



# Veterans Operational Plan

FY2011-FY2013

Presented by the Office of Human Capital (H)

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## Executive Summary

NARA's Veterans Operational Plan (VOP) emphasizes our commitment to recruiting, hiring, retaining, and advancing Veterans, including disabled Veterans. The plan includes an assessment of the current status of Veterans in NARA's workforce and identifies specific goals and actions NARA will take in four key areas to remove barriers to Veterans' employment.

The key areas are:

- 1) Leadership Commitment:** establishes a governance structure and infrastructure dedicated solely to the employment of Veterans in the Federal Government;
- 2) Skills Development and Employment:** focuses on providing employment counseling and aligning the talents and aspirations of Veterans and transitioning service members with civil service career opportunities;
- 3) Marketing Veteran's Employment:** creates a marketing campaign targeted to Veterans and transitioning service members on the benefits of continuing their careers with the Federal civil service, and educates hiring officials on how Veterans can meet skill demands in their organizations; and
- 4) Information Gateway:** creates a single-source website for disseminating accurate and consistent Veterans' employment information and resources for Veterans, human resources (HR) professionals, and hiring officials.

Additionally, this plan incorporates and satisfies the requirements of 5 CFR 720, Subpart C – Disabled Veterans Affirmative Action Program (DVAAP). These regulations require each Federal agency to “have an up-to-date affirmative action plan for the employment and advancement of disabled Veterans.”

## Agency Introduction

The National Archives and Records Administration is our national record keeper. An independent agency created by statute in 1934, NARA safeguards the records of all three branches of the Federal Government.

Our job is to ensure continuing access to essential documentation and, in doing so we serve a broad spectrum of American society. Genealogists and family historians; Veterans and their authorized representatives; academics, scholars, historians, business and occupational researchers; publication and broadcast journalists; Congress, the Courts, the White House, and other public officials; Federal Government agencies and the individuals they serve; state and local government personnel; professional organizations and their members; students and teachers; and the general public – all seek answers from the records we preserve.

### **MISSION**

The National Archives and Records Administration serves American democracy by safeguarding and preserving the records of our Government, ensuring that the people can discover, use, and learn from this documentary heritage. We ensure continuing access to the essential documentation of the rights of American citizens and the actions of their government. We support democracy, promote civic education, and facilitate historical understanding of our national experience.

### **VISION**

As the nation's record keeper, it is our vision that all Americans will understand the vital role records play in a democracy, and their own personal stake in the National Archives. Our holdings and diverse programs will be available to more people than ever before through modern technology and dynamic partnerships. The stories of our nation and our people are told in the records and artifacts cared for in NARA facilities around the country.

We carry out our mission through a national network of archives and records services facilities stretching from Washington, DC, to the West Coast, including Presidential libraries documenting administrations back to Herbert Hoover. Additionally, we publish the *Federal Register*, administer the Information Security Oversight Office (ISOO), and make grants for historical documentation through the National Historical Publications and Records Commission (NHPRC). We preserve and make available, in response to hundreds of thousands of requests, the records on which the entitlements of citizens, the credibility of Government, and the accuracy of history depend.

In order to accomplish our mission and effectively represent the many customers we serve, NARA recognizes the need to recruit, reward, promote and retain a highly qualified diverse workforce which includes our Nation's Veterans. We recognize the contribution made by Veterans of our military forces, as well as their talent and skill as employees. At the end of Fiscal Year (FY) 2010, documented Veterans comprised 18% of NARA's permanent, full-time workforce.

## VOP Overview

On November 9<sup>th</sup>, 2009, President Obama signed Executive Order 13518, *Employment of Veterans in the Federal Government*, a government-wide reform initiative designed to increase the recruitment, employment, and training of Veterans within the Executive Branch.

President Obama stated within the Executive Order:

“As one of the nation's leading employers, the Federal Government is in need of highly skilled individuals to meet agency staffing needs and to support mission objectives. Our Veterans, who have benefited from training and development during their military service, possess a wide variety of skills and experiences, as well as the motivation for public service that will help fulfill Federal agencies' staffing needs.”

An interagency Council on Veterans Employment was established through the Executive Order. Agencies represented on the council are required to participate in the initiative. While NARA is not represented on the council, and therefore not required to participate, we have elected to develop a Veterans Operational Plan similar to what is required under Executive Order 13518.

This plan will be reviewed and updated on an annual basis.

### **PURPOSE AND SCOPE**

The purpose of this plan is to govern the administration of NARA's Veteran Recruitment Program. It outlines basic policy, legal authority and responsibilities. It further provides the necessary analyses for identifying and correcting areas in which underrepresentation of Veterans, including disabled Veterans, exist.

The VOP applies to all NARA positions in all pay plans, unless specifically exempt by statute.

### **LEGAL AUTHORITY**

According to 38 U.S.C. 4214, “the United States has an obligation to assist Veterans of the Armed Forces in readjusting to civilian life. The Federal Government is also continuously concerned with building an effective work force, and Veterans constitute a uniquely qualified recruiting source. It is, therefore, the policy of the United States... to promote the maximum of employment and job advancement opportunities within the Federal Government for ...Veterans.”

The government also recognizes the sacrifice made by those members of the armed forces that were injured in the line of duty or served during times of extreme duress. As outlined in 38 U.S.C. 4214 (a)(1), it is the policy of the United States to “promote the maximum of employment and job advancement opportunities within the Federal Government for disabled Veterans and certain Veterans of the Vietnam era and of the post-Vietnam era who are qualified for such employment and advancement.”

Pursuant to Section 403 of the Vietnam Era Veterans Readjustment Assistance Act of 1974 as amended (38 U.S.C. 2014), Section 307 of the Civil Service Reform Act of 1978 (5 U.S.C. 3112), and Executive Order 11521, agencies are authorized “to appoint *qualified covered Veterans* to positions in the competitive service under Veterans Recruitment Appointments (VRAs) without regard to the competitive examining system.”

The U.S. Office of Personnel Management’s (OPM) implementing regulations for these provisions specific to disabled Veterans are contained in 5 CFR 720, Subpart C – Disabled Veterans Affirmative Action Program (DVAAP). Specifically, 5 CFR 720.304 requires each agency to “have an up-to-date affirmative action plan for the employment and advancement of disabled Veterans.” (See Appendix A for a full list of DVAAP requirements).

## **VETERANS POLICY**

It is the policy of the National Archives and Records Administration to promote the employment and advancement of Veterans, especially those who are disabled. NARA aims to create a work environment which promotes and encourages the recruitment, selection, development, advancement and retention of these individuals; provides full accessibility; and, when necessary, provides reasonable accommodation.

## **DESIGNATION OF RESPONSIBILITY**

- A. The Chief Human Capital Officer:
  - 1. Oversees the planning and implementation of this plan;
  - 2. Communicates the VOP to NARA’s managers and employees;
  - 3. Certifies that the VOP, including the DVAAP, exists and is current; and
  - 4. Submits the annual DVAAP accomplishment report to OPM.
- B. The Staffing and Recruitment Branch within the Office of Human Capital:
  - 1. Develops and updates the VOP annually;
  - 2. Prepares VOP reports and responds to inquiries about program activities; and
  - 3. Conducts recruitment and hiring practices that align with the VOP and promote the advancement of Veterans, especially those who are disabled.
- C. The Equal Employment Opportunity and Diversity Management Division recommends changes to programs and procedures to eliminate practices that act as barriers to the hiring, advancement and retention of Veterans, and administers the agency’s Reasonable Accommodation Program.
- D. Hiring officials conduct recruitment and hiring practices that align with this plan and promote the advancement of Veterans

## KEY DEFINITIONS

A Veteran is defined by 5 U.S.C. 2108 as an individual who served on active duty in the armed forces during a war, in a campaign or expedition for which the individual received a campaign badge, or during any period as designated by law. Criteria that qualify Veterans for Veterans' preference during the competitive hiring process and qualifying criteria for Veterans direct hiring authorities, however, does not include all military Veterans (See Appendix B for a detailed explanation of which Veterans qualify for preference in Federal hiring, and a summary of Veterans' preference and direct hiring authorities).

A disabled Veteran is defined by 38 U.S.C. 2021(3) as either a Veteran who is entitled to compensation under the laws administered by the Department of Veterans Affairs (VA) or a person who was discharged or released from active military duty because of a service-connected disability.

## Findings

NARA employed 484 full-time, permanent, documented Veterans at the end of FY2010. This equates to eighteen (18) percent of NARA's full-time, permanent (FTP) workforce. One hundred and thirty six (136) of those Veterans are disabled, which constitutes five (5) percent of the workforce. All statistics refer to Full Time Permanent (FTP) employees only.

Table 1 below compares NARA's Veterans and disabled Veterans workforce to that of the Federal government over the course of three years.

**TABLE 1: Veteran Representation at NARA vs Government-wide**

<b>Fiscal Year</b>	<b>NARA Veterans</b>	<b>*Government-wide Veterans</b>	<b>NARA Disabled Veterans</b>	<b>*Government-wide Disabled Veterans</b>
<b>2008</b>	16.65%	22.70%	4.02%	9.54%
<b>2009</b>	17.84%	24.00%	4.63%	11.59%
<b>2010</b>	17.89%	TBD**	5.03%	TBD**

\*Government-wide numbers obtained from OPM's "Employment of Veterans in the Federal Executive Branch – Fiscal Year 2009".

\*\*Numbers anticipated being available from OPM Fall 2011.

While NARA's representation rates have steadily increased over the course of the three-year period, we trail government-wide representation. The government-wide rates, however, include agencies such as the Department of Defense (DoD), the Department of Veterans Affairs (VA), the Department of Homeland Security (DHS), and the Department of Transportation (DoT), all of which are agencies with Direct Hiring Authority, for recruiting and hiring military Veterans.

When these agencies are removed and NARA is compared with more similarly situated agencies, as shown in Table 2, NARA slightly exceeds representation rates in comparison to all other Federal government agencies.

**TABLE 2:** Veteran Representation at NARA vs Federal Agencies without Special Hiring Programs

<b>Fiscal Year</b>	<b>NARA Veterans</b>	<b>*Federal Agencies Veterans</b>	<b>NARA Disabled Veterans</b>	<b>*Federal Agencies Disabled Veterans</b>
<b>2008</b>	16.65%	16.64%	4.02%	3.07%
<b>2009</b>	17.84%	16.63%	4.63%	3.27%
<b>2010</b>	17.89%	TBD**	5.03%	TBD**

\*All Federal agencies without special hiring programs.

Since FY 2008, NARA has accessioned an average of 212 full-time permanent employees per year. As part of the Executive Order, the Council on Veterans Employment established a Hiring Percentage Model in order to better assist agencies in assessing the effectiveness of their Veteran hiring efforts (see Appendix D).

For the past two Fiscal Years, more than 25% of new hires were Veterans and more than 15% were disabled Veterans (See Figure 1). These numbers place NARA in the top tier of the Hiring Percentage model and reflect that NARA has been able to consistently maintain and/or improve representation of Veterans.

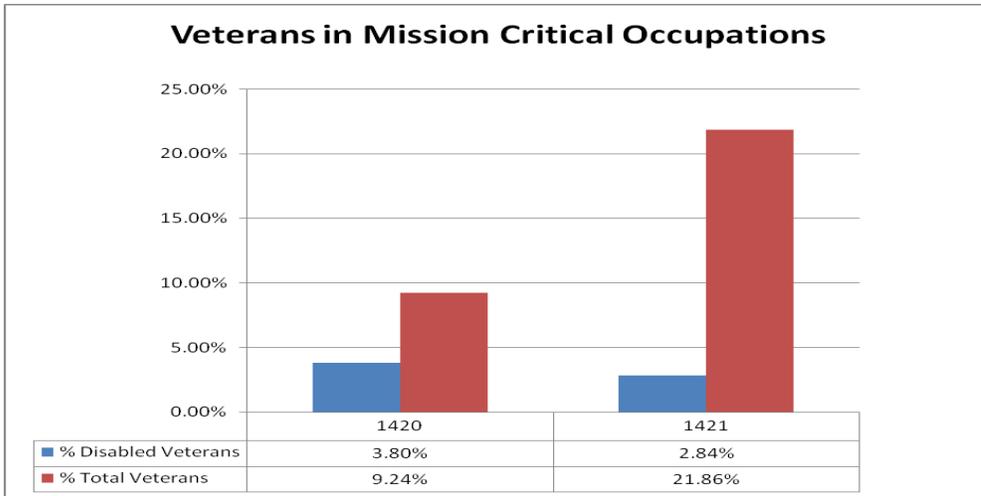
**FIGURE 1:**

Veteran and disabled Veteran percentages of total new hires at NARA from FY2008 through FY2010



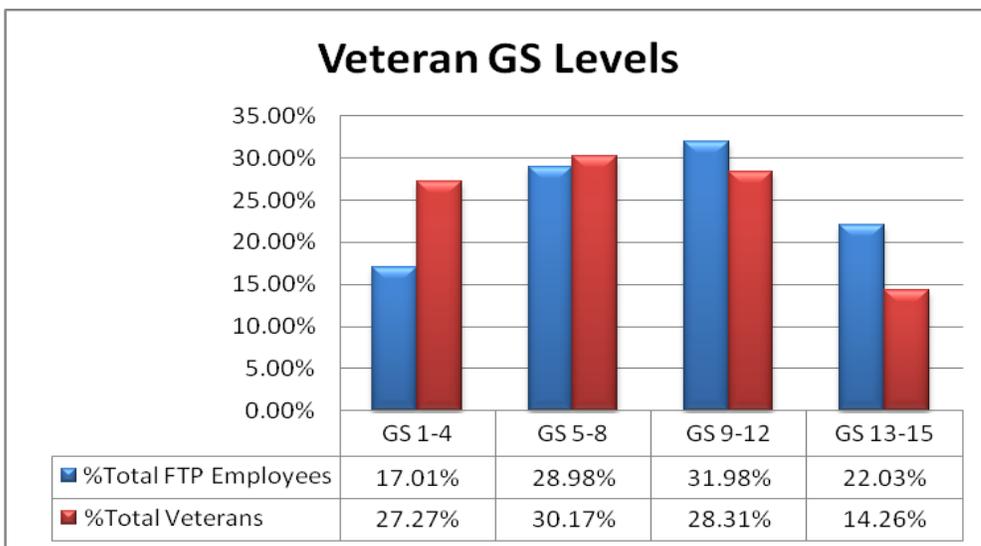
Veterans are well distributed throughout NARA. The following figures (Figures 2 and 3) and Table 3 illustrates the representation of Veterans and disabled Veterans across various position and pay categories.

**FIGURE 2:**  
Veteran representation within Mission Critical Occupations (MCO's\*) at NARA



\*Mission Critical Occupations (MCO) are defined as: Occupations agencies consider core to carrying out their mission(s). Such occupations are usually directly associated with the primary mission of the organization without which mission-critical work cannot be completed. At NARA, those positions consist of Archivists, Archives Specialists and Archives Technicians.

**FIGURE 3:** Veteran representation by General Schedule (GS) level groupings



As Figure 3 shows, when compared to non-veteran employees, Veterans exceed representation rates at the GS 1-4 and GS 5-8 levels, trail slightly at the GS 9-12 levels, and are underrepresented at the GS 13-15 levels.

**TABLE 3: Top Five Categories of Positions Held by Veterans at NARA**

<b>Job Series</b>	<b>Positions</b>	<b>#Veterans</b>	<b>%Veterans*</b>	<b>#Disabled Veterans</b>	<b>%Disabled Veterans</b>
<b>1421</b>	Archives Technician	186	38.43%	56	41.18%
	Archives Specialist	60	12.40%	10	7.35%
	Archives Aid	40	8.26%	12	8.82%
<b>1420</b>	Archivist	29	5.99%	2	1.47%
<b>0343</b>	Management & Program Analysis	20	4.13%	9	6.62%
<b>1001</b>	General Art & Information	20	4.13%	4	2.94%
<b>0080</b>	Security Administration	14	2.89%	7	5.15%

\* Percentages for Veterans and disabled Veterans are based on 484 Veterans and 136 disabled Veterans respectively.

## Strategies

Veterans, especially disabled Veterans, are well represented at NARA as reflected in our veteran employment numbers above. In support of the new Veterans Initiative we will continue our efforts to promote employment of Veterans through a series of actions in four strategy areas: Leadership Commitment, Skill Development and Employment, Marketing Veterans Employment, and Information Gateway. Each of these strategy areas is discussed in detail below. Appendix C identifies the specific actions that NARA will complete in support of these strategy areas in FY 2011. Actions for FY 2012 and FY 2013 will be identified and published as part of the annual update process for this Veterans Operational Plan.

## LEADERSHIP COMMITMENT

**Government-wide Strategic Goal:** *Ensure Federal leaders advocate the value and importance of hiring Veterans in the Federal Government.*

NARA has the leadership commitment needed to create the Veterans program infrastructure and foundation, and execute the program initiatives. From that support, we will build a governance structure within NARA to provide leadership and accountability for Veterans employment. As outlined in the attached Implementation Plan, NARA has designated the Chief Human Capital Officer (CHCO) responsible for the Veterans' Initiative during the second or third quarter of FY2011. In addition, the CHCO will establish an advisory group to help identify and mitigate ongoing issues and barriers to Veterans employment at NARA.

NARA will develop and publish communications to convey senior leadership support for program initiatives. NARA leadership will champion the Veterans program throughout the organization by communicating the goals and benefits of the program and garner buy-in and support for program initiatives. NARA leadership will foster an agency that values the skills and talents that Veterans bring to the workforce.

The VOP will be presented to senior leadership in the first half of FY2011.

## SKILL DEVELOPMENT AND EMPLOYMENT

**Government-wide Strategic Goal:** *Align Veterans' and transitioning service members' skills and career aspirations to Federal employment opportunities.*

Most Veterans at NARA are working within the agency's Mission Critical Occupations (MCO). Veterans are excellent candidates for these positions based on the skills and education they received during and/or after their service. Partnerships with agencies that work to recruit and train military personnel, such as DoD and the VA, have increased the employment opportunities for Veterans at NARA. The agency will continue to foster these partnerships and work to create new ones.

### Partnerships

NARA's Federal Record Centers (FRCs) continue to maintain a nation-wide inter-agency agreement with the Department of Veterans Affairs (VA) Compensated Work Therapy Program (CWTP) which is used to purchase contract labor to assist in the accessioning, relocation, trans-shipment and disposal of records. Disabled Veterans who have participated in the program at NARA as contract labor have developed valuable work skills to enable them to transition into the federal civilian workforce.

Feedback from hiring managers has been positive. Hiring managers were encouraged to convert the CWTP workers into NARA Federal Employees when possible. To assist in these conversions, NARA developed and implemented a refresher training session this year for the FRC directors on Veterans hiring authorities, including the Thirty Percent or More Disabled, Veterans Recruitment

Appointment, and Schedule A Hiring Authorities. Over 50 of the 180 contracted disabled veteran workers have been brought on as NARA employees since the program's inception over a decade ago and the direct hiring authorities were utilized in many of these conversions.

FRC directors meet semi-annually to share best practices and resolve any barriers to the success of the CWT program, and word has been spreading regarding the value of this program. Currently, seven FRCs across the nation are working with disabled Veterans under this agreement. This year, two more FRCs began the contracting process and may begin to have contract workers in FY2011.

NARA's Human Capital Office is working to expand a partnership with the VA Vocational Rehabilitation and Employment (VR&E) Division Program and the Department of Labor's Office of Diversity Employment Policy (ODEP). This program offers non-paid internship experience for disabled Veterans to help them get back into the workforce after their respective recovery time. The internship is intended to provide experience for individuals in the hope of providing the needed experience to be qualified for a federal position with the host agency. One FRC is in the process of piloting the program with three interns, one of which has already been converted to a NARA position.

### **Assessment**

NARA will continue to analyze employment data and information in order to determine trends and possible barriers to Veterans employment. Further assessment methods will include interviews with and possibly focus groups of hiring managers and HR personnel to determine barriers and methods to overcome the barriers to recruiting, hiring and retaining Veterans.

## **MARKETING VETERANS EMPLOYMENT**

***Government-wide Strategic Goal:*** *Ensure Federal agencies view Veterans' skills and dedication as essential in meeting mission objectives.*

The President's Veterans' Employment Initiative promotes the Federal government as the "Employer of Choice" for Veterans and their family members, and endorses the value that Veterans bring to the Federal workforce. To deliver a successful Veterans program, NARA must enhance both internal and external awareness of its organizational commitment to the employment of Veterans and associated program initiatives.

### **External Communication**

NARA's external recruiting efforts include: posting vacancy announcements on USAJOBS that contain information on Veterans preference and a link to OPM's Veterans website, [www.Fedshirevets.gov](http://www.Fedshirevets.gov); attending recruitment events; and partnering with agencies that aid in the transition of military Veterans to the civilian workforce. Throughout FY2010, NARA attended several career fairs at which we were able to promote federal civilian employment and NARA positions to military Veterans. However, these events were not targeted to just Veterans. A strategy accomplished this past year was the development of a list of recruitment events targeted specifically to Veterans. These events have since been incorporated into NARA's annual recruitment outreach plan.

NARA will develop Veteran-targeted recruitment material to hand out at recruitment events aimed at Veterans and disabled Veterans. The material will include information on Veteran's Preference, hiring authorities, how to convert military experience into a resume for a Federal civilian position, and other employment resources.

NARA will also develop website material to advertise NARA vacancies to disabled Veterans and present information on Federal hiring and merit promotion procedures.

### **Internal Communication**

NARA has developed a Veterans Recruitment Guide for supervisors and hiring managers which will be disseminated in FY2011. The purpose of this guide is to educate hiring managers, supervisors, and recruiters about the employment and advancement of Veterans, including 30% or more disabled Veterans and Schedule A hiring authorities. Recruitment strategies that were accomplished in the creation of this guide for FY2010 include:

- Researched and developed a list of Veterans affiliated organizations that NARA can partner with in order to connect with Veterans;
- Presented a comprehensive summary of Veterans' preference, direct hiring authorities, and Merit Promotion Procedures; and
- Presented a list of internal agency contacts at NARA who work to promote veteran employment, as well as resources hiring managers and supervisors can use to connect with Veterans

Information on merit promotion procedures, as well as the Veterans Employment Opportunity Act (VEOA) in which non-status Veterans can be eligible to apply for positions available only to status candidates, is posted on NARA's intranet website. This information is also included in the aforementioned Veterans Recruitment Guide.

NARA continues to ensure that disabled Veterans who claim Veterans' preference when applying receive appropriate preference in competitive hiring and special consideration under government-wide appointing authorities. NARA follows the Competitive Service Merit Promotion Plan, the Veteran's Recruitment Appointment Authority, and the Veterans Employment Opportunities Act of 1998 for considering and selecting qualified candidates for employment and promotion, including 30 percent or more disabled Veterans.

## **INFORMATION GATEWAY**

***Government-wide Strategic Goal:*** *Ensure Veterans, transitioning service members and their families, HR professionals, and hiring managers receive accurate and consistent information regarding Veterans' employment.*

NARA ensures that internal and external communication of information is consistent, accurate, and accessible across the agency. Information about Veterans preference and hiring authorities is posted on NARA's intranet website. More Veterans employment information will be added to the site in FY2011. NARA will include employment information for Veterans on the agency internet site as well.

In order to ensure that NARA's hiring managers and Human Resources professional are receiving consistent information on Veterans employment, NARA will create and present annual training as outlined in the Executive Order. In FY2012, NARA will develop an annual training course for hiring managers and Human Resources professionals on Veterans Preference and hiring authorities.

## **STRATEGIES SPECIFIC TO THE DISABLED VETERANS AFFIRMATIVE ACTION PROGRAM (DVAAP)**

Most if not all of the strategies identified above for the entire Veteran population will also contribute to an increase in the employment of disabled Veterans at NARA. However, certain strategies were developed specifically to support employment of disabled Veterans. These strategies are:

### **Recruitment**

- Attend targeted recruitment events aimed at disabled Veterans;
- Ensure hiring managers and HR staff are aware of the 30% or more disabled Veterans and Schedule A hiring authorities;
- Develop promotional material targeting disabled Veterans to distribute at recruitment events; and
- Continue to support and promote CWTP participation at NARA.

### **Internal Advancement**

- Develop website material to advertise NARA positions to disabled Veterans at NARA and present information on Merit Promotion Procedures

### **Monitor, Evaluate and Review**

- Monitor, evaluate and review disabled Veteran data annually.

## **Performance Goals**

OPM has established recommended agency performance goals for Veteran accessions. This tiered Hiring Performance Model (See Appendix D) is used to guide agency goal setting based on the prior fiscal year percentage of Veterans hired.

OPM's recommended threshold to set goals beyond maintaining numbers is 25%. In FY2010, Veterans comprised 29.76% of NARA's accessions as illustrated previously in Figure 1. Consistent with OPM's recommendation, NARA will continue to identify and implement strategies to maintain new Veteran and disabled Veteran hires to the agency.

# Appendix A: Disabled Veterans Affirmative Action Program

This appendix cites the regulatory requirements of the Federal government's Disabled Veterans Affirmative Action Program (DVAAP).

## **5 C.F.R. Subpart C—Disabled Veterans Affirmative Action Program Title 5 - Administrative Personnel**

### **Title 5: Administrative Personnel**

#### **PART 720—AFFIRMATIVE EMPLOYMENT PROGRAMS**

#### ***Subpart C—Disabled Veterans Affirmative Action Program***

**Authority:** 5 U.S.C. 7201; 42 U.S.C. 2000e; 38 U.S.C. 101(2), 2011(3), 2014; 5 U.S.C. 3112; 29 U.S.C. 791(b).

**Source:** 48 FR 193, Jan. 4, 1983, unless otherwise noted.

#### **§ 720.301 Purpose and authority.**

This subpart sets forth requirements for agency disabled veteran affirmative action programs (DVAAPs) designed to promote Federal employment and advancement opportunities for qualified disabled veterans. The regulations in this subpart are prescribed pursuant to responsibilities assigned to the Office of Personnel Management (OPM) under 38 U.S.C. 4214, and section 307 of the Civil Service Reform Act of 1978 (5 U.S.C. 3112).

[70 FR 72068, Dec. 1, 2005]

#### **§ 720.302 Definition.**

As used in this subpart, the terms *veteran* and *disabled veteran* have the meanings given to these terms in title 38 of the United States Code.

#### **§ 720.303 Agency programs.**

(a) *Continuing Programs.* Each Department, agency, and instrumentality in the executive branch, including the U.S. Postal Service and the Postal Rate Commission, shall conduct a continuing affirmative program for the recruitment, hiring, placement, and advancement of disabled veterans.

(b) *Program Responsibility.* The head of each agency shall assign overall program responsibility to an appropriate agency official. The official so designated shall be at a high enough level to ensure effective program administration and the devotion of adequate resources to the program.

(c) *Problem Analysis.* (1) Annually, OPM will provide appropriate data on the employment of disabled veterans to each agency participating in the Central Personnel Data File (CPDF). These data will be taken from CPDF. For DVAAP purposes, CPDF data are considered to be the official record of the status of disabled veteran employment within each participating agency. Each participating agency is responsible for assuring that such records are timely, accurate, and complete.

(2) CPDF data must be analyzed by participating agencies to identify problem areas and deficiencies in the employment and advancement of disabled veterans. (OPM will establish with each agency not participating in CPDF, the nature and extent of data to be used in identifying problems and deficiencies.) Based on this analysis, agencies shall develop methods to improve the recruitment, hiring, placement, and advancement of disabled veterans, or revise or redirect existing methods, as necessary. These methods must then be translated into action items.

#### **§ 720.304 Agency plan.**

(a) *Plan Development.* As part of the affirmative action plan it prepares pursuant to section 501(b) of the Rehabilitation Act of 1973 (29 U.S.C. 791 (b)) (“Section 501(b) Plan”), each Department, agency, or instrumentality in the executive branch must have an up-to-date affirmative action plan for the employment and advancement of disabled veterans.

(1) 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. Agency operating components and field installations required to develop separate plans under paragraph (b) of this section, below, must perform the same type of annual review and update of their plans.

(2) Plans shall cover a time period of not less than one year and may cover a longer period if concurrent with the agency's Section 501(b) Plan. Each plan must specify the period of time it covers.

(3) Initial plans for fiscal year 1983 required under this subpart must be developed by January 30, 1983 and must be in effect on that day.

(b) *Plan Coverage.* (1) Each agency must have an agencywide plan covering all of its operating components and field installations. Agencywide plans shall include instructions assigning specific responsibilities on affirmative actions to be taken by the agency's various operating components and field installations to promote the employment and advancement of disabled veterans. OPM must be informed when headquarters offices require plans at the field or installation level.

(2) Agency operating components and field installations must have a copy of the plan covering them, and must implement their responsibilities under it. OPM may require operating components and field installations to develop separate plans in accordance with program guidance and/or instructions.

(c) *Plan Submission.* Affirmative action plans developed under this section shall be submitted to OPM upon request. The Office of Personnel Management will review a selection of agency plans each fiscal year.

(d) *Plan Certification.* Each agency must certify to OPM by December 1 of each year that it has an up-to-date plan as required by this section. This certification must indicate the date the agency's most recent plan was effective or was last amended.

(e) *Plan Content.* Disabled veteran affirmative action plans shall, at a minimum, contain:

(1) A statement of the agency's policy with regard to the employment and advancement of disabled veterans, especially those who are 30 percent or more disabled.

(2) The name and title of the official assigned overall responsibility for development and implementation of the action plan.

(3) An assessment of the current status of disabled veteran employment within the agency, with emphasis on those veterans who are 30 percent or more disabled.

(4) A description of recruiting methods which will be used to seek out disabled veteran applicants, including special steps to be taken to recruit veterans who are 30 percent or more disabled.

(5) A description of how the agency will provide or improve internal advancement opportunities for disabled veterans.

(6) A description of how the agency will inform its operating components and field installations, on a regular basis, of their responsibilities for employing and advancing disabled veterans.

(7) A description of how the agency will monitor, review, and evaluate its planned efforts, including implementation at operating component and field installation levels during the period covered by the plan.

**§ 720.305 Agency accomplishment reports.**

(a) Not later than December 1 of each year, agencies must submit an annual accomplishment report on their disabled veterans affirmative action program to the Office of Personnel Management, covering the previous fiscal year.

(b) Agency annual accomplishment reports must describe:

(1) Methods used to recruit and employ disabled veterans, especially those who are 30 percent or more disabled.

(2) Methods used to provide or improve internal advancement opportunities for disabled veterans.

(3) A description of how the activities of major operating components and field installations were monitored, reviewed, and evaluated.

(4) 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.

**§ 720.306 Responsibilities of The Office of Personnel Management.**

(a) *Program Review.* OPM will monitor agency program implementation through review of agency plans, direct agency contact, review of employment data, and through other appropriate means. As it deems appropriate, OPM will conduct onsite evaluations of program effectiveness, both at agency headquarters and at field installations or operating components.

(b) *Technical Assistance.* The Office of Personnel Management will provide technical assistance, guidance, instructions, data, and other information as appropriate to supplement and support agency programs for disabled veterans.

(c) *Semiannual Reports.* As provided by 38 U.S.C. 2014(d), OPM will, on at least a semiannual basis, publish reports on Government-wide progress in implementing affirmative action programs for disabled veterans.

(d) *Report to Congress.* As required by 38 U.S.C. 2014(e), OPM will report to Congress each year on the implementation and progress of the program. These reports will include specific assessments of agency progress or lack of progress in meeting the objectives of the program.

[48 FR 193, Jan. 4, 1983, as amended at 66 FR 66711, Dec. 27, 2001]

**§ 720.307 Interagency report clearance.**

The reports contained in this regulation have been cleared in accordance with FPMR 101–11.11 and assigned interagency report control number 0305–OPM–AN.

## Appendix B: Veterans' Preference & Hiring Authorities

### VETERANS' PREFERENCE

#### What is Veterans' preference?

Veterans' preference was established to give eligible Veterans an extra assist in getting a job with the Federal Government and in keeping the job in the event of a reduction in force. By law, Veterans who are disabled or who served on active duty in the Armed Forces during certain specified time periods or in military campaigns are entitled to preference over others in hiring from competitive lists of eligible candidates. Veterans' preference does not guarantee Veterans a job, as certain criteria must be met and all applicants, including Veterans, must be qualified for the position to be filled. Preference applies in the hiring procedures of both classes of positions within the federal government, the competitive civil service and the excepted civil service. Preference does not apply to internal agency actions or merit promotion procedures for positions within or between agencies that result in promotions, transfers, reinstatements, and reassignments. The law for Veterans' preference requirements in federal civilian employment is set under [5 U.S.C. 2108](#) along with the associated definition of active duty for the purpose of Veterans' preference set in 38U.S.C.101 (See "Requirements for Veterans' Preference Eligibility" below).

#### Who is eligible for Veterans' preference?

The Department of Veterans Affairs (VA) has the authority to determine who qualifies for disability and what defines a Veterans' eligibility for any benefits under law, including Veterans' preference. All eligible candidates must provide valid documentation from the VA and/or the Department of Defense (DoD) in order to qualify for preference or any veteran hiring authority. Eligible Veterans must have received an honorable or general discharge from the military as determined by DoD. This information is often listed on an individual's DD214, or Certificate of Release or Discharge from Active Duty issued by DoD.

Veterans' preference can be confusing. Not all Veterans are considered Veterans for the purpose of federal civilian employment, and not all active duty service is qualifying for Veterans' preference.

To be entitled to veteran's preference, you must meet the eligibility requirements outlined in 5U.S.C.2108 and 38U.S.C.101 (see "Requirements for Veterans' Preference Eligibility" for specifications on when and how much active duty will qualify an applicant to receive preference).

There are exceptions and additions to who gets preference other than an active duty military veteran. Exceptions include:

- "Retired members of the armed forces" are not included in the definition of preference eligible unless they are a disabled veteran or retired below the rank of major or its equivalent.
- Guard and Reserve active duty for training purposes does not qualify for preference.

Individuals who are eligible for Veterans' preference in addition to active duty military Veterans include a spouse, unmarried widow, and/or mother of a service-connected disabled veteran.

#### How is Veterans' preference applied?

Veterans preference is automatically applied by the HR Specialist at the time they prepare the certificate of eligibles for a vacancy. As part of their review of applications, the HR Specialist

reviews the documentation submitted by anyone claiming Veterans' preference and determines whether or not that documentation is sufficient.

The way in which Veterans preference is applied depends on the type of procedure used to rate and rank the applicants for the position: 1) Numerical rating and ranking with selection based on the "Rule of Three"; or 2) Category rating.

#### *Preference Under Numerical Rating and Ranking*

Under numerical ranking procedures, all applicants are assigned a score out of 100 according to a crediting or rating plan that measures how well the candidate demonstrates the knowledge, skills, and abilities required to perform the duties of the position to which (s)he applied. Veteran's preference is applied to the score by adding 5 or 10 points to a passing score, depending on the Veterans category claimed, to an eligible veteran's numerical application rating. See below for the eligibility requirements of each preference category. Then the applicants are ordered chronologically in descending order with the highest score on top.

A preference eligible is listed ahead of a non-preference eligible with the same score. For positions that are not scientific or professional at the GS-9 level or above, the names of qualified 10-point preference eligible candidates who have a service-connected disability of 10 percent or more are placed ahead of the names of all other eligible candidates. An agency must comply with pass-over procedures (5 U.S.C. § 3318(b).) when hiring a non-preference eligible veteran over a preference eligible veteran with the same or higher score or passing over a preference eligible with a service-connected disability.

#### *Preference Under Category Rating and Ranking*

Under category rating procedures, all applicants are placed in two or three rating categories based on how well the candidate demonstrates the knowledge, skills, and abilities required to perform the duties of the position. Once the applicants are placed in the appropriate category, then Veterans' preference is applied. A preference eligible must be selected over a non-preference eligible from within the same rating category. A hiring manager may not select a non-preference eligible if there is a preference eligible in the same category unless there are grounds for a passover and a passover request is submitted and approved as outlined in 5 U.S.C. § 3318(b). Veterans who have a service-connected disability of 10 percent or more move to the top of the highest rating category (categorized as CP and CPS below), and other Veterans move to the top of the category in which they were placed. See Appendix A for more information on Category Rating procedures. Below are the categories of Veterans' preference as defined by OPM. A veteran must provide proper documentation to support their preference claims, usually presented on their DD214 and if claiming 10-point preference, on an SF-15

### ***5-Point Preference (TP)***

Five points are added to the **passing** examination score or rating of a Veteran who served:

- During a war; **or**
- During the period April 28, 1952 through July 1, 1955; **or**
- For more than 180 consecutive days, other than for training, any part of which occurred after January 31, 1955, and before October 15, 1976; **or**
- During the Gulf War from August 2, 1990, through January 2, 1992; **or**
- 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)***

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 as described below. 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.

Both a mother and a spouse (including widow or widower) may be entitled to preference on the basis of the same Veteran's service if they both meet the requirements. However, neither may receive preference if the Veteran is living **and** is qualified for Federal employment.

NOTE: If applicants claim 10-point preference, they must fill out OPM Standard Form (SF) 15, Application for 10-Point Preference, and send in the completed form with their application package.

## VETERANS HIRING AUTHORITIES

### How can Veterans be non-competitively hired by a federal agency?

Agencies may hire Veterans directly, forgoing competitive procedures, using hiring authorities such as the Veterans Recruitment Appointment (VRA) Authority and 30 Percent or More Disabled Veterans Authority (5 U.S.C. 3112). An agency may appoint any VRA eligible or 30 percent or more disabled Veteran who meets the basic qualifications requirements for the position to be filled without having to announce the job or rate and rank applicants.

#### ***Veterans' Recruitment Appointment (VRA)***

(Formerly, Veterans' Readjustment Appointment)

What it provides: VRA allows appointment of eligible Veterans to positions at grade levels up to the GS-11 or equivalent (the promotion potential of the position is not a factor). Veterans are hired under excepted appointments to positions that are otherwise in the competitive service. After the individual satisfactorily completes 2 years of service, the Veteran must be converted noncompetitively to a career or career-conditional appointment.

When to use it: VRA can be a good tool for filling entry-level to mid-level positions.

Who is eligible: VRA eligibility applies to the following categories:

- Disabled Veterans;
- Veterans who served on active duty (not active duty for training) in the Armed Forces during a war declared by Congress, or in a campaign or expedition for which a campaign badge has been authorized;
- Veterans who, while serving on active duty in the Armed Forces, participated in a military operation for which the Armed Forces Service Medal (AFSM) was awarded; and
- Veterans separated from active duty within the past 3 years.

**NOTE:** If an agency has two or more VRA candidates and one or more is a preference-eligible Veteran, the agency must apply the Veterans' preference procedures in 5U.S.C.2108.

#### ***30 Percent or More Disabled Veterans***

What it provides: This authority enables a hiring manager to appoint an eligible candidate to any position for which he or she is qualified, without competition. Unlike the VRA, there is no grade-level limitation. Initial appointments are time-limited, lasting more than 60 days; however, you can noncompetitively convert the individual to a permanent status at any time during the time-limited appointment.

When to use it: This authority is a good tool for filling positions at any grade level quickly.

Who is eligible: Eligibility applies to the following categories:

- Disabled Veterans who were retired from active military service with a service-connected disability rating of 30 percent or more; and

Disabled Veterans rated by the Department of Veterans Affairs (VA) as having a compensable service-connected disability of 30 percent or more.

## REQUIREMENTS FOR VETERAN'S PREFERENCE ELIGIBILITY

### 5U.S.C.2108

TITLE 5, PART III, Subpart A, CHAPTER 21, § 2108  
*§ 2108. Veteran; disabled veteran; preference eligible*  
(as published on Jan. 5, 2009)

For the purpose of this title—

(1) “veteran” means an individual who—

(A) served on active duty in the armed forces during a war, in a campaign or expedition for which a campaign badge has been authorized, or during the period beginning April 28, 1952, and ending July 1, 1955;

(B) served on active duty as defined by 38U.S.C.101 at any time in the armed forces for a period of more than 180 consecutive days any part of which occurred after January 31, 1955, and before October 15, 1976, not including service under section [12103 \(d\)](#) of title [10](#) pursuant to an enlistment in the Army National Guard or the Air National Guard or as a Reserve for service in the Army Reserve, Navy Reserve, Air Force Reserve, Marine Corps Reserve, or Coast Guard Reserve;

(C) served on active duty as defined by 38U.S.C.101 in the armed forces during the period beginning on August 2, 1990, and ending on January 2, 1992; or

(D) served on active duty as defined by 38U.S.C.101 at any time in the armed forces for a period of more than 180 consecutive days any part of which occurred during the period beginning on September 11, 2001, and ending on the date prescribed by Presidential proclamation or by law as the last date of Operation Iraqi Freedom; and who has been discharged or released from active duty in the armed forces under honorable conditions;

(2) “disabled veteran” means an individual who has served on active duty in the armed forces, has been separated there from 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;

(3) “preference eligible” means, except as provided in paragraph (4) of this section—

(A) a veteran as defined by paragraph (1)(A) of this section;

(B) a veteran as defined by paragraph (1)(B), (C), or (D) of this section;

(C) a disabled veteran;

(D) the unmarried widow or widower of a veteran as defined by paragraph (1)(A) of this section;

(E) the wife or husband of a service-connected disabled veteran if the veteran has been unable to qualify for any appointment in the civil service or in the government of the District of Columbia;

(F) the mother of an individual who lost his life under honorable conditions while serving in the armed forces during a period named by paragraph (1)(A) of this section, if—

(i) her husband is totally and permanently disabled;

(ii) she is widowed, divorced, or separated from the father and has not remarried; or

(iii) she has remarried but is widowed, divorced, or legally separated from her husband when preference is claimed;

- (G)** the mother of a service-connected permanently and totally disabled veteran, if—
  - (i)** her husband is totally and permanently disabled;
  - (ii)** she is widowed, divorced, or separated from the father and has not remarried; or
  - (iii)** she has remarried but is widowed, divorced, or legally separated from her husband when preference is claimed; and
- (H)** a veteran who was discharged or released from a period of active duty by reason of a sole survivorship discharge (as that term is defined in section [1174 \(i\)](#) of title [10](#)); but does not include applicants for, or members of, the Senior Executive Service, the Defense Intelligence Senior Executive Service, the Senior Cryptologic Executive Service, or the Federal Bureau of Investigation and Drug Enforcement Administration Senior Executive Service;
- (4)** except for the purposes of chapters 43 and 75 of this title, “preference eligible” does not include a retired member of the armed forces unless—
  - (A)** the individual is a disabled veteran; or
  - (B)** the individual retired below the rank of major or its equivalent; and
- (5)** “retired member of the armed forces” means a member or former member of the armed forces who is entitled, under statute, to retired, retirement, or retainer pay on account of service as a member.

### **38U.S.C.101**

**TITLE 38, PART I, CHAPTER 1, § 101 (21)**

#### **§ 101. Definitions**

##### **For Active Duty**

- (21)** The term “active duty” means—
  - (A)** full-time duty in the Armed Forces, other than active duty for training;
  - (B)** full-time duty (other than for training purposes) as a commissioned officer of the Regular or Reserve Corps of the Public Health Service
    - (i)** on or after July 29, 1945, or
    - (ii)** before that date under circumstances affording entitlement to “full military benefits” or
    - (iii)** at any time, for the purposes of chapter [13](#) of this title;
  - (C)** full-time duty as a commissioned officer of the National Oceanic and Atmospheric Administration or its predecessor organization the Coast and Geodetic Survey
    - (i)** on or after July 29, 1945, or
    - (ii)** before that date
      - (I)** while on transfer to one of the Armed Forces, or
      - (II)** while, in time of war or national emergency declared by the President, assigned to duty on a project for one of the Armed Forces in an area determined by the Secretary of Defense to be of immediate military hazard, or
      - (III)** in the Philippine Islands on December 7, 1941, and continuously in such islands thereafter, or
      - (iii)** at any time, for the purposes of chapter [13](#) of this title;

## Appendix C: FY2011 VOP Implementation Plan

Goal/Strategy	Tasks	Unit/ POC	Target Date*	Results & Measures	Status
<b>1. Leadership Commitment –</b> <i>Government-wide Strategic Goal: Ensure Federal leaders advocate the value and importance of hiring Veterans in the Federal Government.</i>					
1.1 Establish a senior leader responsible for VOP	Designate Chief Human Capital Officer (CHCO) responsible for VOP	HC	Q2	CHCO signs off on VOP on an annual basis	Completed
1.2 Establish an advisory group to include multiple program offices and define roles and responsibilities	Determine program office representation & communicate VOP goals with program offices  Program offices designate taskforce member	HC	Q3	Advisory group established and meetings documented on quarterly basis or as needed	
1.3 Archivist communicates support of Veterans Initiative NARA-wide	Write memo or NARA Notice showing support of Veterans Initiative  Archivist office reviews and sends out memo	HC, N	Q3	Memo is completed and disseminated NARA-wide	
1.4 Present Veterans Operational Plan to senior leadership	Develops and implement presentation of VOP during senior staff meeting	HT	Q3	Presentation completed and documented	
<b>2. Development and Employment –</b> <i>Government-wide Strategic Goal: Align Veterans' and transitioning service members' skills and career aspirations to Federal employment opportunities.</i>					
2.1 Continue to support and make efforts to expand the Compensated Work Therapy Program (CWTP)	Coordinate CWTP support with Fred Abrahamian	AS, HE, HT	Q1-Q4	Documented increase in CWTP participants at NARA	
2.2 Research and make efforts to connect with DoD and VA partnership programs to promote Veterans employment	Research programs offered by DoD and VA that work to increase Veteran and disabled Veteran employment  Develop contacts with DoD and VA programs to determine viability of partnership with NARA	HE, HT	Q1-Q4	Documented communication with DoD and VA representatives	
2.3 Market DoD and VA partnerships to hiring managers and supervisors	Survey hiring managers to determine interest in programs from 2.2  Work with program contacts to develop material to market programs at NARA	HE, HT	Q3-Q4 FY2012	Documented survey results  Marketing material developed	Marketing material completed. Printing and distribution TBD.

2.4 Analyze Veterans data and information to assess barriers to Veterans employment	Collect data from CHRIS and OPM and analyze data	HT	Q4	Data and analysis documented in VOP	
<b>Goal/Strategy</b>	<b>Tasks</b>	<b>Unit/POC</b>	<b>Target Date*</b>	<b>Results &amp; Measures</b>	<b>Status</b>
<b>3. Marketing Veterans' Employment –</b>					
<i>Government-wide Strategic Goal: Ensure Federal agencies view Veterans' skills and dedication as essential in meeting mission objectives.</i>					
3.1 Create and disseminate information on Veterans preference and direct hiring authorities to hiring managers and supervisors	Create and disseminate Veterans Recruitment Guide	HT	Q2	Veterans Recruitment Guide completed and disseminated	Guide completed Dissemination TBD
3.2 Assess the knowledge of hiring managers and Human Resource (HR) professionals with regards to Veterans employment (hiring authorities, preference, etc)	Create assessment tools (survey, etc)  Determine knowledge of staff using tools	HT	Q3-Q4	Documented assessment results	
3.3 Develop mandatory training for hiring managers and HR professionals	Develop material for training once OPM comes out with training standards	HL, HT	Q4, FY2012	Training material developed	
3.4 Attend Veterans-targeted recruitment events	Utilize list of events from DVAAP FY2010  Research more events to attend	HT	Q2-Q4	Documented attendance	
3.5 Create and disseminate Veterans-targeted recruitment materials at recruitment events	Develop promotion material to also target disabled Veterans as well	HT	Q2-Q4	Promotional material developed	Promotion material complete.
<b>4. Information Gateway –</b>					
<i>Government-wide Strategic Goal: Ensure Veterans, transitioning service members and their families, HR professionals, and hiring managers receive accurate and consistent information regarding Veterans' employment.</i>					
4.1 Update all Veterans-related web material on NARA websites	Review both internet & intranet material  Determine source of material and accuracy and update as needed	HT	Q2-Q3	Documented update of web content	In progress.
4.2 Develop an outline for web content	Develop new material to include VOP, material from strategies 2.3, 3.1, 3.3, and 3.5	HT	Q3-Q4	Website outline and model	
4.3 Publish Veterans website material on both the intranet and internet	Coordinate with web staff to publish	HT	Q4, FY2012	Published web site material	In progress.
4.4 Develop material on Veterans employment for new hires in on-boarding program	Develop material relevant to newly hired Veterans at NARA	HT	Q2-Q4	On-boarding material	

\*Q1 (1<sup>st</sup> Quarter) – October through December 2010, Q2 (2<sup>nd</sup> Quarter) – January through March 2011, Q3 (3<sup>rd</sup> Quarter) – April through June 2011, Q4 (4<sup>th</sup> Quarter) – July through September 2011

## Appendix D: Agency Performance Goals and Hiring Model



COUNCIL ON VETERANS EMPLOYMENT  
WASHINGTON, DC 20415  
SEP 20 2010

### MEMORANDUM FOR COUNCIL ON VETERANS EMPLOYMENT

From: John Berry  
Vice Chair, Council on Veterans Employment

Subject: Performance Goals for the Veterans Employment Initiative

As part of the President's Executive Order on the *Employment of Veterans in the Federal Government*, the Council on Veterans Employment is required to establish performance goals to assess the effectiveness of the Veterans Employment Initiative. During our June 29th Council meeting, we discussed a hiring percentage model (attached) as a way to establish these goals. I am pleased to inform you that the model was adopted formally at the September 16 Council meeting.

This tiered model will guide agency goal setting based on your FY 2009 percentage of Veterans hired. Agencies will establish percentage goals using this model for the Total Veteran New Hires and the Total Disabled Veteran New Hires for FY 2011 and report these goals to Joseph Kennedy, Executive Director of the Council on Veterans Employment, by September 30, 2010. Based on the FY 2011 results, agencies will establish their FY 2012 goals in September 2011.

These percentage goals are aggressive and may necessitate adjustments to your Veterans employment strategies as outlined in your agency operations plans. However, agency actions designed to meet these goals must comply with all applicable Federal hiring laws, rules, and regulations and merit system principles. Please review and revise your plans accordingly and resubmit them to OPM by October 15, 2010. If you would like support in revising your operations plan or formulating strategies to meet your goals, please contact your agency's OPM Human Capital Officer. In addition, the Steering Committee agencies will also make staff available to support your efforts.

Much has been accomplished over the past year. In the first half of the FY alone, we have seen an increase in the number and percentage of Veterans hired. We have also developed a Government-wide strategic plan and built an infrastructure for a successful Veterans Employment Initiative. Each of you should be proud of your agency's efforts. As we approach the one year anniversary of the signing of Executive Order 13518, these accomplishments reflect your ongoing commitment to this important initiative, but more importantly, to our Nation's Veterans.

If you have any questions, please contact Joseph Kennedy at [Joseph.Kennedy@opm.gov](mailto:Joseph.Kennedy@opm.gov) or (202) 606-5181.

cc: Council on Veterans Employment Designees  
Chief Human Capital Officers  
HR Directors  
Veteran Employment Program Office Managers

# Hiring Percentage Model

Current Percentage of Veterans New Hires (Total Hires and Disabled Hires)	FY 2011 Recommended Percentage Point Increase for Veteran New Hires and Other Actions	
	Total Veteran New Hires	Total Disabled Veteran New Hires
Above 25% (total veteran new hires only)	Maintain or improve current percentage; analyze veterans demographics and establish targeted recruitment efforts for women, homeless, and/or combat enlisted veterans, individual eligible for derived veterans' preference, and military spouses; and increase the use of special hiring authorities for veterans	
20-24.99%	1 - 2 percentage points	Maintain levels
10-19.99%	3 - 4 percentage points	1 - 2 percentage points
Below 10%	5 - 6 percentage points	2 - 3 percentage points

NOTE: All agencies will analyze their attrition rates and take the necessary actions to ensure veterans are being retained in their workforce.