGION		REPRISAL		SEX		NATIONAL ORIGIN		EQUAL PAY ACT				AGE		DISABILITY	
AMER. RESIDENT ALASKA NATIVE	AMER.	INTERMEDIATE/ASIAN/BLACK/BLK	BLACK/AFRICAN AMERICAN	WHITE	TWO OR MORE RACES					MALE	FEMALE	OTHER	MALE	FEMALE		MENTAL	PHYSICAL	GENA		
A. APPOINTMENT/ORDER	0	3	0	15	2	0	2	0	17	8	6	0	2	31	4	16	0	106	63	60
B. ASSIGNMENT/POSTING	0	2	0	36	2	1	4	3	61	11	26	2	5	36	8	36	0	233	128	127
C. AWARDS	0	0	0	12	0	0	3	0	18	5	5	3	0	4	1	1	0	52	28	29
D. CONFIDENTIALITY/TIME	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	1	1
E. DISCRIMINATORY ACTION	1	7	0	83	13	1	13	8	155	37	44	11	17	75	26	64	0	555	335	335
F. DISCRIMINATION	0	0	0	4	0	0	0	2	10	1	5	1	0	8	1	4	0	36	14	14
G. EMPLOYMENT	0	3	0	10	3	0	1	1	26	6	7	3	2	10	1	6	0	79	57	57
H. EMPLOYMENT	0	0	0	18	2	1	2	1	35	9	4	2	3	22	8	15	0	122	77	77
I. EMPLOYMENT	1	1	0	14	4	0	5	2	22	3	8	4	8	17	8	19	0	116	65	65
J. EMPLOYMENT	0	1	0	10	2	0	1	0	23	7	6	0	0	5	1	7	0	63	43	43
K. EMPLOYMENT	0	1	0	1	0	0	0	0	2	1	0	0	0	3	2	4	0	14	8	8
L. EMPLOYMENT	0	1	0	26	2	0	4	2	37	10	14	1	4	10	5	9	0	125	71	71
M. EMPLOYMENT	0	0	0	20	2	0	1	5	25	6	11	1	5	14	0	15	0	105	59	59
N. EMPLOYMENT	1	2	0	40	3	0	3	3	75	10	28	5	8	28	4	20	0	231	137	135
O. EMPLOYMENT	0	0	0	1	0	0	0	0	2	0	0	0	0	0	0	0	0	3	2	2
P. EMPLOYMENT	5	20	2	261	56	3	30	37	420	105	249	28	55	202	75	177	2	1727	990	982
Q. EMPLOYMENT	5	20	2	261	56	3	30	37	412	90	203	28	55	202	75	177	2	1658	926	898
R. EMPLOYMENT	0	1	0	2	0	0	0	1	7	0	1	0	0	4	5	7	0	28	14	14
S. EMPLOYMENT	0	2	0	28	4	0	1	3	27	13	12	5	11	18	2	8	0	146	81	81
T. EMPLOYMENT	1	3	0	105	21	3	8	9	124	47	43	13	13	137	15	58	1	601	360	348
U. EMPLOYMENT	0	1	0	21	5	1	3	1	42	5	14	1	5	23	6	22	0	151	87	87
V. EMPLOYMENT	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
W. EMPLOYMENT	1	1	0	21	5	1	3	1	42	5	14	1	5	23	6	22	0	151	87	87
X. EMPLOYMENT	0	0	0	0	0	0	0	0	3	31				34	86	0	154	122	120	
Y. EMPLOYMENT	0	0	0	0	0	0	0	0	0	0	1	0	0	0	0	1	0	2	2	2
Z. EMPLOYMENT	0	0	0	6	2	0	1	1	10	2	3	0	0	14	4	6	0	49	27	27
AA. EMPLOYMENT	1	5	0	60	15	3	12	16	54	22	38	11	21	40	47	72	0	417	249	247
AB. EMPLOYMENT	0	1	0	18	4	1	3	1	31	9	14	0	3	20	4	17	0	126	78	78
AC. EMPLOYMENT	1	2	0	37	10	1	4	5	65	15	22	5	6	26	8	43	0	250	149	148
AD. EMPLOYMENT	1	0	0	26	3	1	3	2	26	9	9	2	0	12	4	11	0	109	60	60
AE. EMPLOYMENT	0	0	0	12	3	0	0	0	15	5	5	2	2	8	1	1	1	55	31	31
AF. EMPLOYMENT	0	0	0	1	0	0	0	0	1	0	1	0	0	0	1	0	0	4	2	2
AG. EMPLOYMENT	0	1	0	10	2	0	1	0	14	5	1	1	1	7	4	5	0	52	30	30
AH. EMPLOYMENT	0	0	0	0	1	0	1	0	0	0	0	0	0	1	0	2	0	5	2	2
AI. EMPLOYMENT	0	1	0	4	3	0	1	1	9	2	6	1	1	1	3	10	0	43	28	29
AI. RESIGNATION	12	52	2	798	151	15	94	99	1228	316	540	91	155	11	701	256	678	4		
TOTAL ISSUES BY BASIS	8	35	2	532	112	9	63	71	794	207	352	61	109	11	507	177	442	3		
TOTAL COMPLAINTS FILED BY BASIS	8	35	2	516	109	9	63	69	737	200	345	59	107	11	492	176	432	3		
TOTAL COMPLAINTS BY BASIS	8	35	2	516	109	9	63	69	737	200	345	59	107	11	492	176	432	3		

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

REPORTING PERIOD: FY 2010

AGENCY OR DEPARTMENT: Department of Veterans Affairs

PART IVA - BASES OF DISCRIMINATION IN FINDINGS AND ALLEGED BIASES IN SETTLEMENTS

FINDINGS/ALLEGATIONS IN:	BASES OF DISCRIMINATION IN FINDINGS AND ALLEGED BIASES IN SETTLEMENTS																			
	RACE		SEX		AGE		RELIGION		ETHNICITY		NATIONAL ORIGIN		SOCIAL PW ACT		DISABILITY		OTHER			
	AMOUNT OF EXTRA	PERCENTAGE	MALE	FEMALE	18-24	25-34	35-44	45-54	55-64	65-74	75-84	85+	PROTESTANT	CATHOLIC	JEW	MUSLIM		OTHER	PHYSICALLY	MENTALLY
1. Counseling Settlement Allegations	3	7	1	168	36	1	12	11	136	62	26	19	25	1	0	141	80	136	0	0
2. Complaint Settlement Allegations	2	0	1	136	30	1	9	10	105	45	65	17	18	1	0	116	43	104	0	0
3. Final Agency Decision Findings	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
4. AJ Decision Findings	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
5. Final Agency Order Findings Implemented	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
6. Number of Complaints Settled With Findings Implemented	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
7. Total Settlement Allegations	7	14	8	300	71	5	26	39	366	134	239	45	65	1	2	247	113	262	2	2
TOTAL FINAL ACTION FINDINGS	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0

PART IVB - ISSUES OF DISCRIMINATION IN FINDINGS AND ALLEGED BIASES IN SETTLEMENTS

FINDINGS/ALLEGATIONS IN:	ISSUES OF DISCRIMINATION IN FINDINGS AND ALLEGED BIASES IN SETTLEMENTS																									
	APPROVED FOR EXTRA	AMOUNT OF EXTRA	PERCENTAGE	CONVICTION TO FULL TIME	DISCRIMINATION ACTION	DURATION	REVENUE	REPUTATION	REVENUE	REPUTATION	REVENUE	REPUTATION	REVENUE	REPUTATION	REVENUE	REPUTATION	REVENUE	REPUTATION	REVENUE	REPUTATION	REVENUE	REPUTATION				
																							REVENUE	REPUTATION	REVENUE	REPUTATION
1. Counseling Settlement Allegations	10	35	4	0	7	14	28	13	11	54	0	343	13	0	20	75	0	14	36	0	11	97	14	44	19	127
2. Complaint Settlement Allegations	8	25	3	0	4	9	16	7	7	33	0	223	9	0	11	46	0	9	25	0	6	68	10	30	15	85
3. Final Agency Decision Findings	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
4. AJ Decision Findings	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
5. Final Agency Order Findings Implemented	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
6. Number of Complaints Settled With Findings Implemented	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
7. Total Settlement Allegations	37	87	14	0	24	33	55	39	35	93	0	696	28	0	59	201	0	45	78	0	13	183	31	112	42	263
TOTAL FINAL ACTION FINDINGS	1	3	1	0	0	0	3	1	0	1	0	5	4	0	0	9	2	0	3	1	0	3	1	1	0	8

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 2010		
PART V - SUMMARY OF CLOSURES BY STATUTE				
A. STATUTE (IF A SINGLE COMPLAINT HAS MULTIPLE STATUTES RECORD EACH ON THE APPROPRIATE LINE.)				
1857	1. TITLE VII			
429	2. AGE DISCRIMINATION IN EMPLOYMENT ACT (ADEA)			
415	3. REHABILITATION ACT			
8	4. EQUAL PAY ACT (EPA)			
2	5. GENETIC INFORMATION NONDISCRIMINATION ACT (GINA)			
B. TOTAL BY STATUTES				
2511	THIS NUMBER MAY BE LARGER THAN THE TOTAL NUMBER OF COMPLAINTS CLOSED. (A1+A2+A3+A4+A5)			
PART VI - SUMMARY OF CLOSURES BY CATEGORY				
		TOTAL NUMBER	TOTAL DAYS	AVERAGE DAYS
A. TOTAL NUMBER OF CLOSURES (1+2+3)		2028	706952	348.60
1. WITHDRAWALS		217	48195	222.10
a. NON-ADR WITHDRAWALS		213	47843	224.82
b. ADR WITHDRAWALS		4	352	88.00
2. SETTLEMENTS		467	170075	364.19
a. NON-ADR SETTLEMENTS		437	158876	363.56
b. ADR SETTLEMENTS		30	11199	373.30
3. FINAL AGENCY ACTIONS (B+C)		1344	488882	363.60
B. FINAL AGENCY DECISIONS WITHOUT AN ADMINISTRATIVE JUDGE DECISION (1+2+3)		986	268249	272.06
1. FINDING DISCRIMINATION		10	5764	576.40
2. FINDING NO DISCRIMINATION		541	223311	412.77
3. DISMISSAL OF COMPLAINTS		435	39174	90.06
C. FINAL AGENCY ORDERS WITH AN ADMINISTRATIVE JUDGE (AJ) DECISION (1+2)		358	220433	615.73
1. AJ DECISION FULLY IMPLEMENTED (a+b+c)		354	216231	610.82
(a) FINDING DISCRIMINATION		19	13048	686.74
(b) FINDING NO DISCRIMINATION		303	187564	619.02
(c) DISMISSAL OF COMPLAINTS		32	15619	488.09
2. AJ DECISION NOT FULLY IMPLEMENTED (a+b+c)		4	4202	1050.50
(a) FINDING DISCRIMINATION (i+ii+iii)		4	4202	1050.50
i. AGENCY APPEALED FINDING BUT NOT REMEDY		1	1009	1009.00
ii. AGENCY APPEALED REMEDY BUT NOT FINDING		0	0	0.00
iii. AGENCY APPEALED BOTH FINDING AND REMEDY		3	3193	1064.33
(b) FINDING NO DISCRIMINATION		0	0	0.00
(c) DISMISSAL OF COMPLAINTS		0	0	0.00

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 2010		
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)		551	66217	120.18
1. COMPLAINANT REQUESTED IMMEDIATE FAD (1a+1b)		185	21936	118.57
a. AGENCY ISSUED FAD WITHIN 60 DAYS OF RECEIPT OF FAD REQUEST		18	861	47.83
b. AGENCY ISSUED FAD MORE THAN 60 DAYS BEYOND RECEIPT OF FAD REQUEST		167	21075	126.20
2. COMPLAINANT DID NOT ELECT HEARING OR FAD (2a+2b)		182	25224	138.59
a. AGENCY ISSUED FAD WITHIN 60 DAYS OF END OF 30-DAY ELECTION PERIOD		15	830	42.00
b. AGENCY ISSUED FAD MORE THAN 60 DAYS BEYOND END OF 30-DAY ELECTION PERIOD		167	24594	147.27
3. HEARING REQUESTED; AJ RETURNED CASE TO AGENCY FOR FAD WITHOUT AJ DECISION (3a+3b)		112	11382	101.63
a. AGENCY ISSUED FAD WITHIN 60 DAYS OF RECEIPT OF AJ RETURNED CASE FOR FAD ISSUANCE		20	897	44.85
b. AGENCY ISSUED FAD MORE THAN 60 DAYS AFTER RECEIPT OF AJ RETURNED CASE FOR FAD ISSUANCE		92	10485	113.97
4. FINAL AGENCY DECISION ISSUED ON A MIXED CASE (4a+4b)		72	7875	108.60
a. AGENCY ISSUED FAD WITHIN 45 DAYS AFTER INVESTIGATION		8	296	37.00
b. AGENCY ISSUED FAD MORE THAN 45 DAYS AFTER INVESTIGATION		64	7379	115.30
PART VII - SUMMARY OF FORMAL COMPLAINTS CLOSED BY TYPES OF BENEFITS				
		NUMBER	AMOUNT	
A. TOTAL COMPLAINTS CLOSED WITH BENEFITS		496		
B. CLOSURES WITH MONETARY BENEFITS TO COMPLAINANT		246	\$7,572,476.36	
1. BACK PAY/FRONT PAY		12	\$ 148,658.00	
2. LUMP SUM PAYMENT		195	\$ 4,728,885.36	
3. COMPENSATORY DAMAGES		17	\$ 716,500.00	
4. ATTORNEY FEES AND COSTS		82	\$ 1,978,433.00	
INTENTIONALLY LEFT BLANK				
E. CLOSURES WITH NON-MONETARY BENEFITS		348		
F. TYPES OF BENEFITS		NUMBER OF CLOSURES WITH MONETARY BENEFITS	NUMBER OF CLOSURES WITH NON-MONETARY BENEFITS	
1. HIRES		8	0	
a. RETROACTIVE		4	0	
b. NON-RETROACTIVE		4	0	
2. PROMOTIONS		16	2	
a. RETROACTIVE		8	1	
b. NON-RETROACTIVE		8	1	
3. EXPUNGEMENTS		19	51	
4. REASSIGNMENTS		3	35	
5. REMOVALS RESCINDED		8	22	
a. REINSTATEMENT		6	9	
b. VOLUNTARY RESIGNATION		2	13	
6. ACCOMMODATIONS		3	3	
7. TRAINING		2	26	
8. APOLOGY		3	2	
9. DISCIPLINARY ACTIONS		7	33	
a. RESCINDED		6	27	
b. MODIFIED		1	6	
10. PERFORMANCE EVALUATION MODIFIED		9	19	
11. LEAVE RESTORED		8	42	
12. BETTER COMMUNICATION		21	9	
13. IMPROVE TERMS AND CONDITIONS OF EMPLOYMENT		33	71	
14.0		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 2010	
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
	2811	988829		
1. COMPLAINTS PENDING WRITTEN NOTIFICATION (Acknowledgement Letter)	24	119	4.96	21
2. COMPLAINTS PENDING IN INVESTIGATION	731	72633	99.36	384
3. COMPLAINTS PENDING IN HEARINGS	1414	750561	530.81	1711
4. COMPLAINTS PENDING A FINAL AGENCY ACTION	442	165516	374.47	3746
PART IX - SUMMARY OF INVESTIGATIONS COMPLETED				
		TOTAL	TOTAL DAYS	AVERAGE DAYS
A. INVESTIGATIONS COMPLETED DURING REPORTING PERIOD (1+3)		1677	312429	186.30
1. INVESTIGATIONS COMPLETED BY AGENCY PERSONNEL (a+b+c)		1338	251365	187.87
a. INVESTIGATIONS COMPLETED IN 180 DAYS OR LESS		761	117430	154.31
b. INVESTIGATIONS COMPLETED IN 181 - 360 DAYS		540	116646	216.01
1. TIMELY COMPLETED INVESTIGATIONS		276	63447	229.88
2. UNTIMELY COMPLETED INVESTIGATIONS		264	53199	201.51
c. INVESTIGATIONS COMPLETED IN 361 OR MORE DAYS		37	17289	467.27
2. AGENCY INVESTIGATION COSTS		\$ 10,373,544.00		\$ 7753.02
3. INVESTIGATIONS COMPLETED BY CONTRACTORS (a+b+c)		339	61064	180.13
a. INVESTIGATIONS COMPLETED IN 180 DAYS OR LESS		192	29013	151.11
b. INVESTIGATIONS COMPLETED IN 181 - 360 DAYS		144	30875	214.41
1. TIMELY COMPLETED INVESTIGATIONS		63	14492	230.03
2. UNTIMELY COMPLETED INVESTIGATIONS		81	16383	202.26
c. INVESTIGATIONS COMPLETED IN 361 OR MORE DAYS		3	1176	392.00
4. CONTRACTOR INVESTIGATION COSTS		\$ 1,061,265.56		\$ 3189.63

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 2010		
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	4227	3883	
2.	REJECTED BY COUNSELEE	1993	1725	
3.	INTENTIONALLY LEFT BLANK			
4.	TOTAL ACCEPTED INTO ADR PROGRAM	2234	2158	
C. ADR RESOURCES USED IN COMPLETED/ENDED COUNSELINGS (TOTALS)		2234	2158	
1.	INHOUSE	1282	1263	
2.	ANOTHER FEDERAL AGENCY	484	459	
3.	PRIVATE ORGANIZATIONS, (e.g., CONTRACTORS, BAR ASSOCIATIONS, INDIVIDUAL VOLUNTEERS OR COLLEGE/UNIVERSITY PERSONNEL)	468	439	
4.	MULTIPLE RESOURCES USED (Please specify in a comment box)	0	0	
5.	FEDERAL EXECUTIVE BOARD	0	0	
6.	0	0	0	
7.	0	0	0	
		COUNSELINGS	INDIVIDUALS	DAYS
D. ADR TECHNIQUES USED IN COMPLETED/ENDED COUNSELINGS (TOTALS)		2234	2158	113172
1.	MEDIATION	2085	2027	105048
2.	SETTLEMENT CONFERENCES	6	6	209
3.	EARLY NEUTRAL EVALUATIONS	2	2	42
4.	FACTFINDING	3	3	145
5.	FACILITATION	138	120	7728
6.	OMBUDSMAN	0	0	0
7.	PEER REVIEW	0	0	0
8.	MULTIPLE TECHNIQUES USED (Please specify in a comment box)	0	0	0
9.	0	0	0	0
10.	0	0	0	0
11.	0	0	0	0
		COUNSELINGS	INDIVIDUALS	DAYS
E. STATUS OF ADR CASES IN COMPLETED/ENDED COUNSELINGS		2234	2158	113239
1.	TOTAL CLOSED	2234	2158	113239
a.	SETTLEMENTS WITH BENEFITS (Monetary and Non-monetary)	471	466	22230
b.	NO FORMAL COMPLAINT FILED	604	602	27367
c.	COMPLAINT FILED			
I.	NO RESOLUTION	1003	991	58084
II.	NO ADR ATTEMPT (aka Part X.E.1.d)	66	62	3561
d.	DECISION TO FILE COMPLAINT PENDING AT THE END OF THE REPORTING PERIOD	90	87	1997
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 2010		
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	56	56	
2.	REJECTED BY COMPLAINANT	8	8	
3.	INTENTIONALLY LEFT BLANK			
4.	TOTAL ACCEPTED INTO ADR PROGRAM	48	48	
C. ADR RESOURCES USED IN COMPLAINT CLOSURES (TOTALS)		48	48	
1.	INHOUSE	18	18	
2.	ANOTHER FEDERAL AGENCY	19	19	
3.	PRIVATE ORGANIZATIONS, (e.g., CONTRACTORS, BAR ASSOCIATIONS, INDIVIDUAL VOLUNTEERS OR COLLEGE/UNIVERSITY PERSONNEL)	11	11	
4.	MULTIPLE RESOURCES USED (Please specify in a comment box)	0	0	
5.	FEDERAL EXECUTIVE BOARD	0	0	
6.	0	0	0	
7.	0	0	0	
		COMPLAINTS	COMPLAINANTS	DAYS
D. ADR TECHNIQUES USED IN COMPLAINT CLOSURES (TOTALS)		48	48	2492
1.	MEDIATION	46	46	2479
2.	SETTLEMENT CONFERENCES	2	2	13
3.	EARLY NEUTRAL EVALUATIONS	0	0	0
4.	FACTFINDING	0	0	0
5.	FACILITATION	0	0	0
6.	OMBUDSMAN	0	0	0
7.	MINI-TRIALS	0	0	0
8.	PEER REVIEW	0	0	0
9.	MULTIPLE TECHNIQUES USED (Please specify in a comment box)	0	0	0
10.	0	0	0	0
11.	0	0	0	0
12.	0	0	0	0
		COMPLAINTS	COMPLAINANTS	DAYS
E. STATUS OF CASES IN COMPLAINT CLOSURES		48	48	2492
1.	TOTAL CLOSED	48	48	2492
a.	SETTLEMENTS WITH BENEFITS (Monetary and Non-monetary)	30	30	1135
b.	WITHDRAWAL FROM EEO PROCESS	4	4	84
c.	NO RESOLUTION	14	14	1273
d.	NO ADR ATTEMPT	0	0	0
2.	INTENTIONALLY LEFT BLANK			
F. BENEFITS RECEIVED		COMPLAINTS	COMPLAINANTS	AMOUNT
1.	MONETARY (INSERT TOTALS)	25	25	\$ 356,728.00
a.	COMPENSATORY DAMAGES	1	1	\$ 47,000.00
b.	BACKPAY/FRONTPAY	0	0	\$ 0.00
c.	LUMP SUM	20	20	\$ 229,228.00
d.	ATTORNEY FEES AND COSTS	5	5	\$ 80,500.00
e.	0	0	0	\$ 0.00
f.	0	0	0	\$ 0.00
g.	0	0	0	\$ 0.00
2.	NON-MONETARY (INSERT TOTALS)	23	23	
a.	HIRES	2	2	
i.	RETROACTIVE	0	0	
ii.	NON-RETROACTIVE	2	2	
b.	PROMOTIONS	0	0	
i.	RETROACTIVE	0	0	
ii.	NON-RETROACTIVE	0	0	
c.	EXPUNGEMENTS	2	2	
d.	REASSIGNMENTS	7	7	
e.	REMOVALS RESCINDED	6	6	
i.	REINSTATEMENT	2	2	
ii.	VOLUNTARY RESIGNATION	4	4	
f.	ACCOMMODATIONS	1	1	
g.	TRAINING	1	1	
h.	APOLOGY	0	0	
i.	DISCIPLINARY ACTIONS	2	2	
i.	RESCINDED	2	2	
ii.	MODIFIED	0	0	
j.	PERFORMANCE EVALUATION MODIFIED	2	2	
k.	LEAVE RESTORED	3	3	
l.	0	0	0	
m.	0	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 2010		
PART XII - SUMMARY OF EEO ADR PROGRAM ACTIVITIES		
EEO ADR RESOURCES		
A. NO LONGER COLLECTED		
B. EMPLOYEES THAT CAN PARTICIPATE IN EEO ADR	307322	
C. RESOURCES THAT MANAGE ADR PROGRAM (DOES NOT INCLUDE NEUTRALS AS REPORTED IN PARTS X. & XI.)	271	
1. IN-HOUSE FULL TIME (40 HOURS EEO ADR ONLY)	10	
2. IN-HOUSE PART TIME (32 HOURS EEO ADR ONLY)	1	
3. IN-HOUSE COLLATERAL DUTY (OTHERS/NON-CONTRACT)	260	
4. CONTRACT (ANOTHER FEDERAL AGENCY/PRIVATE ORGANIZATIONS)	0	
D. ADR FUNDING SPENT	AMOUNT \$ 313,540.38	
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?	X	
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, 2010 are accurate and complete.		
NAME AND TITLE OF CERTIFYING OFFICIAL: Rafael A Torres, Deputy Assistant Secretary for Resolution Management		
SIGNATURE OF CERTIFYING OFFICIAL: (Enter PIN here to serve as your electronic signature) 1982		
DATE: 11/1/2010	TELEPHONE NUMBER: 202-501-2800	E-MAIL: rafael.torres@va.gov
NAME AND TITLE OF PREPARER: Jennifer Hawrylcw, Data Management Analyst		
DATE: 11/1/2010	TELEPHONE NUMBER: 781-887-3815	E-MAIL: jennifer.hawrylcw@va.gov
The FY 2010 report (with the PIN entered) is due on or before November 1, 2010.		

Appendix A - Comments

AGENCY: Department of Veterans Affairs - YEAR: 2010

Part 1

VA-HQ plus - I.D.1 Counselings - In FY 2009 we reported 48 counselings pending at the end of the reporting period, however, after reconciling our data we have determined the correct number to be 47.

Part 2

VA-HQ plus - II.A - Cases reported as on hand at the end of FY09 was reported as 112, however, after reconciling our records and having closed some cases that were pending hearing, we have determined the correct number on hand at the beginning of the fiscal year to be 97.

VBA - II.A - Cases reported as on hand at the end of FY09 was reported as 164, however, after reconciling our records and having closed some cases that were pending hearing, we have determined the correct number on hand at the beginning of the fiscal year to be 151.

VHA - II.A - Cases reported as on hand at the end of FY09 was reported as 2178, however, after reconciling our records and having closed some cases that were pending hearing, we have determined the correct number on hand at the beginning of the fiscal year to be 2098.

VBA - II.B - This is not equal to part I.D.3.c. because for five of the cases filed, the informal closed in FY2009 and was therefore not captured in FY10 completed/ended counselings.

VHA - II.B - This is not equal to part I.D.3.c. because for 64 of the cases filed, the informal closed in FY2009 and was therefore not captured in FY10 completed/ended counselings.

NCA - II.B - This is not equal to part I.D.3.c. because for two of the cases filed, the informal closed in FY2009 and was therefore not captured in FY10 completed/ended counselings.

VA-HQ plus - II.B - This is not equal to part I.D.3.c. because for five of the cases filed, the informal closed in FY2009 and was therefore not captured in FY10 completed/ended counselings.

VA-HQ plus - II.J - This is not equal to part I.D.3.c. because for five of the cases filed, the informal closed in FY2009 and was therefore not captured in FY10 completed/ended counselings. Four of these were by individuals not previously counted and one was a repeat filer already reflected in FY2010 informal closures.

NCA - II.J - This is not equal to part I.D.3.c. because for two of the cases filed, the informal closed in FY2009 and was therefore not captured in FY10 completed/ended counselings. These were by individuals not previously counted in FY2010 informal closures.

VBA - II.J - This is not equal to part I.D.3.c. because for five of the cases filed, the informal closed in FY2009 and was therefore not captured in FY10 completed/ended counselings. Three of these were by individuals not previously counted and one was a repeat filer already reflected in FY2010 informal closures.

VHA - II.J - This is not equal to part I.D.3.c. because for 64 of the cases filed, the informal closed in FY2009 and was therefore not captured in FY10 completed/ended counselings. 58 of these were by individuals not previously counted and 6 were by repeat filers.

Part 3

NCA - III.A.2 Agency Number - Subelements are not responsible for EEO Complaint processing in VA. The Office of Resolution Management has full-time staff responsible for complaint processing reported under HQ and Others subelement.

VBA - III.A.2 Agency Number - Subelements are not responsible for EEO Complaint processing in VA. The Office of Resolution Management has full-time staff responsible for complaint processing reported under HQ and Others subelement.

VHA - III.A.2 Agency Number - Subelements are not responsible for EEO Complaint processing in VA. The Office of Resolution Management has full-time staff responsible for complaint processing reported under HQ and Others subelement.

VA-HQ plus - III.A.2 Agency Number - Subelements are not responsible for EEO Complaint processing in VA. The Office of Resolution Management has full-time staff responsible for complaint processing reported under HQ and Others subelement.

VA-HQ plus - III.A.3 Agency Number - Subelements are not responsible for EEO Complaint processing in VA. The Office of Resolution Management has full-time staff responsible for complaint processing reported under HQ and Others subelement.

VHA - III.A.3 Agency Number - Subelements are not responsible for EEO Complaint processing in VA. The Office of Resolution Management has full-time staff responsible for complaint processing reported under HQ and Others subelement.

VBA - III.A.3 Agency Number - Subelements are not responsible for EEO Complaint processing in VA. The Office of Resolution Management has full-time staff responsible for complaint processing reported under HQ and Others subelement.

NCA - III.A.3 Agency Number - Subelements are not responsible for EEO Complaint processing in VA. The Office of Resolution Management has full-time staff responsible for complaint processing reported under HQ and Others subelement.

NCA - III.A.4 Agency Number - Subelements are not responsible for EEO Complaint processing in VA. The Office of Resolution Management has full-time staff responsible for complaint processing reported under HQ and Others subelement.

VBA - III.A.4 Agency Number - Subelements are not responsible for EEO Complaint processing in VA. The Office of Resolution Management has full-time staff responsible for complaint processing reported under HQ and Others subelement.

VHA - III.A.4 Agency Number - Subelements are not responsible for EEO Complaint processing in VA. The Office of Resolution Management has full-time staff responsible for complaint processing reported under HQ and Others subelement.

VA-HQ plus - III.A.4 Agency Number - Subelements are not responsible for EEO Complaint processing in VA. The Office of Resolution Management has full-time staff responsible for complaint processing reported under HQ and Others subelement.

NCA - III.B.1 CI/Agency - Subelements are not responsible for EEO Complaint processing in VA. The Office of Resolution Management has full-time staff responsible for complaint processing reported under HQ and Others subelement.

VHA - III.B.1 CI/Agency - Subelements are not responsible for EEO Complaint processing in VA. The Office of Resolution Management has full-time staff responsible for complaint processing reported under HQ and Others subelement.

VBA - III.B.1 CI/Agency - Subelements are not responsible for EEO Complaint processing in VA. The Office of Resolution Management has full-time staff responsible for complaint processing reported under HQ and Others subelement.

VHA - III.B.1 CI/Cont - Subelements are not responsible for EEO Complaint processing in VA. The Office of Resolution Management has full-time staff responsible for complaint processing reported under HQ and Others subelement.

NCA - III.B.1 CI/Cont - Subelements are not responsible for EEO Complaint processing in VA. The Office of Resolution Management has full-time staff responsible for complaint processing reported under HQ and Others subelement.

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 reported under HQ and Others subelement.

Appendix A – Comments (continued)

AGENCY: Department of Veterans Affairs - YEAR: 2010

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 reported under HQ and Others subelement.

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 reported under HQ and Others subelement.

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 reported under HQ and Others subelement.

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 reported under HQ and Others subelement.

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 reported under HQ and Others subelement.

VA-HQ plus - 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 reported under HQ and Others subelement.

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 reported under HQ and Others subelement.

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 reported under HQ and Others subelement.

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 reported under HQ and Others subelement.

NCA - III.B.2 CI/Agency - Subelements are not responsible for EEO Complaint processing in VA. The Office of Resolution Management has full-time staff responsible for complaint processing reported under HQ and Others subelement.

VBA - III.B.2 CI/Agency - Subelements are not responsible for EEO Complaint processing in VA. The Office of Resolution Management has full-time staff responsible for complaint processing reported under HQ and Others subelement.

NCA - III.B.2 CI/Cont - Subelements are not responsible for EEO Complaint processing in VA. The Office of Resolution Management has full-time staff responsible for complaint processing reported under HQ and Others subelement.

VBA - III.B.2 CI/Cont - Subelements are not responsible for EEO Complaint processing in VA. The Office of Resolution Management has full-time staff responsible for complaint processing reported under HQ and Others subelement.

NCA - III.B.2 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 reported under HQ and Others subelement.

VBA - III.B.2 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 reported under HQ and Others subelement.

NCA - III.B.2 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 reported under HQ and Others subelement.

VBA - III.B.2 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 reported under HQ and Others subelement.

VHA - III.B.2 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 reported under HQ and Others subelement.

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VA-HQ plus - III.B.2 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 reported under HQ and Others subelement.

Part 8

VBA - VIII.A Number Pending - The oldest hearing pending case is Cynthia Carr, 2003-0339-2006101264, EEOC 541-2007-00027X. Lorraine Jenkins confirmed this case is still Hearing Pending.

VHA - VIII.A.3 Pending Oldest Case - Oldest Case is 200P-0450-2006100889 Ronald Yonemoto EEOC 41987. contacted Regional Counsel Miles Miyamoto 808-433-0135 Spoke with Karen who confirm case is still open. There are multiple cases by same complainant. Complainant has five case numbers at the Hearing Pending stage.

NCA - VIII.A.3 Pending Oldest Case - The oldest case pending NCA is Julie Mosteller (2004-0040-2009101952) date file sent to EEOC 1/4/2010. Spoke to Judge Gladys Collazo and the status is pending hearing. The docket number is 570-2010-00247X.

VA-HQ plus - VIII.A.3 Pending Oldest Case - The oldest case pending WACO is Gary Porter (2004-0050-2007103901) date file sent to EEOC 4/11/2008. Spoke to Judge Kurt Hodge and he indicated that the status of this case is pending discovery documents. The docket number is 570-2008-00457X.

Part 9

VA-HQ plus - IX.A.2 Ave Cost - VA does not break down the cost of investigations by administration. The entire cost for investigations completed by VA is reported on the HQ and Others subelement, and the average per investigation would be \$7753 when taken into account that 1338 investigations were completed VA-Wide.

NCA - IX.A.2 Ave Cost - The Average cost of investigations is reflected on the HQ and others report for all of the Departments subelements.

VBA - IX.A.2 Ave Cost - The Average cost of 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 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 investigations is reflected on the HQ and others report for all of the Departments subelements.

VBA - IX.A.2 Total Cost - The total cost of 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 investigations is reflected on the HQ and others report for all of the Departments subelements.

VA-HQ plus - IX.A.2 Total Cost - The total cost of 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.

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.

NCA - 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.

VA-HQ plus - IX.A.4 Ave Cost - VA does not break down the cost of investigations by administration. The entire cost for investigations completed by VA contract investigators is reported on the HQ and Others subelement, and the average per investigation would be \$3189 when taken into account that 339 contract investigations were completed VA-Wide.

Appendix A – Comments (continued)

AGENCY: Department of Veterans Affairs - YEAR: 2010

VA-HQ plus - IX.A.4 Total Cost - The Total cost of contract investigations is reflected here for all of the Department 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 Department 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 Department 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 Department Subelements.

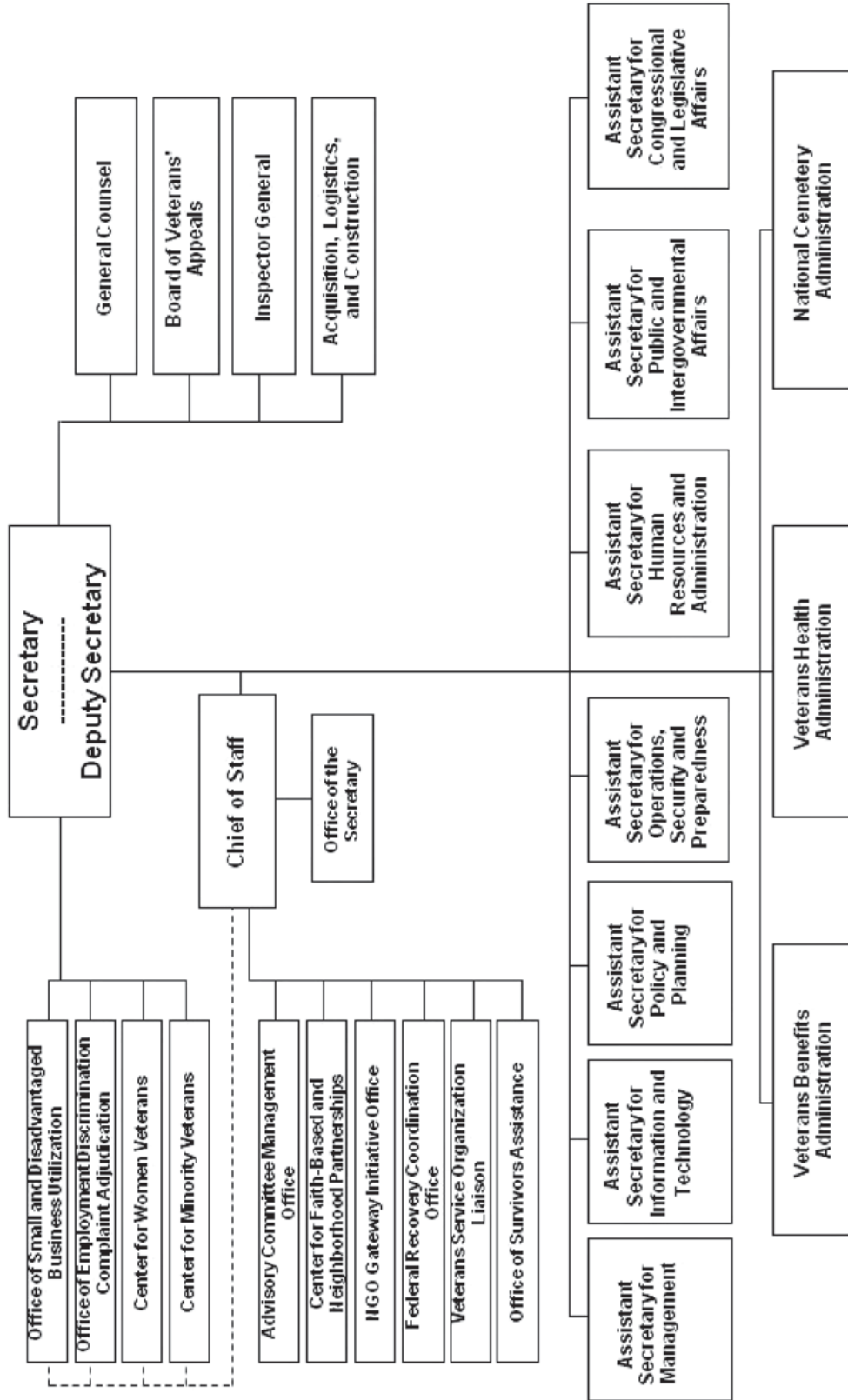
Part 12

VBA - XII.C Resources - Full time and collateral duty employees have been confirmed by the ADR office of ORM according to the UIM.

VHA - XII.C Resources - Both full and part time resources have been confirmed by the ADR office of ORM according to the guidelines in the UIM.

NCA - XII.D ADR Funding Spent - The total amount of ADR Funding spent for NCA is consolidated with the total amount of ADR funding spent for VA HQ and others.

DEPARTMENT OF VETERANS AFFAIRS



_____ Direct Report - - - - - Coordination

June 2010

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.

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