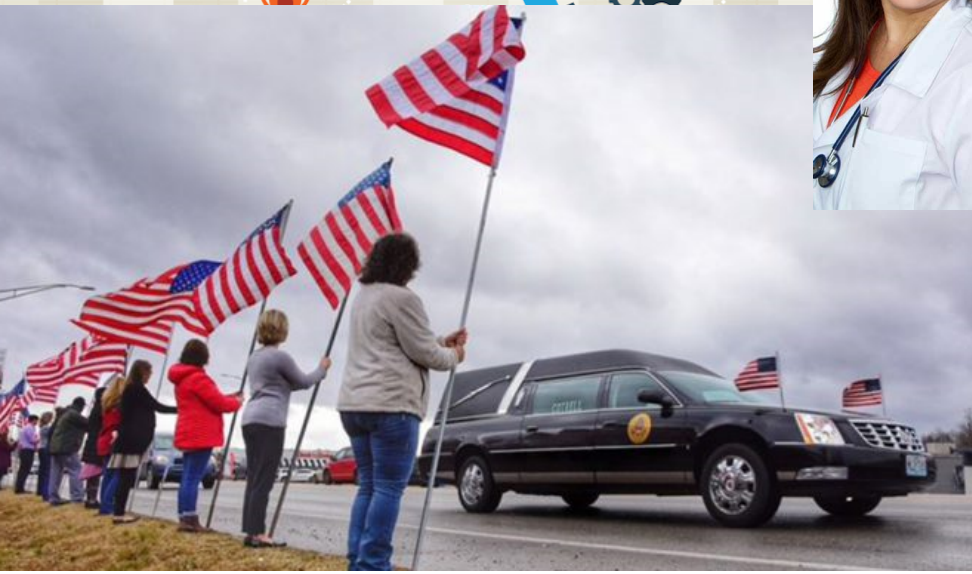




FY 2020-2021

VA Human Capital Operating Plan (HCOP)



Department of Veterans Affairs

June 2020

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FY 2020-2021 VA Human Capital Operating Plan

Table of Contents

VA Human Capital Operating Plan (HCOP)	
Table of Contents	i
Executive Summary	1
Overview	3
Purpose and Strategic Alignment	3
Approach to Development of the FY 2020-2021 HCOP	4
FY 2018-2019 HCOP Lessons Learned	4
FY 2020-2021 HCOP Framework and Implementation	5
Strategy 1: Improve Recruitment and Hiring	6
Strategy 2: Improve Employee Performance and Engagement	10
Strategy 3: Modernize HRIT Systems	14
Strategy 4: Expand Leadership and Skills Development	17
Strategy 5: Modernize the Police Force	20
Strategy 6: Enhance Manpower Management Program	22
HCOP Implementation	25
Measuring Performance	25
Conclusion	29
References	30
Appendices	31
Appendix A: Glossary of Terms	31
Appendix B: Acronym List	34
Appendix C: Six Federal Workforce Priorities	36
Appendix D: VA Levels of Planning	37
Appendix E: HCOP Alignment with Human Capital Framework	38
Appendix F: List of VA Mission Critical and Shortage Occupations	42
Appendix G: VA Leadership Development Framework	43

FY 2020-2021 VA Human Capital Operating Plan



The Department of Veterans Affairs (VA) remains unequivocally committed to supporting its dedicated employees, our Nation's Veterans, and their families. Today, we are introducing the roll out of VA's fiscal year (FY) 2020-2021 Human Capital Operating Plan (HCOP). The HCOP lays out the human capital strategies, objectives, and initiatives that are necessary, at the enterprise level, to support execution of the goals and objectives found in VA's FY 2018-2024 Agency Strategic Plan-Refresh.

The FY 2020-2021 HCOP builds on the inaugural FY 2018-2019 HCOP. The strategies and objectives established in this plan were developed in collaboration with VA's administrations and staff offices. Each objective supports one or more of the goals in the Agency Strategic Plan and aligns to the four strategic human capital systems identified in the Office of Personnel Management's (OPM) Human Capital Framework.

The six strategies that comprise this Plan focus on (1) recruitment and hiring, (2) employee performance and engagement, (3) modernized HR information technology, (4) expanded delivery of training, education, and development, (5) modernization of VA's police force, and (6) enhancing VA's manpower management program. Each strategy includes actions, milestones, and measures that HRA/OSP will assess with our stakeholders during the quarterly HRStat review process. These data-driven sessions will inform VA's progress towards meeting our human capital goals and support evidence-based decision making.

We look forward to successfully executing the strategies and objectives found in the FY 2020-2021 HCOP and once again ensuring the HR community continues to support VA's mission. Thank you for all you do!

Sincerely,

Daniel R. Sitterly
Assistant Secretary for Human Resources and Administration/
Operations, Security and Preparedness
Department of Veterans Affairs

Tracey Therit
Chief Human Capital Officer
Human Resources and Administration/Operations, Security and Preparedness
Department of Veterans Affairs

FY 2020-2021 VA Human Capital Operating Plan

Executive Summary

The needs of our Veterans are ever-growing, putting a greater demand on our workforce. Now, more than ever, a robust human capital management capability is paramount to the Department of Veterans Affairs' (VA) ability to effectively and efficiently employ its workforce in service to Veterans. Our workforce must be ready to meet the needs of our mission now and into the future. We must be resilient in the face of innovations like the electronic health record modernization (EHRM) effort; we must overcome adversity in the face of challenges like the coronavirus pandemic; and we must be adaptable as we respond to new requirements to serve our Veterans like the Blue Water Navy Vietnam Veterans Act of 2019. We must optimize our skills and abilities to fulfill our service mission.

The common denominator among VA employees is our passion to take care of America's heroes - our Veterans. This commitment can best be harnessed through a modernized human capital management system that delivers timely and accurate services reflecting VA's pledge to excellence and improving the Veteran experience. VA's FY 2020-2021 Human Capital Operating Plan (HCOP) was crafted in support of the Secretary's vision to empower and enable a diverse, fully-staffed and highly-skilled workforce that consistently delivers world class services to Veterans and their families. This will be achieved by focusing on six strategies:

1. Improve VA **recruitment and hiring** to include effective outreach to communities that can fill mission critical and shortage occupations;
2. Improve **employee performance management and engagement**;
3. Provide VA with **modernized Human Resources Information Technology (HRIT) Systems** that enables a fully-staffed and highly-skilled workforce;
4. **Expand delivery of training, education, and development** Department-wide by leveraging best available internal and external learning resources;
5. **Modernize the police force** through improved recruitment, hiring and development; and
6. **Enhance Manpower Management Program (MMP)** to enable VA to more accurately define full staffing capacity requirements.

The FY 2020-2021 HCOP identifies the specific implementation actions VA will take in support of these human capital (HC) strategies and reflects the HC operating priorities across each VA administration and staff office over the next two years. It is structured to provide the timeframes in which actions will be accomplished, identifies responsible organizations for each action, and shows alignment with the systems and standards defined in the U.S. Office of Personnel Management's (OPM) Human Capital Framework (HCF). The six strategies will enable implementation of the VA Maintaining Internal Systems and Strengthening Integrated Outside Networks Act of 2018 (also referred to as the VA MISSION Act) and are aligned to VA's FY 2018-2024 Agency Strategic Plan (ASP) Refresh, as well as the six 2018 Federal Workforce Priorities Report (see Appendix C: Six Federal Workforce Priorities).

FY 2020-2021 VA Human Capital Operating Plan

Consistent with OPM's HCF requirement for evaluation, VA will continue collaborative quarterly HRStat reviews to report on and discuss human capital measures and targets in support of VA goals. Since the implementation of these reviews, VA has generated an open dialogue among key leaders to enhance long-term improvement of human capital efforts. As a result, human capital leaders are now routinely able to focus on "people analytics" in support of evidence-based decision making and increased service to our Veterans and their families.

If you have questions about this plan, please contact Fernando Huerta at 202-461-7782 or Fernando.Huerta@va.gov.

FY 2020-2021 VA Human Capital Operating Plan

Overview

Purpose and Strategic Alignment

VA's FY 2020-2021 HCOP is a Level II strategic document (see Appendix D: VA Levels of Planning) nested directly under and aligned with VA Secretary's priorities found in the FY 2018-2024 Strategic Plan Refresh. The HCOP is VA's two-year human capital implementation document. This plan describes how VA will execute the top priority human capital objectives stated within the ASP and Annual Performance Plan (APP). It directly aligns with Strategic Goal 4.2 and supports Strategic Goals 4.1 and 3.2 outlined below.

- **Management Objective 4.2:** VA will modernize its human capital management capabilities to empower and enable a diverse, fully-staffed and highly-skilled workforce that consistently delivers world class services to Veterans and their families.
 - 4.2.1: Standardize human capital policies enterprise-wide
 - 4.2.2: Improve staffing to ensure a qualified VA workforce is in place
 - 4.2.3: Improve leadership and workforce competency
 - 4.2.4: Institute manpower management to optimize VA human capital resources
- **Management Objective 4.1:** VA's infrastructure improvements, improved decision-making protocols, and streamlined services enable VA to adapt to changing business environments and Veteran needs.
- **Strategic Objective 3.2:** VA holds its personnel and external service providers accountable for delivering excellent customer service and experiences while eliminating fraud, waste, and abuse.

Strategic alignment is key within VA as well as the important linkage to the four strategic human capital systems identified in OPM's HCF methodology and outlined in Figure 1. This alignment ensures that there is full consideration in planning, implementing, and evaluating strategic human capital management. Appendix E: HCOP Alignment with Human Capital Framework provides a comprehensive overview of how VA's FY 2020-2021 HCOP aligns to the HCF.

I. Strategic Planning and Alignment	• Human capital systems and programs are aligned with agency mission, goals, and objectives through analysis, planning, investment, and measurement.
II. Talent Management	• High-performing workforce, identifies and closes skills gaps, and implements and maintains programs to attract, acquire, develop, promote, and retain quality and diverse talent.
III. Performance Culture	• A system that engages, develops, and inspires a diverse, high-performing workforce by creating, implementing, and maintaining effective performance management strategies, practices, and activities that support mission objectives.
IV. Evaluation	• A system that contributes to agency performance by monitoring and evaluating outcomes of its human capital management strategies, policies, programs, and activities.

Figure 1: OPM HCF Systems

FY 2020-2021 VA Human Capital Operating Plan

Approach to Development of the FY 2020-2021 HCOP

VA's Chief Human Capital Officer (CHCO) led the development of the FY 2020-2021 HCOP. This collaboration included the following elements:

- Integrated HCOP feedback from the 2019 Human Capital Review (HCR) with OPM.
- Held Executive offsite for initial HCOP planning and guidance.
- Led two Integrated Project Team (IPT) meetings and multiple one-on-one SME engagements to discuss and develop actions, milestones, and performance measures across the six HCOP strategies.
- Conducted numerous small group meetings for focused collaboration on key HCOP areas.
- Gathered HR Executive input and guidance on HCOP development and progress.
- Organized one Integrated Program Review (IPR) meeting to thoroughly review HCOP performance measures and its HRStat approach for FY 2020-2021.
- Passed key review gates with HRA/OSP leaders, including the CHCO.

The enterprise-wide collaboration throughout the development process provided valuable insights and improvements to the FY 2020-2021 HCOP. This collaboration aims to continue throughout the implementation and evaluation processes.

FY 2018-2019 HCOP Lessons Learned

The development, implementation, monitoring, and evaluation of VA's inaugural HCOP for FY 2018-2019 provided valuable insights and lessons for the FY 2020-2021 plan. VA strives to make the HCOP *the* comprehensive operating plan that reflects human capital efforts across VA. Executive ownership continues to be developed and leveraged for all HCOP components in order to drive overall value to the enterprise. The HCOP framework aims to highlight the HC efforts with enterprise impact while also providing enough specificity to be actionable. Finally, improvements in data capture and analysis, HCOP monitoring, and ongoing reporting have been incorporated based on FY 2018-2019 experiences and the desire to better track implementation and provide increased oversight.

The evaluation system for VA's human capital initiatives now consists of several stakeholder levels involving 1) program staff, 2) HR executives in each Administration and Staff Office, 3) the Assistant Secretary of HRA/OSP, and 4) VA's Secretary. A few key examples of stakeholder activities and associated outcomes include:

- Operations improvements from independent audit program (IAP) reviews of VA facilities led by Oversight and Effectiveness Service (O&E).
- Process improvements from HRA/OSP data analytics initiative to build and sustain an integrated process and system to drive data-driven decision making.
- Improved analytical skills to build a cadre of diverse leaders that can meet future workforce needs.

FY 2020-2021 VA Human Capital Operating Plan

- Problem solving from weekly HRA/OSP senior staff meetings and quarterly HRStat Reviews that review and discuss human capital performance metrics and explore possible root causes.
- Increased engagement around human capital issues that leads to improved and data-driven decision making.
- Performance measurement improvement through the lessons learned of VA’s Annual Performance Plan and Report (APP&R) specific to the eight VA leadership-approved core metrics focused on human capital.
- VA leadership at the VA Operations Board (VAOB) with representation from the Under Secretary and Assistant Secretary levels, led by the Deputy Secretary and Chief of Staff, report monthly on selected metrics aligned with VA strategic goals and objectives. The meetings are designed to generate an understanding of root causes and discuss risks and mitigation strategies for related issues.

FY 2020-2021 HCOP Framework and Implementation

As previously mentioned, the HCOP is an implementation tool that describes how VA will execute top priority human capital objectives and assesses the effectiveness of human capital efforts across the enterprise. The objectives, actions and milestones in the outlined six strategies (Table 1) demonstrate how VA will strengthen its ability to modernize human capital management capabilities. This transformation aims to empower and enable a diverse, fully-staffed and highly-skilled workforce that consistently delivers world class services to Veterans and their families.

HCOP Strategies	
Strategy 1	Improve VA recruitment and hiring to include effective outreach to communities that can fill mission critical and shortage occupations.
Strategy 2	Improve employee performance management and engagement.
Strategy 3	Provide VA with modernized HRIT systems that enables a fully-staffed and highly-skilled workforce.
Strategy 4	Expand delivery of training, education, and development Department-wide by leveraging best available internal and external learning resources.
Strategy 5	Modernize VA Police Force.
Strategy 6	Enhance the Manpower Management Program (MMP) to enable VA to more accurately define full staffing capacity requirements.

Table 1: FY 2020-2021 HCOP Strategies

Each strategy section highlights four major elements:

- 1) Objectives and key elements of the strategy,
- 2) Challenges and impact of strategy implementation described in the “Why It Matters” section,
- 3) Summary description of HOW the strategy will be implemented, and
- 4) Implementation table of actions and milestone dates.¹

The final section of this document outlines how VA will monitor and measure HCOP implementation over the next two years.

¹ A detailed list of actions, milestones, and milestone dates by strategy is available upon request.

FY 2020-2021 VA Human Capital Operating Plan

Strategy 1: Improve Recruitment and Hiring

Strategy 1 focuses on specific actions and efforts to improve recruitment and hiring practices throughout VA to include new methods of outreach and communication to fill key positions like mission critical and shortage occupations (MCSOs). The following objectives outline and further describe actions that will be taken to achieve the strategy:

- 1.1 Improve effectiveness of succession planning for key positions
- 1.2 Modernize classification and compensation
- 1.3 Reduce the time it takes to complete the hiring cycle from recruitment to onboarding
- 1.4 Increase the use of training and social media outreach tools directed towards hiring mission critical and shortage occupations
- 1.5 Cultivate and sustain a workforce committed to Veteran and military spouse employment
- 1.6 Implement an efficient and standardized enterprise approach to onboarding and offboarding

This strategy focuses on the following specific elements in support of VA’s strategic hiring efforts over the next two years.

Succession planning is the process of analyzing and projecting workforce needs and identifying occupations that require additional focus and resources for recruitment and retention. The process helps identify the knowledge, skills, and abilities required to perform key positions and prepare a pipeline of the best qualified persons.

Human capital policies drive standardization of position descriptions and classification as well as encourage utilization of hiring and compensation flexibilities.

Hiring tools and strategic communication efforts recruit and cultivate top quality candidates for VA workforce.

Key Term	Definition
Mission Critical Occupation	Occupations agencies consider core to carrying out their missions. Such occupations usually reflect the primary mission of the organization without which mission-critical work cannot be completed (U.S. Office of Personnel Management, 2020).
VA Shortage Occupation	Defined and determined by at least 20% of VA Medical Centers (VAMCs) having a shortage in the labor market that creates challenges for recruitment and retention in VHA. Designation as a shortage occupation does not necessarily mean that there are actual shortages at a facility, but instead, represent a challenge for recruitment and retention. (Department of Veterans Affairs Veterans Health Administration, 2020) Appendix F: List of VA Mission Critical and Shortage Occupations
Key Positions	Positions that have a significant impact in achieving the organization’s strategic goals and objectives. Key positions may vary by work unit and are not determined based on job title alone. Criteria for key positions may include: <ul style="list-style-type: none"> • Mission critical: The position is core to carrying out the mission of the Department. • Leadership: The position is essential in the leadership or management of VA. • Critical task: The position performs a critical task that would stop if position were vacant. • Specialized experience: The position requires specialized or unique expertise that is difficult to replace. • Geographic: The position is the only one of its kind in a location, and it would be difficult for a similar position in another location to carry out its functions.

FY 2020-2021 VA Human Capital Operating Plan

Key Term	Definition
Leadership Positions	Positions in the Senior Executive Service, Senior Leader and Senior Technical roles as well as Supervisors and Managers (Refer to Appendix G: VA Leadership Development Framework).
Onboarding	Onboarding is not only the induction of a new employee into an organization from a security, administration, and logistics standpoint, but is the dynamic process of ensuring new employees have the knowledge, skills, and organizational awareness to become committed, effective members of the agency. (U.S. Office of Personnel Management)
Offboarding	The consciously designed separation process when an employee leaves the organization, for which they have previously worked within the scope of a work or service contract. This process may begin long before an employee has submitted a retirement request.

Table 2: Strategy 1 Key Terms and Definitions

Strategy 1: Why It Matters

While VA’s impactful mission attracts many employees and applicants willing to accept a lower salary than the private sector, the Department faces increasing challenges in its ability to attract and retain quality healthcare and non-healthcare professionals when the salary gap continues to exist. Existing incentives and hiring flexibilities help close this hiring gap but are insufficient in addressing long-term gaps in pay. VA and the federal government overall, lack the flexibility to keep up with private sector competition and their ability to quickly adjust to local labor markets via increased starting salaries and total compensation packages.

VA, however, does strategically allocate recruitment, retention, and relocation (3R) incentives to close skills gaps and provide greater flexibility in the recruitment, relocation and retention of highly-qualified VA professionals. In FY 2019, \$59.1 million was spent on 3R incentives; 71 percent (\$42 million) of those incentives were directed toward VHA shortage occupations. This compares to FY 2018, VA spent \$52.4 million on 3R incentives, with \$41.2 million (78.6 percent) directed toward VHA shortage occupations. (Department of Veterans Affairs, 2019)

However, VA has mission critical occupations (MCOs) that require additional strategies for effective recruitment. MCOs are in administration and staff offices that require strategic recruitment due to local labor market pay inequities with the private sector and other challenges. In fact, VA can minimize its public-sector disadvantages by also focusing on the time it takes to hire candidates. Time to hire is important because it takes only ten days from the time the most desirable candidates enter the job market to be hired. Time to hire is a valuable metric in the hiring process because it can help pinpoint many inefficiencies and bottlenecks in recruitment efforts - and signal when to make a change.

In addition to hiring efficiencies, VA places a premium on building a workforce that reflects the customers it serves. The FY 2020-2021 HCOP prioritizes efforts to strengthen Veteran and military spouse recruiting specifically to fill MCSOs, provided in Appendix F: List of VA Mission Critical and Shortage Occupations.

FY 2020-2021 VA Human Capital Operating Plan

Finally, VA recruitment and hiring is grounded in mission requirements and standardized practices, focused on effective outreach to key communities, and intent on streamlining the hiring process has other implications. This priority area is not just about bringing new employees onboard quickly. These efforts also impact employee experience, organizational culture (e.g., ability to make decisions) and overall retention of high performers.



Strategy 1: How It Will Get Done

VA will ensure it has the talent capacity to address evolving mission requirements and enhance Veteran care by planning for and cultivating a diverse and prepared talent pipeline for the most critical Agency needs. VA conducts strategic workforce planning as the foundation to strategic and efficient recruitment and hiring. This process defines and validates workforce requirements that lead to standardized position descriptions and position classification that drive a more efficient and effective hiring process. It also sets workforce standards for performance that support VA's talent pipeline and overall succession plan. Additional training for hiring managers and HR professionals focused on VA's compensation flexibilities and communication platforms (e.g., social media platforms) will also drive reductions in the time it takes to complete the hiring cycle (e.g., recruitment to onboarding) and attract the best talent. Finally, VA recognizes the importance of having a workforce that reflects its customers. Therefore, VA is actively engaged in strategic outreach and hiring using training programs that support transitioning Service member employment as well as an increased recruitment focus on military spouses. For example, one successful recruitment program that will continue over the next two years is the Warriors to Workforce (W2W) Program as part of the VA Acquisition Academy (VAAA) to help fill future job openings at VA. Since inception in December 2011, this program helped hire 251 Veterans. Another successful program is VA's partnership with DoD to provide Warrior Training Advancement Course (WARTAC) classes on military installations. WARTAC is a skill-bridge education and employment opportunity for Wounded Warriors and transitioning Service members to complete a national-level VBA training program while still on active duty. Successful completion of this training program leads to an opportunity for Service members to be interviewed and hired at one of VBA's 56 Regional Offices around the country.

Spotlight Initiative

VHA will launch a direct marketing campaign focused on military medical professionals currently enrolled in the transition process. VHA uses data from VA-DoD Identity Repository (VADIR) to identify transitioning Service members' anticipated date of discharge and military occupation specialty (MOS).

FY 2020-2021 VA Human Capital Operating Plan

Figure 2 outlines the intersections between Strategy 1 objectives and actions. Starting from the bottom of the graphic, it outlines the what and how (e.g., succession planning, updated policies and directives, efficient use of tools and communication) as well as the desired results.



Figure 2: Strategy 1 Connections – the What, the How and the Why

Strategy 1: Implementation Table

Strategy 1		FY 2020 Milestone Dates				FY 2021 Milestone Dates			
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Obj. 1.1 VA Succession Planning	Develop VA-wide succession planning guidance with key stakeholders				x				
	Develop succession planning report for key positions								x
	Implement VHA Executive Succession Plan to identify, recruit and develop potential leaders				x				
Obj. 1.2 Classification and compensation	Update HR Classification and Position Management Policy to improve Classification procedures and position data reliability to support evidence-based workforce planning decisions				x	x			
	Standardize and classify position descriptions across VA		x		x	x			
	Conduct regular program accountability reviews for classification and compensation efforts to ensure consistent application of Federal laws, regulations and VA policies		x		x	x	x	x	x

FY 2020-2021 VA Human Capital Operating Plan

Strategy 1		FY 2020 Milestone Dates				FY 2021 Milestone Dates			
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
	Actions								
	Train and educate HR partners on effectively utilizing compensation flexibilities		x	x	x				
Obj. 1.3 Reduction in time to hire	Increase the use of the Direct Hire Authority under 38 USC 7401(4) to increase the fill rate of Medical Center Directors		x						x
	Implement the Competitive Service Act (CSA) of 2015 that allows Federal agencies to share certificates of eligible for same position (series, grade, duty location)		x				x		
	Increase use of Special Hiring Authorities		x	x			x	x	
Obj. 1.4 Social media outreach tools and training	Create a communication and marketing campaign for HR staff to utilize social media platforms for all mission critical initiatives			x					
	Launch a communication and marketing campaign for HR staff to utilize social media platforms for all mission critical initiatives			x					
Obj. 1.5 Veteran and military spouse employment	Establish overarching recruitment plan for VA in support of Veteran and military Spouse employment				x	x			x
	Enhance the effectiveness of VA's recruitment and retention programs for Veterans and Military Spouses			x	x	x	x	x	x
Obj. 1.6 Standardized onboarding and offboarding approach for VA	Evaluate the onboarding process within HRA/OSP			x					
	Create SOP and/or policies to standardize the onboarding process				x				
	Assess onboarding satisfaction by surveying new hires				x				
	Evaluate the offboarding process within HRA/OSP							x	
	Create SOP and/or policies to standardize the offboarding process								x
	Assess onboarding satisfaction by surveying employees leaving their position								x

Table 3: Strategy 1 Objectives, Actions and Milestone Dates

Strategy 2: Improve Employee Performance and Engagement

The Department of Veterans Affairs, through the VHA National Center for Organization Development (NCOD), aims to develop an organizational culture in which all people inspire and support each other to deliver world-class services to Veterans. Strategy 2 focuses on creating a culture of appreciation, accountability and overall performance by leveraging the complementary nature of workforce performance and employee engagement. The following objectives outline and further describe the individual components of the strategy:

FY 2020-2021 VA Human Capital Operating Plan

- 2.1 Improve strategic use of incentive programs
- 2.2 Strengthen supervisor and manager support and accountability
- 2.3 Focus employee engagement efforts on low-engaged sites throughout VA
- 2.4 Standardize human capital management policies enterprise wide
- 2.5 Promote employee mental health and well-being

This will be accomplished by supporting the development and implementation of employee professional growth strategies and tools over the next two years. Two key concepts, as defined by OPM, are the focal points for this HCOP strategy.

Employee engagement is an employee's sense of purpose that is evident in their display of dedication, persistence and effort in their work and overall attachment to their organization and its mission.

Performance management is the systematic process of:

- 1) Planning work and setting expectations;
- 2) Continually monitoring performance;
- 3) Developing the capacity to perform;
- 4) Periodically rating performance in a summary fashion; and
- 5) Rewarding good performance.

Strategy 2: Why It Matters

VA recognizes that high-performing teams and employees are essential to the success of the organization. Engaged employees are more collaborative, innovative, productive, committed and satisfied while less likely to leave the organization (U.S. Office of Personnel Management, 2016). When an employee is highly engaged, they go above and beyond expectations to accomplish the immediate and long-term goals of an organization. For example, an employee putting in extra time to help onboard a new employee or a nurse staying late to help a colleague in need.

Research focused on the Federal Government found that high employee engagement drives outcomes that matter to both government organizations and the private sector. The value-added by high engagement extends to strategic goal achievement, customer service, innovation, employee retention, employee attendance and workplace safety (Lavigna, 2017). The engagement value chain in Figure 3 illustrates why engagement matters in government and VA in particular. Not only does engagement drive performance, but it can also help move the needle of public opinion about government.



Figure 3: Engagement Value Chain by Robert Lavigna

FY 2020-2021 VA Human Capital Operating Plan

Strategy 2: How It Will Get Done

VA will work over the next two years to further improve workforce performance and engagement leveraging several key elements:

- 1) Ensure key human capital policies, directives and handbooks are updated and effectively communicated;
- 2) Strengthen supervisor accountability and performance standards to influence improved employee engagement, performance, and recognition;
- 3) With direction of VA's Employee Engagement Council (EEC), leverage All Employee Survey (AES) engagement data, analytic tools, and NCOD consultative services to improve low-engagement sites throughout VA Administrations; and
- 4) Provide increased access to employee services that promote health and well-being.

Regarding the second element, strengthening supervisor accountability and performance standards, VA recognized the need to further invest in employee performance management from a policy and technology perspective. The Department is leveraging recent OPM guidance and memorandums regarding performance management as well as best practices across the Federal government to prioritize the initiative. The listed efforts below aim to strengthen the foundation of the performance management system across VA and support an engaged workforce.

- A complete review of VA Directive and Handbook 5013 (Performance Management Systems) and draft revisions for performance management.
- Assurance of a meaningful and standardized rating-based awards system with allocations and distinctions in performance.
- Implementation of Enterprise Performance Management System (EPMS) that automates the performance management process.

Expanding on the third element outlined, VA will leverage AES engagement data and NCOD consultative services in accordance with the OPM 20-20-20 mandate. All VA organizations (e.g., VHA, VBA, NCA, VACO) will identify their bottom 20% sites as measured by their AES Employee Engagement Index (EEI) score and target a 20% improvement by FY 2021. The 20% improvement sites will be offered support, tools and consultation for their efforts as relevant and as requested. VA EEC will be working to align employee engagement (EE) efforts across all VA Administrations and staff offices to share and implement EE leading practices.



FY 2020-2021 VA Human Capital Operating Plan

Ultimately, by promoting good human capital governance and investing in high-value employee services, VA will receive a return on investment that includes increased retention, increased productivity, and enhanced overall performance in support of the mission.

Strategy 2: Implementation Table

Strategy 2		FY 2020 Milestone Dates				FY 2021 Milestone Dates			
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Obj. 2.1 Improve strategic use of incentive programs	Development of Agency Workforce Fund Plan for FY 2021				X				
	Revise Time-Off Awards Policy					X			
	Update VA Handbook 5017 (Employee Recognition and Awards)		X	X		X	X		
Obj. 2.2 Strengthen supervisor and manager support and accountability	ASHRA/OSP Memo requiring supervisory performance standards required by 38 U.S.C. 732		X	X					
	ASHRA/OSP Memo providing guidance to supervisors regarding addressing unacceptable performance				X				
	ASHRA/OSP Memo providing managers with guidance on penalty determinations under 38 U.S.C. 713 and 714		X						
	Update VA Handbook 5021 (Employee Relations)			X			X		
	Update VA Handbook 5013 (Performance Management Systems)			X			X		
	Improve VA-wide employee participation in mandatory Equal Employment Opportunity (EEO) training	X	X	X	X	X	X		X
	Implement process improvements to increase Schedule A conversion rate			X					X
	Complete whistleblower rights and protection training, per SECVA direction and 38 U.S.C. 733, within 180 days				X				
Obj. 2.3 Focus employee engagement efforts on low-engaged sites throughout VA	Complete refresh of whistleblower rights and protection training to improve user experience and level of interaction					X			
	Identify low-engaged sites and highly engaged sites to share best practices					X	X		
	Offer improvement consultations to low-engaged sites using feedback, data, and change management tools						X	X	X
Obj. 2.4 Standardize human capital	Focus additional efforts on identifying highly engaged part of the organization and sharing across VA their best practices for engagement								X
	Update 8 VA HR Directives and Handbooks	X							

FY 2020-2021 VA Human Capital Operating Plan

Strategy 2		FY 2020 Milestone Dates				FY 2021 Milestone Dates			
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
management policies enterprise-wide	Update 9 VA HR Directives and Handbooks		x						
	Update 16 VA HR Directives and Handbooks			x					
	Update 15 VA HR Directives and Handbooks				x				
Obj. 2.5 Promote employee health and well-being	Provide VA employees awareness information and training				x		x		
	Promote Employee Assistance Programs and Services available to employees				x		x		

Table 4: Strategy 2 Objectives, Actions, and Milestone Dates

Strategy 3: Modernize HRIT Systems

Enterprise-wide technical solutions are critical to providing VA with modernized HRIT systems. Effective HRIT solutions will help empower, enable and retain a diverse, fully-staffed and highly-skilled workforce. Strategy 3 focuses on providing VA with new, more integrated HRIT system capabilities leveraging the following objectives:

- 3.1 Improve skill-based learning and education for users of HRIT solutions
- 3.2 Increase the use of customer outreach to receive customer feedback
- 3.3 Modernize HRIT to improve recruitment, retention, reporting and employee experience
- 3.4 Improve data quality for HR data
- 3.5 Improve HR processes to reduce pay issues across the Department

VA human capital technology solutions are driven by its five HRIT strategic goals:

- 1) Provide enterprise-wide, cost effective, standardized and interoperable HR solutions to support the strategic management of human capital;
- 2) Capitalize on existing HR system capabilities to supply new, innovative core and non-core solutions between shared service resources;
- 3) Acquire and implement systems that meet stakeholder needs, recommendations and expectations;
- 4) Implement VA HR enterprise-wide data standards for efficient and reliable data exchange; and
- 5) Execute an end-to-end system (comprised of one or more interconnected applications) designed to capture HR data entered once, and for that data to move in concert with employees throughout the HR lifecycle.

Strategy 3 focuses on the following outcomes in support of VA's HRIT modernization efforts over the next two years.

- By FY 2021, the HRIT portfolio is expected to **grow from one enterprise system (HR-Smart) to four enterprise systems**, including:
 - HR-Smart
 - Automated Labor & Employee Relations Tracker (ALERT-HR)

FY 2020-2021 VA Human Capital Operating Plan

- Enterprise Performance Management System (EPMS)
- Real-time Enterprise Authoritative Classification Hub (REACH)
- By FY 2021, the HR Smart enterprise system will **expand with three new capabilities** to include 1) manager self-service (MSS), 2) workers without compensation (WOC), and 3) manpower management services.

By modernizing these HRIT services, VA will be able to support development and sustainment of standardized IT systems that provide a more complete, multi-dimensional picture of the workforce through integrated and efficient HR systems and expedite human capital transactions at the manager level.

Strategy 3: Why It Matters

VA currently relies on a combination of manual and automated systems to support human capital professionals, supervisors and employees. This strategy is a continuation from the FY 2018-2019 HCOP (Strategy #2, Obj 2.1) which focuses on “modernizing and delivering highly-effective HR Services.” Additionally, it is a VA strategic goal and a priority of the Assistant Secretary for HRA/OSP that emphasizes the importance of bringing efficient and effective HR solutions to the workforce. Hence, this Strategy focuses on increased systems and capabilities, including self-service features that simplify HR functions. Table 5 outlines the HRIT systems and the milestones associated with the FY 2020 and FY 2021 timeframe.

This effort will further assist in identifying opportunities for automation, standardization and increase the overall efficiency of the workforce. It will assist in eliminating time-consuming data pulls from multiple systems and can reduce the labor hours associated with manual processes. Additionally, it will promote cost-saving opportunities. By modernizing these HRIT systems, VA will be able to further support the business by increasing cohesiveness in the areas of personnel action processing, compensation management and benefits administration.

Ultimately, VA HRIT systems will be vital to supporting mandated reporting requirements that will enhance accuracy in analytics and forecasting while supporting the employee experience.

HRIT Systems	FY 2020 Milestones	FY 2021 Milestones
Manager Self-Service (MSS)	User Adoption at 30% by Q3	User Adoption at 50% by Q1
Workers Without Compensation (WOC) (HR Smart Module)	Phased approach - Proof of Concept (PoC) designed & developed by Q4	Iterative WOC deployment begins by Q1
Worker's Comp. Information Management System (SWIMS)	Solution acquired before end of Q4	<ul style="list-style-type: none"> • Design & development solution by Q3 • Iterative deployment begins by Q4
Employee Relations/Labor Relations (ER/LR) – ALERT-HR	Full deployment completed by Q2	Sustainment begins Q3
Manpower Management (HR Smart Module)	Phased approach – PoC, design, and develop Q1 - Q3	<ul style="list-style-type: none"> • Deployment by Q1 • Sustainment by Q3
Enterprise Performance Management System (EPMS)	Phased approach – Title 5 solution acquired, designed, and developed by Q4	<ul style="list-style-type: none"> • Title 5: design development continues deployment by Q2 • Title 38: acquire, design and develop
Real-time Enterprise Authoritative Classification Hub (REACH)	REACH enhancements are being deployed in Q3	

Table 5: HRIT System Modernization Milestones

FY 2020-2021 VA Human Capital Operating Plan

Strategy 3: How It Will Get Done

VA will continue to implement an enterprise approach of HRIT priorities by supporting improvements and continued sustainment of HR-Smart to include new HR capabilities and integration with other IT systems. Table 5 outlines the two-year milestones for new systems and capabilities being developed and deployed. These capabilities will drive increased customer satisfaction and decreased transaction and processing times. Additionally, HRIT is leading data integrity initiatives in FY 2020 such as the foundational HR-Smart data cleanse efforts as well as pay process tracker to increase data accuracy and improve HR processing. Overall, these efforts will assist in enabling continued operational efficiencies for sustainable end-to-end HR services that support the overall human capital lifecycle.

Strategy 3: Implementation Table

Strategy 3		FY 2020 Milestone Dates				FY 2021 Milestone Dates			
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Obj. 3.1 Improve skill-based learning and education for users of HRIT solutions	Increase use of training for customers using HRIT Solutions	x	x	x	x	x	x	x	x
Obj. 3.2 Increase the use customer outreach to receive customer feedback	Conduct HRIT Roadshows on modernization efforts	x	x				x	x	
	Provide system users improved avenues to provide customer feedback			x	x	x	x	x	x
Obj. 3.3 Modernize HR Technology to improve recruitment, retention, reporting and employee experience	Manager Self Service – Reach Full Operating Capability			x		x			
	WOC – Proof of Concept Design and Deployment and Full Operating Capability <i>Funding Dependent</i>		x	x	x	x			
	Worker’s Compensation Information Management System – Acquire, Design, Develop and Deploy a Solution				x			x	x
	Employee Relations/Labor Relations Solutions (ALERT HR) Reach Full Operating Capability		x	x					
	Manpower – Proof of Concept Design and Deployment, Phases 1, 2 Design, Development and System Deployment <i>Phase 2 - Funding Dependent</i>	x	x	x		x		x	
	Performance Management - Acquire, Design, Develop and Deploy Capability			x	x		x		x
	Real-time Enterprise Authoritative Classification Hub (REACH) enhancements			x					
Obj. 3.4 Improve data quality for HR data	Improve HR data quality	x			x				

FY 2020-2021 VA Human Capital Operating Plan

Strategy 3		FY 2020				FY 2021			
		Milestone Dates				Milestone Dates			
	Actions	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Obj. 3.5 Improve HR processes to reduce employee pay issues across the Department	Provide HR offices with improved tools for evaluating effectiveness of HR processing			x		x			
	Develop enterprise-wide HR processes to improve quality	x		x		x			

Table 6: Strategy 3 Objectives, Actions and Milestone Dates

Strategy 4: Expand Leadership and Skills Development

Strategy 4 focuses on expanding delivery of training, education and development across the enterprise by leveraging the best available internal and external learning resources. The following objectives were identified to describe the individual components of the strategy:

- 4.1 Launch new Strategic Leadership Development Framework to establish the basis for building and sustaining a strong leadership cadre
- 4.2 Ensure upskilling and reskilling plans leverage lessons learned from administration/staff office functional communities’ pilots and provide employees impacted by automation with skills to do other work needed for the future

This strategy focuses on building and sustaining a strong leadership cadre across the Department based on the following elements in support of Leadership and Skill Development over the next two years:

- **VA Leadership Development Framework (LDF)** provides a clear roadmap for consistently growing leaders of character at all levels across the organization. The LDF is founded in ICARE core values (Integrity, Commitment, Advocacy, Respect and Excellence), the principles of Servant Leadership, and OPM’s leadership competencies and levels of proficiency. (Department of Veterans Affairs, 2019)
- **Competencies** are the technical and behavioral attributes individuals need to know (knowledge), do (skills) and have (abilities) to be successful in a specific role. They are defined by specific behaviors that describe what that competency would look like if someone were using it effectively. These behaviors are typically arranged into proficiency levels so the employee can clearly assess their current behaviors on a proficiency scale and understand what behaviors are needed to reach the next level.
- **Functional Communities (FCs)** are groups of one or more occupational series or specialties with common functions, competencies, and career paths to accomplish a specific part of the VA mission. VA is currently piloting FCs in the Nursing and Information Technology occupation series. FCs engage in workforce planning to ensure mission accomplishment by preparing for emerging missions and changing work requirements. This includes but is not limited to:
 - identifying workforce and skill gaps;
 - identifying human capital (recruitment, development and retention) strategies to fill workforce and skills gaps; and
 - serving as an insight, planning and competency management forum for a career field (i.e., Acquisition or Financial Management).

FY 2020-2021 VA Human Capital Operating Plan

- **Reskilling** is training individuals who have shown they have the aptitude to learn in a completely new occupation (U.S. Office of Personnel Management, 2020).
- **Upskilling** is training individuals in the same occupation, but in a new way to master a new method or function that improves their ability to meet emerging skillset demands (i.e., if automation overtakes certain job duties, training that individual in new work) (U.S. Office of Personnel Management, 2020).

Strategy 4: Why It Matters

The President's Management Agenda (PMA) of 2018 highlighted the workforce for the 21st Century as a key driver of transformation. The PMA outlined the importance of leadership development, reskilling, and overall learning agility (President's Management Council and the Executive Office, 2018). VA understands that enabling leaders and managers with the tools and resources to align and assign team skills with evolving mission needs will require upskilling, reskilling, and redeployment of current employees to keep up with the evolution of government services and products. Availability and access to relevant learning resources will drive the development and growth of VA's workforce.

These learning resources will need to be aligned to the VA Succession Plan once complete (in FY 2021) to ensure employee learning and development opportunities are focused on competencies required to perform critical functions and lead the Department.



Meaningful workforce development programs and resources have many connections to the rest of the human capital cycle, from mitigating skill gaps in the planning and recruitment phases to building effective leaders and maximizing employee retention. Strategy 4 acts as a connector strategy within the FY 2020-2021 HCOP to strengthen the overall effectiveness of human capital efforts within the Department.

Strategy 4: How It Will Get Done

Employee success and readiness is inspired by leadership, character and competence. VA leaders must continually strengthen and reinforce their skills and leadership capabilities to enhance and support a broad range of developmental opportunities. VA's LDF (illustrated in Appendix G: VA Leadership Development Framework) is the foundation for soft-skill upskilling and will drive training and development resources and availability. VA's Chief Learning Officer (CLO) and Human Capital Services Center (HCSC) will use the LDF to strategically invest in learning resources; improve mission-driven knowledge, skills, and abilities; and customize career roadmaps.

FY 2020-2021 VA Human Capital Operating Plan

Over the next two years, VA will launch the LDF with the following activities:

- 1) Effectively and strategically communicate the LDF across the enterprise and how VA employees can leverage the Framework for their career path;
- 2) Align all relevant development opportunities to VA's LDF competencies throughout the Department;
- 3) In coordination with workforce and succession planning efforts, conduct analysis to identify learning and development gaps and opportunities;
- 4) Develop new tools in support of LDF implementation; and
- 5) Create an evaluation system that demonstrates the quality of delivered HCSC services and improves upon VA's leadership development system.

These efforts will be tracked and reported to various governance bodies (i.e., VA Operations Board, Talent Development Council) and adapted as needed.

With regards to reskilling, VA's Office of Information and Technology (OIT) will coordinate with the CLO to conduct a study and develop a report focused on the learning skills needed to support automation. The pilot experience will include:

- 1) Examining new and existing roles and the impact of transformation on these roles;
- 2) Defining new and existing roles;
- 3) Identifying key competencies for new and existing roles; and
- 4) Identifying career roadmap development and associated communications.

This report will document lessons learned based on their experience. Ultimately, the study will not only inform leadership and workforce development practitioners how to teach employees new skills, but what level of learning agility is needed for reskilling. These resilience and problem-solving mindsets are needed to create the workforce of the future throughout the Department.

Furthermore, the CLO will work with pilot participants to collect relevant data from functional community employees being impacted by automation each quarter (e.g., Information Technology employees). The CLO will also receive quarterly reports on the number of employees developed and new skills acquired among the most effected workforce. This data collection will emphasize the impact of and response to automation throughout the workforce.

Spotlight

VA's Automated Testing Mastery Team formed to meet a specific staff need to upskill and/or reskill staff in automated testing tools and technology capabilities. These occupations included Software Testers, Software Developers, and Configuration Managers. Working with subject matter experts across these groups, a learning plan was developed to provide essential learning tools and materials to prepare for the requirements of IT modernization.

FY 2020-2021 VA Human Capital Operating Plan

Strategy 4: Implementation Table

Strategy 4		FY 2020 Milestone Dates				FY 2021 Milestone Dates			
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Obj. 4.1 Launch new Strategic Leadership Development Framework (LDF) to establish the basis for building and sustaining a strong leadership cadre	Gain executive leadership approval for LDF	x			x				
	Identify gaps in developmental opportunities and ways to fill gaps					x			
	Create and implement a strategic communications plan to engage the workforce and build interest in leadership development opportunities across VA				x	x			x
	Build tools to operationalize LDF so employees can identify a clear roadmap for development			x	x		x	x	x
Obj. 4.2 Ensure upskilling and reskilling plans leverage lessons learned from administration/staff office functional communities' pilots and provide employees impacted by automation with skills to do other work needed for the future	Report the number of functional community employees being impacted by automation	x	x	x	x	x	x	x	x
	Report the number of functional communities that have developed milestones for developing new skills	x	x	x	x	x	x	x	x
	Complete OIT Development Security Operations Workforce Development Analysis Report		x				x		
	Complete and Assess OIT Automated Testing Mastery Team Learning Plan					x			

Table 7: Strategy 4 Objectives, Actions, and Milestone Dates

Strategy 5: Modernize the Police Force

The Department is fully vested in the modernization of its police force in FY 2021. Specifically, modernization in the FY 2020-2021 HCOP includes the efforts related to enhanced recruitment, hiring and development of VA's police force. The modernization involves implementing a police national governance body that will incorporate all department stakeholders to effectively manage and oversee policy issues and a realignment of the police force into four multi-state regions, each led by a Regional



Director. By realigning VA's police force to enhance standardization and oversight across the enterprise, these changes will reaffirm that safety and security are paramount to the Department. VA police force leadership will continually implement solutions that assure a safe environment for Veterans, staff, and visitors.

The following objectives intersect both capability and understanding from a human capital and police modernization standpoint:

FY 2020-2021 VA Human Capital Operating Plan

- 5.1 Enhance governance and oversight of police operations
- 5.2 Implement police staffing standards across the Department
- 5.3 Identify recruitment, relocation, and retention incentives for the police force

Strategy 5: Why It Matters

VA police officers are Federal law enforcement officers who serve a critical role in securing facilities and protecting patients, visitors, employees and VA property. Recently, VA was found to have an inadequate and uncoordinated governance over its police program. This program includes the management and oversight for its police cadre at its over 170 VA medical facilities. Vague roles and authority created confusion and a lack of centralized management for effective oversight. In addition, officer shortages at VA Medical Centers (VAMCs) and healthcare system campuses led to, among other issues, a lack of timeliness for completing police inspections. Overall, requirements were not fully met while a lack of tracking, assessment, and oversight impacted overall performance. (Department of Veterans Affairs Office of Inspector General, 2018)

VA police capabilities will continue to grow as more and more benefits and services are used by Veterans and Veteran families. It is VA's priority over the next two years to ensure that the police program meets a standard of excellence and officers are fully trained to maintain the public and Veteran's trust. VA is committed to address the upcoming challenges and opportunities through improved governance, set standards, and adequate staffing.

"The realignment will be the most extensive since the creation of the police force and will fundamentally change standardization and oversight across the enterprise. This highlights my commitment to the high standards of professionalism and transparency across the department."

- VA Secretary Robert Wilkie, October 2019, 2019 Press Release

Strategy 5: How It Will Get Done

VA's Secretary is committed to increased oversight and standardization of the police force to better address general security needs and emerging safety threats (Department of Veterans Affairs, 2018). This decision designated HRA/OSP as the lead for this initiative, which included:

- Implementing a national police governance body;
- Creating a VA Police Modernization Office within HRA/OSP;
- Dividing the police force into four multi-state regions, each under the direction of a Regional Director; and
- Establishing 18 District Directors within the four regions.

A centerpiece of VA police modernization will be hiring a VA Police Chief with the responsibility to manage all police-related business lines. Once hired, the Chief will operationalize the governance body by hiring essential staff like the regional and district

FY 2020-2021 VA Human Capital Operating Plan

police leadership. With this new leadership and oversight, HRA/OSP will create and communicate new staffing standards for police performance. Additional training and resources will complement the effort. The new standards will provide key inputs into the creation of career roadmaps for the police cadre. These career roadmaps will outline clear expectations in competency and performance as police officers navigate their career progression.

Additionally, standardized position descriptions will support efficient and effective recruitment and hiring efforts while a workforce assessment will be completed to evaluate and improve pay, entitlements, and retirement benefits for police officers. These efforts over the next two years aim to build an engaged and high-performing cadre. Overall, by enhancing governance and oversight of police operations, VA will be able to address past deficiencies within VA police programs. This will, ultimately, provide increased service to Veterans, their families, VA employees, and the public overall.

Strategy 5: Implementation Table

Strategy 5		FY 2020 Milestone Dates				FY 2021 Milestone Dates			
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Obj 5.1 Enhance governance and oversight of police operations	Establish a national governance body chaired by the Assistant Secretary for HRA/OSP			x	x				x
	Establish a VA Chief of Police position at headquarters to oversee police modernization		x	x	x				
	Establish four multi-state regions for police operations				x	x			
Obj. 5.2 Implement police staffing standards across the Department	Develop facility-appropriate police staffing standards			x		x			
	Codify staffing standards in Department-level policy						x		
	Roll out staffing standards to the field						x		
Obj. 5.3 Identify recruitment, relocation, and retention incentives for the police force	Map out career path for law enforcement positions					x		x	
	Develop standardized position descriptions		x	x			x		
	Evaluate pay, entitlements, and retirement benefits			x		x		x	

Table 8: Strategy 5 Objectives, Actions, and Milestone Dates

Strategy 6: Enhance Manpower Management Program

At the beginning of FY 2018, VA staffed an enterprise-wide Manpower Management office to meet the requirements set forth in the Office of Management and Budget (OMB) Memorandum M-17-22. In February 2018, the Manpower Management Service Director was hired, and VA went to work focusing on the challenges of centralizing position management efforts.

VA's Manpower Management Program (MMP) is a key strategy for the FY 2020-2021 HCOP and an important component of VA's human capital modernization strategy. The

FY 2020-2021 VA Human Capital Operating Plan

MMP provides services to better manage human resources and promotes having the right skills in the right place at the right time. This strategy outlines three objectives to enable VA to more accurately define their staffing requirements:

- 6.1 Implement manpower management by developing workload-based manpower requirements using staffing studies, standards, or models to define and formally document full staffing requirements
- 6.2 Produce more meaningful manning documents to accurately reflect authorized manpower requirements in line with appropriated funding levels and standardized organization structure
- 6.3 Implement policies and processes to promote HR·Smart data quality and improved business decisions

Strategy 6: Why It Matters

Human resources are the single largest expense in VA. The MMP is a critical component of resource management, including but not limited to, the responsibility to validate staffing requirements that meet VA's mission. Manpower management services help focus resources more efficiently by basing staffing requirements on models, time studies, industry benchmarking data, productivity standards, or other workload-based approaches.

The overarching goal of VA's MMP is to act as a centralized office that will have 100% control of VA's staffing requirements (validated using manpower analysis). Currently, each Administration manages their own position management processes instead of utilizing the centralized process. By focusing on the enterprise manpower processes, VA will be able to reduce and or eventually eliminate frequent "data calls" as VA's Manpower Management Service (MMS) will be able to serve as the authoritative source for position management which directly impacts human resources and the budget data needed for workforce planning. Hence, it is important that VA continue to transition its staffing approach to an enterprise-wide "mission aligned; requirements driven" approach for optimal results.

Strategy 6: How It Will Get Done

VA has worked diligently and collaboratively across the Department to define the manpower framework needed to successfully fulfill the Secretary's vision to determine workload-based staffing requirements. This approach includes development of common standards and processes that document workload requirements in an authoritative system of record (HR·Smart's Manpower Management module). This will be a simultaneous and multi-dimensional effort focused on policies, processes, systems, and people.

- 1) Policies will entail establishing governance and business rules for standard organizational structure and hierarchy, position management, and workload-based analysis to validate staffing requirements.
- 2) Processes will involve requirements validation, staffing analysis, and audit tools.

FY 2020-2021 VA Human Capital Operating Plan

- 3) Systems will include establishing a manpower module in VA's human resources information system, HR·Smart, identifying an authoritative data system for positions and organizational structure, developing an approach to link funding information to positions, and automating the position change request process.
- 4) An effective communication plan to convey steps to success will include change management, ongoing outreach, training, and linkage to organizational policies and systems.

These activities will support VA in accurately providing a point-in-time snapshot of VA employee data. It will further provide a timely, accurate, and reliable report of all encumbered and vacant positions across the organization. This will inform decision making by providing leadership with high-level information in seconds rather than hours. Ultimately, these enhanced manpower efforts with HR·Smart capabilities will act as the primary analytical tool for both daily and strategic workforce planning, position management, and resource deployment.

Strategy 6: Implementation Table

Strategy 6		FY 2020 Milestone Dates				FY 2021 Milestone Dates			
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Obj. 6.1: Implement manpower management by developing workload-based manpower requirements using staffing studies, standards, or models to define and formally document full staffing requirements	Develop action plan and implement analytic framework for requirements validation		x				x		
	Conduct manpower estimation model (MEM) analysis of Staff Offices and headquarter activities		x				x		
Obj. 6.2: Produce more meaningful manning documents to accurately reflect authorized manpower requirements in line with appropriated funding levels and standardized organization structure	Conduct analysis to standardize organizational hierarchy and incorporate into HR·Smart			x					
	Standardize nomenclature and organization structure and incorporate into HR·Smart			x					
Obj. 6.3: Implement policies and processes to promote HR·Smart data quality and improved business decisions	Develop and implement a HR·Smart manpower management module information system		x	x					
	Publish manning documents on VSSC website or public SharePoint		x	x					
	Deploy business rules/processes and audit tools to maintain HR·Smart position data quality		x	x					

Table 9: Strategy 6 Objectives, Actions, and Milestone Dates

FY 2020-2021 VA Human Capital Operating Plan

HCOP Implementation

VA will utilize the FY 2020-2021 HCOP to foster a culture of performance and assessment regarding enterprise-wide human capital efforts. Additionally, VA will improve its ability to capture and use human capital metrics to monitor progress and drive decisions. The Department will track and evaluate HCOP implementation in the following ways:

- 1) Data Collection
 - a. A SharePoint site has been designed to capture completed actions and milestones based on planned and completed milestone dates to track implementation progress by strategy. This will allow leadership to monitor execution and understand when and why delays occur.
 - b. The SharePoint site will also allow data owners to provide monthly and quarterly updates on HCOP performance measures, including HRStat metrics.
- 2) Data Analytics and Reporting
 - a. HCOP SharePoint data will feed into Power BI business analytics to provide interactive visualization and reporting capabilities in an HCOP dashboard. The dashboard will graphically show milestones completed, delayed, and on schedule by strategy. It will also illustrate key performance metrics that measure the impact of VA's human capital efforts across the major themes and priorities.
 - b. HRStat is a strategic human capital performance evaluation process that informs senior leaders about the impact of VA's human capital results and outcomes. HRStat is a requirement of 5 CFR 250, subpart B, and will be conducted to demonstrate how human capital priorities and measures align with strategic objectives. Senior leaders will monitor progress through quarterly data-driven reviews. HRStat reviews may lead to corrective action plans and/or the cultivation of collaborations and partnerships.

Measuring Performance

A valuable purpose of collecting data, both of a qualitative and quantitative nature, is to better inform operational decisions at the enterprise, Administration, and staff office levels. Informing senior leaders in the human capital arena is also a critical purpose, allowing for focused dialogue and informed decision making, within the HRStat Review.

The FY 2020-2021 HCOP will organize performance metrics by strategy and human capital theme. For example, the Strategy 1 performance measure "Leadership Hiring and Staffing" will have related sub-measures that include *Executive* (MCD and non-MCD) *Fill Rate*, *Executive Time-to-Hire*, *Executive Quit Rate*, and *Bench Strength*. This approach will allow VA to collect data and report information that is both proactive and reactive to VA leadership needs on a quarterly basis. Leadership may request additional information based on emerging needs and hot topics as well. In addition, Administrations and Program Offices may see an emerging trend that requires leadership focus and discussion. The next section provides a preliminary list of

FY 2020-2021 VA Human Capital Operating Plan

performance measures and sub-measures to be used for monitoring and assessment of HCOP implementation.

Proposed Performance Measures and Sub-Measures

Strategy 1: Improve VA Recruitment and Hiring

- Recruitment and Hiring for Mission Critical Occupations (MCO) and shortage occupations
 - MCO quit rate (for OPM Closing Skills Gap Initiative for Psychologists, Physicians (Primary Care) and Psychiatrists)
 - MCO time to hire (full list of VA MCOs)
 - Use (and impact) of direct and select special hiring authorities for MCOs and shortage occupations.
 - Number (and impact) of outreach initiatives, including social media, for MCO and shortage occupations
- VA General Hiring and Retention
 - VA-wide time to hire: Title 5 and Hybrid Title 38 (Target of 80 days from hiring need validated date to new hire actual start date)
 - Time to hire: recruiting focus (T5+HT38, Hiring Need Validated Date to Receive Tentative Offer Response Date)
 - Impact of Classification and Compensation modernization on VA hiring
 - Use (and impact) of select HRIT implementations
 - Use (and impact) of leveraging “3R” initiatives
 - Onboarding and offboarding satisfaction scores: percent improvement
 - VHA Time to Hire: Title 38 (Target of 100 days from hiring need validated date to new hire actual start date)
 - Shortening of onboarding timeframe from 60 days to 45 days for Title 38 hires
 - Use (and impact) of direct and special hiring authorities for select Title 38 hires
 - MCO 2-year new hire retention rate (i.e., for each MCO specified)
 - VA-wide employee quit rate
 - Market pay differential for shortage occupations
- Veterans Hiring
 - Percent of VA employees who are Veterans
 - Use (and impact) of direct and special hiring authorities for Veterans and disabled Veterans
 - Retention of Veterans workforce compared with non-Veterans
 - Promotion rates of Veterans vs. non-Veterans (i.e., in career ladder positions)
- Military Spouse Hiring
 - Percent of Military Spouses onboard
 - Track the number of positions advertised compared to the number of military spouses hired
- Leadership Hiring and Staffing
 - Executive fill rate – Medical Center Directors (MCD)
 - Executive fill rate – non-Medical Center Directors (non-MCD)
 - Executive time to hire

FY 2020-2021 VA Human Capital Operating Plan

- Bench strength
- Executive quit rate/turnover
 - Info: succession planning
 - Info: percent of executives who are retirement eligible

Strategy 2: Improve Employee Performance Management and Engagement

- Policy and Performance Standards
 - Number of HC/HR policies/handbooks updated to ensure currency and for alignment in support of the HR Modernization agenda (i.e., no Directive or Handbook older than 5 years)
 - Notional: Reduce number of outdated policies from 32 in Q1 to 3 in Q4
 - OSP: Reduce number of outdated policies from 13 in Q1 to 6 in Q4
 - First year of service EEO training participation rate
 - Completion rate of Whistleblower protection training
- Employee Engagement and Commitment
 - Employee engagement score (annual AES, measures cultural factors supporting engagement)
 - Improvement in lowest performing organizations
 - Employee commitment score (annual AES, measures proportion of employees who have the highest levels of commitment, and therefore individuals who are at a high engagement level)
 - Best places to work score (annual AES and quarterly survey)
 - Reasons for Leaving (e.g., exit survey, AES question)

Strategy 3: Modernize HRIT Systems

- Data Accuracy
 - HR data cleanse: percent complete and reduced data errors quarter over quarter
 - Pay process tracker: reduced user errors quarter over quarter
- Deployment (New System or New Functionality)
 - Percent of system user community trained/adopting new capabilities (subject to FY implementation timelines)
 - Manager Self Service (MSS)
 - Workers Without Compensation (WOC)
 - Automated Labor and Employee Relations Tool (ALERT-HR)
 - Manpower Management
 - Enterprise Performance Management System (EPMS)
 - Real-time Enterprise Authoritative Classification Hub (REACH)
- Process Efficiency and Effectiveness (New System or New Functionality)
 - Manager Self Service (MSS)
 - Number of automated Personnel Action Requests (PARs) initiated through HR·Smart and USA Staffing
 - Workers Without Compensation (WOC)
 - Number of WOCs onboarded
 - Number of manual processes eliminated
 - Automated Labor and Employee Relations Tool (ALERT-HR)
 - Percent of active users (VHA, VBA, NCA, VACO)

FY 2020-2021 VA Human Capital Operating Plan

- Number of cases created
- Percent of cases resolved
- Manpower Management
 - Number of validated positions
- Performance Management
 - Percent of active users (VHA, VBA, NCA, VACO)
 - Number of manual processes eliminated
- Real-time Enterprise Authoritative Classification Hub (REACH)
 - Percent increase of active users (eClass to REACH)
 - Percent of active users trained
 - Number of PDs created in REACH

Strategy 4: Expand Leadership and Skills Development

- Training Participation (LDF)
 - Personal Development Plans
 - Participation level within targeted community utilizing internal development resources
 - TMS
 - Leadership programs
 - OIT reskilling and upskilling of the workforce
 - Participation level within targeted community utilizing leadership development programs *external* to VA
 - OPM or Partnership for Public Service-sponsored development (e.g., FEI)
 - LinkedIn learning
 - Participation level of Veterans compared with non-Veterans in at least one development program
- Training and Services Satisfaction (LDF)
 - Training delivery using Kirkpatrick levels 3/4 evaluation with select programs
 - Satisfaction level with training and development, and with supervisory experience per All Employee Survey (AES) results

Strategy 5: Modernize the Police Force

- Police Officer Recruitment and Hiring
 - Percent complete of standardized Position Descriptions (PD)
 - Staffing standards created, communicated
 - Use (and impact) of leveraging “3R” initiatives for police officers
 - Number (and impact) of outreach initiatives, including social media, for police officers
 - Police officer time to hire (i.e., measures hiring efficiencies)
 - Police vacancy fill rate (i.e., measures recruitment efficiencies)
- Police Officer Development and Retention
 - Percent complete law enforcement career path
 - Defined career path
 - Use (and impact) of leveraging “3R” initiatives for police officers
 - Police position quit rate

FY 2020-2021 VA Human Capital Operating Plan

Strategy 6: Enhance Manpower Management Program (MMP)

- Manpower Management and Data Fidelity
 - Percentage of all VA positions covered by a manpower tool (e.g., staffing model, standard, benchmarking)
 - Percent of VA budgeted positions within appropriated funding levels
 - Percent deployment completed for manpower module

The data from these measures and sub-measures will be collected, analyzed and reported on a periodic basis to track and measure HCOP progress. HRA/OSP leadership and subject matter experts will discuss data trends and insights and what decisions and actions are needed to enhance human capital programs across VA.

Conclusion

VA continues to build the foundation and organizational capacity to support a best-in-class workforce that provides top healthcare, benefits, and memorial services to Veterans and their families. The FY 2020-2021 HCOP prioritizes several key areas to meet VA's strategic human capital objectives.

Recruitment and hiring will be backed by strategic planning, analysis, and communication tools to streamline the hiring cycle and target mission critical occupations and key candidates like Veterans and military spouses. Updated and clear policies and directives will underpin employee performance, supervisor accountability, and overall workforce engagement. By FY 2021, the HRIT portfolio is expected to grow from one enterprise system (HR-Smart) to four enterprise systems (HR-Smart, ALERT-HR, REACH, and EPMS). The HR-Smart enterprise system will also expand with three new capabilities (MSS, WOC, Manpower Management) over the next two years. VA's leadership and skills development will be backed by a framework of key competencies and development opportunities that grow VA's leadership capacity and pipeline. Police modernization will enhance governance, update staffing standards, and drive a targeted recruitment effort to hire top quality police officers that keep VAMCs, VA personnel, VA property, and the public safe. Finally, manpower management efforts will serve as the authoritative source for position management across the Department which directly impacts both human resources and funding levels needed for workforce planning.

The FY 2020-2021 HCOP demonstrates the focus, resources, and efforts VA is investing in to continue building a comprehensive human capital management system that serves both employees and VA stakeholders and fulfills VA's mission now and into the future. The progress that will occur over this 2-year implementation period will ensure the HR community directly supports and is aligned with the strategic agency goal of empowering and enabling a diverse, fully-staffed, and highly-skilled workforce that consistently delivers world class services to Veterans and their families.

FY 2020-2021 VA Human Capital Operating Plan

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FY 2020-2021 VA Human Capital Operating Plan

Appendices

Appendix A: Glossary of Terms

Actions: The identified, specific tasks to be accomplished within each HCOP objective.

Agency Strategic Plan: Defines the agency mission, long-term goals, strategies planned, and the approaches it will use to monitor its progress in addressing specific needs, challenges, and opportunities related to its mission.

Annual Performance Plan: Describes the annual performance targets intended to work toward within the fiscal year and the funding included in the President's Budget that is necessary to accomplish the Department's goals and objectives as defined in the current Strategic Plan.

Chief Human Capital Officer (CHCO): The agency's senior leader whose primary duty is to: (1) Advise and assist the head of the agency and other agency officials in carrying out the agency's responsibilities for selecting, developing, training, and managing a high-quality productive workforce in accordance with merit system principles; and (2) Implement the rules and regulations of the President, the Office of Personnel Management (OPM), and the laws governing the civil service within the agency.

Competencies: The things people need to know (knowledge), do (skills) and have (abilities) to be successful in a specific role.

Employee Engagement: An employee's sense of purpose that is evident in their display of dedication, persistence, and effort in their work and overall attachment to their organization and its mission.

Evaluation: A system that contributes to agency performance by monitoring and evaluating outcomes of its human capital management strategies, policies, programs, and activities.

Functional Communities (FCs) are groups of one or more occupational series or specialties with common functions, competencies, and career paths to accomplish a specific part of the VA mission. Functional communities engage in workforce planning to ensure mission accomplishment by preparing for emerging missions and changing work requirements. This includes but is not limited to:

- identifying workforce and skill gaps;
- identifying human capital (recruitment, development and retention) strategies to fill workforce and skills gaps; and
- serving as an insight, planning and competency management forum for a career field (i.e., Acquisition or Financial Management).

HRStat: A strategic human capital performance evaluation process that identifies, measures, and analyzes human capital data to inform the impact of an agency's human capital management on organizational results with the intent to improve human capital outcomes. HRStat, which is a quarterly review process, is a component of any agency's strategic planning and alignment and evaluation systems that are part of the Human Capital Framework.

FY 2020-2021 VA Human Capital Operating Plan

Human Capital Evaluation Framework (HCEF): Framework underlies the three human capital evaluation mechanisms (i.e., HRStat, Audits, and Human Capital Reviews) to create a central evaluation framework that integrates the outcomes from each to provide OPM and agencies with an understanding of how human capital policies and programs are supporting missions.

Human Capital Framework (HCF): The Office of Personnel Management (OPM) Human Capital Framework (HCF) provides comprehensive guidance on strategic human capital management in the Federal Government. The framework provides direction on human capital planning, implementation, and evaluation in the Federal environment.

Human Capital Operating Plan (HCOP): According to OPM, the HCOP is an agency's human capital implementation document, which describes how an agency will execute the human capital elements stated within the Agency Strategic Plan and Annual Performance Plan (APP).

ICARE: These values — Integrity, Commitment, Advocacy, Respect, and Excellence — define our culture and strengthen our dedication to those we serve. They provide a baseline for the standards of behavior expected of all VA employees. They remind us and others that “I CARE”:

Leadership development: The process of building and sustaining a strong leadership cadre across the Department.

Leadership Development Framework (LDF): Provides VA its first clear roadmap for consistently growing leaders of character at all levels across the organization. The LDF is founded in ICARE core values (Integrity, Commitment, Advocacy, Respect, and Excellence), the principles of Servant Leadership, and OPM's leadership competencies and levels of proficiency.

Learning agility is when an employee finds themselves in a situation that requires new knowledge, skills, and abilities and not knowing what to do – but then figuring it out.

Manpower Management: The ability to focus resources more efficiently by staffing requirements on models, time studies, industry benchmarking data, productivity standards, or other workload-based approach.

Milestones: A significant event marking a specific point in time related to the HCOP action.

Mission Critical Occupation: Occupations agencies consider core to carrying out their missions. Such occupations usually reflect the primary mission of the organization without which mission-critical work cannot be completed.

Objectives: Describe the individual components of the HCOP strategy.

Owner: Identifies the entity and person(s) responsible for the HCOP action.

People Analytics: Analytics done with organizational data that offers unique insights into the workforce and resolve people-centric business problems like productivity, retention, customer satisfaction and turnover.

FY 2020-2021 VA Human Capital Operating Plan

Performance Culture: A system that engages, develops, and inspires a diverse, high-performing workforce by creating, implementing, and maintaining effective performance management strategies, practices, and activities that support mission objectives.

Performance Management: Relates to the management of employee performance (i.e., planning, developing, monitoring, rating, and rewarding employee contributions), rather than performance-based or performance-oriented approaches to managing, measuring, and accounting for agency program performance.

Performance Measures: A target level of performance expressed as a tangible, measurable objective against which actual performance can be compared, including a goal expressed as a quantitative or qualitative standard, value, or rate.

Police Modernization: Involves establishing a national governance body to manage and oversee all policy issues, standardization and oversight regarding VA police across the enterprise.

Reskilling: The process of training individuals who have shown they have the aptitude to learn in a completely new occupation.

Shortage Occupation: Defined and determined by at least 20% of VA Medical Centers (VAMCs) having a shortage in the labor market that creates challenges for recruitment and retention in VHA. Designation as a shortage occupation does not necessarily mean that there are actual shortages at a facility, but instead, represent a challenge for recruitment and retention.

Skill Gap: A variance between the current and projected workforce size and skills needed to ensure an agency has a cadre of talent available to meet its mission and make progress towards achieving its goals and objectives now and into the future.

Strategies: Describes a path forward that ensures work functions and processes align to achieve human capital goals.

Strategic Planning and Alignment: An HCF system that ensures agency human capital programs are aligned with agency mission, goals, and objectives through analysis, planning, investment, and measurement.

Succession Plan: A succession plan is a product, a roadmap to ensuring an organization has a cadre or talent pool of ready and capable leaders.

Talent Management: An HCF system that promotes a high-performing workforce, identifies and closes skills gaps, and implements and maintains programs to attract, acquire, develop, promote, and retain quality and diverse talent.

Upskilling: Training individuals in the same occupation, but in a new way to master a new method or function that improves their ability to meet emerging skillset demands. (i.e., if automation overtakes certain job duties, training that individual in new work).

Workforce Development: Cultivates a continuous learning and development environment to ensure that an agencies workforce can adapt to globalization, internal restructuring, and adaptations that affect how work is performed.

Workforce Planning: The systematic process for identifying and addressing the gaps between the workforce of today and the human capital needs of tomorrow.

FY 2020-2021 VA Human Capital Operating Plan

Appendix B: Acronym List

3Rs	Recruitment, Retention, Relocation
AES	All Employee Survey
ALERT-HR	Automated Labor and Employee Relations Tool
APP&R	Annual Performance Plan and Report
ASP	Agency Strategic Plan
CHCO	Chief Human Capital Officer
CLO	Chief Learning Officer
CSA	Competitive Service Act
CSEMO	Corporate Senior Executive Management Office
CSS	Compensation and Classification Service
DHA	Direct Hiring Authority
DoD	Department of Defense
EE	Employee Engagement
EEC	Employee Engagement Council
EEO	Equal Employment Opportunity
EHRM	Electronic Health Record Modernization
EPMS	Enterprise Performance Management System
ER/LR	Employee Relations/Labor Relations
ER&PMS	Employee Relations and Performance Management Service
FEVS	Federal Employee Viewpoint Survey
FC	Functional Community
HC	Human Capital
HCF	Human Capital Framework
HCM	Human Capital Management
HCOP	Human Capital Operating Plan
HCR	Human Capital Review
HCSC	Human Capital Services Center
HITI	Health Learning and Training Institute
HR	Human Resources
HRA	Human Resources and Administration
HRA/OSP	Human Resources and Administration/Operations, Security, and Preparedness
HRIT	Human Resources Information Technology
HT38	Hybrid Title 38
ICARE	VA values - Integrity, Commitment, Advocacy, Respect, and Excellence
IAP	Independent Audit Program
IPR	Integrated Program Review
IT	Information Technology
LDF	Leadership Development Framework
LMR	Labor Management Relations
MCD	Medical Center Director
MCO	Mission Critical Occupation
MCSO	Mission Critical and Shortage Occupations
MEM	Manpower Estimation Model

FY 2020-2021 VA Human Capital Operating Plan

MMS	Manpower Management Service
MMP	Manpower Management Program
MOC	Military Occupation Specialty
MSS	Manager Self Service
NCA	National Cemetery Administration
NCOD	National Center for Organizational Development
OAWP	Office of Accountability and Whistleblower Protection
OCC	Office of Community Care
ODI	Office of Diversity and Inclusion
O&E	Oversight and Effectiveness Service
OIT	Office of Information and Technology
OMB	Office of Management and Budget
OPM	Office of Personnel Management
ORM	Office of Resolution Management
OSP	Operations, Security, and Preparedness
PAR	Personnel Action Requests
PD	Position Description
PMA	President's Management Agenda
PoC	Proof of Concept
REACH	Real-time Enterprise Authoritative Classification Hub
SECVA	Secretary, U.S. Department of Veterans Affairs
SES	Senior Executive Service
SHCPS	Strategic Human Capital Planning Service
SO	Staff Office
T2H	Time to Hire
T38	Title 38
T5	Title 5
TMS	Talent Management System
VA	Veterans Affairs
VAAA	VA Acquisition Academy
VACO	VA Central Office
VAMC	VA Medical Center
VAOB	VA Operations Board
VBA	Veterans Benefits Administration
VEP	Veterans Employment Program
VHA	Veterans Health Administration
VISN	Veterans Integrated Service Network
VSSC	VHA Support Service Center Capital Assets
WARTAC	Warrior Training Advancement Course
W2W	Warriors to Workforce
WOC	Workers Without Compensation
WMC	Workforce Management and Consulting

FY 2020-2021 VA Human Capital Operating Plan

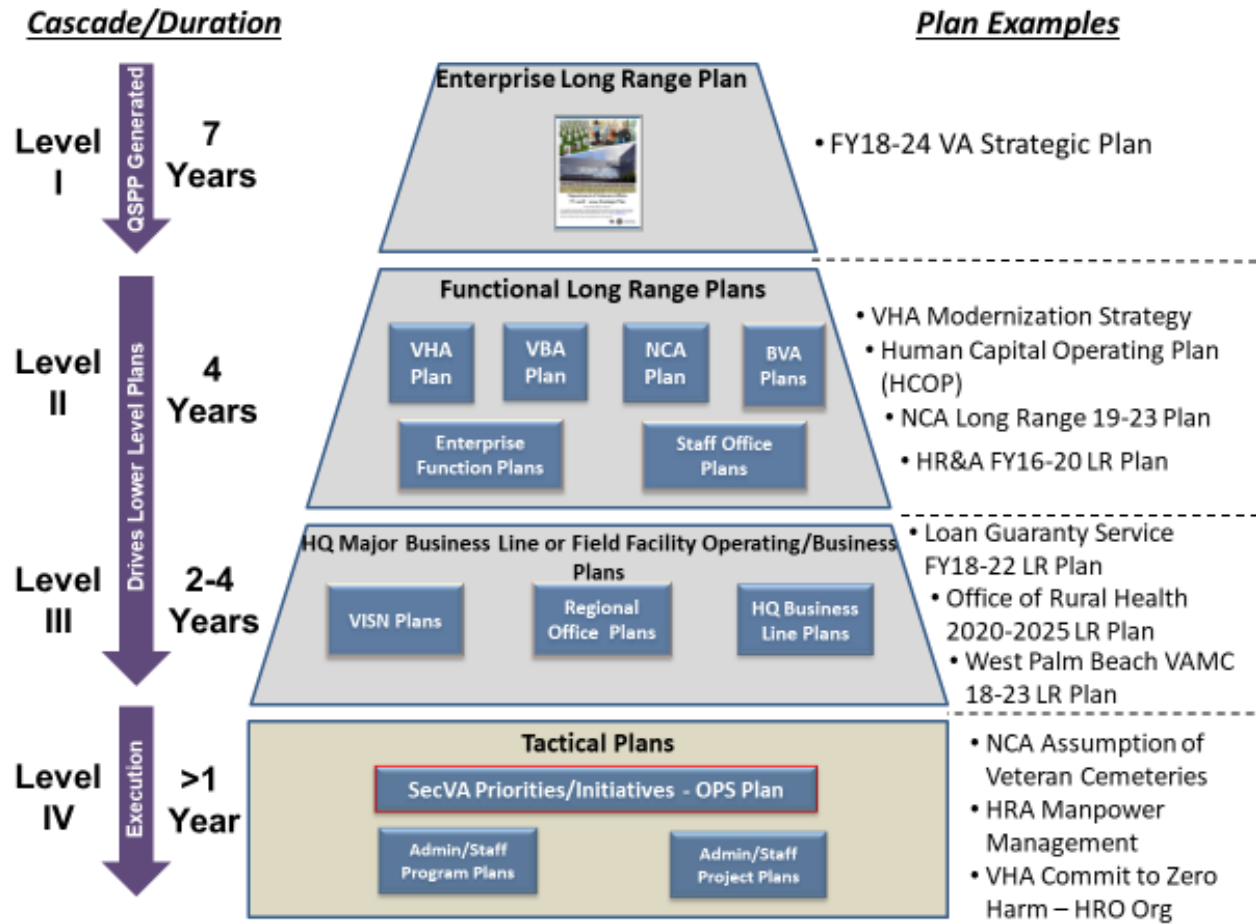
Appendix C: Six Federal Workforce Priorities

The six 2018 FWPR priorities are:

1. Succession Planning and Knowledge Transfer
2. Deploying Communication Tools
3. Securing Technological Solutions for Human Capital Analysis
4. Expanding Employee Development Opportunities
5. Bolstering Employee Recognition Programs
6. Enhancing Productivity through a Focus on Employee Health

FY 2020-2021 VA Human Capital Operating Plan

Appendix D: VA Levels of Planning



FY 2020-2021 VA Human Capital Operating Plan

Appendix E: HCOP Alignment with Human Capital Framework

Agency HC Strategies and Objectives	I Strategic Planning and Alignment System							II Talent Management System						III Performance Culture System						IV Eval. System	
	ASP	APP	Strategic HC Planning	Knowledge Sharing	HR Strategic Partner	Organizational Development	Change management	Workforce Planning	Recruitment and Outreach	Employee Development	Leadership Development	Retention	Knowledge Management	Engaged Employees	Continuous Learning	Performance Management	Diversity and Inclusion	Labor / Mgmt. Partnership.	Work-life	Business Analytics	Data-Driven Decisions
S1. Improve hiring and recruitment w/ focus key positions	*	*	*	*	*	*		*	*			*	*				*	*		*	*
Obj 1.1: Improve succession planning for key positions				*	*	*		*		*	*	*	*				*	*		*	*
Obj 1.2: Modernize classification and compensation			*	*	*	*	*	*	*												
Obj 1.3: Reduce the time it takes to hire		*	*	*	*			*	*			*		*				*		*	*
Obj 1.4: Increase recruitment training and outreach				*	*	*		*	*	*	*			*				*			
Obj 1.5: Cultivate workforce committed to Veteran and military spouse employment		*	*	*		*		*	*	*		*		*				*		*	*
Obj 1.6: Implement standardized onboarding and offboarding			*	*	*	*		*		*		*		*				*			
S2. Improve employee performance management and engagement	*	*	*	*	*	*		*		*		*	*	*	*	*	*	*	*	*	*
Obj 2.1: Improve the strategic use of incentive programs			*	*	*	*		*							*						
Obj 2.2: Strengthen supervisor support and accountability			*	*	*	*							*	*	*	*			*		

FY 2020-2021 VA Human Capital Operating Plan

Agency HC Strategies and Objectives	I Strategic Planning and Alignment System							II Talent Management System					III Performance Culture System					IV Eval. System		
	ASP	APP	Strategic HC Planning	Knowledge Sharing	HR Strategic Partner	Organizational Development	Change management	Workforce Planning	Recruitment and Outreach	Employee Development	Leadership Development	Retention	Knowledge Management	Engaged Employees	Continuous Learning	Performance Management	Diversity and Inclusion	Labor / Mgmt. Partnership.	Work-life	Business Analytics
Obj 2.3: Focus engagement efforts on low-engaged sites throughout VA									*	*	*	*	*	*	*	*		*	*	*
Obj 2.4: Standardize human capital management policies enterprise-wide		*	*	*	*			*		*		*								
Obj 2.5: Promote employee health and well-being													*		*			*		
S3. Provide VA with modernized HRIT Systems that enables a fully-staffed and highly-skilled workforce	*		*	*	*	*	*	*	*											
Obj 3.1: Improve skill-based learning and education for users of HRIT solutions	*		*	*		*		*	*											
Obj 3.2: Increase the use of customer outreach to receive customer feedback	*		*	*	*	*		*							*		*		*	*
Obj 3.3: Modernize HR technology to improve recruitment, retention, reporting and employee experience	*		*	*	*	*	*	*							*				*	
Obj 3.4: Improve data quality for HR Data	*		*	*		*		*							*				*	*
Obj 3.5: Improve HR processes to reduce pay issues across the Department	*		*	*		*		*											*	

FY 2020-2021 VA Human Capital Operating Plan

Agency HC Strategies and Objectives	I Strategic Planning and Alignment System						II Talent Management System						III Performance Culture System						IV Eval. System		
	ASP	APP	Strategic HC Planning	Knowledge Sharing	HR Strategic Partner	Organizational Development	Change management	Workforce Planning	Recruitment and Outreach	Employee Development	Leadership Development	Retention	Knowledge Management	Engaged Employees	Continuous Learning	Performance Management	Diversity and Inclusion	Labor / Mgmt. Partnership.	Work-life	Business Analytics	Data-Driven Decisions
S4. Expand delivery of training, education, and development Department-wide by leveraging best available internal and external learning resources	*			*	*	*				*	*	*	*	*	*					*	*
Obj 4.1 Launch new Strategic LDF to establish the basis for building and sustaining a strong leadership cadre	*		*	*	*	*				*	*	*	*	*	*						
Obj 4.2 Ensure up-skilling and re-skilling plans developed by functional communities identify and provide employees impacted by automation with skills to do other work needed for the future	*			*		*	*	*		*	*	*	*	*	*						
S5. Modernize the police force			*	*	*	*	*	*	*	*						*				*	*
Obj 5.1 Enhance governance and oversight of police operations			*	*	*	*	*	*	*												
Obj 5.2 Implement police staffing standards across the VA			*	*	*	*	*	*	*						*		*				
Obj 5.3 Identify recruitment, relocation, and retention incentives for the police force			*	*	*	*		*	*						*					*	

FY 2020-2021 VA Human Capital Operating Plan

Agency HC Strategies and Objectives	I Strategic Planning and Alignment System						II Talent Management System						III Performance Culture System						IV Eval. System		
	ASP	APP	Strategic HC Planning	Knowledge Sharing	HR Strategic Partner	Organizational Development	Change management	Workforce Planning	Recruitment and Outreach	Employee Development	Leadership Development	Retention	Knowledge Management	Engaged Employees	Continuous Learning	Performance Management	Diversity and Inclusion	Labor / Mgmt. Partnership.	Work-life	Business Analytics	Data-Driven Decisions
S6. Enhance Manpower Management Program (MMP) to enable VA to more accurately define full staffing capacity requirements	*		*	*	*	*		*			*									*	*
Obj 6.1 Implement workload-based manpower requirements using staffing studies, standards, or models	*		*	*	*	*		*												*	*
Obj 6.2 Produce more meaningful manning documents to accurately reflect authorized manpower requirements in line with appropriated funding levels and standardized organization structure	*		*	*		*														*	*
Obj 6.3 Implement policies, process to promote HR Smart data quality and improved decision making	*		*			*					*									*	*

FY 2020-2021 VA Human Capital Operating Plan

Appendix F: List of VA Mission Critical and Shortage Occupations

FY2019 VA SHORTAGE OCCUPATIONS			
Rank	Clinical Occupations	Rank	Non-Clinical Occupations
1	Registered Nurse (RN)	1	Human Resource Management
2	Medical Officer (Physician)	2	Police
3	Practical Nurse (LPN)	3	Custodial Worker
4	Psychologist	4	General Engineering
5	Medical Technologist	5	Medical Supply Assistant
6	Diagnostic Radiologic Technologist	6	Food Service Worker
7	Medical Instrument Technician	7	Medical Records Technician
8	Physician Assistant	8	Medical Supply Aide and Technician
9	Pharmacist	9	Human Resources Assistant
10	Nursing Assistant		

Source: VHA WMC office

Mission Critical Occupations

Government-wide MCOs
0110 - Economist
0201 - Human Resources Management
0511 - Auditing
1102 - Contracting
220210 - Information Technology Management
VA-Specific MCOs
0180 Psychologist
0602 Physician
0603 Physician Assistant
0610 Registered Nurse
0620 Practical Nurse
0631 Occupational Therapist
0633 Physical Therapist
0644 Clinical Laboratory Specialist
0660 Pharmacist
0996 Veterans Claims Examiner
4754 Cemetery Caretaker

Source: MCO Resource Chart provided by VHA in March 2020

*Currently under review and expect updated VA MCO list in calendar year 2020

FY 2020-2021 VA Human Capital Operating Plan

Appendix G: VA Leadership Development Framework

