



## Upcoming Events

August 2015

[Women Veterans Campaign](#)  
August 7; Houston VAMC

ODI Training: Barrier Analysis  
August 20, 1-4 pm

[BIG Annual National Training Institute](#)  
August 24–27; Orlando, FL

Women's Equality Day  
August 26  
VACO Commemoration  
noon–1 pm, Room 230

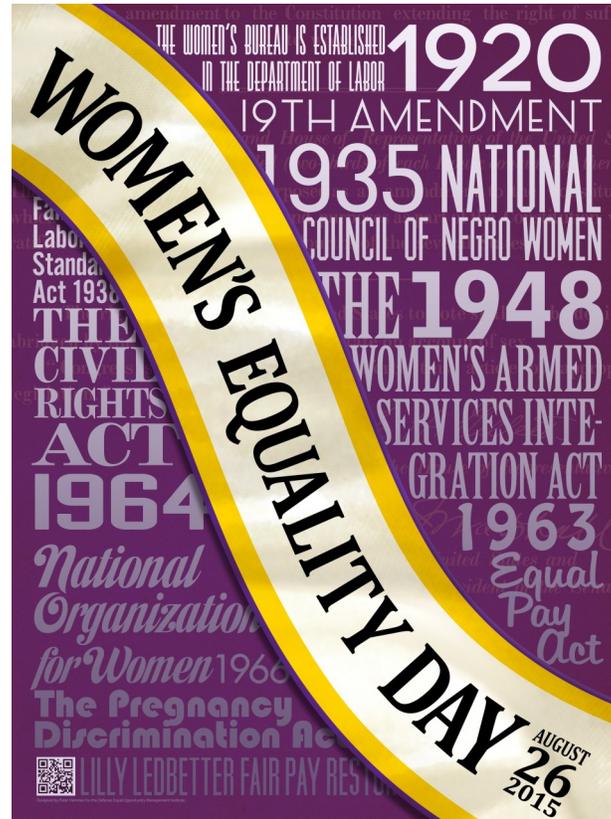
## ORM

### Steps Toward Resolution

[Alternative Dispute Resolution](#) can help with resolving disputes. To file a discrimination or harassment complaint, you must contact the [Office of Resolution Management](#) at (toll free) 888-737-3361 within 45 calendar days of the date of the alleged discriminatory incident.

## Training

**Barrier Analysis** training will be offered on Thursday, August 20, 2015, from 1 to 4 pm. This course covers all aspects of the barrier analysis process under Management Directive 715 to include analysis and interpretation of workforce statistics, trigger identification, barrier analysis investigation, preparing action plans, and following up on the action plan. This training will allow participants to work through the majority of the process using VA specific workforce statistics. Attendees must register through the [VA Talent Management System \(TMS\)](#). For more information, contact [Ms. Ryan Pugh](#).



## Commemorate

### Women's Equality Day

On August 26, 2015, join VA and the Nation in commemorating 95 years since the passing of the 19th Amendment to the U.S. Constitution, securing women's right to vote.

VA managers and supervisors are encouraged to support events and activities that recognize women and their many contributions to American society. The VA Monumental Women of Federally Employed Women Chapter and VA's Federal Women's Program (FWP) have organized a VA Central Office Women's Equality Day event to be held on Wednesday, August 26, 2015, in the G.V. "Sonny" Montgomery Veterans Conference Center, room 230, at noon. Jan Fox—Emmy award-winning journalist, author, speaker and coach—will address the theme "Celebrating Women's Right to Vote" as this year's keynote speaker. For more information about this event, contact [Ms. Tynnetta Lee](#), Special Emphasis Observance Coordinator. (Continued on the next page.)

## From the DAS

Georgia Coffey



In a historic decision announced on June 26, 2015, the U.S. Supreme Court held in *Obergefell v. Hodges* that the Fourteenth

Amendment of the U.S. Constitution requires a state to license a marriage between two people of the same sex and to recognize a marriage between two people of the same sex when their marriage was lawfully licensed and performed out-of-state. The Office of Diversity and Inclusion (ODI) welcomes this decision in the spirit of equality, diversity, and inclusion for all our employees, Veterans, and stakeholders. This has many implications for our Department for both employees and the Veterans we serve. VA is working diligently to ensure that all offices and employees are provided guidance on implementing this important decision with respect to all programs, statutes, and regulations we administer.

Also, please join VA and the Nation in commemorating Women's Equality Day on August 26. This observance commemorates the passage on this date of the 19th Amendment, granting women the right to vote, and also calls attention to women's continuing efforts toward full equality. While 59.20 percent of VA's workforce are women, only 39.64 percent of VA's senior executives are women. ODI is working hard to ensure that there are no glass ceilings for this or any group that seeks to advance in the organization and contribute its diverse perspectives and talent in support of our Nation's Veterans. Please join us in this effort and read more in the Commemorate article.

## Training

**Blacks in Government (BIG)** 37th Annual National Training Institute (NTI) and Veterans Forum will be held August 24–27, 2015, at the Hilton Orlando in Florida. ODI will present a no-cost VA Forum designed to provide VA employees with information on professional development, VA's African American Employment workforce demographics, leadership, and ODI workforce initiatives. Employees in the local commuting area are encouraged to attend the VA Forum, with supervisory approval. Attendees must follow appropriate conference attendance approval procedures established for their respective organizations. Funding associated with attending the VA Forum and/or the BIG NTI must be authorized and provided by each employee's organization. Employees attending the VA Forum must preregister through [VA TMS](#) and ACES. Prior to registering through the [BIG Web site](#), employees attending the BIG NTI must also preregister through ACES. For the ACES intranet link or more information, contact [Ms. Mercedes Kirkland-Doyle](#), VA's National African American Employment Program Manager. Additional conference information is available on [BIG's Web site](#).



**African American Federal Executives Association (AAFEA)** Annual Training Workshop will be held September 14–15, 2015, at the Bethesda North Marriott Hotel and Conference Center, North Bethesda, Maryland. Attendees must follow appropriate conference attendance approval procedures established for their respective organizations. Funding associated with attending AAFEA's Annual Training Workshop must be authorized and provided by each employee's organization. Prior to registering through the [AAFEA Web site](#), employees must preregister through ACES. For the ACES intranet link address or more information, contact [Tynnetta Lee](#), Office of Diversity and Inclusion, Program Lead for VA's Memorandum of Understanding with AAFEA. Additional conference information is available on [AAFEA's Web site](#).

**National Image, Inc.** will hold its 43rd National Training Program (NTP) September 21-24, 2015, at the Houston Marriott Medical Center in Texas. Attendees must follow appropriate conference attendance approval procedures established for their respective organizations. Funding associated with attending the National Image, Inc. NTP must be authorized and provided by each employee's organization. Prior to registering through the [National Image, Inc. Web site](#), employees must preregister through ACES. For the ACES intranet link or more information, contact [Mr. Andy Gonzalez](#), VA's National Hispanic Employment Program Manager. Additional conference information is available on [National Image, Inc.'s Web site](#).



**Diversity News** is a 15-minute bi-monthly video produced by ODI and the VA Central Office Broadcast Center for your education initiative. The July/August 2015 edition features the VA Central Office commemoration of Lesbian, Gay, Bisexual, and Transgender Pride Month. Current and past episodes of Diversity News are available on the [ODI Web site](#).

**Section 508** offers various trainings to help VA employees better understand how Section 508 applies to their job functions. For more information, contact the [Office of Information and Technology Section 508 Program Office](#).

## Commemorate

**Women's Equality Day** (Continued from page 1)

From the [2014 Presidential Proclamation](#): *On the anniversary of this civil rights milestone, we honor the character and perseverance of America's women and all those who work to make the same rights and opportunities possible for our daughters and sons...When women are given the opportunity to succeed, they do. Younger women graduate college at higher rates than men and are more likely to hold a graduate school degree. They are nearly half our workforce, and increasingly they are the primary breadwinner for families. But too often, the women and girls who lift up our Nation achieve extraordinary success only after overcoming the legacy of unequal treatment... From classrooms to boardrooms, in cities and towns across America, and in the ranks of our Armed Forces, women are succeeding like never before. Their contributions are growing our economy and advancing our Nation. But despite these gains, the dreams of too many mothers and daughters continue to be deferred and denied. There is still more work to do and more doors of opportunity to open. When women receive unequal pay or are denied family leave and workplace flexibility, it makes life harder for our mothers and daughters, and it hurts the loved ones they support. These outdated policies and old ways of thinking deprive us of our Nation's full talents and potential... We know that when women and girls are free to pursue their own measure of happiness in all aspects of their lives, they strengthen our families, enrich our communities, and better our country. We know that when women succeed, America succeeds... In the 21st century, a mother should be able to raise her daughter and be her role model—showing her that with hard work, there are no limits to what she can accomplish. On Women's Equality Day, we continue the righteous work of building a society where women thrive, where every door is open to them, and their every dream can be realized.*

For more information, contact [Ms. Mercedes Kirkland-Doyle](#), VA's National FWP Manager.

## WRP

**Register as a Recruiter Today**

The Department of Labor is seeking recruiters for the Workforce Recruitment Program (WRP) for fiscal year 2016. The WRP connects federal sector employers nationwide with highly motivated college students and recent graduates with disabilities who are looking for summer or permanent employment. To volunteer as a recruiter you must be a federal employee minimally at the GS-9 level; complete brief online recruiter training; and conduct and transcribe eight to ten virtual interviews (about 30 minutes each) between October 27 and November 17, 2015. As a recruiter you will be able to connect with and preview new talent joining the WRP database, establish relationships with various schools, gain experience interviewing candidates, and directly support the inclusion of individuals with disabilities in the federal workforce. The deadline to apply is August 10, 2015. [Register today](#) for this opportunity for exclusive access to an invaluable resource of qualified students with disabilities ready to enter public service and meet the employment needs of these agencies. For more information, contact [Ms. Aurelia Waters](#), VA's National WRP Manager.



**VALU**  
VA LEARNING UNIVERSITY

**MyCareer@VA**

## MyCareer@VA

### Leading No Matter Your Level

When you think of a leader, do you picture the quarterback on a football team, calling plays and throwing passes that lead to touchdowns? The quarterback is a key player, but there are many others on the field who can display leadership skills, too. Just like on the football field, at work there can be leaders with many different titles. That's why it's important to learn how to be a leader, no matter your level in the workplace.

If you're looking to develop professional leadership skills, building a strong working relationship with your supervisor is a great place to start. Your supervisor can serve as a role model for what leadership looks like within your organization and help you take on more responsibilities. Your supervisor can be your ally and support your career growth.

Here are four tips to help you strengthen your relationship with your supervisor and develop your leadership skills at work:

#### 1. Understand the Way Your Supervisor Works

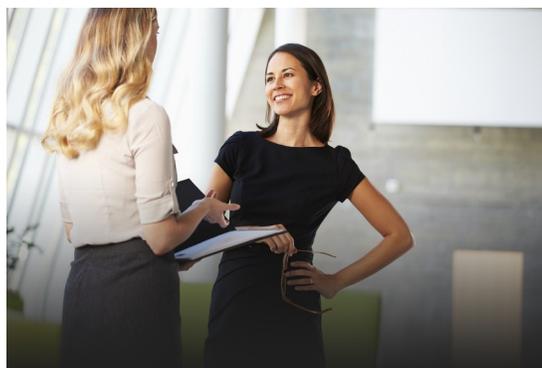
To work effectively with your supervisor, you need to understand how he or she processes information. For example, you may prefer to read a memo, and then talk about it in a group, while your supervisor may want to hear new information aloud first and read through details later.<sup>1</sup>

You should also try to identify your supervisor's [communication style](#) – how he or she prefers to communicate. This will help you adjust your own behavior to work with your supervisor's style, and ultimately, communicate with your supervisor more effectively.

It's also good to understand your supervisor's preferred [management style](#). Some supervisors prefer to manage a team in a hands-off way, while others may want to schedule daily check-ins.<sup>1</sup> Knowing your supervisor's style will help you work with and respond to him or her in a more productive way.

#### 2. Present a Problem and Propose a Solution

A good employee brings an issue to the attention of his or her supervisor. A great employee also brings a solution. When you are ready to discuss a challenge with your supervisor, be sure that you're also ready to present a solution. It signals to your supervisor that you're thinking ahead.<sup>2</sup>



You can take even more initiative by preparing alternative solutions. When you share them with your supervisor, take time to explain the pros and cons of each option and then show how you decided on your specific solution.<sup>1</sup> Illustrate to your supervisor how he or she and the organization as a whole will benefit from your solution – which will make your argument even more convincing.<sup>1</sup>

#### 3. Be Trustworthy

To build trust with your supervisor, it's critical that you consistently produce high-quality work.<sup>4</sup> Try taking the ["Building Trust" Course](#) on VA's TMS to learn how avoiding errors and omissions in your work can help you maintain your supervisor's trust.<sup>3</sup> When your supervisor can trust that you'll do great work, he or she will be more comfortable delegating responsibilities to you, giving you even more opportunities to flex your leadership skills.

Another way to build trust is by communicating any potential issues clearly (and early on) with your supervisor.<sup>2</sup> By doing so, you show him or her that you are not afraid to confront challenges. What if it looks like you won't meet a deadline for an upcoming report? You can build trust with your supervisor by explaining the reason for the delay upfront – instead of allowing the deadline to pass without any explanation.

#### 4. Align Priorities and Expectations

When you're working on multiple projects with many moving pieces, ask your supervisor what his or her priorities are and what he or she would like you to focus on. If you know the areas your supervisor is focused on, it is easier to align your performance with his or her needs and goals.<sup>2,3</sup> Similarly, make sure you understand your supervisor's expectations of you. By having an open conversation about expectations, you can learn where you should center your attention.<sup>3,4</sup> Otherwise, you may find yourself spending more time formatting a presentation when it would be beneficial to help your supervisor come up with the key talking points instead.

Once you've identified priorities and established clear expectations for your work, be sure to request feedback on a regular basis.<sup>2</sup> Consider using the [Stop, Start, Continue technique](#) to make sure you can act on the feedback you receive. It will help you adjust your own career development goals and show your supervisor that you can make valuable contributions to your team and organization.

Want to learn more about what leadership looks like at VA? Explore how you can [develop leadership competencies and more](#). And as always, stay up-to-date with career advice and articles like this one by signing up for the [MyCareer@VA Monthly Update](#).

#### Sources:

<sup>1</sup> *Managing Up: Expert Solutions to Everyday Challenges*. 2008. Boston: Harvard Business School Publishing Corporation.

<sup>2</sup> Turk, Wayne. "The Art of Managing Up." *Defense AT&L Magazine*, March-April 2007, 21-23.

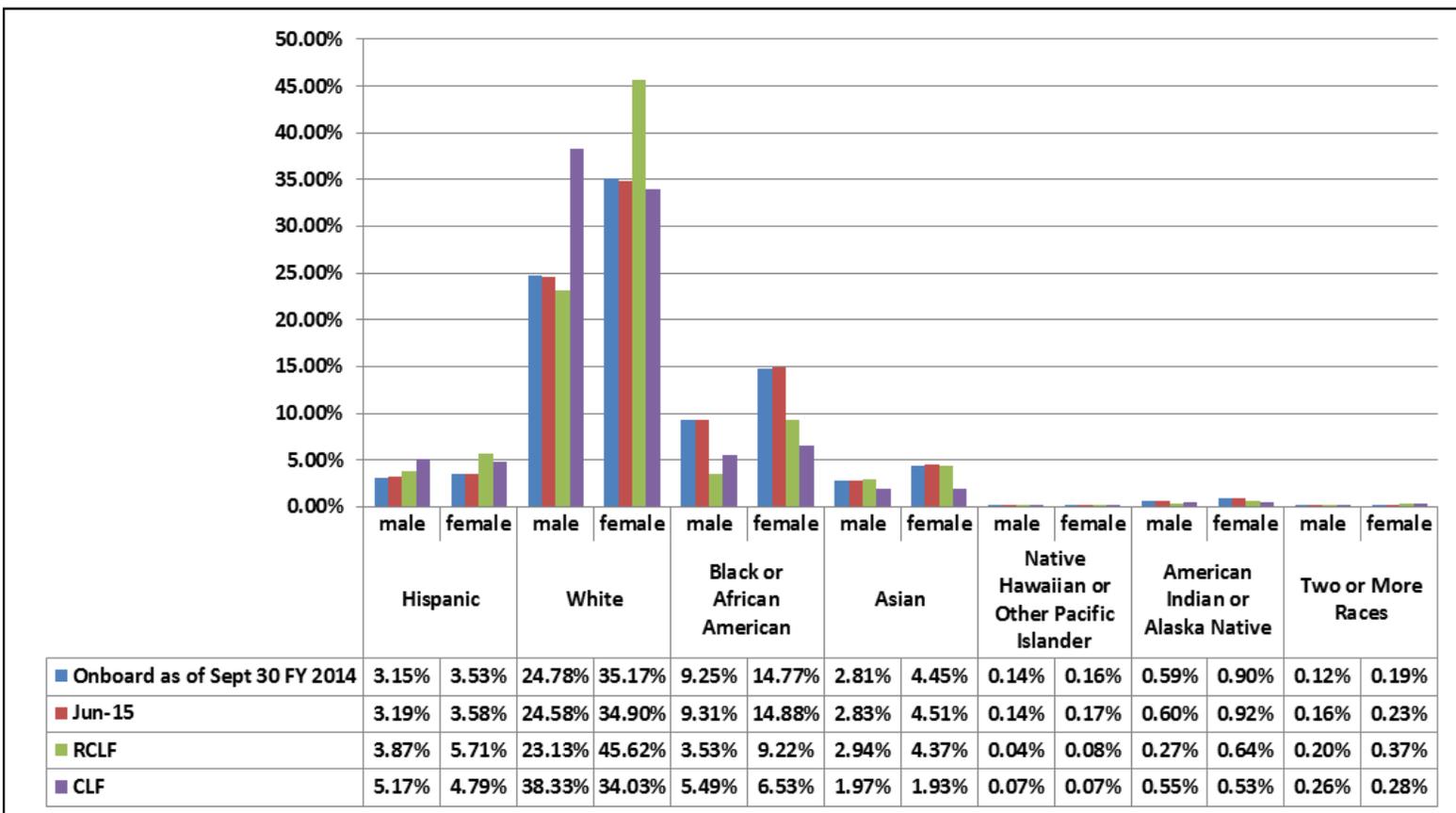
<sup>3</sup> Gabarro, John J. and John P. Kotter. 2005. "Managing Your Boss." *Harvard Business Review*, January. Accessed May 27, 2015. <https://hbr.org/2005/01/managing-your-boss>

<sup>4</sup> *Building Trust*. SkillSoft On-Line Learning. Accessed May 27, 2015. [https://www.tms.va.gov/learning/user/deeplink\\_redirect.jsp?linkId=ITEM\\_DETAILS&componentID=1632311&componentTypeID=NFED&revisionDate=1306422660000](https://www.tms.va.gov/learning/user/deeplink_redirect.jsp?linkId=ITEM_DETAILS&componentID=1632311&componentTypeID=NFED&revisionDate=1306422660000)

# VA Demographics

Report for the Department of Veterans Affairs, June 2015

VA's workforce diversity remains relatively steady through the end of the June 2015. Although the VA workforce increased by 9,947 employees since the beginning of the new fiscal year, the changes in representation for all groups in VA's permanent and temporary workforce are negligible.



Comparing the demographic characteristics of VA's workforce against the Relevant Civilian Labor Force (RCLF)<sup>1</sup>, the representation of White women, Hispanic men and women, Asian men, and men and women reporting two or more races are lower than expected.

The Diversity Index is a single measure of workforce diversity that measures the convergence of VA's aggregate workforce distribution by race, ethnicity, and gender to the Civilian Labor Force (CLF)<sup>2</sup> or RCLF. Since September 2014, the RCLF-based diversity index increased 3.37 percentage points and the CLF-based diversity index increased 2.22 percentage points.

	Sep. 2014	June 2015	Change
Using RCLF	87.63%	90.02%	3.37%
Using CLF	86.66%	88.88%	2.22%

The proportion of individuals with targeted disabilities in VA's workforce has increased by 0.08 percentage points since the beginning of the fiscal year. We continue to exceed the Secretary's 2 percent onboard goal. The hiring of individuals with targeted disabilities also increased since the start of the fiscal year. Among all hires, individuals with targeted disabilities represent 3.53 percent, which is above the Secretary's 3 percent hiring goal. Let's keep up the good work, VA. For more information, contact ODI's [Workforce Analysis Team](#).

<sup>1</sup>Relevant Civilian Labor Force (RCLF) reflects all U.S. Citizens 16 years of age or over, excluding those in Armed Forces, who are employed in or actively seeking employment in VA specific occupations. This is based on the 2010 Census and includes Puerto Rico. The RCLF here is based on the end of FY 2014.

<sup>2</sup>Civilian Labor Force (CLF) consists of all U.S. Citizens 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. This is based on the 2010 Census which is shown to be a higher benchmark compared with the 2000 Census. The CLF does not include Puerto Rico.

