



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

DEC 18 2014

Ms. Veronica E. Villalobos
Director, Office of Diversity and Inclusion
Attn: Fiscal Year 2014 FEORP REPORT and Fiscal Year 2015 PLAN
U.S. Office of Personnel Management
1900 E Street NW, Room 6547
Washington, DC 20415-9800

Dear Ms. Villalobos:

I am pleased to submit the Department of Veterans Affairs Annual Federal Equal Opportunity Recruitment Program (FEORP) Fiscal Year (FY) 2014 Report and the FY 2015 Agency Plan and Certification.

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. In addition to these requirements, this submission also satisfies reporting requirements for Executive Order (E.O.) 13583 (Agency Diversity and Inclusion Strategic Plan), E.O. 13171 (Hispanic Employment in the Federal Government), and E.O. 13548 (Increasing Federal Employment of Individuals with Disabilities).

This year, VA received the informal call memorandum from OPM on October 10, 2014, in which OPM was requesting submission of the FY 2014 report and FY 2015 plan. I have enclosed the following documents:

- o Signed FY 2014 Plan Certification (Attachment 1)
- o Annual Federal Equal Opportunity Recruitment Program (Attachment 2)
- o Annual Federal Equal Opportunity Recruitment Program Fiscal Year 2015 (Attachment 3)
- o Promising Practices Reporting Narrative (Attachment 4)
- o Hispanic Employment Narrative (Attachment 5)
- o FEORP Progress Tracker (Attachment 6)
- o Employment of People with Disabilities Narrative (Attachment 7)

If you have any questions concerning the report, please have a member of your staff contact Tynnetta Lee, Equal Employment Opportunity Specialist, Office of Diversity and Inclusion, at (202) 461-7968 or via email at tynnetta.lee@va.gov.

Sincerely,

A handwritten signature in black ink, appearing to read "Gina S. Farrisee".

Gina S. Farrisee

Enclosure

**ANNUAL FEORP PLAN CERTIFICATION
FOR THE FISCAL YEAR 2014**

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):

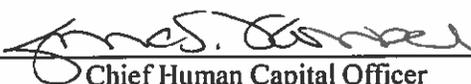
Gina S. Farrissee
Assistant Secretary for Human Resources and Administration
Gina.Farrissee@va.gov
(202) 461-7750
Fax number: (202) 461-5726

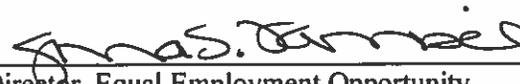
C. Name and Title of Contact Person (if address is different from Section A, include e-mail address and telephone and fax numbers):

Georgia Coffey
Deputy Assistant Secretary for Diversity and Inclusion
Georgia.Coffey@va.gov
(202) 461-4031
Fax number: (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) 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 12-15-14
Chief Human Capital Officer

SIGNATURE  DATE 12-15-14
Director, Equal Employment Opportunity

SIGNATURE  DATE 12-10-14
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.

Annual Federal Equal Opportunity Recruitment Program (FEORP)

Attachment 2

Department of Veterans Affairs Fiscal Year 2014 Agency Plan Accomplishments

*All Agency Objectives in this Plan are from VA's FY 2012-2016 Diversity and Inclusion Strategic Plan

Guidance: Utilizing your FEORP plan from Fiscal Year 2014 indicate the goals that were set in each area based on the 3 goals of Diversity, Inclusion, Sustainability) and indicate the agency current outcomes using the benchmarks previously established. Below you will find an example that lists 2-3 strategies for each of the goal areas, which are broken out into Agency Objective, Strategic Activity, Benchmarks, and Outcomes.

Goal Area	Agency Objective	Strategic Activity	Benchmarks	Accomplishments
	Eliminate barriers to EEO at all levels and in all occupations.	a. Establish baseline metrics and a reporting system to enable VA offices to identify and eliminate any barriers present in the processes used to recruit or select Hispanic, White female, and people with disabilities (PWD) applicants for initial employment (VA-wide).	Implement applicant flow/adverse impact analysis system by end of FY 2014 and increase representation of groups with low participation rates in recruitment and leadership development applicant pools.	<p>1. VA identified the development of applicant flow data analysis system as an essential strategic measure. Since OPM's first release of applicant flow data to VA in December, 2012, VA has been working to build internal information technology infrastructure to store and conduct multi-dimensional trend analysis. VA completed its prototype system design in FY 2013 and has issued multiple studies based on applicant flow data. VA continues to integrate the applicant flow data into existing VA data systems.</p> <p>2. The Office of Diversity and Inclusion (ODI) provided more than 15 on-site and virtual barrier analysis training sessions throughout VA.</p>

Annual Federal Equal Opportunity Recruitment Program (FEORP)

Department of Veterans Affairs Fiscal Year 2014 Agency Plan Accomplishments

*All Agency Objectives in this Plan are from VA's FY 2012-2016 Diversity and Inclusion Strategic Plan

<p style="text-align: center;">Diversity</p>	<p>Achieve diversity in the broadest context throughout the workforce.</p>	<p>b. Establish baseline metrics and a reporting system to enable VA offices to identify and eliminate any barriers present in the processes used to recruit or select White, Black, Asian, and American Indian females, and PWD for promotion (VA-wide).</p>	<p>3. VA completed a detailed workforce analysis by REG and disability.</p> <p>4. The National Cemetery Administration (NCA) created a job vacancy distribution list containing various organizations which support the advancement of members of minority groups.</p> <p>5. ODI presented an "Unconscious Bias" train-the-trainer training where approximately 30 VA employees became certified trainers.</p>
	<p>Work with Veterans Employment Services Office (VESO), Center for Women Veterans (CWV), and Center for Minority Veterans (CMV) to ensure that employment outreach programs target disabled, female, minority, and multigenerational Veterans and spouses of Veterans (VA-wide).</p>	<p>a. Increase on-board representation of Veterans to 40 percent of the workforce by end of FY 2014.</p>	<p>As of October 1, 2014, 32.2 percent of the workforce were Veterans. This is an increase from 32.1 percent on October 1, 2013, a 0.01 percent increase.</p>

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	<p>b. Increase participation in Veterans outreach events targeting demographic groups with low participation rates.</p>	<p>1. VESO, CWV, Veterans Health Administration (VHA), Veterans Benefits Administration (VBA), NCA, and CMV combined conducted outreach events to Veterans from all race/ethnic and gender backgrounds. Events range from Veterans job fairs, to transition assistance training courses, community colleges, employment offices, and community town-hall meetings. Increased outreach has contributed to the increase in employment of Veterans in VA's workforce. Additionally, VESO is now focusing more on retention of current Veterans employed within the Department.</p> <p>2. Utilized the WRP centralized fund to hire 11 WRP candidates for 10 to 14 week sessions. Students hired were placed in positions ranging from GS-4 to GS-9. (VA hired a total of 14 WRP interns during fiscal year (FY) 2014.) VA ranked second highest in government for placement of WRP interns during FY 2014.</p>
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Annual Federal Equal Opportunity Recruitment Program (FEORP)

Attachment 2

Department of Veterans Affairs Fiscal Year 2014 Agency Plan Accomplishments

*All Agency Objectives in this Plan are from VA's FY 2012-2016 Diversity and Inclusion Strategic Plan

Goal Area	Agency Objective	Strategic Activity	Benchmarks	Accomplishments
Inclusion	Leverage workforce diversity and empower diverse perspectives throughout the organization through career/leadership development.	a. Develop workforce succession plans addressing barriers to EEO and diversity; analyze attrition by REG (VA-wide).	Reduce regrettable losses (non-retirement voluntary separations/resignations) by 10 percent of current baseline for groups with higher than expected attrition rates by end of FY 2016.	As of September 30, 2013, the race, ethnicity, and gender (REG) groups with higher than expected attrition rates were White men, White women, Black men, and American Indian/Alaska Native men. As of September 30, 2014, these same REG groups had high attrition rates. Of these groups, the attrition rates for Black men increased by 0.15 percent and American Indian/Alaska Native men increased by 0.02 percent. The attrition rates for White men decreased by 0.04 percent and decreased by 0.47 percent for White women. This year's MD-715 includes strategies to assist in addressing groups with high attrition rates that have identified barriers in the workforce.

Annual Federal Equal Opportunity Recruitment Program (FEORP)

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Department of Veterans Affairs Fiscal Year 2014 Agency Plan Accomplishments

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	<p>a. Increase diversity in leadership development and mentoring program applicant pools.</p>	<p>b. Aggressively market broad as well as targeted outreach for leadership development and mentoring programs (Aspiring Leaders, Leadership VA, SES Candidate Development Program, Technical Career Field programs) (VA-wide).</p>	<p>VA is currently working to track and analyze data on applicants for leadership development and mentoring programs. Limited data is currently available.</p>
	<p>b. Implement responsive action plans in accordance with the employee survey results annually.</p>	<p>Analyze the results of VA's All Employee Survey and Voice of VA survey and implement corrective strategies as appropriate (VA-wide).</p>	<p>1. Each year, the VA's National Center for Organizational Development (NCOD) analyzes results for each facility/organization and provides suggestions to leaders on how to address some of the low scores. In addition, ODI offers consultation to the field offices to help them address some of the low scores in the D&I area.</p> <p>2. Within the Veterans Health Administration (VHA), participation in telework increased from 46.2% in FY13 to 54.5% in FY14 of employees eligible to participate.</p>
<p>Cultivate a flexible, collaborative, and inclusive organizational culture for all employees.</p>	<p>Enhance standardized electronic employee exit survey to include questions on diversity and inclusion.</p>	<p>Modify existing electronic employee exit survey to include questions focused on diversity and inclusion issues.</p>	<p>VA has made a major push in FY 2014 to ensure all facilities are utilizing the VA standard exit survey. This survey can be done electronically and is coordinated through HR as the employee is going through the check out process.</p>

Inclusion

Annual Federal Equal Opportunity Recruitment Program (FEORP)

Attachment 2

Department of Veterans Affairs Fiscal Year 2014 Agency Plan Accomplishments

*All Agency Objectives in this Plan are from VA's FY 2012-2016 Diversity and Inclusion Strategic Plan

Goal Area	Agency Objective	Strategic Activity	Benchmarks	Accomplishments
	<p>Provide outstanding, culturally competent services to Veterans, their families, and beneficiaries.</p>	<p>a. Deliver cultural competency, diversity and inclusion training to the VA workforce (ODI, VALU).</p>	<p>Establish baseline of employees completing cultural competency/diversity and inclusion training utilizing TMS by end of FY 2014.</p>	<p>During FY 2014, ODI provided 114 in-person and virtual sessions of the course "Cultural Competency – Key Considerations for an Inclusive VA Workforce" throughout the VA-workforce.</p>
		<p>b. Support implementation of patient-centered care (VHA).</p>	<p>Increase VA scores that fall below industry standards on customer satisfaction index in all populations.</p>	<p>Patient-centered care continues to be implemented and improved throughout all VHA facilities. Additionally, VA gained the Office of Special Counsel's certification for the Whistleblower Protection Act.</p>

Annual Federal Equal Opportunity Recruitment Program (FEORP)

Department of Veterans Affairs Fiscal Year 2014 Agency Plan Accomplishments

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<p>Sustainability</p>	<p>Strengthen relations with stakeholders.</p>	<p>Leverage, support, and coordinate with internal and external VA stakeholders.</p>	<p>Increase participation in national/local outreach and partnership events involving stakeholder/affinity organizations to ten, budget permitting by the end of FY 2014.</p>	<p>1. VA participated in more than ten national outreach events with affinity organizations including diversity training events, medical conferences, and nursing conferences to name a few.</p> <p>2. VA has entered into a Memorandum of Understanding (MOU) with the African American Federal Executives Association (AAFEA), and the Asian American Government Executives Network (AAGEN). The intent of the MOU is to build on collaborations for performing outreach, and leveraging resources for talent management of diverse groups within the Federal sector. It is anticipated that VA's partnership with AAFEA and AAGEN respectively, will encourage and promote more participation from diverse groups in the pipelines for the Senior Executive Service and senior level positions within the Department, and other Federal sector agencies.</p>
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Annual Federal Equal Opportunity Recruitment Program (FEORP)

Fiscal Year 2015 Department of Veterans Affairs Plan

Guidance: Identify at least one strategy for each goal area from your Diversity & Inclusion Strategic Plan (based on the 3 goals of Diversity, Inclusion, Sustainability) that your agency will work on in Fiscal Year 2015. Below you will find an example that lists 2 - 3 Strategies for each of the goal areas, which are broken out into Agency Objective, Strategic Activity, Benchmarks, and Driver.

Goal Area	Agency Objective	Strategic Activity	Benchmarks
Diversity	Support Special Emphasis Programs in their efforts to promote diversity within the workforce.	Support and collaborate with Diversity Management Advisory Council (DMAC) who will act as advisors on hiring, retaining and promoting a diverse workforce.	Involvement of DMAC and Human Capital Advisory Board (HCAB).
Diversity	Eliminate barriers to equal employment opportunity; VHA is committed to taking needed and appropriate actions to ensure equal employment opportunity by identifying and removing barriers for members of groups with less than expected participation rates.	Implement the VHA Diversity Index to monitor the status of VHA's diversity and provide quarterly workforce diversity reports to VHA's Leadership; Identify barriers to equal employment opportunity by race, ethnicity, gender, disability, and Veteran status in accordance with EEOC Management Directive 715.	Report VHA Diversity Index data in quarterly workforce diversity reports; Deliver timely, accurate workforce diversity analysis reports to VHA Leadership and annual report to external agencies (EEO Program Status Report and Diversity Reports to the Office of Personnel Management).
Diversity	Use strategic hiring initiatives for people with disabilities and for Veterans.	a. Provide training and require all new managers to attend training on the use of Schedule A and other special hiring authorities.	Percent of new managers attending training on Schedule A and other special hiring authorities.

Annual Federal Equal Opportunity Recruitment Program (FEORP)

Fiscal Year 2015 Department of Veterans Affairs Plan

Goal Area	Agency Objective	Strategic Activity	Benchmarks
Inclusion	Leverage workforce diversity and empower diverse perspectives throughout the Department through career/leadership development.	<p>a. Develop workforce succession plans addressing barriers to EEO and diversity; analyze attrition rates by REG (VA-wide).</p> <p>b. Aggressively market broad, as well as targeted outreach, for leadership development and mentoring programs (Aspiring Leaders, Leadership VA, SES Candidate Development Program, Technical Career Field programs, etc.) (VA-wide).</p>	<p>Reduce regrettable losses (non-retirement voluntary separations/resignations) by ten percent of current baseline for groups with higher than expected attrition rates by end of FY 2016.</p> <p>Increase diversity in leadership development and mentoring program applicant pools.</p> <p>Improve diversity in leadership development and mentoring program applicant pools.</p>
Inclusion	Involve employees as participants and responsible agents of diversity, mutual respect and inclusion.	<p>a. Ensure all employees have access to diversity and inclusion training and education, either virtually or on-site.</p> <p>b. Validate that all diversity and inclusion training offered either by ODI or any VA component is tracked in the Talent Management System (TMS).</p>	<p>Increase participation rates, of at least five percent, by employees in diversity and inclusion courses currently offered via TMS.</p>

Annual Federal Equal Opportunity Recruitment Program (FEORP)

Fiscal Year 2015 Department of Veterans Affairs Plan

Inclusion	Cultivate a flexible, collaborative, and inclusive organizational culture for all employees.	<p>a. Analyze the results of VA's All Employee Survey and Voice of VA survey and implement corrective strategies as appropriate (VA-wide).</p>	<p>Implement responsive action plans in accordance with the employee survey results annually.</p>
		<p>b. Ensure all VA components utilize VA's electronic standard employee exit survey.</p>	<p>Increase OPM Inclusion Index (IQ) score VA-wide. Ensure 85 percent of VA facilities are utilizing VA's standard electronic employee exit survey by the end of FY 2015.</p>

Goal Area	Agency Objective	Strategic Activity	Benchmarks
Sustainability	Demonstrate leadership accountability, commitment, and involvement regarding diversity and inclusion in the workplace.	Eliminate barriers in all protective groups for all occupations and grades within the Department.	Increase in Inclusion Index scores in at least five field facilities from all administrations.
Sustainability	Provide outstanding, culturally competent services to Veterans, their families, and beneficiaries.	Deliver cultural competency, diversity and inclusion training to the VA workforce (ODI, VALU). Support implementation of patient-centered care (VHA) and ensure adherence to the Whistleblower Protections Act.	Extend cultural competency, diversity, and inclusion training by five percent utilizing current on-site activities and virtual tools by the end of FY 2015. Increase VA scores that fall below industry standards on customer satisfaction index in all populations.

Annual Federal Equal Opportunity Recruitment Program (FEORP)

Fiscal Year 2015 Department of Veterans Affairs Plan

Sustainability	Strengthen relations with stakeholders.	Leverage, support, and coordinate with internal and external VA stakeholders.	Increase participation in national/local outreach and partnership events involving stakeholder/affinity organizations to eight, budget permitting by the end of FY 2015.
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Promising Practices Reporting Narrative

Identify a policy, practice or procedure (do not list a set of completed tasks) where your organization has been successful in the implementation of actions outlined in the VA Diversity and Inclusion Strategic Plan.

In the Diversity and Inclusion Strategic Plan for the Department of Veterans Affairs (VA), one of the actions identified is to achieve diversity in the broadest context throughout the workforce. One of the methods employed to increase diversity in the National Cemetery Administration (NCA) workforce and to increase opportunities for our nation's Veterans was the implementation of the Cemetery Caretaker Apprenticeship Program.

In 2012, NCA developed the Cemetery Caretaker Apprenticeship Program as part of VA's strategic initiative to End Veterans Homelessness by 2015. NCA partnered with VA Homeless Veterans Supported Employment Program (HVSEP) to identify potential candidates. The first class was hired in October 2012 and graduated in November 2013; 13 of 24 completed the program. The current class will graduate in December 2014; 20 of 24 are projected to finish. Thus far, 10 Veterans from the program have been promoted beyond the entry grade of WG-04. The Apprentice Program has also enabled NCA to increase diversity among its total workforce as well as within NCA's Veterans cohort.

NCA headquarters provides funding and Full Time Equivalent for each class. Apprentices are hired using either Schedule A or a non-competitive Veterans hiring authority (30% disabled, Veterans Recruitment Act (VRA)). The first two classes were hired as WG-4754-04 Cemetery Caretakers. Apprentices spend a year learning their trade and also receive instruction in areas such as professionalism and conflict management. Upon graduation, Apprentices may stay at their cemetery or compete for other positions within NCA, VA, and the Federal government.

NCA's Business Process Improvement and Compliance Service will begin an evaluation of the first two years (cohorts) to assess how well the program has served the Administration and participants can consider ways to improve the program. Evaluation of the program is to begin in the first quarter of FY 2015, and results are expected to be published in the second quarter of FY 2015.

There are plans to expand the program in FY 2015 to include another critical-fill position: Cemetery Representative, GS-303-05. By expanding the program to include this position, NCA plans to increase the hiring of women Veterans, while validating the apprenticeship as a feeder program for selected positions. As a part of NCA, diversity and inclusion efforts are based on lessons learned from integration of women into military units, NCA will assign female Apprentice Cemetery Representatives to cemeteries in pairs.

The Veterans Benefits Administration (VBA) developed a pilot study was to determine the degree to which diversity and inclusion indices are correlated with performance measures. To do so, VBA was generous in providing to ODI data from three VBA call centers as the primary sample populations: National Call Center, Pension Call Center, and Education Call Center. The specific performance metrics we analyzed were average call center wait times, client satisfaction scores, and overall service quality. The data bestowed to our office was by month, from September FY13 to June FY14. We employed the use of correlation and regression analyses to statistically analyze the datasets. In our opinion, VBA is very metric-focused with clearly defined, hard performance metrics hence why we selected VBA to be the predominant sample in the pilot study. VBA maintains highly organized and manageable datasets that we deemed apposite and efficient for the undertaking. Overall, VBA was quite diligent in providing to us all of the necessary data, as they understood and condoned the relevance of this hot topic linking diversity and inclusion to organizational performance. Essentially, the results can be summarized as follows:

***Results from regression analyses suggest that statistically significant linkages between overall service quality scores at the NCC and diversity may exist.**

***Results from regression analyses suggest that statistically significant linkages between client satisfaction scores at the PCC and diversity may exist.**

***We are unable to confidently say that overall service quality scores and diversity are usually connected, or that client satisfaction scores and diversity are usually connected; however, we have found these correlations in 2 of 3 performance metrics, consistent with 2 call centers.**

VBA Atlanta Regional Office (RO) developed a long-term Recruitment Initiative to network with certifying school officials at colleges and universities in the RO's commuting area to identify eligible applicants for key technical positions at the Atlanta RO. The Atlanta RO Human Resources (HR) Office has assigned three HR Specialists to specific college campuses to conduct outreach visits on a routine basis, participate in college job fairs and to implement specific RO job fairs as necessary. The established relationships assist the Agency in quickly notifying veterans, disabled individuals and other affinity groups of employment opportunities and vacancies at the Atlanta Regional Office.

When recruiting, the VBA's Huntington RO notifies any contacts (potential applicants, agencies, and colleges) that HR has come in contact with throughout the year during outreach and job fair events. This effort helps to ensure that all vacancy postings reach as many potential candidates as possible. When recruiting, they will continue to encourage all diversity groups to apply and compete for VBA's open vacancies. The Huntington RO announces external vacancies through Delegated Examining Unit (DEU) and Pathway's Programs Recent Graduates in order to reach minority candidates throughout the United States.

The VBA Winston Salem RO has established a Diversity Committee. The primary mission of this Committee is to ensure that the Winston Salem Regional Office provides a climate and culture that fosters, promotes, and encourages social interactions that support a profound appreciation and celebration of differences and cultivates a flexible, collaborative, and inclusive work environment that leverages diversity and empowers all contributors.

The VBA Roanoke RO Growth Opportunities in Leadership Development (GOLD) Program was developed to provide career development opportunities for upwardly mobile employees who exhibit leadership potential and commitment to the mission of VBA or who are interested in both personal and career development. GOLD is designed to provide employees with opportunities for exploring leadership prospects at all levels and for enhancing their career and personal development. The program is open to all non-supervisory employees with at least two years of VBA experience and will incorporate both educational sessions and development activities over a six-month period.

The VBA St. Louis VA RO has a new Continuing Education in Leadership (EXCEL) program. The program is designed to enhance the leadership potential of high performing, non-supervisory employees.

The VA is committed to providing the resources and support needed to assist the workforce in managing conflict and resolving disputes. These services are traditionally provided through Alternative Dispute Resolution (ADR) programs at the local and headquarters level. The Office of Resolution Management's (ORM) Workplace ADR Program further supports efforts at the local level by providing conflict management and dispute resolution services, including Assessments across the Department.

In March 2014, ORM issued its revised Standard Operating Procedures for Conflict Assessments. Conflict Assessments offer employees and managers an approach to understanding workplace conflict and the alternative dispute resolution process, and a way to improve employee satisfaction. The ultimate goal is to develop an in-depth understanding of an existing, significant workplace conflict. When issues surrounding diversity are raised in the assessment, they are addressed in the recommended action plan and follow-up evaluation. ORM offers the survey six months after the assessment. In addition, twelve Conflict Assessments were requested during FY 2014 and of the twelve assessment requests; nine were completed by the end of FY 2014.

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

The Veterans Health Administration (VHA) Equal Employment Opportunity/ Affirmative Employment Office (EEO/AEO) developed an EEO Peer Review Pilot Program whereby VISN Lead EEO Managers assessed EEO Programs under their jurisdiction. The EEOC MD 715 requires agencies to provide an assessment of their EEO Program related to the six essential elements of a model EEO program. This review is a precursor to the assessments (i.e. VA Office of Diversity and Inclusion Technical Assessment Reviews, EEOC audits, Office of Resolution Management - Organizational Climate Assessment Program) from other sources that provide recommendations and strategies to further enhance and maintain a proactive comprehensive EEO Program.

The VHA EEO Peer Review Pilot Program included interviews (senior management staff, EEO professionals, ADR professionals, and others), and document reviews. Veterans Integrated Service Networks (VISN) Lead EEO Managers were trained to conduct the reviews and were provided standardized schedules and reporting tools. The reviews were conducted virtually or in person at the discretion of the VISN Director. Each VISN selected one medical center for the review. The results of the reviews provided information regarding training needs of EEO professional, best practices, and strategies that will further enhance the EEO programs throughout the Administration.

Hispanic Employment Narrative

Identify a policy, practice or procedure (do not list a set of completed tasks) where your organization has been successful in the implementation of actions outlined in the VA Diversity and Inclusion Strategic Plan.

Attachment 4

The Department of Veterans Affairs (VA) Office of Diversity and Inclusion (ODI) established and implemented the VA Fiscal Year (FY) 2013-2016 Hispanic Employment, Retention and Outreach (HERO) Strategic Plan. The Office of Personnel Management (OPM) cited VA's new HERO strategic plan FY 2013-2013 as a best practice in the December 2012 issue of Cyberfed. In addition, this plan contains the Student Outreach and Retention (SOAR) Initiative that began implementation at the University of Southern California, Los Angeles, a Hispanic Serving Institution. The purpose of SOAR is to create a linkage between colleges and universities and VA. These linkages will result in the establishment of ambassador programs, mentoring programs, and outreach to student Veterans.

The VA Diversity Council established a Hispanic Workgroup. Each Administration has appointed representatives to work on this group; the group meets on a bi-monthly basis. The focus of this group is to discuss issues/activities outlined in Federal Equal Opportunity Recruitment Program report and plan, the Equal Employment Opportunity Commission's (EEOC) Management Directive (MD) 715, and the FY 2013-2016 HERO Strategic Plan.

Applicant Flow

Applicant flow data system development and analysis remain a critical component of VA's strategic diversity and inclusion initiative, particularly when it pertains to increasing the representation of Hispanic in the VA workforce. Under Goal 1 of the VA Diversity and Inclusion Strategic Plan for FY 2012 – 2016, "Build a diverse, high-performing workforce that reflects segments of society," VA identified the development of applicant flow data analysis system as an essential strategic measure. VA has been increasing its capabilities in applicant flow data analysis since FY 2012.

Part A: Provide information on the results of your analysis, if any, of the applicant flow data for Hispanics and other underrepresented groups.

Similar to other Federal agencies, Hispanic representation remains a challenge for VA. Representation of Hispanic men and women in VA stands at 60.93 percent and 73.70 percent, respectively of the 2010 Civilian Labor Force (CLF).

For total audited vacancies in FY 2014, about 40 percent of applicants voluntarily provided some type of information about their demographic background including race, ethnicity, or gender. Nearly 16 percent of applicants identified themselves as Hispanic with 8.36 percent as men and 7.63 percent as women. The selection rate for Hispanic men and women, 6.83 percent and 6.91 percent, are higher than the CLF of 5.17 percent and 4.79 percent respectively. Detail Hispanic applicant flow data is provided on the next page.

	White (%)		Black (%)		Hispanic (%)		Asian (%)		NIPI (%)		AIAN (%)		TOM (%)	
	M	W	M	W	M	W	M	W	M	W	M	W	M	W
2010 CLF	38.33	34.03	5.49	6.53	5.17	4.79	1.97	1.93	0.07	0.07	0.53	0.53	0.26	0.28
FY 2014 Onboard	24.78	35.17	9.25	14.77	3.15	3.53	2.81	4.45	0.14	0.16	0.59	0.9	0.12	0.19
Applied	19.37	23.05	11.86	20.01	8.36	7.63	3.03	3.38	0.18	0.20	0.45	0.37	0.85	1.26
Qualified	19.53	24.11	11.02	19.74	7.98	7.44	3.30	3.76	0.16	0.19	0.42	0.38	0.77	1.19
Referred	20.89	25.10	11.27	17.48	8.20	6.71	3.27	3.98	0.18	0.17	0.45	0.39	0.82	1.09
Selected	21.91	30.30	9.71	14.65	6.83	6.91	2.71	4.00	0.21	0.14	0.43	0.43	0.66	1.10

*NHPI = Native Hawaiian/Pacific Islander, AIAN = American Indian/Alaska Native, and TOM = Two or More Races, M = Men, W=Women

Part B: List level of analysis conducted (e.g., by program, by field installation, by component, etc.). If no analysis was done, explain what barriers exist.

The less than expected representation of Hispanics in the VA workforce requires multi-dimensional analysis of applicant data, especially with the distinctive occupational blend given VA's unique mission. To that end, VA examined VA's top occupation for Hispanic men and women.

Among all application received by Hispanic men in FY 2014, the highest number were for vacancies in occupation series 0303, Miscellaneous Clerk and Assistant. As illustrated in the table below, the selection rate for Hispanic is higher than application rate.

Series 0303	White (%)		Black (%)		Hispanic (%)		Asian (%)		NIPI (%)		AIAN (%)		TOM (%)	
	M	W	M	W	M	W	M	W	M	W	M	W	M	W
Applied	13.80	20.48	11.46	26.78	9.10	10.81	1.99	2.06	0.17	0.28	0.36	0.43	0.79	1.49
Qualified	14.19	20.33	11.21	26.85	9.24	10.84	2.06	1.90	0.16	0.28	0.34	0.39	0.72	1.50
Referred	17.30	17.63	14.04	24.52	10.31	9.07	2.12	1.32	0.16	0.23	0.43	0.57	0.87	1.43
Selected	18.44	23.93	9.89	20.15	10.26	8.30	2.20	2.32	0.12	0.12	0.61	0.49	1.10	2.08

*NHPI = Native Hawaiian/Pacific Islander, AIAN = American Indian/Alaska Native, and TOM = Two or More Races, M = Men, W=Women

Hispanic women, on the other hand, applied for jobs in the 0610 series—Nurse. Hispanic women make up 8.57 percent of the total 73,000 applications in this occupation series. Examining the component based applicant flow data indicate relatively consistent referred and selection rate (see table below). Also, the selection rate is higher than the Hispanic 2010 occupational CLF of 4.6 percent.

Series 0610	White (%)		Black (%)		Hispanic (%)		Asian (%)		NIPI (%)		AIAN (%)		TOM (%)	
	M	W	M	W	M	W	M	W	M	W	M	W	M	W
Applied	10.74	43.34	2.75	17.18	3.45	8.57	2.88	8.82	0.09	0.17	0.21	0.44	0.17	1.21
Qualified	11.09	42.93	2.85	17.67	3.46	8.27	2.73	8.75	0.08	0.17	0.20	0.45	0.16	1.18
Referred	11.14	43.16	2.90	17.75	3.42	7.97	2.71	8.73	0.08	0.17	0.18	0.46	0.16	1.16
Selected	12.32	46.31	2.36	14.63	3.28	7.74	2.72	8.57	0.09	0.09	0.30	0.50	0.09	1.00

*NHPI = Native Hawaiian/Pacific Islander, AIAN = American Indian/Alaska Native, and TOM = Two or More Races, M = Men, W=Women

Part C: Provide the Point of Contact for your applicant flow data analysis.

Name: Thomas Middleton, Analyst, Office of Diversity and Inclusion, Department of Veterans Affairs, Phone: (202) 461-4036, E-mail: thomas.middleton@va.gov

Part D: Identify which backend system is used to collect the applicant flow data (e.g., USA Staffing, Monster Government Solutions). VA is one of the very first agencies to receive applicant flow data export from USA Staffing and is currently a partner with OPM's Applicant Flow Data Pilot. VA also has an agency representative on the Applicant Flow Data Workgroup.

FEORP Progress Tracker

Mentoring -	Qualitative Questions (Yes or No)
Agency has A Formal Mentoring Program	Response
	Yes
Mentoring Training provided	Response
	Yes
Program is evaluated	Response
	Yes
Feedback is provided	Response
	Yes
Program is announced to all qualified individuals	Response
	Yes
All employees briefed on agency's Diversity and Inclusion Policies	Response
	Yes
Diversity and Inclusion Training -	Qualitative Questions (Yes or No)
Formal Diversity and Inclusion Training provided	Response
	Yes
Training on unconscious bias provided	Response
	Yes
All employees briefed on agency's Diversity and Inclusion Policies	Response
	Yes
Diversity and Inclusion Council -	Qualitative Questions (Yes or No)
Agency has a Diversity and Inclusion Council	Response
	Yes
Diversity and Inclusion Council has a charter	Response
	Yes
Members have received training	Response
	Yes
Council's mission is in alignment with agency	Response
	Yes

FEORP Progress Tracker

Development Program -	Qualitative Questions (Yes or No)
Agency has a Career Development Program	Response
	Yes
Program is evaluated	Response
	Yes
Program is announced to all qualified individuals	Response
	Yes

Mentoring -	Quantitative Questions (# or %)
Frequency of Program Evaluation (e.g., annually, quarterly etc.)	Response
	Quarterly
Percent of employees involved with mentoring	Response
	1.35%
Percent of SES involved with mentoring	Response
	5.16%
Percent of managers involved with mentoring	Response
	14.11%
Percent of supervisors involved with mentoring	Response
	0.41%
Count of employees involved with mentoring	Response
	304
Count of SES involved with mentoring	Response
	142
Count of managers involved with mentoring	Response
	234
Count of supervisors involved with mentoring	Response
	56
Total number of employees eligible to participate (this should not be equal to the total count that has participated unless 100%)	Response
	UNK

FEORP Progress Tracker

Diversity and Inclusion Training-	Quantitative Questions (# or %)
Frequency of Diversity and Inclusion Training per year (e.g., annually, quarterly etc.)	Response
	Quarterly
Percent of employees who have participated this year in formal Diversity and Inclusion Training	Response
	100.00%
Percent of Senior Leadership that have participated in formal Diversity and Inclusion Training	Response
	94.14%
Count of employees who have participated in formal Diversity and Inclusion Training	Response
	334725
Count of Senior Leadership that have participated in formal Diversity and Inclusion Training	Response
	30193
Total number of employees eligible to participate (this should not be equal to the total count that has participated unless 100%)	Response
	364918
Diversity and Inclusion Council-	Quantitative Questions (# or %)
Frequency of council meetings in FY2013 (e.g., annually, quarterly etc.)	Response
	Quarterly
Frequency of council events (e.g., annually, quarterly etc.)	Response
	Quarterly
Percent of Senior Leadership on council	Response
	83.33%
Percent of employees on council	Response
	16.67%
Count of Senior Leadership on council	Response
	25
Count of employees on council	Response
	5
Total number of people on council	Response
	30

FEORP Progress Tracker

Development Program-	Quantitative Questions (# or %)
Percent of GS1-4 who participated	Response
	N/A 0%
Percent of GS 5-8 who participated	Response
	2.00%
Percent of GS 9-12 who participated	Response
	2.00%
Percent of GS 13-15 who participated	Response
	2.00%
Percent of SES who have participated	Response
	0.80%
Count of GS1-4 who have participated	Response
	0
Count of GS 5-8 who participated	Response
	70
Count of GS 9-12 who participated	Response
	316
Count of GS 13-15 who participated	Response
	56
Count of SES who participated	Response
	2
Total number of employees eligible to participate (this should not be equal to the total count)	Response
	444

FEORP Progress Tracker

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

1. D&I Element in SES performance plans

Yes or No	Percentage
Yes	100.00%

2. D&I Element in Management/Supervisor performance plans

Yes or No	Percentage
Yes	UNK

3. D&I Element in employee performance plans

Yes or No	Percentage
No	0.00%

Demographic Information

Mentoring- (Mentee data)	Demographic Data
Percent of Asian American Mentees	Response
	6.00%
Percent of Black Mentees	Response
	0.60%
Percent of Hispanic Mentees	Response
	1.00%
Percent of Native American Mentees	Response
	3.00%
Percent of Native Hawaiian/ Pacific Islander Mentees	Response
	57.00%
Percent of Mentees Two or More Races	Response
	35.00%
Percent of White Mentees	Response
	0.30%
Percent of Female Mentees	Response
	0.30%
Percent of Male Mentees	Response
	0.30%
Percent of Veteran Mentees	Response
	0.50%
Percent of Mentees that are People with Disabilities	Response
	0.80%
Total number of participants (The count used to calculate the Mentee percentages)	Response
	37

Demographic Information

Mentoring- (Mentor data)	Demographic Data
Percent of Asian American Mentors	Response
	14.00%
Percent of Black Mentors	Response
	1.00%
Percent of Hispanic Mentors	Response
	7.00%
Percent of Native American Mentors	Response
	13.00%
Percent of Native Hawaiian/ Pacific Islander Mentors	Response
	13.00%
Percent of Mentors Two or More Races	Response
	87.00%
Percent of White Mentors	Response
	0.70%
Percent of Female Mentors	Response
	0.80%
Percent of Male Mentors	Response
	0.80%
Percent of Veteran Mentors	Response
	1.00%
Percent of Mentors that are People with Disabilities	Response
	3.00%
Total number of Mentors (The count used to calculate the Mentor percentages)	Response
	87

Demographic Information

Development Programs -	Demographic Data
Percent of Asian American taking part in Development Programs	Response
	5.00%
Percent of Blacks taking part in Development Programs	Response
	27.90%
Percent of Hispanics taking part in Development Programs	Response
	7.50%
Percent of Native Americans taking part in Development Programs	Response
	1.70%
Percent of Native Hawaiian/ Pacific Islanders taking part in Development Programs	Response
	0.10%
Percent of persons Two More or Races taking part in Development Programs	Response
	0.10%
Percent of Whites taking part in Development Programs	Response
	57.50%
Percent of Females taking part in Development Programs	Response
	63.00%
Percent of Males taking part in Development Programs	Response
	37.00%
Percent of Veterans taking part in Development Programs	Response
	UNK/0%
Percent of People with Disabilities taking part in Development Programs	Response
	UNK/0%
Total number of participants (The count used to calculate the Development Program participation percentages)	Response
	1438

FEORP Progress Tracker

PROGRESS TRACKER AND DEMOGRAPHIC DATA EXPLANATORY NOTES FOR PROGRESS TABLES

Formal mentoring or other programs typically will have some of 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.

In order to complete FEORP report please email an electronic copy of this progress tracker to diversityandinclusion@opm.gov printed copies will not be accepted.

If your agency has subcomponents that are not separately required to submit a FEORP report pursuant to 5 U.S.C. 7201, you may select to prepare a separate Progress Tracker for each subcomponent as appropriate.

FEORP Progress Tracker

Mentoring -	Qualitative Questions (Yes or No)
Agency has A Formal Mentoring Program	Response
	Yes
Mentoring Training provided	Response
	Yes
Program is evaluated	Response
	Yes
Feedback is provided	Response
	Yes
Program is announced to all qualified individuals	Response
	Yes
All employees briefed on agency's Diversity and Inclusion Policies	Response
	Yes
Diversity and Inclusion Training -	Qualitative Questions (Yes or No)
Formal Diversity and Inclusion Training provided	Response
	Yes
Training on unconscious bias provided	Response
	Yes
All employees briefed on agency's Diversity and Inclusion Policies	Response
	Yes
Diversity and Inclusion Council -	Qualitative Questions (Yes or No)
Agency has a Diversity and Inclusion Council	Response
	Yes
Diversity and Inclusion Council has a charter	Response
	Yes
Members have received training	Response
	Yes
Council's mission is in alignment with agency	Response
	Yes

FEORP Progress Tracker

Development Program -	Qualitative Questions (Yes or No)
Agency has a Career Development Program	Response
	Yes
Program is evaluated	Response
	Yes
Program is announced to all qualified individuals	Response
	Yes

Mentoring -	Quantitative Questions (# or %)
Frequency of Program Evaluation (e.g., annually, quarterly etc.)	Response
	Quarterly
Percent of employees involved with mentoring	Response
	1.40%
Percent of SES involved with mentoring	Response
	0.06%
Percent of managers involved with mentoring	Response
	1.10%
Percent of supervisors involved with mentoring	Response
	0.20%
Count of employees involved with mentoring	Response
	290
Count of SES involved with mentoring	Response
	13
Count of managers involved with mentoring	Response
	234
Count of supervisors involved with mentoring	Response
	43
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)	Response
	20,822

FEORP Progress Tracker

Diversity and Inclusion Training-	Quantitative Questions (# or %)
Frequency of Diversity and Inclusion Training per year (e.g., annually, quarterly etc.)	Response
	Quarterly
Percent of employees who have participated this year in formal Diversity and Inclusion Training	Response
	3.60%
Percent of Senior Leadership that have participated in formal Diversity and Inclusion Training	Response
	0.50%
Count of employees who have participated in formal Diversity and Inclusion Training	Response
	750
Count of Senior Leadership that have participated in formal Diversity and Inclusion Training	Response
	100
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)	Response
	20,822
Diversity and Inclusion Council-	Quantitative Questions (# or %)
Frequency of council meetings in FY2014 (e.g., annually, quarterly etc.)	Response
	Quarterly
Frequency of council events (e.g., annually, quarterly etc.)	Response
	Quarterly
Percent of Senior Leadership on council	Response
	36.00%
Percent of employees on council	Response
	64.00%
Count of Senior Leadership on council	Response
	5
Count of employees on council	Response
	9
Total number of people on council	Response
	14

FEORP Progress Tracker

Development Program-	Quantitative Questions (# or %)
Percent of GS1-4 who participated	Response
	0.00%
Percent of GS 5-8 who participated	Response
	16.00%
Percent of GS 9-12 who participated	Response
	71.00%
Percent of GS 13-15 who participated	Response
	12.60%
Percent of SES who have participated	Response
	0.45%
Count of GS1-4 who have participated	Response
	0
Count of GS 5-8 who participated	Response
	70
Count of GS 9-12 who participated	Response
	316
Count of GS 13-15 who participated	Response
	56
Count of SES who participated	Response
	2
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)	Response
	444

FEORP Progress Tracker

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

1. D&I Element in SES performance plans

Yes or No	Percentage
Yes	100.00%

2. D&I Element in Mangement/Supervisor performance plans

Yes or No	Percentage
Yes	100.00%

3. D&I Element in employee performance plans

Yes or No	Percentage
Yes	100.00%

Demographic Information

Mentoring- (Mentee data)	Demographic Data
Percent of Asian American Mentees	Response
	0.10%
Percent of Black Mentees	Response
	20.00%
Percent of Hispanic Mentees	Response
	1.01%
Percent of Native American Mentees	Response
	0.00%
Percent of Native Hawaiian/ Pacific Islander Mentees	Response
	0.00%
Percent of Mentees Two or More Races	Response
	0.00%
Percent of White Mentees	Response
	16.00%
Percent of Female Mentees	Response
	22.00%
Percent of Male Mentees	Response
	29.00%
Percent of Veteran Mentees	Response
	5.00%
Percent of Mentees that are People with Disabilities	Response
	4.00%
Total number of participants (The count used to calculate the Mentee percentages)	Response
	37

Demographic Information

Mentoring- (Mentor data)	Demographic Data
	Response
Percent of Asian American Mentors	6.00%
	Response
Percent of Black Mentors	3.70%
	Response
Percent of Hispanic Mentors	6.00%
	Response
Percent of Native American Mentors	13.00%
	Response
Percent of Native Hawaiian/ Pacific Islander Mentors	0.00%
	Response
Percent of Mentors Two or More Races	0.00%
	Response
Percent of White Mentors	75.00%
	Response
Percent of Female Mentors	57.00%
	Response
Percent of Male Mentors	30.30%
	Response
Percent of Veteran Mentors	24.00%
	Response
Percent of Mentors that are People with Disabilities	7.00%
	Response
Total number of Mentors (The count used to calculate the Mentor percentages)	87

Demographic Information

Development Programs -	Demographic Data
Percent of Asian American taking part in Development Programs	Response
	2.30%
Percent of Blacks taking part in Development Programs	Response
	33.00%
Percent of Hispanics taking part in Development Programs	Response
	5.80%
Percent of Native Americans taking part in Development Programs	Response
	13.00%
Percent of Native Hawaiian/ Pacific Islanders taking part in Development Programs	Response
	0.00%
Percent of persons Two More or Races taking part in Development Programs	Response
	0.10%
Percent of Whites taking part in Development Programs	Response
	49.60%
Percent of Females taking part in Development Programs	Response
	43.00%
Percent of Males taking part in Development Programs	Response
	49.00%
Percent of Veterans taking part in Development Programs	Response
	38.00%
Percent of People with Disabilities taking part in Development Programs	Response
	0.49%
Total number of participants (The count used to calculate the Development Program participation percentages)	Response
	469

FEORP Progress Tracker

PROGRESS TRACKER AND DEMOGRAPHIC DATA EXPLANATORY NOTES FOR PROGRESS TABLES

Formal mentoring or other programs typically will have some of 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.

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FEORP Progress Tracker

Mentoring -	Qualitative Questions (Yes or No)
Agency has A Formal Mentoring Program	Response
	Yes
Mentoring Training provided	Response
	Yes
Program is evaluated	Response
	Yes
Feedback is provided	Response
	Yes
Program is announced to all qualified individuals	Response
	No
All employees briefed on agency's Diversity and Inclusion Policies	Response
	Yes
Diversity and Inclusion Training -	Qualitative Questions (Yes or No)
Formal Diversity and Inclusion Training provided	Response
	Yes
Training on unconscious bias provided	Response
	Yes
	Response
	No
Agency has a Diversity and Inclusion Council	Response
	Yes
Diversity and Inclusion Council has a charter	Response
	Yes
Members have received training	Response
	Yes
Council's mission is in alignment with agency	Response
	Yes

FEORP Progress Tracker

Development Program -		Qualitative Questions (Yes or No)
Agency has a Career Development Program	Response	Yes
Program is evaluated	Response	Yes
Program is announced to all qualified individuals	Response	Yes
Mentoring -		Quantitative Questions (# or %)
Frequency of Program Evaluation (e.g., annually, quarterly etc.)	Response	Quarterly
Percent of employees involved with mentoring	Response	<1%
Percent of SES involved with mentoring	Response	0.00%
Percent of managers involved with mentoring	Response	99.00%
Percent of supervisors involved with mentoring	Response	<1 %
Count of employees involved with mentoring	Response	14
Count of SES involved with mentoring	Response	0
Count of managers involved with mentoring	Response	13
Count of supervisors involved with mentoring	Response	13
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)	Response	14

FEORP Progress Tracker

Diversity and Inclusion Training-	Quantitative Questions (# or %)
Frequency of Diversity and Inclusion Training per year (e.g., annually, quarterly etc.)	Response Quarterly
Percent of employees who have participated this year in formal Diversity and Inclusion Training	Response 16.97%
Percent of Senior Leadership that have participated in formal Diversity and Inclusion Training	Response 100.00%
Count of employees who have participated in formal Diversity and Inclusion Training	Response 295
Count of Senior Leadership that have participated in formal Diversity and Inclusion Training	Response 11
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)	Response 14
Diversity and Inclusion Council-	Quantitative Questions (# or %)
Frequency of council meetings in FY2013 (e.g., annually, quarterly etc.)	Response Quarterly
Frequency of council events (e.g., annually, quarterly etc.)	Response Quarterly
Percent of Senior Leadership on council	Response 8.40%
Percent of employees on council	Response 1.40%
Count of Senior Leadership on council	Response 1
Count of employees on council	Response 24
Total number of people on council	Response 25

FEORP Progress Tracker

Development Program-	Quantitative Questions (# or %)
Percent of GS1-4 who participated	Response 0.00%
Percent of GS 5-8 who participated	Response 28.57%
Percent of GS 9-12 who participated	Response 72.00%
Percent of GS 13-15 who participated	Response 0.00%
Percent of SES who have participated	Response 0.00%
Count of GS1-4 who have participated	Response 0
Count of GS 5-8 who participated	Response 4
Count of GS 9-12 who participated	Response 10
Count of GS 13-15 who participated	Response 0
Count of SES who participated	Response 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)	Response 14

FEORP Progress Tracker

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

1. D&I Element in SES performance plans

Yes or No	Percentage
Yes	100.00%

2. D&I Element in Mangement/Supervisor performance plans

Yes or No	Percentage
No	Unavailable

3. D&I Element in employee performance plans

Yes or No	Percentage
No	Unavailable

Demographic Information

Mentoring- (Mentee data)	Demographic Data
Percent of Asian American Mentees	Response 0.00%
Percent of Black Mentees	Response 7.00%
Percent of Hispanic Mentees	Response 0.00%
Percent of Native American Mentees	Response 7.00%
Percent of Native Hawaiian/ Pacific Islander Mentees	Response 0.00%
Percent of Mentees Two or More Races	Response 0.00%
Percent of White Mentees	Response 86.00%
Percent of Female Mentees	Response 28.00%
Percent of Male Mentees	Response 72.00%
Percent of Veteran Mentees	Response 80.00%
Percent of Mentees that are People with Disabilities	Response 0.00%
Total number of participants (The count used to calculate the Mentee percentages)	Response 0

Demographic Information

Mentoring- (Mentor data)	Demographic Data
Percent of Asian American Mentors	Response unable to obtain data
Percent of Black Mentors	Response unable to obtain data
Percent of Hispanic Mentors	Response unable to obtain data
Percent of Native American Mentors	Response unable to obtain data
Percent of Native Hawaiian/ Pacific Islander Mentors	Response unable to obtain data
Percent of Mentors Two or More Races	Response unable to obtain data
Percent of White Mentors	Response unable to obtain data
Percent of Female Mentors	Response 35.71%
Percent of Male Mentors	Response 64.28%
Percent of Veteran Mentors	Response unable to obtain data
Percent of Mentors that are People with Disabilities	Response unable to obtain data
Total number of Mentors (The count used to calculate the Mentor percentages)	Response 14

Demographic Information

Development Programs -	Demographic Data
Percent of Asian American taking part in Development Programs	Response
	0.00%
Percent of Blacks taking part in Development Programs	Response
	7.00%
Percent of Hispanics taking part in Development Programs	Response
	0.00%
Percent of Native Americans taking part in Development Programs	Response
	7.00%
Percent of Native Hawaiian/ Pacific Islanders taking part in Development Programs	Response
	0.00%
Percent of persons Two More or Races taking part in Development Programs	Response
	0.00%
Percent of Whites taking part in Development Programs	Response
	86.00%
Percent of Females taking part in Development Programs	Response
	28.00%
Percent of Males taking part in Development Programs	Response
	72.00%
Percent of Veterans taking part in Development Programs	Response
	80.00%
Percent of People with Disabilities taking part in Development Programs	Response
	0.00%
Total number of participants (The count used to calculate the Development Program participation percentages)	Response
	14

FEORP Progress Tracker

Mentoring	
Agency has A Formal Mentoring Program	Response Yes
Mentoring Training provided	Response Yes
Program is evaluated	Response Yes
Feedback is provided	Response Yes
Program is announced to all qualified individuals	Response Yes
All employees briefed on agency's Diversity and Inclusion Policies	Response Yes
Diversity and Inclusion Training	
Formal Diversity and Inclusion Training provided	Response Yes
Training on unconscious bias provided	Response Yes
All employees briefed on agency's Diversity and Inclusion Policies	Response Yes
Diversity and Inclusion Council	
Agency has a Diversity and Inclusion Council	Response Yes
Diversity and Inclusion Council has a charter	Response Yes
Members have received training	Response Yes
Council's mission is in alignment with agency	Response Yes

Development Program	
Agency has a Career Development Program	Response Yes
Program is evaluated	Response Yes
Program is announced to all qualified individuals	Response Yes
Mentoring	
Frequency of Program Evaluation (e.g., annually, quarterly etc.)	Response As needed
Percent of employees involved with mentoring	Response 0.00%
Percent of SES involved with mentoring	Response 0.00%
Percent of managers involved with mentoring	Response 0.00%
Percent of supervisors involved with mentoring	Response 0.00%
Count of employees involved with mentoring	Response 0
Count of SES involved with mentoring	Response 129
Count of managers involved with mentoring	Response 0
Count of supervisors involved with mentoring	Response 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)	Response 0
Diversity and Inclusion Training- Quantitative Questions (# or %)	
Frequency of Diversity and Inclusion Training per year (e.g., annually, quarterly etc.)	Response Quarterly
Percent of employees who have participated this year in formal Diversity and Inclusion Training	Response 0.00%
Percent of Senior Leadership that have participated in formal Diversity and Inclusion Training	Response 0.00%
Count of employees who have participated in formal Diversity and Inclusion Training	Response 0
Count of Senior Leadership that have participated in formal Diversity and Inclusion Training	Response 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)	Response 0

Diversity and Inclusion Council		
Frequency of council meetings in FY2014 (e.g., annually, quarterly etc.)	Response	Annual
Frequency of council events (e.g., annually, quarterly etc.)	Response	Bi-Monthly
Percent of Senior Leadership on council	Response	7.00%
Percent of employees on council	Response	99.00%
Count of Senior Leadership on council	Response	5
Count of employees on council	Response	19
Total number of people on council	Response	22
Development Program		
Percent of GS1-4 who participated	Response	0.00%
Percent of GS 5-8 who participated	Response	0.00%
Percent of GS 9-12 who participated	Response	0.00%
Percent of GS 13-15 who participated	Response	0.00%
Percent of SES who have participated	Response	0.00%
Count of GS1-4 who have participated	Response	0
Count of GS 5-8 who participated	Response	0
Count of GS 9-12 who participated	Response	0
Count of GS 13-15 who participated	Response	0
Count of SES who participated	Response	0
Total number of employees eligible to participate (this should not be equal to the total count that participated unless 100% of workforce anticipated)	Response	0
1. D&I Element in SES performance plans		
Yes or No	Percentage	100% Requirement
Yes	100.00%	
2. D&I Element in Management/ Supervisor performance plans		
Yes or No	Percentage	This data is unknown.
Yes	Unknown	
3. D&I Element in employee performance plans		
Yes or No	Percentage	This data is unknown.
Unknown	Unknown	

Mentoring (Mentee data)	
Percent of Asian American Mentees	Response 0.00%
Percent of Black Mentees	Response 0.00%
Percent of Hispanic Mentees	Response 0.00%
Percent of Native American Mentees	Response 0.00%
Percent of Native Hawaiian/ Pacific Islander Mentees	Response 0.00%
Percent of Mentees Two or More Races	Response 0.00%
Percent of White Mentees	Response 0.00%
Percent of Female Mentees	Response 0.00%
Percent of Male Mentees	Response 0.00%
Percent of Veteran Mentees	Response 0.00%
Percent of Mentees that are People with Disabilities	Response 0.00%
Total number of participants (The count used to calculate the Mentee percentages)	Response 0
Mentoring (Mentor data)	
Percent of Asian American Mentors	Response 0.00%
Percent of Black Mentors	Response 0.00%
Percent of Hispanic Mentors	Response 0.00%
Percent of Native American Mentors	Response 0.00%
Percent of Native Hawaiian/ Pacific Islander Mentors	Response 0.00%
Percent of Mentors Two or More Races	Response 0.00%
Percent of White Mentors	Response 0.00%
Percent of Female Mentors	Response 0.00%
Percent of Male Mentors	Response 0.00%
Percent of Veteran Mentors	Response 0.00%
Percent of Mentors that are People with Disabilities	Response 0.00%
Total number of Mentors (The count used to calculate the Mentor percentages)	Response 0

Development Programs	
	Response
Percent of Asian American taking part in Development Programs	0.00%
	Response
Percent of Blacks taking part in Development Programs	0.00%
	Response
Percent of Hispanics taking part in Development Programs	0.00%
	Response
Percent of Native Americans taking part in Development Programs	0.00%
	Response
Percent of Native Hawaiian/ Pacific Islanders taking part in Development Programs	0.00%
	Response
Percent of persons Two More or Races taking part in Development Programs	0.00%
	Response
Percent of Whites taking part in Development Programs	0.00%
	Response
Percent of Females taking part in Development Programs	0.00%
	Response
Percent of Males taking part in Development Programs	0.00%
	Response
Percent of Veterans taking part in Development Programs	0.00%
	Response
Percent of People with Disabilities taking part in Development Programs	0.00%
	Response
Total number of participants (The count used to calculate the Development Program participation percentages)	0

Employment of People with Disabilities Narrative

Identify strategic activities or actions the agency is implementing to meet the goals set forth in Executive Order 13548-Increasing Federal Employment of Individuals with Disabilities.

Attachment 7

Self-Identification

During Fiscal Year (FY) 2014, the Department of Veterans Affairs (VA) continued its efforts towards resurveying the workforce via Standard Form 256, "Self-Identification of Disability".

Hiring

During FY 2014, VA continued its established hiring goal of 3 percent for Individuals with Targeted Disabilities (IWTDs) in support of Executive Order (EO) 13548, "Increasing Federal Employment of Individuals with Disabilities". Overall, VA exceeded the Federal standard of 2 percent onboard; and the overall hire rate of 3.27 percent of IWTDs also exceeded the goal. During FY 2014, 1,621 individuals with targeted disabilities were hired (3.27 percent of new hires). Of the total hires in VA Central Office (VACO), 2.23 percent were individuals with targeted disabilities. Of the National Cemetery Administration's (NCA) total hires, 6.86 percent had targeted disabilities. In the Veterans Health Administration (VHA), 3.24 percent of total hires had targeted disabilities, and of the Veterans Benefits Administration's (VBA) total hires, 3.98 percent had targeted disabilities.

NCA continued to utilize flexible hiring authorities in order to increase workforce participation for IWTDs to include Schedule A and non-competitive Veterans hiring authorities such as the 30% disabled, and the Veterans Recruitment Act of 1973, as amended. As such, this can be attributed to NCA's success of exceeding the VA's goal of 3 percent in double proportions of 6.86 of total new hires.

Benchmarking and Analysis

In alignment with E.O. 13548, VA made a tremendous effort to meet its established goal of 2 percent of the workforce for IWTDs and has been exceeding this goal since October 2013. Overall, VA's number of individuals onboard for FY 2014 is 2.10 percent. Of the total onboard individuals in VACO, 1.75 percent was IWTDs. Of NCA's total onboard individuals, 3.16 percent had targeted disabilities. Of VHA's total onboard individuals, 2.09 percent had targeted disabilities, and of VBA's total onboard individuals, 2.41 percent had targeted disabilities.

Reasonable Accommodations

In FY 2014, VA revised its handbook, "Processing Requests for Reasonable Accommodations from Employees and Applicants with Disabilities." In addition, training was conducted throughout the Administrations and Central Staff Offices whereby, approximately 500 VA'ers received training on RA.

VA has established a Centralized Fund for reasonable accommodations for employees with disabilities to help decrease the financial burden that VA offices face when providing reasonable accommodations. In FY 2014, the total amount of accommodations reimbursed were \$376,606.43.

Training and Education

VA has created a fact sheet and a brochure with information on the Schedule A hiring authority. In FY14, ODI also trained 450 employees on how to identify less than expected participation rates within their respective facilities and how to apply the Schedule A hiring authority.

Outreach and Recruitment

Outreach to IWTDS is accomplished using public recruiting sources, including OPM's Shared List of People with Disabilities; One-Stop Career Centers established under the Workforce Investment Act; State vocational rehabilitation agencies and community rehabilitation programs; State employment agencies; Employment Networks established under the Ticket to Work program; independent living centers established under Title VII of the Rehabilitation Act; and the Department of Veterans Affairs Regional Offices.

NCAs Human Resource Center located in Indianapolis continued to recruit qualified IWTDS, and they are being selected to serve in NCA positions nationwide. NCA hiring managers find that by supporting this important program they are creating a win-win situation for the administration and the job seeker.

VBA collaborates with state and other rehabilitation organizations dealing with selective job placement of Veterans. In addition, employment information is provided to Reserve and National Guard commanders and recently discharged Veterans in Operation Enduring Freedom/Iraqi Freedom Outreach Programs. VBA's external recruitment always includes the applicant sources of Veterans Rehabilitation Act and 30 percent or more disabled Veterans. For participation in the VA Work Study Allowance Program, priority is given to disabled Veterans for their participation in the VA Work Study Allowance Program. VBA also participated in job fairs held at various military bases.

VHA facilities continued to support the "Fulfilling the Commitment – Coming Home to Work" initiative. This initiative focuses on ensuring that transitional service members, particularly service-connected disabled veterans from Operation Enduring Freedom (OEF)/Operation Iraqi Freedom (OIF) military campaigns have access to a full-range of resources to obtain suitable employment. This initiative will serve as an on-going catalyst to actively engage veterans service organizations to increase the applicant pool of disabled veterans. It is anticipated that the increase in the applicant pool of disabled veterans will also increase the number of individuals with targeted disabilities.

VA also participated in the Workforce Recruitment Program (WRP), which connects Federal employers with college students and recent graduates with disabilities and ultimately hired some permanently. Overall, VA brought on 48 students during the FY 2013 WRP cycle (spring/summer), paying a total of approximately \$275,000. Seven out of the 48 students were converted to full time status and 1 was hired permanently from the beginning of the cycle, for a total of 8 permanent WRP originated hires.

Internal and External Communication

VA created a brochure to use at career fairs and outreach events to market website information on career search and Schedule A hiring practices. Additionally, VA has an internet website that contains mass information on the "Individuals with Disabilities Employment Program". This website contains the reasonable accommodation handbook; Schedule A information, listing of the Selective Placement Coordinators and LRACs, reporting information, strategic plan, and training material.