Human Resources Manual
Instruction 720.1: Federal Equal Opportunity Recruitment Program (FEORP) and Disabled Veterans' Affirmative Action Program (DVAAP) Plan Guidance
Issue Date: March 20, 2009

Material Transmitted:

Department of Health and Human Services (HHS) Instruction 720.1, Federal Equal Opportunity Recruitment Program (FEORP) and Disabled Veterans' Affirmative Action Program (DVAAP) Plan Guidance, dated March 20, 2009.

Material Superseded:

None

Background:

The purpose of this instruction is to assist the Department of Health and Human Services Operating Divisions (OPDIVs) in establishing Federal Equal Opportunity Recruitment Program (FEORP) and Disabled Veterans' Affirmative Action Program (DVAAP) plans. This guidance outlines program goals, methods of implementation, and time frames for development of these plans.

This issuance is effective immediately. Implementation of this issuance must be carried out in accordance with applicable laws, regulations, bargaining agreements, and Departmental policy.

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PURPOSE

This guidance is issued to assist the Department of Health and Human Services Operating Divisions (OPDIVs) in establishing Federal Equal Opportunity Recruitment Program (FEORP) and Disabled Veterans' Affirmative Action Program (DVAAP) Plans. This guidance outlines program goals, methods of implementation, and time frames for development of these plans.

REFERENCES

A. 5 USC § 7201 (FEORP)
B. 5 CFR § 720 Subpart B (FEORP)
C. 5 CFR § 720 Subpart C (DVAAP)
D. 38 USC § 4214 (DVAAP)

FEDERAL EQUAL OPPORTUNITY RECRUITMENT PROGRAM (FEORP) BACKGROUND

FEORP requires the development of recruitment, advancement and developmental plans designed to identify and eliminate underrepresentation of minorities and females in the work force. Each OPDIV must develop an annual FEORP Plan covering recruitment, advancement and developmental initiatives at various organizational levels and geographic locations. FEORP Plans must include annual specific determinations of underrepresentation for each group and must be accompanied by quantifiable indices by which progress toward eliminating underrepresentation can be measured.

The Office of Personnel Management (OPM) has the responsibility to annually report to Congress on progress under the FEORP plans that agencies develop. This report is prepared in compliance with the law (5 CFR Part 720, Subpart B) and contains statistical data on employment in the Federal workforce, including the participation of women and minorities. The FEORP report also highlights human capital practices Federal agencies are using to recruit, develop, and retain a diverse, high-quality, citizen-centered, and results oriented workforce.

Previous FEORP reports submitted to Congress by OPM can be obtained at: http://www.opm.gov/About_OPM/Reports/FEORP/index.asp.

DISABLED VETERANS' AFFIRMATIVE ACTION PROGRAM (DVAAP) BACKGROUND

CFR requires that each agency in the executive branch must have an up-to-date affirmative action plan for the employment and advancement of disabled veterans. Each agency must review its plan on an annual basis, together with its accomplishments for the previous fiscal year, updated employment data, and any changes in agency mission or structure, and update the plan as necessary. DVAAP Plans strive to increase the representation of disabled veterans, especially those who are 30 percent or more disabled. Each OPDIV must develop a DVAAP Plan on an annual basis, covering the recruitment, advancement and developmental initiatives for disabled veterans. The Office of Personnel Management (OPM) has the responsibility to annually report to Congress on progress under the DVAAP (5 CFR Part 720, Subpart C).

Previous DVAAP reports submitted to Congress by OPM can be obtained at: http://www.opm.gov/employ/veterans/DVAAP.asp.

VETERANS HIRING PROGRAM (VHP) BACKGROUND

The Veterans Hiring Program (VHP) is a HHS initiative to focus on hiring veterans. While DVAAP requirements published in the CFR focus specifically on hiring disabled veterans, HHS is expanding recruitment efforts to include all veterans. Therefore, when establishing the DVAAP Plan on an annual basis, OPDIVs must also include objectives and strategies for hiring non-disabled veterans. HHS' VHP focuses attention on achieving equitable affirmative employment for all veterans and disabled veterans of all races, national origins, and age groups in all occupations. HHS strives to create a work environment which promotes and encourages the recruitment, retention, career development, and advancement of disabled veterans through providing reasonable accommodations and accessibility.

STRATEGIC USE OF FEORP AND VHP/DVAAP PROGRAMS

While the FEORP and DVAAP functions are typically considered a "human resources function" as they focus on *recruitment* of veterans, minorities and women, it is pertinent that HR staff and EEO staff work together in establishing these programs. Since the FEORP data analysis overlaps with the analysis completed in the MD 715 reporting, it is essential that HR staff and EEO staff work together in order to streamline and strategically link these efforts. *Each OHRO must designate a representative that focuses at least 30 percent or more of their time working on FEORP and DVAAP initiatives*. This representative should act as a liaison between HR and EEO, as well as line managers, to strategically link the recruitment activities of the OPDIVs to the FEORP and VHP/DVAAP plans and reports. OPDIV recruiters and managers should report FEORP and VHP/DVAAP linked initiatives to the liaison as a central point of contact for the program.

It is essential that these programs are not just viewed as "reports" that are haphazardly compiled before they are due. The Department should use these programs as avenues to strategically improve recruitment efforts and the diversity of HHS' workforce. HHS' leaders should take VHP/DVAAP and FEORP program planning seriously by dedicating the necessary resources to ensure their success.

ROLES AND RESPONSIBILITIES

A. Deputy Assistant Secretary for Human Resources (DASHR) is designated as the Department's FEORP and VHP/DVAAP certifying official, and is responsible for overall policy development and evaluation.

B. Office of Human Resources (OHR) is responsible for:

1. Working with the Office of Diversity Management and Equal Employment Opportunity (ODME) to supplement the Workforce Diversity Plan (WDP) (outlines overall agency-wide diversity management objectives and goals) to include the Departmental FEORP and VHP/DVAAP goals;

2. Preparing annual HHS-wide FEORP and VHP/DVAAP Plans and submitting the plan for approval of the DASHR;

3. Providing guidance to Operating Human Resources Offices (OHROs) with respect to the utility of various recruitment techniques and other matters related to FEORP and VHP/DVAAP;

4. Evaluating Operating Divisions (OPDIVs) FEORP and VHP/DVAAP Plans for completeness; and

5. Coordinating the preparation of an annual FEORP and DVAAP report for submission to the Office of Personnel Management (OPM).

C. Office of Diversity Management and Equal Employment Opportunity (ODME) is responsible for:

1. Creating the Workforce Diversity Plan (WDP) that outlines overall agency-wide diversity management objectives and goals, which includes the Departmental FEORP and VHP/DVAAP goals; and

2. Providing advice and assistance to Operating Human Resources Offices (OHROs), OHR and OPDIVs as needed.

D. OPDIVs are responsible for:

1. Developing and maintaining FEORP and VHP/DVAAP Plans on a calendar year basis;

2. Submitting the FEORP and VHP/DVAAP Accomplishment Reports to the OHRO's by mid-October each year;

3. Establishing an OPDIV point of contact to coordinate these initiatives with the OHROs;

4. Monitoring and evaluating the success of the plans on a continuing basis.

5. OPDIV Equal Employment Opportunity (EEO) Staff and Workforce Planning Staff are responsible for working in conjunction with the OPDIVs and OHR to provide any necessary information and data to develop the FEORP and VHP/DVAAP Plans.

E. OHROs are responsible for:

1. Establishing a diversity management and/or veterans outreach coordinator as point(s) of contact for these initiatives;

2. Collecting OPDIV FEORP and VHP/DVAAP Plans and providing them to OHR annually; and

3. Collecting and reviewing OPDIV annual FEORP and VHP/DVAAP Accomplishment Reports, preparing a consolidated response, and submitting a report to OHR annually.

SUBMISSION REQUIREMENTS

OPDIV FEORP AND VHP/DVAAP PLANS. The OPDIV FEORP and VHP/DVAAP *Plans* must be submitted to OHR by the first Friday of December each year. Please note: Deadlines for submission of the plans will vary on the availability of data and the MD-715 reporting requirements each year. OHR will coordinate timelines with ODME to ensure efficiency of the process.

OPM ACCOMPLISHMENT REPORTS. As prescribed by 5 CFR 720.207, no later than November 1 of each year, agencies must submit an annual report on their FEORP program to the Office of Personnel Management covering the previous fiscal year. The FEORP accomplishment report must describe agency efforts to recruit, hire, advance and retain a diverse workforce. As part of the submission package, each agency must include a signed statement certifying that the agency has an up-to-date FEORP plan.

As prescribed by 5 CFR 720.305, no later than December 1 of each year, agencies must submit an annual accomplishment report on their DVAAP program to the Office of Personnel Management, covering the previous fiscal year. The DVAAP accomplishment report must describe agency efforts to promote the maximum employment and job advancement opportunities for disabled veterans as well as certain veterans of the Vietnam era and of the post-Vietnam era who are qualified for such employment and advancement. As part of the submission package, each agency must include a signed statement certifying that the agency has an up-to-date DVAAP plan.

OPM provides the reporting requirements and deadlines to OHR each year for FEORP and DVAAP accomplishment reports. OHR will forward the information from OPM to the OHRO Directors and provide a deadline for submission to OHR. Deadlines for submission will vary based on OPM deadlines. OHROs will coordinate with OPDIVs and will submit a consolidated response to OHR. OHR will consolidate the responses received from the OHROs into one report and submit them to OPM by their respective due dates.

PROGRAM EVALUATION

OPDIVs are responsible for evaluation of the FEORP and VHP/DVAAP Plans and should monitor effectiveness on a continuous basis. Evaluations should show the effectiveness of each method used in terms of the degree of underrepresentation eliminated, the methods utilized to increase in veterans hiring, and the manner in which efforts have led to improvements. To the extent previous methods have not been successful, evaluations should specifically seek to identify new initiatives or modifications to be employed in the future to correct problem areas or to more readily ensure a successful program.

I. FEORP DEFINITIONS

A. FEORP. Targeted recruitment, advancement, and developmental program based on a determination of underrepresentation of minorities and/or females in the various occupational categories. The Office of Personnel Management (OPM) has the responsibility to annually report to Congress on progress under the FEORP in compliance with 5 U.S.C. 7201.

B. Barrier. An agency policy, principle, practice or condition that limits or tends to limit employment opportunities for members of a particular gender, race or ethnic background or for an individual (or individuals) based on disability status.

C. Underrepresentation. A condition in which the percentage of a covered employee group employed within a given occupational category by a Federal agency constitutes a lower percentage than the percentage of that particular group in the appropriate Civilian Labor Force. For example, if 10 percent of the HHS workforce is represented by a given covered employee group, but representation of that group within the corresponding (i.e., national or local) CLF is 15 percent, that group is underrepresented in HHS's workforce.

D. Civilian Labor Force (CLF). Includes all persons 16 years of age and over, except those in the Armed Forces, who are employed, or who are unemployed and seeking work. CLF data is compiled both nationally and for local geographic areas by the Equal Employment Opportunity Commission (EEOC) based on U.S. Census data.

E. Covered Employee Group. The minority/gender groups potentially targeted for recruitment under FEORP are:

- White Females
- Black/African American Males/Females
- Hispanic/Latino Males/Females
- Asian/Pacific Islander Males/Females
- American Indian/Alaskan Native Males/Females

F. Mission Critical Occupations (MCOs). Occupations that most directly affect the Agency's ability to accomplish its mission.

HHS-wide MCOs are as follows:

1. Biologist
2. Chemist
3. Consumer Safety Officer
4. General Administration
5. General Health Scientist
6. Grants Management
7. Health Insurance Administrator
8. Information Technology
9. Management/Program Analyst
10. Medical Officer
11. Microbiologist

12. Nurse
13. Public Health Specialist
14. Social Scientist

Government-wide MCO's are as follows:
1. Acquisition
2. Human Resources Management
3. Information Technology

II. STEPS TO DEVELOP THE FEORP PLAN

A. In conjunction with the data analysis from the Management Directive (MD) 715, OPDIVs should further analyze underrepresentation by taking the following steps:

1. Create a list of critical positions to the OPDIV. These should be positions that are vital to the success of the organization, the most represented series in the organization, and the series where the OPDIV can successfully target minorities and women in their recruitment efforts.

2. Provide an annual list of OPDIV critical positions to OHR.
   1. Positions may differ by OPDIV
   2. OPDIVs may include HHS MCOs, but it is not required if they are not applicable
   3. Utilize Exhibit A, FEORP Data Analysis Chart, to document your critical positions
   4. This information should be sent to OHR by October every year. A data call from OHR will be sent to collect this information.

3. OHR will request the data from the Program Support Center showing the identified critical position title, series, grade level, race, and gender data and provide it to each OPDIV by November every year.

4. The OPDIV will compare the data to the Civilian Labor Force (CLF) data which is located at: http://www.census.gov/eeo2000/. This comparison should be documented in Exhibit A, FEORP Data Analysis Chart. An example is shown below: (Note: Based on the OPDIVs critical positions, OHR will identify the most closely related occupations defined in the CLF data to ensure consistency across OPDIVs when analyzing this data. This will be sent to the OPDIV in conjunction with the data every November.)

Sample FEORP Data Analysis				
Targeted Occupation (Include Series)	**Grade Level(s)**	**Race, Gender**	**CLF %**	**HHS %**
Consumer Safety Officer, GS-0696	GS 9-12	Hispanic Females	3.6	1.2

5. OPDIVs will review the underrepresentation of minorities and females and select the series and grade levels to concentrate recruitment efforts based on such factors as:
   1. The most significantly underrepresented groups displayed in the HHS data compared to the CLF data;
   2. The greatest mission need for the calendar year and on a long-term basis;
   3. The available recruitment sources (e.g. colleges and universities, professional organizations, etc.); and

4. The likelihood of success (e.g. positions that have transferable skills such as logistics, acquisition, administrative positions, information technology, etc.).

6. Based on the data analysis of critical positions, develop and determine the measurable *objectives* aimed to eliminate the underrepresentation. (Note: OPDIVs are required to address all of the requirements listed in the CFR as well as OPM reporting requirements in their FEORP Plan. The requirements are listed in Exhibit B. The plan objectives must also be linked to the Workforce Diversity Plan.)

7. Establish measurable internal and external recruitment *strategies* to accomplish the recruitment objectives developed in step 6. These strategies should provide specific, measurable methods to accomplish the set objectives. A sample is show below. Utilize Exhibit C, FEORP Plan, to document these strategies.

Sample FEORP Plan Objective/Strategies		
Objective 1: Increase the number of Hispanic females in Consumer Safety Office positions at grade levels 9-12 by 1% for FY 2009.	**Link to Workforce Development Plan: Goal #:** 5	**Link to OPM Requirement #:** 4
Strategies for Objective 1: **Strategy 1:** Establish relationships with the Hispanic Association of Colleges and Universities and advertise at least 2 positions. **Strategy 2:** Utilize the Federal Career Intern Program to hire graduate level applicants at the GS-9 level. Work with at least 2 Universities to advertise and source applicants.		

8. Provide a description of past and potential barriers affecting the successful recruiting of underrepresented candidates in identified targeted occupations. Utilize Exhibit C, FEORP Plan, to document these barriers.

Exhibit A - FEORP Data Analysis Chart				
Operating/Staff Division Name:			**Plan FY:**	
Contact Name/Email/Phone:				
Underrepresentation Data				
Targeted Occupation/MCO (Include Series)	**Grade Level(s)**	**Race, Gender**	**CLF %**	**HHS %**

Exhibit B – CFR/OPM FEORP Requirements	
Code of Federal Regulations FEORP Plan Requirements	**Office of Personnel Management Reporting Requirements**
1. Assessment of grades or job categories and numbers of jobs in such categories expected to be filled in the current year, and on a longer term basis (based on anticipated turnover, expansion, hiring limits and other relevant factors). 2. Identification of those occupational categories and positions suitable for external recruitment, and description of special targeted recruitment programs for such jobs and positions; 3. Assessment for job categories and positions likely to be filled by recruitment from within the agency and/or the Federal civil service system and a description of recruitment programs developed to increase minority and female candidates from internal sources for such positions; 4. Assessment of internal availability of candidates from underrepresented groups for higher job progressions by identifying job-related skills, knowledges and abilities which may be obtained at lower levels in the same or similar occupational series, or through other experience; 5. Description of methods to locate and develop minority and female candidates for each category of underrepresentation and an indication of how such methods differ from and expand upon the recruitment activities of the agency prior to establishment of the special recruitment program or the last revision to the agency's plans; 6. Description of specific, special efforts planned by the agency to recruit in communities, educational institutions, and other likely sources of qualified minority and female candidates; 7. Description of efforts which will be undertaken by the agency to identify jobs which can be redesigned so as to improve opportunities for minorities and females, including jobs requiring bilingual or bicultural capabilities or not requiring English fluency; 8. A list of priorities for special recruitment program activities based on agency identification of: a) Immediate and longer range job openings for each occupational/grade-level grouping for which underrepresentation has been determined; b) Hiring authorities which may be used to fill such jobs; c) The possible impact of its actions on underrepresentation; and 9. Identification of training and job development programs the agency will use to provide skills, knowledge and abilities to qualify increased numbers of minorities and females for occupational series and grade levels where they are significantly underrepresented.	**Workforce Planning** 1. Analyze workforce trends and projections, determining skills gaps and needs, and devising succession planning strategies. (Correlates to CFR Req's 1, 2, 3, 4, 7 ,9) 2. Provide training to managers about practical ways to make a diverse workforce a strength for the entire organization. (Correlates to CFR Req't 9) **Recruitment and Community Outreach** 3. Provide information on Federal employment opportunities to students, faculty, educational institutions, school systems, and underrepresented communities. (Correlates to CFR Req's 5, 6) 4. Develop and maintain long-term partnerships with academia, professional associations and minority-serving organization for the purpose of recruiting high-quality candidates. (Correlates to CFR Req's 5, 6) 5. Use student educational employment programs and internships (e.g. Student Career Experience Program, Student Temporary Employment Program, Federal Career Intern Program) to improve the pipeline of diverse candidate for entry-level positions. (Correlates to CFR Req's 5, 6) 6. Use the Presidential Management Fellows (PMF) Program for recruiting and advancing graduate and professional school graduates, including traditionally underrepresented community members. (Correlates to CFR Req's 5, 6) **Career Development Opportunities** 7. Promote participation of all employees in management, leadership and career development programs. (Correlates to CFR Req't 9) 8. Establish clear paths for acquiring the competencies, skills, knowledge, and experience that employees need for the continual learning and career development. (Correlates to CFR Req't 9) **Mentoring** 9. Develop formal or informal mentoring programs. (Correlates to CFR Req't 9)

Exhibit C - FEORP Plan		
Operating/Staff Division Name:		**Plan FY:**
Contact Name/Email/Phone:		
Objective 1:	**Link to Workforce Diversity Plan: Goal #:**	**Link to OPM Requirement #:**
Strategies for Objective 1: **Strategy 1:** **Strategy 2:**		
Objective 2:	**Link to Workforce Diversity Plan: Goal #:**	**Link to OPM Requirement #:**
Strategies for Objective 2: **Strategy 1:** **Strategy 2:**		
Objective 3:	**Link to Workforce Diversity Plan: Goal #:**	**Link to OPM Requirement #:**
Strategies for Objective 3: **Strategy 1:** **Strategy 2:**		
Objective 4:	**Link to Workforce Diversity Plan: Goal #:**	**Link to OPM Requirement #:**
Strategies for Objective 4: **Strategy 1:** **Strategy 2:**		
Objective 5:	**Link to Workforce Diversity Plan: Goal #:**	**Link to OPM Requirement #:**
Strategies for Objective 5: **Strategy 1:** **Strategy 2:**		
Description of barriers affecting the successful recruiting of underrepresented candidates in identified targeted occupations.		

I. DVAAP DEFINITIONS

Veteran. A person who served in the active military, naval, or air service, and who was discharged or released under conditions other than dishonorable (Section 101(2) of Title 38, U.S.C).

Disabled Veteran**.** An individual who has served on active duty in the Armed Forces, has been separated under honorable conditions, and has established the present existence of a service-connected disability or is receiving compensation, disability retirement benefits, or pension because of a public statute administered by the Department of Veterans Affairs or a Military Department according to sections 5 United States Code (U.S.C.) 2108, 3504, and 3310.

NOTE: Below are basic definitions of the different types of Veterans' Preference and Veterans' Hiring Authorities. These are NOT all inclusive definitions, and users of this guidance should refer to the Office of Personnel Management's Vet Guide which can be found at: http://www.opm.gov/veterans/html/vetsInfo.asp.

5 Point Veteran (TP). Five points are added to the **passing** examination score or rating of a veteran who served: During a war; During the period April 28, 1952 through July 1, 1955; For more than 180 consecutive days, other than for training, any part of which occurred after January 31, 1955, and before October 15, 1976; During the Gulf War from August 2, 1990, through January 2, 1992; For more than 180 consecutive days, other than for training, any part of which occurred during the period beginning September 11, 2001, and ending on the date prescribed by Presidential proclamation or by law as the last day of Operation Iraqi Freedom; **OR** in a campaign or expedition for which a campaign medal has been authorized. Any Armed Forces Expeditionary medal or campaign badge, including El Salvador, Lebanon, Grenada, Panama, Southwest Asia, Somalia, and Haiti, qualifies for preference.

10-Point Compensable Disability Preference (CP). Ten points are added to the **passing** examination score or rating of a veteran who served at any time **and** who has a compensable service-connected disability rating of at least 10 percent but less than 30 percent.

10-Point 30 Percent Compensable Disability Preference (CPS). Ten points are added to the **passing** examination score or rating of a veteran who served at any time and who has a compensable service-connected disability rating of 30 percent or more.

10-Point Disability Preference (XP)http://www.opm.gov/veterans/html/vetguide.asp - TOP#TOP. Ten points are added to the **passing** examination score or rating of: A veteran who served at any time and has a present service-connected disability or is receiving compensation, disability retirement benefits, or pension from the military or the Department of Veterans Affairs but does not qualify as a CP or CPS; **or** A veteran who received a Purple Heart.

10-Point Derived Preference (XP). Ten points are added to the **passing** examination score or rating of spouses, widows, widowers, or mothers of veterans who meet certain conditions. This type of preference is usually referred to as "derived preference" because it is based on service of a veteran who is not able to use the preference.

Veterans Recruitment Authority. The VRA is a special authority by which agencies can, if they wish, appoint eligible veterans without competition to positions at any grade level through General Schedule (GS) 11 or equivalent. (The promotion potential of the position is not a factor.) VRA appointees are hired under excepted appointments to positions that are otherwise in the competitive service. There is no limitation to the number of VRA appointments an individual may receive, provided the individual is otherwise eligible.

Veterans Employment Opportunity Act of 1998. Provides that agencies must allow eligible veterans to apply for positions announced under merit promotion procedures when the agency is recruiting from outside its own workforce. A VEOA eligible who competes under merit promotion procedures and is selected will be given a career or career conditional appointment. Veterans' preference is not a factor in these appointments. To be eligible for a VEOA appointment, a veteran must: Be a preference eligible **OR** veteran separated after 3 or more years of continuous active service performed under honorable conditions.

30% or more Disabled Veteran Appointment Authority. An agency may give a noncompetitive temporary appointment of more than 60 days or a term appointment to any veteran retired from active military service with a disability rating of 30 percent or more; **or** rated by the Department of Veterans Affairs (VA) since 1991 or later to include disability determinations from a branch of the Armed Forces at any time, as having a compensable service-connected disability of 30 percent or more. There is no grade level limitation for this authority, but the appointee must meet all qualification requirements, including any written test requirement. The agency may convert the employee, without a break in service, to a career or career-conditional appointment at any time during the employee's temporary or term appointment.

II. STEPS TO DEVELOP THE VHP/DVAAP PLAN

A. The VHP/DVAAP Plan must provide a strategy that promotes continuing recruitment, hiring, placement, and advancement of veterans and disabled veterans. OPDIVs should analyze Veteran Hiring by taking the following steps:

1. Analyze the representation of 10 point, 30% or more disabled veterans; 10 point less than 30% disabled veterans, 10 point other (i.e. XP) and 5 point veterans within the OPDIV relative to the total number of OPDIV employees. Utilize Exhibit D, VHP Data Analysis Chart, to document this analysis.

2. Document the number of veterans hired by 10 point, 30% or more disabled veterans; 10 point less than 30% disabled veterans, 10 point other (i.e. XP) and 5 point veterans within the OPDIV. Also annotate the number of VRA appointments, VEOA appointments, and 30% or more disabled veteran appointments and the type of appointment they received, i.e. excepted, temporary, term, career-conditional, etc. Utilize Exhibit D, VHP Data Analysis Chart, to document this analysis.

3. Analyze the promotions for 10 point, 30% or more disabled veterans; 10 point less than 30% disabled veterans, 10 point other (i.e. XP) and 5 point veterans. Utilize Exhibit D, VHP Data Analysis Chart, to document this analysis.

4. Select the targeted occupations/series, grade levels to concentrate recruitment efforts based on such factors as: (Utilize Exhibit F, VHP Plan, to document this step.)

    a) The most significantly underrepresented veterans groups displayed in the HHS data;
    b) The greatest mission need for the calendar year and on a long-term basis;
    c) The available recruitment sources (e.g. colleges and universities, professional organizations, etc.); and
    d) The likelihood of success (e.g. positions that have transferable skills such as logistics, acquisition, administrative positions, information technology, etc.).

5. Develop and determine the measurable *objectives* to increase veterans hiring and advancement. These can include internal training and development programs, external marketing efforts with local and national veterans groups, utilizing Veterans Hiring Flexibilities, etc. (Note: OPDIVs are required to address all of the requirements listed in the CFR as well as OPM reporting requirements in their VHP/DVAAP Plan. The requirements are listed in Exhibit E. The plan objectives must also be linked to the Workforce Diversity Plan.)

6. Establish measurable internal and external recruitment *strategies* to accomplish the recruitment objectives established in Step 5. These strategies should provide specific, measurable methods to accomplish the set objectives. Utilize Exhibit F, VHP/DVAAP Plan, to document this step.

Sample VHP/DVAAP Plan Objective		
Objective 1: Increase the numbers of relationships with local and national veterans' organizations in order to exchange employment information and assure disabled veterans are included in ongoing recruitment efforts.	**Link to Workforce Diversity Plan: Goal #:** 7	**Link to OPM Requirement #:** 1
Strategies for Objective 1: **Strategy 1:** Establish at least 3 contacts with veterans' organizations throughout the FY. **Strategy 2:** Request referrals from national or local agencies for open positions; forward any appropriate vacancy announcements and recruitment notices to these organizations.		

7. Provide a description of the training and job development program(s), mentoring programs, etc. that the agency will use to provide knowledge, skills and abilities to qualify veterans and disabled veterans for advancement opportunities. Utilize Exhibit D, VHP/DVAAP Plan, to document this step.

8. Provide a description of barriers affecting the successful recruiting of veterans in identified targeted occupations. Utilize Exhibit F, VHP/DVAAP Plan, to document this step.

Exhibit D – Veterans Hiring Program/DVAAP Data Analysis Chart	
Operating Division Name:	**Plan FY:**
Contact Name/Email/Phone:	
I. Veterans Employment (Permanent and Temporary)	
Type of Veteran	**Number of Veterans**
10 point (> 30% Disabled)	
10 point (< 30% Disabled)	
10 point (other)	
5 point	
Total number of Veterans	
Total number of OPDIV Employees	
II. Veterans Recruitment (Permanent and Temporary)	
Type of Veteran	**Veterans Hired in FY**
10 point (> 30% Disabled)	
10 point (< 30% Disabled)	
10 point (other)	
5 point	
Total Veteran Hires	
# of each type of appointment:	Career-Conditional: Career: Excepted: Temporary: Term:
Veterans Recruitment Authority Appointments in FY:	
Veterans Employment Opportunity Act of 1998 (VEOA) Appointments in FY:	
30% or more Disabled Veterans Appointments in FY:	
III. Veterans Promotions (Permanent and Temporary)	
Type of Veteran	**Promotions in FY**
10 point (> 30% Disabled)	
10 point (< 30% Disabled)	
10 point (other)	
5 point	
Total Veteran Promotions	
Total Veterans in OPDIV (take from section I):	

Exhibit E- CFR/OPM DVAAP Requirements	
Code of Federal Regulations DVAAP Plan Requirements	**Office of Personnel Management Reporting Requirements**
1. A statement of the agency's policy with regard to the employment and advancement of non-disabled veterans and disabled veterans, especially those who are 30 percent or more disabled. 2. A description of recruiting methods which will be used to seek out disabled veterans applicants, including special steps to be taken to recruit veterans who are 30 percent or more disabled. 3. A description of how the agency will provide or improve internal advancement opportunities for disabled veterans. 4. A description of how the agency will monitor, review, and evaluate its planned efforts.	1. Develop methods to recruit and employ qualified disabled veterans, especially those who are 30 percent or more disabled. (Correlates to CFR Req't 2) 2. Develop methods to provide or improve internal advancement opportunities for disabled veterans. (Correlates to CFR Req't 1 and 3) 3. Develop specific efforts and accomplishments in providing developmental (formal training) opportunities for veterans. 4. Describe how the activities of major operating components and field installations were monitored, reviewed, and evaluated. (Correlates to CFR Req't 4) 5. An explanation of the agency's progress in implementing its affirmative action plan during the fiscal year. Where progress has not been shown, the report will cite reasons for the lack of progress, along with specific plans for overcoming cited obstacles to progress. (Correlates to all CFR Req'ts)

Exhibit F - DVAAP Plan		
Operating/Staff Division Name:		**Plan FY:**
Contact Name/Email/Phone:		
Objective 1:	**Link to Workforce Diversity Plan: Goal #:**	**Link to OPM Requirement #:**
Strategies for Objective 1: **Strategy 1:** **Strategy 2:**		
Objective 2:	**Link to Workforce Diversity Plan: Goal #:**	**Link to OPM Requirement #:**
Strategies for Objective 2: **Strategy 1:** **Strategy 2:**		
Objective 3:	**Link to Workforce Diversity Plan: Goal #:**	**Link to OPM Requirement #:**
Strategies for Objective 3: **Strategy 1:** **Strategy 2:**		
Objective 4:	**Link to Workforce Diversity Plan: Goal #:**	**Link to OPM Requirement #:**
Strategies for Objective 4: **Strategy 1:** **Strategy 2:**		
Objective 5:	**Link to Workforce Diversity Plan: Goal #:**	**Link to OPM Requirement #:**
Strategies for Objective 5: **Strategy 1:** **Strategy 2:**		
Description of the training and job development program(s), mentoring programs, etc. that the OPDIV will use to provide knowledge, skills and abilities to qualify veterans and disabled veterans for advancement opportunities.		
Description of barriers affecting the successful recruiting of veterans candidates in identified targeted occupations.		