# ANNUAL FEORP PLAN CERTIFICATION: FISCAL YEAR 2012

A. Name and Address of Agency:

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

B. Name and Title of Designated FEORP Official *(if address is different from Section A, include e-mail address and telephone and fax numbers)*:

Rafael A. Torres, Acting Assistant Secretary for Human Resources and Administration

C. Name and Title of Contact Person *(if address is different from Section A, include e-mail address and telephone and fax numbers)*:

Georgia Coffey, Deputy Assistant Secretary for Diversity and Inclusion
georgia.coffey@va.gov
(202) 461-4078

**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) All field offices or installations with fewer than 500 employees are covered by a FEORP plan; 3) All field offices or installations with 500 or more employees are covered either by this plan or by a local plan; and 4) Such plans are available on request from field offices or installations.

SIGNATURE _____ DATE FEB 19 2013
Chief Human Capital Officer

SIGNATURE _____ DATE FEB 19 2013
Director, Equal Employment Opportunity

SIGNATURE _____ DATE Feb 14, 2013
Director, Diversity and Inclusion

**Note** If you are unable to use the digital signature function, please sign the Annual FEORP Plan Certification and send it electronically with your submission.

# Progress Tracker

## PROGRESS TRACKER AND DEMOGRAPHIC DATA

## EXPLANATORY NOTES FOR PROGRESS TABLES

Formal mentoring or other programs typically will have the following characteristics:

| | |
|---|---|
| Announcement | Organization announces program to all qualified groups and individuals. |
| Recruitment | Candidates are identified through a request for nominations or for applications to the program. |
| Competitive Selection | Organization screens and selects candidates based on merit system principles using predetermined criteria for program. |
| Training | Training program is finalized for selected participants which includes a formal training experience that may involve developmental assignments (continued service agreements usually required). |
| Monitoring | Organization monitors participants' training activities and progress in program against pre-established objectives. |
| Evaluation | Organization evaluates effectiveness of the formal training provided to individual participants and the effectiveness of the formal development itself in meeting organizational goals. |

If your agency has subcomponents that are not separately required to submit a FEORP report pursuant to 5 U.S.C. 7201, please prepare a separate Progress Tracker and Demographics Information for each subcomponent as appropriate. If you do so, you may also provide a brief description in a word attachment regarding the Progress Tracker submissions for subcomponents.

ATTACHMENT 2

## SHORT NARRATIVE ABOUT PROMISING PRACTICES

Briefly identify a policy, practice, or procedure where your agency has been successful in the implementation of actions outlined in its Diversity and Inclusion Strategic Plan. Responses should be limited to the space provided below. Please note that the box below is limited to 4000 characters.

The Department of Veterans Affairs (VA) continually seeks to improve Diversity and Inclusion (D&I) within the workforce. VA established internal D&I performance standards for Senior Executive Service (SES) employees. Each year, the Secretary awards and recognizes employees for their contributions to D&I and ADR through his D&I Award and ADR Award Programs. VA's Diversity Council meets quarterly to discuss D&I issues and news, which in turn, provides leadership support for D&I related activities and plans.

The VA's Office of Diversity and Inclusion (ODI) developed and implemented the VA Diversity Index and the VA Inclusion Index, which provides a single measures for assessing the state of D&I within VA. In September 2012, ODI trained 100 percent of all executives, managers and supervisors via the TMS Mandatory EEO, Diversity, and Conflict Resolution and ADR e-learning training. ODI developed and maintains four communication tools to engage employees about D&I, these include: 1) the bi-monthly Diversity@Work Newsletter, 2) the ODI Website, 3) Newslink (external D&I news), and 4) the Diversity News training video.

The reasonable accommodations centralized fund, established by ODI in FY 2010 to support the hiring of people with disabilities by reimbursing the cost of items and services purchased as accommodations reimbursed 702 accommodations, for a total of $296,425.79. Additionally, in FY 2010, ODI established two centralized funds: 1) the National Diversity Internship Program (NDIP) and 2) (WRP) in an attempt to increase diversity in the workforce.

In FY 2012, VA employed an online demographic survey application that enabled employees to electronically and voluntarily self-disclose their disability and race, ethnicity, and gender (REG), which allowed VA to accurately capture and report this data. In FY 2012, hosted two VA for Vets Hiring Expositions in Washington, DC and Detroit, MI which resulted in job interviews and hiring of hundreds of Veterans from diverse backgrounds.

In 2012, Veterans Health Administration (VHA) conducted four national surveys which included questions on learning systems redesign efforts, inclusion, utilization of library services, employee perceptions of the work place and satisfaction at work, employee views of ethics in the work environment, and their facility's support for ethics. These were conducted in an ongoing effort to assess employee satisfaction, eliminate barriers to employee effectiveness, improve work environments throughout VHA, and make VA an employer of choice for our employees.

In FY 2012, to reduce high turnover, the Veterans Benefits Administration (VBA) provided employees with more frequent training opportunities, increased the use of alternative work schedules and telework, offered a fair rewards and recognition system, and provided student loan repayment.

During FY 2012, the National Cemetery Administration (NCA) established the Homeless Veterans Apprenticeship Program, which is a one year, paid employment training program for Veterans who are homeless or at risk for homelessness. This program will be implemented as a pilot during FY 2013.

# Progress Tracker

| | | |
|---|---|---|
| **Mentoring**<br>Qualitative Questions<br>(YES or NO) | Agency has a Formal Mentoring Program | YES |
| | Mentoring Training provided | YES |
| | Program is evaluated | YES |
| | Feedback is provided | YES |
| | Program is announced to all qualified individuals | YES |
| | Program has an Executive Champion | YES |
| **Diversity and Inclusion Training**<br>Qualitative Questions<br>(YES or NO) | Formal Diversity and Inclusion Training provided | YES |
| | Training on unconscious bias provided | YES |
| | All employees briefed on agency's Diversity and Inclusion Policies | YES |
| **Diversity and Inclusion Council**<br>Qualitative Questions<br>(YES or NO) | Agency has a Diversity and Inclusion Council | YES |
| | Diversity and Inclusion Council has a charter | YES |
| | Members have received training | YES |
| | Council's mission is in alignment with agency | YES |
| **Development Program**<br>Qualitative Questions<br>(YES or NO) | Agency has a Career Development Program | YES |
| | Program is evaluated | YES |
| | Program is announced to all qualified individuals | YES |

# Progress Tracker

| | | |
|---|---|---|
| **Mentoring**<br>Quantitative | **Frequency** of Program Evaluation (e.g., annually, quarterly etc.) | Annually |
| | **Percent** of employees involved with mentoring | 0.76% |
| | **Percent** of SES involved with mentoring | 0.45% |
| | **Percent** of managers involved with mentoring | 0.01% |
| | **Percent** of supervisors involved with mentoring | 0.95% |
| | **Count** of employees involved with mentoring | 2,255 |
| | **Count** of SES involved with mentoring | 133 |
| | **Count** of managers involved with mentoring | 25 |
| | **Count** of supervisors involved with mentoring | 2,844 |
| | **Total** number of employees **eligible to participate** (this should not be equal to the total count that has participated unless 100% of workforce has participated) | 297,986 |
| **Diversity and Inclusion Training**<br>Quantitative | **Frequency** of Diversity and Inclusion Training per year | Annually |
| | **Percent** of employees that have participated this year in formal Diversity and Inclusion Training | 92.38% |
| | **Percent** of Senior Leadership that have participated in formal Diversity and Inclusion Training | 8.60% |
| | **Count** of employees that have participated in formal Diversity and Inclusion Training | 276,764 |
| | **Count** of Senior Leadership that have participated in formal Diversity and Inclusion Training | 25,752 |
| | **Total** number of employees **eligible to participate** (this should not be equal to the total count that has participated unless 100% of workforce has participated) | 299,608 |
| **Diversity and Inclusion Council**<br>Quantitative | **Frequency** of council meetings in FY2012 | Quarterly |
| | **Frequency** of council events | Quarterly |
| | **Percent** of Senior Leadership on council | 74.36% |
| | **Percent** of employees on council | 25.64% |
| | **Count** of Senior Leadership on council | 29 |
| | **Count** of employees on council | 10 |
| | **Total** number of people on council | 39 |

# Progress Tracker

| Development Program | | |
|---|---|---|
| Quantitative | **Percent** of GS1-4 that have participated | 0% |
| | **Percent** of GS 5-8 that have participated | 0.34% |
| | **Percent** of GS 9-12 that have participated | 0.49% |
| | **Percent** of GS 13-15 that have participated | 0.20% |
| | **Percent** of SES that have participated | 0% |
| | **Count** of GS1-4 that have participated | 14 |
| | **Count** of GS 5-8 that have participated | 1,006 |
| | **Count** of GS 9-12 that have participated | 1,451 |
| | **Count** of GS 13-15 that have participated | 582 |
| | **Count** of SES that have participated | 0 |
| | **Total** number of employees **eligible to participate** (this should not be equal to the total count that has participated unless 100% of workforce has participated) | 297,891 |

Does your agency have a Diversity and Inclusion element in the following groups' performance plans (this may also be incorporated in the leading people element)?

| | (YES or NO) | Percentage |
|---|---|---|
| D&I Element in SES performance plans | Yes | 100% |
| D&I Element in Mangement/Supervisor performance plans | Yes | Unknown |
| D&I Element in employee performance plans | No | 0% |

# Demographic Information

**Mentoring**

Demographic Data

| | |
|---|---|
| **Percent** of Asian American Mentees | % |
| **Percent** of Black Mentees | % |
| **Percent** of Hispanic Mentees | % |
| **Percent** of Native American Mentees | % |
| **Percent** of Native Hawaiian/ Pacific Islander Mentees | % |
| **Percent** of Mentees Two or More Races | % |
| **Percent** of White Mentees | % |
| **Percent** of Female Mentees | % |
| **Percent** of Male Mentees | % |
| **Percent** of Veteran Mentees | % |
| **Percent** of Mentees that are People with Disabilities | % |
| **Total** number of participants (The count used to calculate the Mentee percentages) | 5,040 |
| **Percent** of Asian American Mentors | 25.70% |
| **Percent** of Black Mentors | 18.18% |
| **Percent** of Hispanic Mentors | 4.82% |
| **Percent** of Native American Mentors | 1.11% |
| **Percent** of Native Hawaiian/ Pacific Islander Mentors | 0.12% |
| **Percent** of Mentors Two or More Races | 0.29% |
| **Percent** of White Mentors | 71.20% |
| **Percent** of Female Mentors | 67.80% |
| **Percent** of Male Mentors | 32.12% |
| **Percent** of Veteran Mentors | 25.70% |
| **Percent** of Mentors that are People with Disabilities | 25.75% |
| **Total** number of Mentors (The count used to calculate the Mentor percentages) | 5,208 |

# Demographic Information

**Development Programs**

Demographic Data

| | |
|---|---|
| **Percent** of Asian American taking part in Development Programs | % |
| **Percent** of Blacks taking part in Development Programs | % |
| **Percent** of Hispanics taking part in Development Programs | % |
| **Percent** of Native Americans taking part in Development Programs | % |
| **Percent** of Native Hawaiian/ Pacific Islanders taking part in Development Programs | % |
| **Percent** of persons Two More or Races taking part in Development Programs | % |
| **Percent** of Whites taking part in Development Programs | % |
| **Percent** of Females taking part in Development Programs | % |
| **Percent** of Males taking part in Development Programs | % |
| **Percent** of Veterans taking part in Development Programs | % |
| **Percent** of People with Disabilities taking part in Development Programs | % |
| **Total** number of participants (The count used to calculate the Development Program participation percentages) | Unknown |

## STRATEGIC ACTIVITIES OR ACTIONS RELATED TO HISPANIC EMPLOYMENT

Identify strategic activities or actions the agency is implementing, or will implement, to improve the outreach, recruitment, hiring, career development, and/or retention of Hispanics. Responses should be limited to the space provided below. Please note that the box below is limited to 4000 characters.

During Fiscal Year (FY) 2012, ODI led the development of "The Department of Veterans Affairs Hispanic Employment, Outreach, and Retention Strategic Plan, FY 2013-2016," which was adopted and will be implemented VA-wide. Two of the promising initiatives in this plan include the Community Outreach and Communications Initiative (COCI) and the Student Outreach and Retention (SOAR) program (see attached plan).
In addition VHA will:
• The VHA Healthcare Recruitment and Marketing Office will participate at recruiting events such as the National Hispanic Medical Association and National Association of Hispanic Nurses as well as continue advertisements in Hispanic television, radio, and publication media outlets.
• Provide training for Hispanic Employment Program Managers on their roles and responsibilities.
• Social Media will be used to reach out to the Hispanic community globally. Facebook pages for Hispanic Veterans and for the Hispanic Employment Program will be established and utilized to engage and recruit Hispanics. Other digital and social networking forums, such as Twitter, You Tube and LinkedIn, will also be explored to reach to the Hispanics.
• Continue its partnership with the Hispanic Association of Colleges and Universities (HACU) placing summer interns at VHACO Program Offices and the VHA Medical Centers.
• Continue to list summer HACU interns in the VA National Database for Interns.

The VBA has also adopted the VA plan, but each Regional Office may develop and implement their own HEP Plans.

The NCA also adopted the VA plan, but has also developed and is implementing the following initiatives:
• Hispanic Veterans Careers Coalition (HV2CC) is a program initiated by the Under Secretary for Memorial Affairs in cooperation with VHA and VBA to review VA Hispanic employment practices and develop improved processes to increase Hispanic Veteran employment. This collaborative effort began in FY13, (November, 2012). In addition to reviewing employment and hiring practices, this initiative will also address reasons for high joblessness, the impact of current outreach strategies, and the exploration of Veterans business enterprise as a source of employment for our Hispanic Operation Enduring Freedom (OEF), and Operation Iraqi Freedom (OIF) heroes.
• NCA will continue its collaboration with League of United Latin American Citizens (LULAC) on its strategy for integrating education, employment, outreach and entrepreneurship to increase educational and occupational opportunities for Hispanic and disabled Veterans. This initiative will be accomplished by addressing employment needs through a new academic approach supporting Federal and corporate employment and entrepreneurship.
• NCA has established collaborative employment sharing services with organizations such as: the National Guard and Reserve, "Heroes Hire Heroes," Civilian-Military.com, Transition Assignment Program (TAP) employment centers, and Hispanic affinity groups in the National Hispanic Leadership Agenda (NHLA) family. Under this effort all NCA and Federal employment opportunities are shared, utilizing these organizations to promote outreach awareness among their constituents.

DEPARTMENT OF VETERANS AFFAIRS

# FEORP FISCAL YEARS 2013 – 2015

# IMPLEMENTATION PLAN

**IN SUPPORT OF**

**THE FEDERAL EQUAL OPPORTUNITY RECRUITMENT PROGRAM**

**5 U.S.C. 7201 and 5 CFR Part 720, Subpart B**

FY 2013-2015

810 VERMONT AVENUE, WASHINGTON, DC 20420

## Department of Veterans Affairs

## FEORP FY 2013 - 2015 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) 2013. 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 October 15, 2012, in addition to submitting the report and certification, OPM is also requesting a copy of the FY 2012 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, with a focus on those groups experiencing less than expected participation rates. VA's vision is "to provide Veterans the world-class benefits and services they have earned—and to do so by adhering to the highest standards of compassion, commitment, excellence, professionalism, integrity, accountability, and stewardship." To that end, VA continues efforts to build a diverse, high-performing workforce and inclusive workplace that reflects the diversity of our Nation and the Veterans we serve.

VA's enclosed FY 2013 - 2015 Plan illustrates a variety of measurable objectives the Department will pursue to ensure equal opportunity in outreach, recruitment, career development, and retention. In accordance with 5 CFR 720.204, VA will give special emphasis to those groups with less than expected participation rates, as compared with the appropriate benchmarks. Currently, the on-board ratios for Hispanic Women and White Women in VA are below the Civilian Labor Force ratios for VA-specific occupations, and the ratio for employees with targeted disabilities is below the Federal high. Additionally, the distribution of women in pay grades 12 – 15 is not as robust as the total workforce distribution in those pay grades. Our efforts to increase employment for people with targeted disabilities are addressed in the report because that community has members from all racial, ethnic, and gender groups. Our Plan reflects the Department-level overarching strategic goals. Administration-level reports contain specific operational planned strategies and metrics.

## Department of Veterans Affairs

# FEORP FY 2013 - 2015 Implementation Plan

This Department-level Plan directly supports and aligns with VA's Strategic Plan Goal **Goal 4/Objective 3:** Build our internal capacity to serve Veterans, their families, our employees, etc; VA's Diversity and Inclusion (D&I) Strategic Plan Goals **Goal 1:** Build a diverse, high performing workforce; and VA's MD 715 Part H Program Deficiency or Part I Trigger/Barrier Statements and planned corrective strategies.

| WORKFORCE PLANNING | | | | | |
|---|---|---|---|---|---|
| **Objective 1 - Address Less than Expected Participation Rates for White women, Hispanic women, and People with Targeted Disabilities (PWTD); (MD 715 Triggers)** | | | | | |
| **Objective 1a—Workforce Succession Plans incorporate EEO goals and objectives** | | | | | |
| Strategic Planned Activity | Target Date | Responsible Official/Office | Reports & Initiatives | Accountability Measures | Accomplishments by quarter (enter date completed) |
| Workforce planners will collaborate with EEO and ODI officials when undertaking workforce and succession planning efforts to incorporate identified EEO trends, triggers, and barriers, particularly those related to mission critical or highly populous occupations that have low participation rates for minorities and women. | **On-going** | ODI Workforce Analysis Team<br><br>VACO and Administrations' Workforce Planning Offices | MD 715 FEORP/HEP DVAAP/ HCIP | Workforce succession plans will reflect EEO-related considerations | First Quarter FY13: **[Enter data here]**<br><br>Second Quarter FY13: **[Enter data here]**<br><br>Third Quarter FY13: **[Enter data here]**<br><br>Fourth Quarter FY13: **[Enter data here]** |
| Analyze EEO Discrimination complaint filings' trends and consider findings' trends to identify barriers to hiring, development, and retention; consider trend results as part of workforce and succession planning efforts. | **9/30/13 On-going** | VACO and Administrations' EEO, ODI, Office of Resolution Management (ORM) and HR Officials<br><br>VACO and Administrations' Workforce Planning Offices | MD 715 FEORP/HEP DVAAP | Workforce succession plans will reflect EEO-related considerations | First Quarter FY13: **[Enter data here]**<br><br>Second Quarter FY13: **[Enter data here]**<br><br>Third Quarter FY13: **[Enter data here]**<br><br>Fourth Quarter FY13: **[Enter data here]** |

## Department of Veterans Affairs

## FEORP FY 2013 - 2015 Implementation Plan

| **Objective 1b—VA has a culturally competent, trained workforce that values, promotes, and leverages diversity.** | | | | | |
|---|---|---|---|---|---|
| Strategic Planned Activity | Target Date | Responsible Official/Office | Reports & Initiatives | Accountability Measures | Accomplishments by quarter (enter date completed) |
| Provide training to managers about practical ways to create a diverse workforce. (e.g., understanding differences, identifying agency's culture and values, and cross cultural and generational communication) | **9/30/13 On-going** | | MD 715 FEORP/HEP DVAAP/ HCIP | On-line, Ad-hoc, and face-to-face training is provided to at least 90% of managers and supervisors | First Quarter FY13: **[Enter data here]**<br><br>Second Quarter FY13: **[Enter data here]**<br><br>Third Quarter FY13: **[Enter data here]**<br><br>Fourth Quarter FY13: **[Enter data here]** |
| Provide Special Hiring Authority training to EEO and HR staff, as well as hiring officials<br><br>Current on-line EEO, Diversity and Inclusion, and Conflict Management course will be updated to include a Schedule A module. | **9/30/13 On-going** | VACO and Administrations' EEO, ODI, Office of Resolution Management (ORM) and HR Officials<br><br>Dean of VA Learning University | MD 715 DVAAP | On-line, Ad-hoc, and face-to-face training is provided to at least 90% of EEO and HR Staff, as well as managers and supervisors.<br><br>Schedule A module will be added to current on-line EEO, Diversity and Inclusion, and Conflict Management course | First Quarter FY13: **[Enter data here]**<br><br>Second Quarter FY13: **[Enter data here]**<br><br>Third Quarter FY13: **[Enter data here]**<br><br>Fourth Quarter FY13: **[Enter data here]** |
| Ensure that EEO/diversity training and materials are available on-line from VALU, available for on-demand viewing on VAKN, available as published documents, and available through other means, such as conference calls, shadowing assignments, etc. | **9/30/13** | VACO, VHA, VBA, and NCA ODI, EEO and HR Offices<br><br>Dean of VA Learning University<br><br>VACO Media Office | MD 715 FEORP/HEP DVAAP | EEO/diversity training and materials are available on-line; on VAKN; as published documents; and through other means, such as conference calls, shadowing assignments, etc. | First Quarter FY13: **[Enter data here]**<br><br>Second Quarter FY13: **[Enter data here]**<br><br>Third Quarter FY13: **[Enter data here]**<br><br>Fourth Quarter FY13: **[Enter data here]** |

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|---|---|---|---|---|---|
| Deliver ADR/Conflict Management Training. | **9/30/13 On-going** | ORM/ADR Office | MD 715 FEORP/HEP DVAAP | On-line, Ad-hoc, and face-to-face training is provided to at least 90% of managers and supervisors. | First Quarter FY13: **[Enter data here]**<br><br>Second Quarter FY13: **[Enter data here]**<br><br>Third Quarter FY13: **[Enter data here]**<br><br>Fourth Quarter FY13: **[Enter data here]** |
| **COMMUNITY OUTREACH & RECRUITMENT** | | | | | |
| **Objective 1 - Address Less than Expected Participation Rates for White women, Hispanic women, and PWTD; (MD 715 Triggers) through increased targeted outreach and recruitment efforts.** | | | | | |
| Strategic Planned Activity | Target Date | Responsible Official/Office | Reports & Initiatives | Accountability Measures | Accomplishments by quarter (enter date completed) |
| VA HR and EEO Offices will collaborate to determine base levels and establish goals to increase outreach efforts with Hispanic, Disability, and Women serving institutions/ organizations | **9/30/13 On-going** | VACO and Administrations' EEO, ODI, and HR Officials | MD 715 FEORP/HEP DVAAP | Base levels are identified and future goals are established and incorporated into local affirmative employment plans and workforce succession plans. | First Quarter FY13: **[Enter data here]**<br><br>Second Quarter FY13: **[Enter data here]**<br><br>Third Quarter FY13: **[Enter data here]**<br><br>Fourth Quarter FY13: **[Enter data here]** |
| VA HR and EEO Offices will collaborate to identify job fairs in their respective areas that target women, people with targeted disabilities, and Hispanics; determine base levels from previous participation levels; then, establish goals to increase participation.<br><br>VA HR and EEO Offices will collaborate to ensure meaningful participation and results at recruitment events by, at a minimum, ensuring candidates who are eligible for hire under special hiring authorities are given full consideration—resumes are collected and reviewed to determine qualifications. | **9/30/13 On-going** | VACO and Administrations' EEO, ODI, and HR Officials | DVAAP | Base levels are identified and future goals are established and incorporated into local affirmative employment plans and workforce succession plans. The number of resumes collected and reviewed and interviews conducted for candidates eligible for hire under special hiring authorities are tracked and reported. | First Quarter FY13: **[Enter data here]**<br><br>Second Quarter FY13: **[Enter data here]**<br><br>Third Quarter FY13: **[Enter data here]**<br><br>Fourth Quarter FY13: **[Enter data here]** |

| | | | | | |
|---|---|---|---|---|---|
| Monitor and quarterly report the usage rate of special hiring authorities, such as Schedule A, Veterans', and student appointments. | **9/30/13 On-going** | VACO and Administrations' EEO, ODI, and HR Officials | DVAAP | The number of hires from special hiring authorities are tracked and reported quarterly. | First Quarter FY13: **[Enter data here]**<br><br>Second Quarter FY13: **[Enter data here]**<br><br>Third Quarter FY13: **[Enter data here]**<br><br>Fourth Quarter FY13: **[Enter data here]** |
| HR and EEO officials will collaborate to review MD 715 Table A6 to determine less than expected participation rates for VA major occupations and incorporate strategies to address via recruitment in applicable local FEORPs, MD 715, and workforce succession plans. | | VACO and Administrations' EEO, ODI, and HR Officials | | Local FEORPs, MD 715, and workforce succession plans incorporated strategies to address low participation rates in major VA occupations. | First Quarter FY13: **[Enter data here]**<br><br>Second Quarter FY13: **[Enter data here]**<br><br>Third Quarter FY13: **[Enter data here]**<br><br>Fourth Quarter FY13: **[Enter data here]** |
| Identify, maintain, and post on ODI's website a list of **Selective Placement Coordinators** and **Reasonable Accommodation Coordinators**, to ensure prospective candidates have contact information for someone who can assist them with the application process | **9/30/13 On-going** | VACO and Administrations' EEO, ODI, and HR Officials | MD 715 DVAAP Secretary's 2% goal to hire people with disabilities | List are posted and maintained on ODI website. | First Quarter FY13: **[Enter data here]**<br><br>Second Quarter FY13: **[Enter data here]**<br><br>Third Quarter FY13: **[Enter data here]**<br><br>Fourth Quarter FY13: **[Enter data here]** |
| Continue to administer Diversity Internship Programs to attract college students from diverse backgrounds. | **9/30/13 Ongoing** | VACO and Administrations' EEO, ODI, and HR Officials | HBCU/TCU/ MD 715/FEORP | Students are sponsored at established goal levels through VA Diversity-Focused Internship Programs; sponsorship levels are tracked and reported.<br><br>Conversion rates will be tracked for students who are employment ready. | First Quarter FY13: **[Enter data here]**<br><br>Second Quarter FY13: **[Enter data here]**<br><br>Third Quarter FY13: **[Enter data here]**<br><br>Fourth Quarter FY13: **[Enter data here]** |

## Department of Veterans Affairs

## FEORP FY 2013 - 2015 Implementation Plan

| CAREER DEVELOPMENT | | | | | |
|---|---|---|---|---|---|
| **Objective 1 - To address grade disparities in the senior grades (GS 13-15) for African Americans, Women, Hispanics, and PWTD (MD 715 trigger statements for Department-level report)** | | | | | |
| Strategic Planned Activity | Target Date | Responsible Official/Office | Reports & Initiatives | Accountability Measures | Accomplishments by quarter (enter date completed) |
| HR and EEO Offices will collaborate to analyze promotion disparities by REG & disability to identify anomalies and develop corrective strategies to address, as appropriate. | **9/30/13 On-going** | VHA, VBA, NCA, ODI, EEO & Administration HR Officials | MD 715 FEORP/HEP DVAAP | Anomalies are identified and corrective strategies are incorporated in Local FEORPs, MD 715, and workforce succession plans. | First Quarter FY13: **[Enter data here]**<br><br>Second Quarter FY13: **[Enter data here]**<br><br>Third Quarter FY13: **[Enter data here]**<br><br>Fourth Quarter FY13: **[Enter data here]** |
| HR, EEO, ODI, and Education Office (EES and VALU) officials will collaborate to integrate Training Management System with VA's Human Resources Information System to identify REG groups that have less than expected application, selection, and graduation rates, based on benchmarks, for VA's career development and leadership program. Based on the results, officials will develop and action plan with corrective strategies and report on results. | **9/30/13 On-going** | VACO and Administrations' EEO, ODI, and HR Officials, along with EES, and VALU | MD 715 DVAAP | Anomalies and disparities are identified and corrective strategies are incorporated in Local FEORPs, MD 715, and workforce succession plans. | First Quarter FY13: **[Enter data here]**<br><br>Second Quarter FY13: **[Enter data here]**<br><br>Third Quarter FY13: **[Enter data here]**<br><br>Fourth Quarter FY13: **[Enter data here]** |
| Leverage VA's newly established MyCareers VA website system that assists employees in mapping their career through identifying the steps needed to qualify positions both internal and external to their current career occupational family. | **9/30/2013 On-going** | VHA, VBA, NCA, ODI, EEO & Administration HR Officials<br><br>Dean of VA Learning University | FEORP/HEP/ | Website hits will be tracked and reported. | First Quarter FY13: **[Enter data here]**<br><br>Second Quarter FY13: **[Enter data here]**<br><br>Third Quarter FY13: **[Enter data here]**<br><br>Fourth Quarter FY13: **[Enter data here]** |

## Department of Veterans Affairs

## FEORP FY 2013 - 2015 Implementation Plan

| MENTORING | | | | | |
|---|---|---|---|---|---|
| **Objective 1 - Ensure mentoring programs are inclusive of women, minorities, and PWTD** | | | | | |
| Strategic Planned Activity | Target Date | Responsible Official/Office | Reports & Initiatives | Accountability Measures | Accomplishments by quarter (enter date completed) |
| Continue Administering VACO's various leadership and development mentoring programs. Track participation by race, ethnicity, and gender to identify groups that have less than expected application, selection, and graduation rates for VA's career development and leadership. Based on results, officials will develop and action plan with corrective strategies and report on results. | **9/30/2013 On-going** | VHA, VBA, NCA, ODI, EEO & Administration HR Officials<br><br>Dean of VA Learning University | FEORP/HEP/ | Anomalies and disparities are identified and corrective strategies are incorporated in Local FEORPs, MD 715, and workforce succession plans.<br><br>Overall participation rates by REG will be tracked and reported. | First Quarter FY13: **[Enter data here]**<br><br>Second Quarter FY13: **[Enter data here]**<br><br>Third Quarter FY13: **[Enter data here]**<br><br>Fourth Quarter FY13: **[Enter data here]** |
| Continue Administering Mentor Certification Programs to ensure VHA has skilled certified mentors, coaches and preceptors. | **9/30/2013 On-going** | VHA, VBA, NCA, ODI, EEO & Administration HR Officials<br><br>Dean of VA Learning University | | Certification rates will be tracked and reported. | First Quarter FY13: **[Enter data here]**<br><br>Second Quarter FY13: **[Enter data here]**<br><br>Third Quarter FY13: **[Enter data here]**<br><br>Fourth Quarter FY13: **[Enter data here]** |

# Department of Veterans Affairs

# *Hispanic Employment, Retention and Outreach Strategic Plan*

## *FY 2013–2016*

## Office of Diversity and Inclusion

### HISPANIC EMPLOYMENT PROGRAM

## Executive Summary

This Department of Veterans Affairs (VA) Hispanic Employment, Retention and Outreach Strategic Plan (Plan) outlines strategies developed to address low participation rates and identify and address any barriers to the full inclusion of Hispanics in the VA workforce. At the end of Fiscal Year (FY) 2011, Hispanics comprised 6.68 percent of the total VA workforce. Their participation rate at VA is well below their representation rate of 14.8 percent in the 2010 Civilian Labor Force[1] (CLF) and it is also below the FY 2011 participation rate for Hispanics in the permanent Federal workforce, which remained constant at 8.0 percent.

Within the permanent VA workforce, Hispanics have a lower than expected participation rate at the Executive/Senior Level and Mid-Level Officials and Managers. Hispanic men have a lower than expected participation rate at the GS 11–15 and Title 38 equivalent pay levels. Hispanic women have a participation rate that is lower than expected at the GS 12–15 and Title 38 equivalent pay levels.

The Plan serves as an operational framework to promote VA as a model equal opportunity employer for Hispanics. It incorporates recommendations from the Office of Personnel Management's Hispanic Council on Federal Employment, as well as goals and objectives outlined in VA's Federal Equal Employment Opportunity (EEO) Reports and Plans[2] and Federal workforce Executive Orders (EO)[3]. It is also aligned with the goals and objectives of the VA FY 2012–2016 Diversity and Inclusion Strategic Plan, which has three overarching goals: (1) A Diverse Workforce, (2) An Inclusive Workplace, and (3) Outstanding Public Service.

The three overarching goals of this Plan are:

1. Build a diverse, high-performing workforce that is reflective of all segments of society, including the Hispanic community and Hispanic Veterans.
2. Cultivate a work environment that is inclusive of Hispanics, as evidenced by increased retention, career development, and advancement of Hispanics in the VA workforce, in keeping with merit principles.
3. Facilitate outstanding, culturally competent public service and Hispanic stakeholder relations through effective leadership and accountability.

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[1] The CLF is defined as people in America 16 years of age and over, except those in the armed forces, who are employed or are unemployed and seeking work. The 2010 CLF was used as the benchmark because it is the most recent data available. However, the Management Directive 715 (MD 715) report uses the 2000 CLF, as per EEOC guidance.

[2] Relevant Federal EEO Reports and Plans include:

- Equal Employment Opportunity Commission MD 715
- VA Hispanic Employment Plan, as required by Executive Order (EO) 13171
- Federal Equal Opportunity Recruitment Plan

[3] Relevant Federal workforce Executive Orders include:

- EO 13171, *Hispanic Employment in the Federal Government*, issued October 2000, which mandates that Executive Departments and Agencies shall establish and maintain a program for the recruitment and career development of Hispanics in Federal employment,
- EO 13555, *White House Initiative on Educational Excellence for Hispanics,* an order which calls for expanding educational opportunities and improving educational outcomes for Hispanics and Latinos of all ages, and to help ensure that all Hispanics receive an education that properly prepares them for college and productive careers, and
- EO 13583, *Establishing a Coordinated Government-Wide Initiative to Promote Diversity and Inclusion in the Federal Workforce*, which requires that Executive Departments and Agencies have plans in place which contain comprehensive strategies for the identification and removal of barriers to equal employment opportunity that might exist in recruitment, hiring, promotion, retention, professional development and training policies and practices. This Order also requires that Chief Human Capital Officers collaborate with the Directors of Equal Employment Opportunity and Diversity and Inclusion in the enhancement of employment and promotion opportunities within the agency, consistent with law and merit system principles.

The Plan promotes strategic actions and initiatives that will enhance recruitment outreach, career development, advancement opportunities, and inclusive practices to ensure equal employment opportunities exist for the Hispanic community. VA will realize the goals and objective contained in the Plan by strategically collaborating with key VA stakeholders, integrating and embedding EEO and diversity and inclusion goals into day-to-day processes, across all business lines, and at all levels. VA will also continue partnering with Hispanic Serving Institutions, providing technical assistance, guidance, and information on Federal employment processes and opportunities, as well as internships and fellowships. These efforts will be significantly expanded during FY 2013 through FY 2016, as part of an aggressive effort to ensure the recruitment and employment of Hispanics.

As part of the Plan, VA is improving its methods for disseminating information about Federal employment by launching two new initiatives in FY 2013: *The Student Outreach and Retention (SOAR) Program* and the *Community Outreach and Communications Initiative (COCI).* These initiatives will bring VA in direct contact with Hispanic college students (traditional, non-traditional and Veteran), Hispanic professional and Veterans organizations, Hispanic Serving Educational Institutions, Hispanic faith-based and community organizations, and other Hispanic affinity organizations in order to market VA as an Employer of Choice. SOAR will also leverage the VA Volunteer Program to bring Hispanic students, age 14 and above, to VA facilities for mentoring and job training opportunities. COCI will maximize the use of technology and social media to reach the Hispanic community.

To optimize recruitment outreach activities and ensure equal opportunities exist in our hiring practices, VA will also establish an applicant data flow system to assess and identify any recruitment barriers that may impact our ability to hire diverse candidates, including Hispanics. Another national undertaking, the *Sharing Successful Practices Initiative (SSPI),* will create VA facility partnerships or teams aimed at sharing best diversity practices in order to facilitate successful achievement of diversity mission goals.

VA has also laid the groundwork for our first national Hispanic Work Group, which will be established under the auspices of the VA Diversity Council by the end of FY 2012. It will include representatives from Human Resources, the Veterans Employment Service, the Center for Minority Veterans, and other key stakeholders to assist with the innovation, development, implementation and evaluation of strategies for Hispanic employment, outreach and retention.

VA will also continue to professionally develop and train its cadre of Hispanic Employment Program Managers. It will also explore the possibility of issuing job announcements that seek candidates who can speak Spanish to help VA serve Veterans' family members.

VA recognizes that it will take a collective effort to achieve meaningful, measurable outcomes and senior leaders, along with managers and supervisors, will be critical to our overall success. Accordingly, VA will provide cultural competency training to supervisors and managers to increase their awareness of any discrimination, whether intentional or not, to ensure that all candidates receive full and fair consideration for employment. VA will also hold senior managers accountable for successful implementation of the strategies in this plan: increased outreach to the Hispanic community, increased career development and retention rates of Hispanics on the VA workforce, and improved equal employment opportunity by identifying and addressing barriers which may affect the employment, training, promotion, and retention of Hispanics in the VA workforce.

VA is committed to ensuring equal employment opportunity in the hiring, promotion and retention of its workforce. This Plan provides a framework for the coordination and implementation of employment, outreach and retention actions necessary to achieve diversity in the VA. VA's diversity is its strength in ensuring the continuous improvement and delivery of services to our Veterans.

# *FY 2013-2016 Strategic Plan for Hispanic Employment, Retention and Outreach*

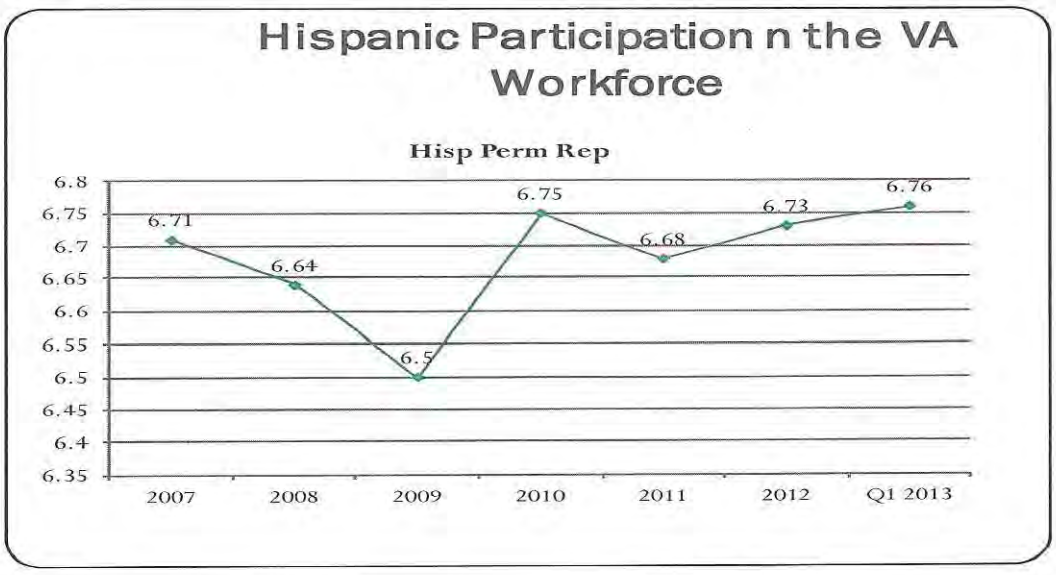
## Introduction

In March 2012, VA issued the FY 2012-2016 Diversity and Inclusion Strategic Plan. This plan was developed in response to EO 13583, *Establishing a Coordinated Government-Wide Initiative to Promote Diversity and Inclusion in the Workforce*, which directed agencies to develop diversity and inclusion strategic plans focusing on workforce diversity, workplace inclusion and agency accountability and leadership.

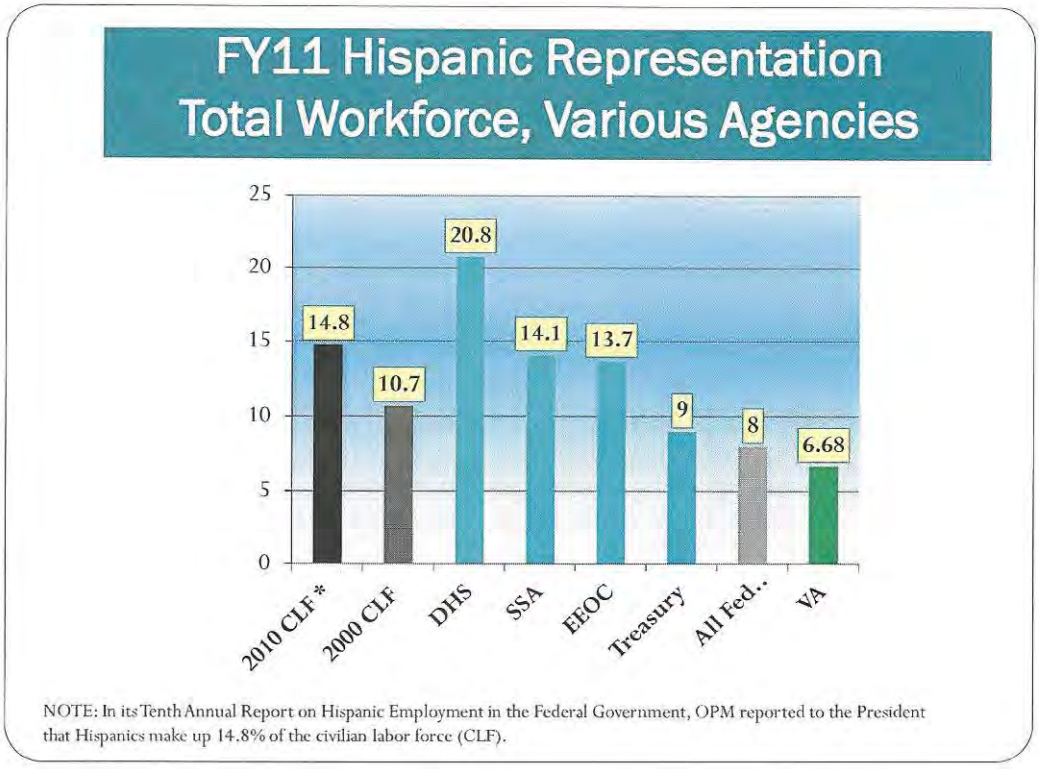
The goals and objectives of the VA FY 2013-2016 Hispanic Employment, Retention and Outreach Strategic Plan are aligned with the goals and objectives of the VA FY 2012-2016 Diversity and Inclusion Strategic Plan, as well as Federal Equal Employment Opportunity (EEO) Reports and Plans, and Federal workforce Executive Orders (EO).

## State of Federal and VA Hispanic Workforce

According to the U.S. Office of Personnel Management's (OPM) *Tenth Annual Report on Hispanic Employment in the Federal Government,* Hispanics were 14.8 percent of the national civilian labor force in FY 2010 and 8.0 percent of the permanent Federal workforce. The FY 2012 workforce participation rate for Hispanics in VA was 6.73 percent. Hispanic males had a net change of 1.93 percent and Hispanic females had a net change of 2.60 percent in FY2012, compared to a net change of 2.78 percent for the permanent VA workforce.



Hispanic rates of participation in the VA workforce fall below the 2000 National Civilian Labor Force (CLF) rates of participation, and fall significantly below the 2010 National CLF. The next chart shows FY11 rates of Hispanic workforce participation for the Department of Homeland Security (DHS), Social Security Administration, Equal Employment Opportunity Commission, Department of Treasury, All Federal Agencies and VA compared against the 2000 and 2010 CLF. DHS is the only Federal agency with a rate of Hispanic workforce participation (20.8%) which exceeds the 2010 Civilian Labor Force rate of Hispanic representation (14.8%).




NOTE: In its Tenth Annual Report on Hispanic Employment in the Federal Government, OPM reported to the President that Hispanics make up 14.8% of the civilian labor force (CLF).

According to the 2010 Census[4], "there were 50.5 million Hispanics in the United States, comprising 16 percent of the total population. Between 2000 and 2010, the Hispanic population grew by 43 percent – rising from 35.3 million in 2000, when this group made up 13 percent of the total population." In spite of this growth rate, the FY12 participation rate for Hispanic men in the VA workforce (3.10%) falls below the 2000 National CLF rate of participation for Hispanic males (6.2%), and the FY12 participation rate for Hispanic women in the VA workforce (3.55%) falls below the 2000 National CLF rate of participation for Hispanic females (4.5%).

Within the permanent VA workforce, Hispanics have a lower than expected participation rate at the Executive/Senior Level and Mid-Level Officials and Managers. Hispanic men have a lower than expected participation rate at the GS 11 – 15 and Title 38 equivalent pay levels. Hispanic women have a participation rate that is lower than expected at the GS 12 –15 and Title 38 equivalent pay levels.

It is clear that targeted, tactical efforts must continue to be made to address the consistent low employment/participation rates of Hispanics in the VA workforce.

[4] Department of Commerce, Economics and Statistics Administration, U.S. Census Bureau, Overview of Race and Hispanic Origin: 2010.

The plan that follows guides the Department's human capital management, ensures adherence to Executive mandates, facilitates outstanding service to our Nation's Veterans and ensures agency accountability, sustainability and leadership in improving the representation and full inclusion of Hispanics in the VA workforce. This plan is a living document subject to budget and other exigencies.

## Goals:

1. Build a diverse, high-performing workforce that is reflective of all segments of society, including the Hispanic community and Hispanic Veterans.
2. Cultivate a work environment that is inclusive of Hispanics, as evidenced by increased retention, career development, and advancement of Hispanics in the VA workforce, in keeping with merit principles.
3. Facilitate outstanding, culturally competent public service and Hispanic stakeholder relations through effective leadership and accountability.

## ***GOAL 1: BUILD A DIVERSE, HIGH-PERFORMING WORKFORCE THAT IS REFLECTIVE OF ALL SEGMENTS OF SOCIETY, INCLUDING THE HISPANIC COMMUNITY AND HISPANIC VETERANS.***

### Objective 1A: Improve Hispanic representation in VA's workforce

**Strategies:**

- Collaborate with Office of Human Resources Management to ensure human capital and workforce succession plans that contain strategies that address VA's low Hispanic participation rates. The plans will identify VA mission critical occupations that have low Hispanic participation rates, to inform and guide recruitment outreach efforts.

  *Measure: Relevant workforce and succession plans issued in FY 2013 will contain Hispanic-specific employment strategies.*

- Student Outreach and Retention Program (SOAR). Program goal is to establish a pipeline for students/graduates to careers in VA. Locations for SOAR will be targeted in cities that have high concentrations of Hispanics. This program will:

  - Deploy VA senior officials, managers, hiring officials and technical experts as Ambassadors to Hispanic Serving Institutions where SOAR is established.
  - Utilize VA Ambassadors to market VA as an employer of choice, to share information on VA Careers, to serve as guest instructors and to mentor and assist with drop-out prevention.
  - Establish SOAR in Hispanic Serving Educational Institutions offering degrees related to VA mission critical occupations.
  - Utilize VA for VETS mobile units on college campuses to attract and service Veteran students. Units will provide information on VA benefits, mental health counseling, social services, etc., to augment employment and career information provided by SOAR.

- Provide real-time job, internship and career information to SOAR participants. Market Pathways, the National Diversity Intern Program (NDIP), VA Innovation Intern Program, and other VA intern programs/fellowships through SOAR to increase the pool of potential applicants for VA employment opportunities.

*Measure: SOAR will be implemented in 3 universities beginning Q4, FY 2013, budget permitting. Additional university partnerships will be implemented by Q4, FY 2014.*

- Community Outreach and Communications Initiative (COCI). This initiative will establish a multi-media, national corporate communication and outreach marketing campaign to ensure the Hispanic community receives real-time information about VA Hiring Events, VA job vacancies, webinars, SES candidate programs, SES job opportunities, press releases and any other employment-related communications. Internal partnerships between the Office of Human Resources, the Office of Diversity and Inclusion, the Veterans Employment Service, Public Affairs and others will be established to deploy this initiative. This initiative will:

    - Brand VA as an employer of choice to the Hispanic community.
    - Maximize virtual modalities to disseminate career and employment related communications to the Hispanic community, including Hispanic Serving Institutions, Hispanic professional organizations, Hispanic faith-based and community organizations, Veterans Service Organizations, and other affinity groups. All modalities utilized will be Section 508 compliant.
    - Leverage already established student databases utilized by Hispanic serving educational institutions and Hispanic affinity groups in order to expand VA outreach capacity.
    - Create a student/job seeker database to provide career and employment related information to students and individuals who are seeking employment. "Live" registration sessions will be conducted at affinity conferences and hiring events for the purpose of adding individuals to this outreach database.
    - Utilize Social Media to reach out to the global Hispanic community. FACEBOOK pages for Hispanic Veterans and for the Hispanic Employment Program will be established and utilized to engage and conduct recruitment outreach to Hispanics. Other digital and social networking modalities, such as Twitter, You Tube and LinkedIn, will also be explored. Information on VA internships will be shared on these venues.

*Measure: COCI will be implemented by Q4, FY13, budget permitting.*

- Establish a corporate recruitment outreach committee that will strategically coordinate VA's presence at events targeted to diverse communities, including the Hispanic community.

    - VA will continue to work with affinity groups such as the League of United Latin American Citizens, National IMAGE Inc., the U.S Hispanic Leadership Institute, the National Organization for Mexican American Rights, and others to market VA as a model employer and to deliver employment and career information to affinity constituents and the general public.

- VA representatives will attend affinity conferences and career fairs to distribute, and where appropriate, train on Federal employment processes, veterans benefits and veterans memorial services/benefits information.
- VA representatives will continue to work with non-profit and recruitment/outreach organizations, such as HACU, HSHPS, etc.) to ensure Hispanic student participation in VA intern programs.

*Measure: An Coordinating committee will be established by Q4, FY 2013. VA will participate in a minimum of four national/local job fairs or events targeting outreach to Hispanics, to include national conferences held by the League of United Latin American Citizens, National IMAGE, the American GI Forum, the United States Hispanic Leadership Institute, and others.*

- Assess the need to add bilingual qualifications standards to positions in areas with high Hispanic populations to ensure VA is providing effective services to Veterans' family members whose preferred language is Spanish (i.e., medical interpreters).

  *Measure: Bilingual qualification standard added to positions having a bona fide language requirement by Q4, FY14.*

**Objective 1B: Identify and eliminate barriers to Hispanic employment at all levels and in all occupations**

**Strategies:**

- Conduct more extensive barrier analysis and develop corrective strategies, as appropriate, in Management Directive 715 (MD715) by pay grades, major occupations, separations, promotions, hiring actions, and career and leadership development.

  *Measure: Monitoring of corrective strategies will occur on an annual basis as part of MD715 reporting.*

- In partnership with OPM, establish an applicant flow system to monitor and report applicant data by race, ethnicity, and gender (REG).

  *Measure: Applicant flow data system will be monitored and reported on, systems permitting, by Q1 FY14.*

- Implement the VA Diversity Index to raise awareness of low Hispanic workforce participation rates. Brief VA senior leadership on an on-going basis on participation rates of Hispanics in the VA workforce.

  *Measure: VA Hispanic Representation Index will be reported as part of the Diversity Index in monthly Performance Review (MPR) briefings beginning Q2, FY13.*

## ***GOAL 2: CULTIVATE A WORK ENVIRONMENT THAT IS INCLUSIVE OF HISPANICS, AS EVIDENCED BY INCREASED RETENTION, CAREER DEVELOPMENT, AND ADVANCEMENT OF HISPANICS IN THE VA WORKFORCE, IN KEEPING WITH MERIT PRINCIPLES.***

**Objective 2A: Leverage the talents of the VA Hispanic workforce and empower diverse perspectives throughout the organization through career/leadership development**

**Strategies:**

- Establish a mechanism to monitor and report participation, by REG, in VA's leadership and career development programs.

  *Measure: Monitor participation and completion rates of Hispanics in leadership and career development programs beginning Q1, FY 2014.*

- Strengthen VA's Special Emphasis Hispanic Employment Programs through education and training events.

  - Host an Annual HEP National Training Summit so that Hispanic Employment Program Managers (HEPM) and other officials responsible for outreach and retention may receive information updates about policies, procedures, best practices, and new initiatives.

    *Measure: A summit will be hosted annually, budget permitting.*

  - HEPM Virtual Forums. These forums will provide more frequent training and professional development for the VA HEPMs nationwide. Real-time programmatic policy and regulatory guidance will be provided, as well as information on progress on strategic plan goals and objectives, best practices, etc. Partner with the National Council of HEPMs, OPM, EEOC and other federal agencies in the delivery of these forums.

    *Measure: Forums will be conducted to provide field-specific programmatic information to HEPMs, by Q2 FY13.*

  - "Profiles in Leadership Excellence." Will establish sessions to showcase VA Senior Executive Service members and other distinguished officials throughout the Federal government. Dialogue will focus on public service, career management and leadership.

    *Measure: Will be hosted on a quarterly basis beginning Q2, FY14.*

- Promote "MyCareer @VA" (career mapping system) at all diversity training forums and incorporate this information into appropriate on-line and classroom Special Emphasis Program (SEP) and HEP training modules. Coaching and career guidance will also continue to be provided to newly hired Veterans via the Veterans Employment Services Office (VESO).

  *Measure: Information on "MyCareer@VA" will be incorporated into all Agency employee forums offered at affinity conferences, effective Q2, FY 2013. A mechanism for VESO to provide newly hired veterans on-going coaching and career guidance via "MyCareer@VA" will be established by Q4, FY 13.*

- Establish a mechanism to monitor and report data on employee participation, by REG, in inter-office/ inter-agency details and rotation assignments, including those covered by the Intergovernmental Personnel Act Mobility Program.

  *Measure: Data collection and reporting mechanism will be established Q4, FY13. Participation data will be reported to senior leadership beginning Q1, FY14.*

**Objective 2B: Cultivate a collaborative and inclusive organizational culture which promotes the retention of Hispanics**

**Strategies:**

- "Sharing Successful Practices Initiative (SSPI)." Create facility partnerships/teams to facilitate information-sharing on diversity challenges and best practices in addressing those challenges. VA field facilities having successful employment, outreach and retention practices will be teamed with a facility which is challenged in these areas. Maximized use of technology in information-sharing will occur, as will the utilization of staff visits, so that all facilities may be successful in meeting VA's established diversity goals.

  *Measure: A pilot partnership will be established by Q4, FY 13*

- Utilize the VA Inclusion Index to measure organizational inclusion for Hispanics.

  *Measure: Monitor and report Inclusion Index data beginning Q2, FY13.*

- Leverage VA's National Center for Organization Development to augment HR/ODI review of VA's All Employee Survey and Voice of VA Survey data. Assess social climate for Hispanics in the VA workforce and design new questions, if needed, budget permitting.

  *Measure: Review annual employee survey results and develop appropriate action plans, beginning Q3, FY 2013.*

- Develop mentoring programs and on-boarding orientations for NDIP and WRP Interns.

  *Measure: Implement intern mentoring and orientation programs by Q4, FY13.*

- Conduct Technical Assistance Reviews (TAR) to capture and share best practices in Hispanic employment, outreach and retention. Offices such as Human Resources/Office of Resolution Management and the Office of Diversity and Inclusion will create strategic partnerships to leverage resources where key issues/equal employment opportunity concerns need to be addressed.

  *Measure: A minimum of 6 TARs will be conducted each fiscal year, during which best practices will be captured and shared.*

- Review HEP policy and HEPM roles and responsibilities, on national, regional and local levels, to ensure alignment with new strategic efforts outlined in this plan. Assess whether it will be more programmatically advantageous to have HEPMs report to a senior diversity official or agency head.

  *Measure: HEP Policies, roles and responsibilities will be reviewed by Q4, FY13.*

## GOAL 3: FACILITATE OUTSTANDING, CULTURALLY COMPETENT PUBLIC SERVICE AND HISPANIC STAKEHOLDER RELATIONS THROUGH EFFECTIVE LEADERSHIP AND ACCOUNTABILITY.

### Objective 3A: Strengthen relations with Hispanic stakeholders, to include Hispanic affinity groups, Hispanic professional organizations, and Hispanic Serving Educational Institutions

**Strategies:**

- Establish partnerships and affiliations with Hispanic Serving Institutions (universities and high schools), Hispanic stakeholders, Hispanic professional organizations, Hispanic faith-based and community organizations, and other Hispanic affinity groups to:
    - Promote career opportunities and internships with VA.
    - Market VA as an employer of choice to the Hispanic community, and
    - Promote public service with VA.

  *Measure: Partnership agreements will be established as appropriate.*

- Support Hispanic affinity groups' and Veterans and professional organizations' national training conferences, university/college career and job fairs, and expositions by the conduct of workshops and exhibits aimed at providing VA career and employment information to students, Veterans and the Hispanic community at large.

  *Measure: VA will participate in a minimum of four national conferences, budget permitting.*

### Objective 3b: Equip VA leaders with the knowledge and skills to effectively lead a diverse workforce

**Strategies:**

- Update cultural competence training to include information about the Hispanic culture and barriers that may impede full participation of Hispanics in VA's workforce. Provide cultural competence training to SES, managers and supervisors.

  *Measure: Cultural Competence Training modules will be updated by Q4, FY13. Track cultural competence completion rates for SES, managers and supervisors on a quarterly basis beginning Q4, FY13.*

### Objective 3C: Institutionalize shared accountability for an organizational culture of diversity and inclusion

**Strategies:**

- Establish a National Hispanic Work Group, under the auspices of the VA Diversity Council, to support attainment of strategies in the FY 2013-FY 2016 Hispanic Employment, Outreach and Retention Strategic Plan, and to make recommendations on the revision/update of strategies as needed.

*Measure: A national Hispanic Work Group will be established by Q4, FY13.*

- Issue Annual Performance Report for progress made in the implementation of the FY13-16 VA Hispanic Employment, Outreach and Retention Strategic Plan.

  *Measure: The first annual performance report will be issued in conjunction with the VA Diversity and Inclusion Strategic Plan Annual Report.*

- Monitor and report SES performance on meeting the D&I critical performance element in all SES performance plans.

  *Measure: Implement and review quarterly progress reports to determine SES performance outcomes, Q4, FY13.*

- Review and update VA Directive 5975 (EEO and Diversity Management) to ensure adequate guidance is provided to support attainment of the Department's goals and objectives for diversity and inclusion.

  *Measure: VA Directive 5975 will be reviewed and updated as needed by Q4, FY13.*

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**Applicable Authorities and Statutes (not all inclusive)**
Laws identified in the VA FY 2012-2016 Diversity and Inclusion Strategic Plan apply as do merit system principles in 5 USC, Section 2301.

**Reference Documents include:**

- Chief Human Capital Officers (CHCO) Council Action Plan to Increase Hispanic Federal Employment, 2012
- 1997 OPM Memo issued to Heads of Executive Departments and Independent Agencies, otherwise known as the Nine-Point Plan
- OPM Hispanic Council on Federal Employment 12 Month Action Plan 2012
- VA 2012-2016 Diversity and Inclusion Strategic Plan
- EEOC Management Directive 715
- OPM Federal Equal Opportunity Recruitment Plan