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September 8, 2023

FOIA Tracking No. 2023-F-10870

This is in response to your Freedom of Information Act (FOIA) request submitted June 26, 2023. Your request was received in our office on July 5, 2023, and assigned the above FOIA tracking number.

The Veterans' Employment and Training Service (VETS) has searched its agency records and found the enclosed responsive to your request. The redacted VETS' **Performance Measures and Milestones** information are being withheld pursuant to FOIA Exemption 5 as it relates to the deliberative process. The redacted **Enterprise Risk Management** information are being withheld pursuant to FOIA Exemption 7 as it relates to protection under law enforcement purposes.

This response pertains only to records maintained by the U.S. Department of Labor, VETS. If you have any questions regarding this response or would like to discuss any aspect of your request, please do not hesitate to contact Mr. Aaron A. Gustafson of our staff at [gustafson.aaron.a@dol.gov](mailto:gustafson.aaron.a@dol.gov).

You may also contact the Department of Labor's FOIA Public Liaison, Mr. Thomas Hicks, at (202) 693-5427 or by e-mail at [hicks.thomas@dol.gov](mailto:hicks.thomas@dol.gov) or the Office of Government Information Services (OGIS) within the National Archives and Records Administration (NARA) to inquire about the mediation services they offer.

The contact information for OGIS is as follows: Office of Government Information Services, National Archives and Records Administration, 8601 Adelphi Road, College Park, MD 20740-6001. You can also reach that office by e-mail at [ogis@nara.gov](mailto:ogis@nara.gov), by phone at (202) 741-5770, or by calling toll-free at 1-877-684-6448.

It is also important to note that the services offered by OGIS, are not an alternative to filing an administrative FOIA appeal.

You may file an appeal of this decision with the Solicitor of Labor within 90 days from the date of this response. The appeal must state, in writing, the grounds for the appeal, including any supporting statement or arguments. In order to facilitate processing of the appeal, please include your mailing address and daytime telephone number, as well as a copy of the initial request and this response.

The envelope and letter of the appeal should be clearly marked "Freedom of Information Act Appeal." Any amendment to the appeal must be made in writing and received prior to a decision. The appeal should be addressed to the Solicitor of Labor, Division of Management and Administrative Legal Services, U.S. Department of Labor, 200 Constitution Avenue, N.W., Room N-2420, Washington, D.C. 20210. Appeals may also be submitted by e-mail to [foiaappeal@dol.gov](mailto:foiaappeal@dol.gov) or faxed to (202) 693-5538. Appeals submitted to any other e-mail address will not be accepted. All appeals and/or future correspondence regarding this request should reference the assigned FOIA tracking number (above).

Sincerely,

 Digitally signed by  
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Iris S. Díaz  
Disclosure Officer

Enclosure(s)

United States Department of Labor

# **Veterans’ Employment and Training Service (VETS)**

Fiscal Year 2023 Agency Management Plan

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## Agency Introduction:

The Veterans' Employment and Training Service (VETS) administers programs that address the employment, training, and job security needs of 200,000 service members who transition to civilian life each year, 8.9 million military veterans, and nearly 800,000 National Guard and Reserve members. VETS' commitment is to enable all veterans, transitioning service members (TSMs), and military spouses to reach their full potential in the workplace.

VETS is part of an integrated employment, training, and compliance enterprise in the U. S. Department of Labor (DOL). Our programs:

- **Prepare** transitioning service members and military spouses for meaningful careers;
- **Provide** employment and training services to eligible veterans and military spouses;
- **Protect** employment and re-employment rights of service members and veterans and ensure that federal employers give appropriate preferential hiring to veterans; and
- **Promote** employment and training opportunities for veterans.

VETS supports DOL's Fiscal Year (FY) 2022-2026 Strategic Plan through Strategic Goal 1: *Build Opportunity and Equity for All*, and Strategic Objective 1.1: *Advance training, employment, and return-to-work opportunities that connect workers to higher-wage jobs, especially in ways that address systemic inequities.*

Throughout this document, VETS will use the following definitions for "Equity" and "Underserved Communities" as defined in [Executive Order 13985, Advancing Racial Equity and Support for Underserved Communities Through the Federal Government](https://www.federalregister.gov/d/2021-01753) (<https://www.federalregister.gov/d/2021-01753>).

- **Equity:** The term "equity" means the consistent and systematic fair, just, and impartial treatment of all individuals, including individuals who belong to underserved communities that have been denied such treatment, such as Black, Latino, and Indigenous and Native American persons, Asian Americans and Pacific Islanders and other persons of color; members of religious minorities; lesbian, gay, bisexual, transgender, and queer (LGBTQ+) persons; persons with disabilities; persons who live in rural areas; and persons otherwise adversely affected by persistent poverty or inequality.
- **Underserved Communities:** The term "underserved communities" refers to populations sharing a particular characteristic, as well as geographic communities, that have been systematically denied a full opportunity to participate in aspects of economic, social, and civic life, as exemplified by the list in the preceding definition of "equity."



## **FY 2023 Budgetary Resources:**

The Federal Administration (FA) budget activity supports the management and oversight necessary to implement VETS programs. It funds VETS' staff distributed across each state, the District of Columbia, Puerto Rico, six regional offices, and the National Office. This covers salaries, benefits, travel, training, office space rent, contracts, IT, and the working-capital fund. FA also funds the compliance activities required by the Uniformed Services Employment and Reemployment Rights Act (USERRA). All other budget activities cover the direct needs of each program and are described in more detail in subsequent sections of the Agency Management Plan (AMP).

The following table represents the FY 2022 Enacted Appropriation budget levels:

<b>Budget Activity</b>	<b>Budget Authority</b>	<b>FTE</b>
Transition Assistance Program	\$32,379,000	0
Jobs for Veterans State Grants	\$183,000,000	0
Homeless Veterans' Reintegration Program	\$60,500,000	0
National Veterans' Training Institute	\$3,414,000	0
Federal Administration – USERRA Enforcement	\$46,048,000	244
<b>Total</b>	<b>\$325,341,000</b>	<b>244</b>

For FY 2023, VETS identified a set of themes and supporting strategies that align with our mission and DOL's Strategic Objective 1.1.

Theme Number	Theme Name	Strategy	Strategy Short Name
1	<b>Enable all veterans, TSMs, and military spouses to reach their full potential in the workplace</b>	1.1 Prepare veterans, TSMs, and military spouses for meaningful careers 1.2 Provide veterans, TSMs, and military spouses with employment resources to build meaningful careers 1.3 Protect the employment rights of National Guard, Reserve members, and veterans	Prepare  Provide  Protect
2	<b>Leverage partnerships that promote and recognize veterans, TSMs, and military spouses to improve employment outcomes</b>	2.1 Promote employment opportunities for veterans, TSMs and military spouses 2.2 Enhance VETS partnerships including government and non-government stakeholders that are associated with VETS' mission	Promote  Partner
3	<b>Prioritize equity and inclusions in our programs to reach underserved veteran communities</b>	3.1 Conduct research and data analysis of subpopulations and underserved communities 3.2 Establish new partnerships to connect VETS services with veterans in underserved communities	Research  Partner (underserved)
4	<b>DOL as a Model Workplace</b>	4.1 Implement activities in support of Diversity, Equity, Inclusion, and Accessibility (DEIA) within VETS 4.2 Incorporate annual hiring plan 4.3 Meeting Statutory Requirements	DEIA  Hiring Plan Reporting
5	<b>Data as a Strategic Asset</b>	5.1 Data Governance 5.2 Data Talent 5.3 Data Access 5.4 Data Use	Governance Talent Access Use

## **Agency Theme 1: Enable all veterans, transitioning service members, and military spouses to reach their full potential in the workplace**

### **Strategy 1.1: Prepare veterans, transitioning service members, and military spouses for meaningful careers**

#### **Activities:**

VETS prepares veterans, TSMs, and military spouses for meaningful careers through an array of high quality and effective workshops to provide a tailored transition experience. In FY 2023, VETS will focus on the following initiatives:

#### **1.1.1: Conduct In-Person and Virtual Transition Assistance Program (TAP) workshop delivery**

DOL offers a mandatory one-day Employment Fundamentals of Career Transition (EFCT) workshop, as well as the DOL Employment Workshop (EW) and the Career and Credential Exploration (C2E) workshop, which are both elective two-day courses. In addition, VETS offers specialized TAP curricula; Transition Employment Assistance for Military Spouses (TEAMS) and the Wounded Warrior and Caregiver Employment Workshop (WWCEW). VETS staff will monitor these workshops via Milestones **TAP-11a/b/c**, as well as the overall effectiveness of the facilitators and curriculum through Milestone **TAP-14**. The monitoring measures have been separated into three tiers based on service member throughput at each installation. VETS field staff will monitor select sites, based on tier, annually. Course facilitators receive scores based on preparedness, following provided curriculum, interaction with participants, etc. Through Milestone **TAP-FY23A**, VETS will implement revised EFCT and DOL EW curricula. Through Milestone **TAP-FY23C**, VETS will develop and implement TAP Military Lifecycle (MLC) and employment related micro-learning content.

#### **1.1.2: National Directory of New Hires**

The U.S. Department of Health and Human Services (HHS) administers a national database of wage and employment information reported by employers to each State Directory of New Hires. The database contains information on all newly hired employees, quarterly wages, and unemployment insurance. It is the timeliest database to verify wage information. In FY 2022, VETS completed the necessary documentation to receive the matched wage information described above from the National Directory of New Hires (NDNH) and began receiving data on August 1, 2022. These data will provide employment/wage-based outcomes for all TSMs. Through Milestone **TAP-FY23D** and **TAP-FY23E**, VETS will analyze these data and determine potential policy areas to examine, potential correlations among minority populations, veterans

experiencing poverty, as well as consider performance metrics tied to the success of the TAP workshops.

### **1.1.3: Employment Navigator and Partnership Pilot**

Employment Navigators (ENs) are located at military installations to assist TSMs and spouses through the transition to a civilian labor force by providing one-on-one assistance and connecting them to best-fit partners. The Employment Navigator and Partnership Pilot (ENPP) began April 1, 2021, with 54 ENs at 13 military installations. During ENPP's first year, pilot installation sites increased to 18, and the total number of ENs increased to 56. VETS intends to continue the pilot through FY 2023 to ensure thorough data collection and analysis. VETS will analyze the employment outcomes through NDNH milestones and various studies identified in the Learning Agenda to determine program expansion based on results of the pilot. Additionally, VETS may add sites in FY 2023 based on requests from the military services and subject to available funding.

### **1.1.4: Off-Base Transition Training Pilot**

The Off-Base Transition Training (OBTT) Pilot became law on January 5, 2021. This five-year pilot offers veterans and military spouses the chance to participate in DOL-sponsored courses typically only available for TSMs on military bases. In FY 2022, VETS launched the pilot in five states, covering nine counties, with the largest number of unemployed veterans. OBTT courses teach job-seeking skills and strategies to transition into civilian employment. Courses are available in-person and virtually. During OBTT workshops, participants receive referrals to American Job Centers (AJCs) for one-on-one services and receive information about accessing services from the Department of Veteran Affairs (VA) and the Small Business Administration (SBA). Homeless Veterans' Reintegration Program (HVRP) grantees also refer participants in "job ready" status to OBTT workshops where applicable. VETS is exploring the possible use of unique identifiers for OBTT participants who receive services at the AJC to capture participant information in existing Workforce Integrated Performance System (WIPS) reports. Through Milestone **TAP-FY23B**, VETS will submit the OBTT annual report.

In FY 2023, VETS will expand coverage within the initial pilot states to increase access. Depending on funding availability, VETS will expand to additional pilot states in FY 2024 and FY 2025. VETS will use existing Departmental and VETS programmatic data to select pilot sites that improve the employment situation of veterans experiencing poverty.

*VETS implemented the OBTT pilot in five states based on TAP program savings realized from the COVID-19 pandemic. At the FY 2023 requested level, VETS will continue the pilot in those initial five states only. To fully comply with Congress intent and conduct the pilot in at least 20*

*states, VETS will need additional funding. That additional funding is included in the agency's FY 2024 budget request.*



## Budget, Performance, Risk, and Learning

### FY 2023 Budgetary Resources

Budget Activity	Budget Authority (whole dollars)	FTE
TAP	\$32,379,000	0

### Performance Measures

Measure ID	Measure Name	FY 2023 Annual Target	FY 2023 Q1 Target	FY 2023 Q2 Target	FY 2023 Q3 Target	FY 2023 Q4 Target	Applicable Categories
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]

## Performance Milestones

Milestone ID	Milestone Description	Milestone Due Date	Applicable Categories
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]

## Enterprise Risk Management

Risk ID	Risk Description	Mitigation Strategy	Risk Rating as of 10/1	Risk Tolerance
VETS-[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]

## Learning: Completed, Underway, or Planned

Learning Item	Description of how evidence or evidence-building has or will inform the strategy
VETS TAP Apprenticeship Pilot Implementation Study ( <b>Completed</b> )	<p>The goal for this descriptive implementation study is to understand the implementation of the TAP Apprenticeship Pilot and provide formative feedback to VETS. It examined the types of activities, strategies, and resources that were utilized under the pilot to assist transitioning service members learn about, search for, and secure apprenticeships. It looked at the patterns of placement in apprenticeship opportunities, and related successes and challenges.</p> <p>The final report is expected to be posted on the Chief Evaluation Office (CEO) website by Summer 2022.</p>
VETS TAP Employment Navigator Formative Study ( <b>Underway</b> )	<p>The goal of this formative study is to examine the implementation of the TAP ENPP. The study is conducted in two stages: (1) examine the first six months of the pilot and (2) examine the last six months of the pilot and variation across pilot sites. The data sources for this study includes interviews and focus groups with stakeholders, performance data, and a survey of participants.</p> <p>The final report is expected to be completed Fall 2022.</p>
VETS Employment Navigators Evaluation ( <b>Underway</b> )	<p>Implementation evaluation to understand how ENs provide support to TSMs to find employment faster and/or obtain higher wages. It will also include a feasibility study for an impact evaluation. The study will examine the elements that distinguish a VETS employment navigator (if any) from other case management support to veterans, including supports from Consolidated Disabled Veteran's Outreach Program (DVOP) Specialists and Local Veteran's Employment Representatives (LVER)s.</p> <p>Study will begin in FY 2022 and last five years.</p>
TAP Impact Study ( <b>Underway</b> )	<p>CEO is currently conducting an impact study of TAP overall. Specifically, this project is reviewing data obtained from Army participants and the NDNH to explore employment-related outcomes for service members after transition. This project will also aim to compare the various iterations of TAP over the past decade.</p>



Learning Item	Description of how evidence or evidence-building has or will inform the strategy
TAP Evaluation and Employee Navigation (TEEN) Study ( <b>Underway</b> )	The goal of this project is to combine three data sources: 1) armed forces administrative data from the Veterans Data Exchange Initiative (VDEI) with DoD, 2) navigator's data from VETS' TAP Employment Navigator System (TENS), and 3) employment data from NDNH with the US HHS. The resulting analytic file from combining these data sources will allow DOL to analyze of the challenges faced by separated and retired TSMs. More specifically, these data will help VETS to better understand the (i) employment outcomes of the TAP initiative and (ii) the role of ENs on employment outcomes for TSMs.
VA TAP Evaluation, 4305: 1-Year Assessment ( <b>Underway</b> )	The purpose of this evaluation is to independently assess the effectiveness of TAP as per Section 4305 of The Veterans Health Care and Benefits Improvement Act of 2020 (hereafter referred to as Public Law 116-315) and provide actionable recommendations that can be taken to improve the program and ultimately assist individuals transitioning from military service to Veteran status. This assessment as two main components: (1) Outcomes Evaluation and (2) Program Review. VETS TAP and Office of Research and Policy (ORP) staff are members of this study's interagency working group, and they provide clarifications, requested information, and feedback to preliminary findings and reports.

## Strategy 1.2: Provide employment resources

### Activities:

VETS provides veterans, TSMs, and military spouses with targeted training and resources through three programs that leverage partnerships to improve employment outcomes and promote efforts to address historical and systemic inequities in employment:

#### 1.2.1: Jobs for Veterans State Grants

The Jobs for Veterans State Grants (JVSG) program provides funding to states for Disabled Veterans' Outreach Program (DVOP) specialists and Local Veterans' Employment Representative (LVER) staff. DVOP specialists provide individualized career services to veterans with significant barriers to employment (SBE). LVER staff promotes hiring veterans in communities through outreach activities with local employers. Measures **WIOA-DVOP-05** and **DVOP-05a** will track JVSG Performance.

- [REDACTED]
- [REDACTED] Milestone **JVSG-FY23A** will track this effort.
- [REDACTED] Milestone **JVSG-FY23B** will track this effort.
- The performance accountability provisions in section 116 of the WIOA requires the use of a statistical adjustment model (SAM) as a factor in state performance negotiations and outcomes after each program year for Title I and Title III core programs. [REDACTED]



[REDACTED]  
[REDACTED] Milestone **JVSG-FY23C** will track this effort.

### 1.2.2: Homeless Veterans' Reintegration Program

HVRP addresses one of the most vulnerable populations by helping to reintegrate veterans experiencing homelessness into the workforce through the awarding of competitive grant funds to State and Local Workforce Investment Boards, local public agencies, for-profit/commercial entities, and non-profit organizations. HVRP has two core objectives, to provide services to assist in reintegrating homeless veterans into meaningful employment within the labor force and to stimulate the development of effective service delivery systems that will address the complex problems facing homeless veterans. Measures **HVRP 01b, HVRP-01, HVRP-03, 04, 05** will track HVRP performance.

- The last HVRP Funding Opportunity Announcement (FOA) introduced new scoring elements for reaching underserved communities and historically marginalized veterans. Grantees addressed how they will serve areas not currently served by an HVRP grant and their plans to conduct targeted outreach to veterans adversely affected by persistent poverty or inequality. The National Veterans' Technical Assistance Center (NVTAC) provides technical assistance (TA), support, and training to HVRP grantee staff and provides VETS staff with subject matter expertise in developing effective approaches to serving homeless veterans, establishing linkages with other entities with similar interests and concerns, and identifying underserved areas and subpopulations of homeless veterans. [REDACTED]

[REDACTED] Milestone **HVRP-FY23A** will track this effort.

- The foundation of HVRP's monitoring and oversight activities are the grantees' quarterly reports. These forms capture both operational information, such as budget estimates and performance results, and strategic information, such as partnership building efforts with AJC activities and success stories used to drive program wide improvements and inform strategies. The current Office of Management and Budget (OMB) approval of the Technical Performance Report (TPR), Technical Performance Narrative (TPN), and Stand Down After Action Report (SDAAR), collectively known as the "HVRP 700 Series", expires in late June 2023. [REDACTED]

[REDACTED] Milestone **HVRP-FY23B** will track this effort.

- 

[REDACTED]

Milestone **HVRP-FY23C** will track this effort.

### **1.2.3: National Veterans' Training Institute (NVTI)**

Through the National Veterans Training Institute (NVTI), VETS provides specialized training and professional skills enhancement to DOL grant-funded staff who serve veterans. The NVTI course catalog and descriptions are available on [NVTI's website](https://www.nvti.org/Training/Class-Descriptions) (<https://www.nvti.org/Training/Class-Descriptions>). NVTI created a Career Coaching for Special Populations series that includes serving LGBTQ+ and women veterans and serving American Indian/Alaska Native and rural veterans.

[REDACTED] NVTI has also created some adjoining podcasts that include Serving Native American Veterans, Serving LGBTQ+ Veterans, and Serving Rural Veterans.

- 

[REDACTED]

. Milestone

**NVTI-FY23A** will track this effort.

## Budget, Performance, Risk, and Learning

### FY 2023 Budgetary Resources

Budget Activity	Budget Authority (whole dollars)	FTE
JVSG	\$183,000,000	0
HVRP	\$60,500,000	0
NVTI	\$3,414,000	0

### Performance Measures

Measure ID	Measure Name	FY 2023 Annual Target	FY 2023 Q1 Target	FY 2023 Q2 Target	FY 2023 Q3 Target	FY 2023 Q4 Target	Applicable Categories
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]

Measure ID	Measure Name	FY 2023 Annual Target	FY 2023 Q1 Target	FY 2023 Q2 Target	FY 2023 Q3 Target	FY 2023 Q4 Target	Applicable Categories
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]

Measure ID	Measure Name	FY 2023 Annual Target	FY 2023 Q1 Target	FY 2023 Q2 Target	FY 2023 Q3 Target	FY 2023 Q4 Target	Applicable Categories
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]

### Performance Milestones

Milestone ID	Milestone Description	Milestone Due Date	Applicable Categories
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]

Milestone ID	Milestone Description	Milestone Due Date	Applicable Categories
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]



## Enterprise Risk Management

Risk ID	Risk Description	Mitigation Strategy	Risk Rating as of 10/1	Risk Tolerance
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]

Risk ID	Risk Description	Mitigation Strategy	Risk Rating as of 10/1	Risk Tolerance
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]

Risk ID	Risk Description	Mitigation Strategy	Risk Rating as of 10/1	Risk Tolerance
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]

### Learning: Completed, Underway, or Planned

Learning Item	Description of how evidence or evidence-building has or will inform the strategy
HVRP Impact Evaluation (Underway)	The goals for this study are to evaluate the effectiveness of HVRP on participants' employment outcomes, using the most rigorous design feasible (experimental or quasi-experimental methods); and to conduct an implementation evaluation to understand program models and variations, partnerships, and the homeless veterans served.

## Strategy 1.3: Protect employment rights

### Activities:

VETS protects the employment rights for veterans, service members, and others by conducting compliance activities at the national, regional, and state levels. In FY 2023, VETS will focus on four activity areas.

#### 1.3.1: Investigator Development

The training, experience, and development of VETS' USERRA and Veterans Preference (VP) Investigators are critical to protecting the employment rights of National Guard, Reserve members and veterans. During FY 2022, VETS conducted a thorough evaluation of the qualifications of all its existing and newly hired investigators and identified training and development to implement during FY 2023. Revised training curriculums will be provided to all newly hired investigative staff and to some existing investigative staff and tracked through Milestones **COMPLIANCE-FY23G** and **COMPLIANCE-FY23H**. VETS will also develop the tools and framework for a nationally managed, regionally operated mentorship program, Milestone **COMPLIANCE-FY23E**, which will provide additional attention, support, and training to newly hired employees by pairing them with more experienced investigators who can guide them through complex investigative tasks.

#### 1.3.2: Inclusive Communication

VETS will provide clear, direct, inclusive, and open communication between the National Office and the field and regional offices and between VETS' staff and persons or organizations who seek compliance assistance from VETS. These efforts include verbal and written communications to internal and external persons and organizations. Internal communication improvements are needed to ensure that investigative staff are aware and knowledgeable of the policies and processes required during investigations, especially those which occurred during FY 2022, or those to be implemented during FY 2023. To achieve this, VETS will conduct regular-recurring meetings entitled Compliance Jam Sessions, tracked by Milestone **COMPLIANCE-FY23I**. Meetings are in an "office-hours" format, where VETS' National Office staff engage directly with field and regional office staff to review policies and procedures, discuss updates to data systems, field questions on compliance and investigations, and address other topics requested by investigative staff and management.

VETS will also increase the quantity and variety of methods of compliance assistance outreach activities, through Measure

**COMPLIANCE-07** to ensure that we inform National Guard, Reserve, veterans, and employers about their rights and responsibilities under USERRA and the statutes and regulations that apply to VP.

### 1.3.3: Quality and Consistency of Investigations

VETS will work to improve the quality and consistency of investigations during FY 2023. To do so, VETS will seek to accomplish tasks and implement measures that incentivize improvement in targeted areas of weakness identified through regression testing of case data in prior FYs.

[REDACTED]

In addition to the overall quality measure, VETS will begin implementing a review of a series of other case factors for inclusion within a new composite quality score in a future FY. These new measures include calculations to determine the percentage of substantiated <sup>1</sup> claims <sup>2</sup> that are resolved prior to closure via Measure **USERRA-09a**, calculations to determine the percentage of investigations in which the investigator completed an interview of at least one person with knowledge of the claim monitored by Measure **USERRA-09b**, and the percentage of cases which were reviewed by a supervisor through the required Report of Investigation prior to closure tracked by Measure **USERRA-09c**. VETS will also continue to monitor investigator compliance to close cases within 90 days or within an extension of time agreed to by the claimant. Measure **USERRA-05** will track this effort.

### 1.3.4: Data Maturity

VETS will continue to improve the collection, review, storage, and availability of investigative data during FY 2023. During FY 2023, VETS will be migrating all USERRA and VP data from its legacy system, Veterans Investigative Preference Employment Rights System (VIPERS), into its new case management system VETS Case Management System (VCMS) and tracked by Milestone **COMPLIANCE-FY23A**. VETS will define the measures to be included in the new composite quality score to replace USERRA-04. Milestone **COMPLIANCE-FY23J** will track this effort.

<sup>1</sup> Substantiated claims include cases that are closed with a closure code of “Claim Granted”, “Claim Resolved”, and “Substantiated, Not Resolved”. Closure codes “Claim Granted” and “Claim Settled” may be combined into a new closure code of “Claim Resolved” during FY 2023.

<sup>2</sup> USERRA closure codes have been modified in the new Operations Manual. The term “Merit” has been replaced by “Substantiated.” Therefore, “No Merit” will now be “Not Substantiated”; “Merit, Not Resolved” will now be “Substantiated, Not Resolved.”



## Budget, Performance, Risk, and Learning

### FY 2023 Budgetary Resources

Budget Activity	Budget Authority (whole dollars)	FTE
Federal Administration-USERRA Enforcement	\$46,048,000	244

### Performance Measures

Measure ID	Measure Name	FY 2023 Annual Target	FY 2023 Q1 Target	FY 2023 Q2 Target	FY 2023 Q3 Target	FY 2023 Q4 Target	Applicable Categories
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]

Measure ID	Measure Name	FY 2023 Annual Target	FY 2023 Q1 Target	FY 2023 Q2 Target	FY 2023 Q3 Target	FY 2023 Q4 Target	Applicable Categories
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]

### Performance Milestones

Milestone ID	Milestone Description	Milestone Due Date	Applicable Categories
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]

Milestone ID	Milestone Description	Milestone Due Date	Applicable Categories

### Enterprise Risk Management

Risk ID	Risk Description	Mitigation Strategy	Risk Rating as of 10/1	Risk Tolerance
None	-	-	-	-

### Learning: Completed, Underway, or Planned

Learning Item	Description of how evidence or evidence-building has or will inform the strategy
Case Quality Regression Testing	The Compliance and Investigations team will continue annual regression testing and analysis of VCMS data elements to determine newly available and needed data elements that can eventually be used to construct a new composite case quality score. New measures USERRA-09a, 09b, and 09c make up the initial quality factors that will eventually become part of a newly developed case quality measure to replace USERRA-04, which is based on manual investigation techniques utilizing a physical casefile.



## **Agency Theme 2: Leverage partnerships that promote and recognize veterans, transitioning service members, and military spouses to improve employment outcomes**

### **Strategy 2.1: Promote employment for meaningful careers**

#### **Activities:**

VETS will focus on improving our ability to communicate effectively (internally and externally) with consistent and coordinated messaging to inform and engage people and organizations regarding VETS' programs in support of veteran and military spouse employment.

#### **2.1.1: Veterans Employment Outreach Program (VEOP)**

VETS continues a robust Veterans Employment Outreach Program (VEOP) to make it easier for employers to find, hire, train, and retain veterans, TSMs, and military spouses. In FY 2023, the VEOP will coordinate outreach efforts with internal DOL Agencies, federal departments, private and public sector employers, labor unions, industry associations, and workforce development and economic development organizations to increase employment opportunities for TSMs, veterans, and military spouses. Measure **SO-07** will track the engagement efforts and **ORP-01** will track the number of engagements with underserved communities and organizations.

#### **2.1.2: HIRE Vets Medallion Program (HVMP)**

The Honoring Investments in Recruiting and Employing American Military Veterans Act (HIRE Vets Act), recognizes employer efforts to recruit, employ, and retain veterans. The program provides two tiers of recognition, Platinum and Gold HIRE Vets Medallion Awards, to recognize employers based on specified criteria established for small, medium, and large employer categories.

Measures **HVMP-01**, **HVMP-02** and Milestone **HVMP-FY23A** will track these efforts.

*Although required by the HIRE Vets Act, the cost of the HVMP is not met solely through current application volume and fees. The department has requested and received annual legislative authority to use up to (and may not exceed) \$500,000 of VETS' Federal Administration budget activity funds, along with fees, to minimally fund the program. VETS has and continues to propose budget initiatives that would modify the authorizing language to update requirements and stabilize funding of the program.*

### **2.1.3: Integrated Strategic Outreach, Communications, and Digital Engagement Plan**

VETS will implement a comprehensive Strategic Outreach (SO) communication plan for external messaging that will provide information and relevant products for outreach to our primary audiences through various platforms, including Twitter and LinkedIn. Measures **SO-09** and **SO-10** will track these engagements. VETS will provide direct, synchronized, and coordinated messaging to inform people and organizations about the value of VETS programs, to encourage and refer TSMs, veterans, and military spouses to appropriate services across the various VETS programs.

## Budget, Performance, Risk and Learning

### FY 2023 Budgetary Resources

Budget Activity	Budget Authority (whole dollars)	FTE
Promote	\$0	0

### Performance Measures

Measure ID	Measure Name	FY 2023 Annual Target	FY 2023 Q1 Target	FY 2023 Q2 Target	FY 2023 Q3 Target	FY 2023 Q4 Target	Applicable Categories
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]

## Performance Milestones

Milestone ID	Milestone Description	Milestone Due Date	Applicable Categories
HVMP-FY23A	Prepare and submit the HVMP Annual Report to Congress	06/30/2023	Agency Specific

## Enterprise Risk Management

Risk ID	Risk Description	Mitigation Strategy	Risk Rating as of 10/1	Risk Tolerance
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]

## Learning: Completed, Underway, or Planned

Learning Item	Description of how evidence or evidence-building has or will inform the strategy
None	-

## **Strategy 2.2: Enhance VETS Partnerships including government and non-government stakeholders that are associated with VETS' Mission**

### **Activities:**

In addition to promoting our programs, VETS will strengthen connections with internal and external partners to the agency and DOL. Strengthening our partnerships with stakeholders at national, regional, state, and local levels will broaden our impact in the veteran and military spouse employment space, underserved communities, and facilitate improved employment outcomes. Measure **SO-07** will track the engagement efforts and **ORP-01** will track the number of partnerships with underserved communities and organizations. VETS will use these metrics as initial indicators until insights from a Customer Relationship Management (CRM) system are developed.

### **2.2.1: Governmental Partnerships**

VETS will strengthen partnerships with federal and state government agencies and improve collaboration in supporting veterans and military spouse employment.

### **2.2.2: Nongovernmental Partnerships**

VETS will expand partnerships with Veteran Service Organizations (VSO), Military Service Organizations (MSO), industry/trade associations, and unions to promote VETS programs.

## Budget, Performance, Risk and Learning

### FY 2023 Budgetary Resources

Budget Activity	Budget Authority (whole dollars)	FTE
Partnerships	\$0	0

### Performance Measures

Measure ID	Measure Name	FY 2023 Annual Target	FY 2023 Q1 Target	FY 2023 Q2 Target	FY 2023 Q3 Target	FY 2023 Q4 Target	Applicable Categories
None	-	-	-	-	-	-	-

### Performance Milestones

Milestone ID	Milestone Description	Milestone Due Date	Applicable Categories
None	-	-	-

### Enterprise Risk Management

Risk ID	Risk Description	Mitigation Strategy	Risk Rating as of 10/1	Risk Tolerance
None	-	-	-	-

### Learning: Completed, Underway, or Planned

Learning Item	Description of how evidence or evidence-building has or will inform the strategy
None	-

## **Agency Theme 3: Prioritize equity and inclusion in our programs to reach underserved veteran communities**

### **Strategy 3.1: Research and Data Analysis of Subpopulations and Underserved Communities**

#### **Activities:**

In January 2021, a reorganization of the VETS structure established the VETS Office of Research and Policy (ORP). Since its creation, ORP's responsibilities have increased to include Diversity, Equity, Inclusion, and Accessibility (DEIA).

ORP conducts and coordinates research and data analysis on veteran employment as a general group and for subpopulations and underserved communities. ORP coordinates evidence-building activities with DOL's Chief Evaluation Office (CEO). ORP researchers also conduct internal research and data analyses in-house to identify trends in employment for all veterans and differences in demographic, and socioeconomic status characteristics.

#### **3.1.1: Enhance Diversity, Equity, Inclusion, and Accessibility (DEIA)**

The DEIA Team leads and supports strategic planning, research and data analysis on veteran subpopulations, outreach engagements, and celebrations of diverse groups. VETS is realizing DEIA efforts across the agency. In FY 2023, the DEIA Team will form a specific DEIA Task Force, Milestone **ORP-FY23A**, as well as create a DEIA Charter, Milestone **ORP-FY23B**, to ensure that VETS' internal culture and practices align with its external efforts. DEIA specific activities have been included in addition to programmatic measures and milestones.

#### **3.1.2: Disabled Veterans Program**

The Disabled Veterans Program (DVP) has two focus areas to: (1) address the high unemployment and low labor force participation rate of veterans with service-connected and non-service-connected disabilities, and (2) help increase employment and advancement opportunities for veterans with disabilities by working with Federal, State, and private partners to promote the hiring of veterans with disabilities, improve coordination of available employment services and supports, and to identify and share employment best practices for hiring, retaining, and advancing veterans with disabilities in the workforce.

In FY 2022, ORP built relationships with and represented VETS at meetings with VSO, Intergovernmental workgroups, and other coalitions. The DVP Lead also provided subject matter expertise in the development of two new NVTI courses titled "Veterans with Disability and Accessibility Needs and Veteran Spouses." ORP represented VETS on the Coordinating Council

on Access and Mobility (CCAM) interdepartmental workgroup, including 11 federal agency partners with a subgroup of VETS, the VA, and the U. S. Department of Agriculture (USDA). This workgroup is developing a strategic plan to assist the target populations of people with disabilities, older adults, and individuals of low income, with a focus on transportation gaps.

In FY 2023, the DVP will continue with data analysis including, if possible, exploring additional populations, particularly veterans with SBE, who also have an identified disability. The DVP will continue engaging with Federal, State, and other partners such as the VA's Veteran Readiness & Employment (VR&E), the Disabled Veterans Workforce Coalition, and the Disabled Veteran Affirmative Action Program (DVAAP) - Veteran Employment Program Office (VEPO). Milestone **ORP-FY23C** will track this effort.

### **3.1.3: Women Veteran Program**

The Women Veteran Program (WVP) conducts gender analysis and stays aware of relevant research and literature on women veterans and employment and/or homelessness to maintain an accurate agency understanding of this population. WVP informs policy decisions as appropriate, and contributes relevant and credible evidence to the national narrative on women veterans and employment. In FY 2023, WVP will explore the feasibility of training modules for women service members and veterans that focus specifically on social determinants and other challenges that disproportionately impact working women. The WVP will also continue with data analysis and provide more resources on the DOL VETS Women Veteran webpage. Whenever possible, WVP will collaborate with DVP, DEIA, the DOL Womens' Bureau (WB), and the VA Center for Women Veterans (CWV). Analysis will include the disparity among subgroups in the women veteran population. Milestone **ORP-FY23D** will track this effort.

### **3.1.4: Customer Experience**

VETS intends to contract out a study to understand the roles of people, processes, and technology that support the overall customer experience, Milestone **ORP-FY23E**. This study will directly engage the voices of our customers, as well as our employees, grantees, and grant-funded service providers to obtain the qualitative data that will lead us to a deeper level of understanding of how our customers experience our programs. VETS will use Human Centered Design principles to conduct interviews with our customers, develop customer experience journey maps, and gain an understanding of the moments that matter and the pain points along those customer journeys. This includes TSMs, veterans, military spouses, employers seeking to hire veterans, VETS employees, VETS contractors, or employees of organizations funded by VETS grants. In FY 2023, VETS will kick off the initial customer experience effort with a focus on the service experience of veterans who access the VETS funded employment and training services at State Workforce Agencies nationwide through the over 2300 AJCs across the nation in 54 states and territories.



## Budget, Performance, Risk and Learning

### FY 2023 Budgetary Resources

Budget Activity	Budget Authority (whole dollars)	FTE
Equity	\$0	0

### Performance Measures

Measure ID	Measure Name	FY 2023 Annual Target	FY 2023 Q1 Target	FY 2023 Q2 Target	FY 2023 Q3 Target	FY 2023 Q4 Target	Applicable Categories
None	-	-	-	-	-	-	-

### Performance Milestones

Milestone ID	Milestone Description	Milestone Due Date	Applicable Categories

## Enterprise Risk Management

Risk ID	Risk Description	Mitigation Strategy	Risk Rating as of 10/1	Risk Tolerance
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]

Risk ID	Risk Description	Mitigation Strategy	Risk Rating as of 10/1	Risk Tolerance
[REDACTED]	[REDACTED]	[REDACTED]		[REDACTED]

## Learning: Completed, Underway, or Planned

Learning Item	Description of how evidence or evidence-building has or will inform the strategy
VA Study of Post-9/11 Women Veteran (Underway)	VA's Center for Women Veterans conducted a Study on Unemployment Rate of Women Veterans Who Served on Active Duty in the Armed Forces after September 11, 2001, per the FY 2021 National Defense Authorization Act (NDAA), § 9104. An advisory panel was also convened to provide access to existing data sources, assist with the development of a survey, and provide general guidance throughout the study. The advisory panel consisted of VA researchers and VETS ORP's Dr. Nancy Glowacki. VETS, ETA, and Bureau of Labor Statistics (BLS) staff submitted comments for the draft report. Outcomes of the study build upon previous evidence that employment outcomes can be negatively impacted by social determinants and positively impacted by training programs. In FY 2023, WVP will explore the feasibility of training modules for women service members and veterans that focus specifically on social determinants and other challenges that disproportionately impact working women.
Analysis of Veterans' Demographic Characteristics and Labor Force Statistics in 2021 with a focus on gender comparisons (Completed)	This analysis describes veterans' demographic characteristics (gender, era of military services, age, race, educational attainment, and school enrollment) and labor force statistics (labor force participation, employment, unemployment, and occupations) using the 2021 current population survey (CPS) annual averages.
Labor Force Statistics and AJC Services Used by Veterans with a Service-Connected Disability, PY2016-2020 (Completed)	The DVP produced a presentation including research and statistics for service-connected disabled and non-disabled veterans in the labor force, total veteran population, AJC and DVOP served veterans and DVOP-served, Disabled and All Veteran Participants for calendar and program years 2016 – 2020.
Veterans Employment and Education Programs	The DVP has been drafting and plans to produce a research project highlighting Veterans Employment and Education Programs including both internal and external federal agencies who provide employment and training services for disabled veterans.
Disability Category of the Significant Barriers to Employment (Planned)	The DVP plans to explore an analysis of SBE, primarily with the "disability" category within the JVSG program.

Learning Item	Description of how evidence or evidence-building has or will inform the strategy
Labor Force Statistics by Race, Ethnicity, and Geography	ORP will analyze labor force statistics by race, ethnicity, veteran status, and geography. Additionally, the Researcher will perform exploratory research on Black and Black identifying veterans labor force participation - DD214/transition status, disability status, career readiness, homelessness, and VETS services participation rate

## **Strategy 3.2: Establish new partnerships to connect VETS services with veterans in underserved communities**

### **Activities:**

VETS will seek to establish new partnerships with stakeholders to connect veterans in underserved communities with our programs to improve employment outcomes.

The goal is to build partnerships with VSO and MSO that support underserved communities and minority populations. VETS will establish partnerships with underserved communities to understand the root cause of veteran poverty and gather recommendations to serve and advance opportunities for these veterans.

### **3.2.1: Conduct outreach to underserved communities and organizations unaware of VETS programs**

VETS will identify and engage with four governmental and eight non-governmental organizations that serve veterans and underserved communities that intersect with veterans through direct contact (e.g., teleconferences, listening sessions, and in-person meetings) to determine how we may collaborate to meet the needs of the organizations in the veteran employment and outreach space. Measure **ORP-01** and Milestones **ORP-FY23F, G, H, and I** will track these outreach activities.



## Budget, Performance, Risk and Learning

### FY 2023 Budgetary Resources

Budget Activity	Budget Authority (whole dollars)	FTE
Partnerships (Underserved)	\$0	0

### Performance Measures

Measure ID	Measure Name	FY 2023 Annual Target	FY 2023 Q1 Target	FY 2023 Q2 Target	FY 2023 Q3 Target	FY 2023 Q4 Target	Applicable Categories
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]

### Performance Milestones

Milestone ID	Milestone Description	Milestone Due Date	Applicable Categories
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]

Milestone ID	Milestone Description	Milestone Due Date	Applicable Categories

### Enterprise Risk Management

Risk ID	Risk Description	Mitigation Strategy	Risk Rating as of 10/1	Risk Tolerance
None	-	-	-	-

### Learning: Completed, Underway, or Planned

Learning Item	Description of how evidence or evidence-building has or will inform the strategy
None	-

## **Agency Theme 4: DOL as a Model Workplace**

### **Strategy 4.1: Implement activities in support of the Department's DEIA Plan**

#### **Activities:**

Advancing equity requires a systemic, institutional, and pragmatic approach. By interweaving equity in decision-making processes across VETS, the agency will create opportunities for improving employment opportunities and outcomes for historically underserved communities, which will benefit all veterans, TSMs, and military spouses.

#### **Departmental Requirements:**

##### **4.1.1: Review of Recruitment Packages**

In FY 2023, VETS, in collaboration with the Office of Human Resources (OHR), will review a sample of at least three recruitment packages quarterly for new hires (e.g., position descriptions, job analysis, and, competency-based questions, and the recruitment checklist). Once reviewed, if any DEIA compliance issues are present, the Agency Diversity Officer will document findings and return them to the VETS hiring manager to update accordingly and resubmit to OHR for release. Milestone **OAMB-DEIA-FY23A** will track this effort.

##### **4.1.2: Increase outreach and recruitment to underserved communities**

VETS in collaboration with the OHR's Division of Staffing will track the number of hiring events beginning in Q2 of FY 2023 to all underserved communities. VETS will assist OHR in presenting during virtual job fairs or workshops on a variety of topics such as the Federal Application Process, USAJOBS live demonstration, boosting the visibility of VETS' brand to increase candidate interests, and targeted recruitment to underserved communities, via Measure **AGENCY-DEIA-01**.

##### **4.1.3: Maximize use of Workforce Recruitment Program (WRP)**

In Q1 of FY 2023, the agency will issue an Agency Head memorandum requiring all hiring managers to review the Workforce Recruitment Program (WRP) database to identify potentially qualified candidates for position vacancies and/or the use of Schedule A hiring authority before posting. Milestone **OAMB-DEIA-FY23B** will track this effort.

#### **4.1.4: Maintain network of Recruitment Champions**

In Q2 of FY 2023, VETS will identify a list of Recruitment Champions to assist with DOL's diversity outreach and recruitment efforts in Asian American and Native American Pacific Islander-Serving Institutions, American Indian Higher Education Consortium, Hispanic Association of Colleges & Universities, and Historically Black Colleges & Universities and other activities designed to increase awareness of DOL mission and job opportunities and promote the DOL brand as an Employer of Choice. Milestone **OAMB-DEIA-FY23C** will track this effort.

#### **4.1.5: Implement internships, fellowships, and apprenticeships**

VETS DEIA Team will utilize internships and student volunteers receiving academic credit and stipends to attract recent college, university graduates, or prospective graduates. VETS will collaborate with colleges and universities on program eligibility. VETS will begin reporting new interns in Q3 of FY 2023, and Measure **AGENCY-DEIA-02** will track this effort.

#### **4.1.6: Institutionalize DEIA in performance plans**

The agency will work with OHR to identify how to evaluate all managers and supervisors in FY 2024's Performance Management Plans (PMPs) to clearly delineate the agency's commitment to being a model employer and to clarify their roles and responsibilities in advancing DEIA. Milestone **OAMB-DEIA-FY23D** will track this effort.

#### **4.1.7: Increase participation in leadership and career training**

The VETS Training Officer will create and share a strategy to increase participation in non-mandatory leadership and career development programs. In addition, the VETS Training Officer will evaluate [Mentoring@Labor](#) and [ContinuousLearning@Labor](#) as opportunities for the agency. Reporting will begin in Q3 of FY 2023. Milestone **OAMB-DEIA-FY23E** will track this effort.

#### **4.1.8: Ensure the use of inclusive language**

The VETS DEIA Team will identify and categorize the agency promotion and outreach materials that might require republishing for DEIA compliance in the future and prepare a project timeline for completion. Each office and program will help identify the approximate number of documents that might require updates to include DEIA appropriate language. A quarterly update on this project will be developed and reported in Q3 of FY 2023 via Milestone **AGENCY-DEIA-FY23F**.

#### 4.1.9: Analyze Federal Employee Viewpoint Survey data

In an effort to improve employee experience in FY 2023, the agency will conduct a review based on at least three Federal Employee Viewpoint Survey (FEVS) indices or questions. VETS will measure its progress compared to FY 2022 and identify areas where improvement is needed. The agency will communicate with the staff via All Hands on the FEVS results and future improvements quarterly. Milestone **OAMB-DEIA-FY23G** will track this effort.

#### 4.1.10: Language Access

VETS, in coordination with the DOL Equity Board and the Civil Rights Center, will work to understand the language needs of participants it serves who are limited English proficient (LEP). VETS will accomplish this through the following actions:

- **Identification of Language Groups of Underserved Communities:** The agency will identify significant language groups eligible to be served by relevant offices (national, regional, state) in relation to the scope/mission of the agency, including focusing on workers that are the most vulnerable. Milestone **AGENCY-DEIA-FY23J** will track this effort.
- **Identification of Vital Documents and Information for Workers:** The agency will identify the vital documents/information, including those on the web, within our program(s) that should be available in languages other than English. Milestone **AGENCY-DEIA-FY23K** will track this effort.
- **Begin Translation of Vital Documents and Information:** The agency will begin the acquisition process to translate the selected vital document and information into languages based on the needs of vulnerable workers (this process will be completed no later than the end of FY 2024). Milestone **AGENCY-DEIA-FY23L** will track this effort.
- **Outreach and Engagement Strategy:** VETS will develop an outreach and engagement strategy that outlines the various means by which the agency interacts with and serves LEP participants (e.g., over the phone, in person, while conducting investigations, outreach, and education, phone/hotline inquiries, when workers report violations, intake meetings, interviews or other meetings, etc.). Milestone **AGENCY-DEIA-FY23M** will track this effort.
- **Staff Resources:** After the identification of significant language groups focusing on workers that are the most vulnerable, the agency will identify bilingual / multilingual staff resources and needs and review how staff are assessed for language ability. VETS will also determine if and how bilingual/multilingual staff may provide support

across the agency while ensuring equitable distribution of work. Milestone **OAMB-DEIA-FY23N** will track this effort.

#### **4.1.11: Telework Eligibility**

In support of the DOL's Future of Work, VETS will annually assess workforce data to ensure telework eligibility and participation determinations are being made in accordance with agency policy and applicable law, fairly and equitably, and in a manner that effectively meets the agency's mission needs. Milestone **OAMB-DEIA-FY23O** will track this effort.

#### **4.1.12: VETS Awards and Incentive Program**

In FY 2023, VETS will continue: 1) working with the OCIO on the development and deployment of the Awards Application, and 2) promoting the VETS Awards and Incentive Program (VAIP) among managers and supervisors. VETS's efforts will complement the DOL's Employee Recognition and Awards Program. In particular, VETS program will complement the DOL Secretary's Honor Awards Program, Instant Good Job Award, Special Act Award, and Time-off Award.

#### **Additional Agency Directed Activities:**

#### **4.1.13: Implement Diverse Interview Panels**

VETS has developed a Standard Operating Procedure (SOP) and provided training to hiring managers and supervisors to ensure all interview panels continue to reflect demographic diversity. Milestone **OAMB-DEIA-FY23H** will monitor this effort.

#### **4.1.14: Pilot New Employee VETS Peers**

In FY 2023, the Agency will assign all-new national office employees a VETS peer for the first two months of employment. Peers will focus on acclimating the employee to the DOL and VETS workplace culture. Peers will assist new employees in onboarding, familiarize them with processes, and serve as a sounding board for questions and concerns. Upon completion, OAMB will survey the peer and new employee to determine lessons learned or best practices. VETS will also take the following actions:

- Solicit and establish a peership cadre. Milestone **OAMB-DEIA-FY23I** will track this effort.
- Identify roles and responsibilities and develop peership SOP and training on "What is a peer?" via Milestone **OAMB-DEIA-FY23I1**.



- Facilitate first peership collaborations and release a survey, tracked via Milestone **OAMB-DEIA-FY23I2**.

The management of this peership program will require a 0.5 Full-Time Equivalent (FTE), if approved.

## Budget, Performance, Risk and Learning

### FY 2023 Budgetary Resources

Budget Activity	Budget Authority (whole dollars)	FTE
DOL as a Model Workplace	\$0	0

### Performance Measures

Measure ID	Measure Name	FY 2023 Annual Target	FY 2023 Q1 Target	FY 2023 Q2 Target	FY 2023 Q3 Target	FY 2023 Q4 Target	Applicable Categories

### Performance Milestones

Milestone ID	Milestone Description	Milestone Due Date	Applicable Categories

Milestone ID	Milestone Description	Milestone Due Date	Applicable Categories
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]

Milestone ID	Milestone Description	Milestone Due Date	Applicable Categories

### Enterprise Risk Management

Risk ID	Risk Description	Mitigation Strategy	Risk Rating as of 10/1	Risk Tolerance

### Learning: Completed, Underway, or Planned

Learning Item	Description of how evidence or evidence-building has or will inform the strategy
None	-

## **Strategy 4.2: Incorporation of Annual Hiring Plan**

**The VETS Annual Hiring Plan is included as an attachment to the AMP.**

## Strategy 4.3: Meeting Statutory Requirements

### Activities:

This strategy captures key reports that require significant administrative resources to produce and are not identified in other areas of the AMP. The Office of Agency Management & Budget (OAMB) is responsible for compiling information from all other office directorates and submitting the reports to meet established timelines.

#### 4.3.1: Performance

Two activities that support this strategy are the AMP and the VETS Annual Report to Congress. Milestones **OAMB-Performance-FY23A/B** will track these activities.

#### 4.3.2: Budget

Four activities that support this strategy are the Quarterly Financial Certifications, FY 2024 Congressional Budget Justification, FY 2025 Departmental Budget Justification, and the FY 2025 OMB Budget. Milestones **OAMB-Budget-FY23A/B/C/D** will track these activities.

#### 4.3.3: Administration

Three activities that support this strategy are the Federal Activities Inventory Reform (FAIR) Act, Records Management Self-Assessment (RMSA), Improper Payments Elimination and Recovery Act (IPERA). Milestones **OAMB-Administration-FY23A/B/C** will track these activities.



## Budget, Performance, Risk and Learning

### FY 2023 Budgetary Resources

Budget Activity	Budget Authority (whole dollars)	FTE
DOL as a Model Workplace	\$0	0

### Performance Measures

Measure ID	Measure Name	FY 2023 Annual Target	FY 2023 Q1 Target	FY 2023 Q2 Target	FY 2023 Q3 Target	FY 2023 Q4 Target	Applicable Categories
None	-	-	-	-	-	-	-

### Performance Milestones

Milestone ID	Milestone Description	Milestone Due Date	Applicable Categories
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]

Milestone ID	Milestone Description	Milestone Due Date	Applicable Categories
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]

### Enterprise Risk Management

Risk ID	Risk Description	Mitigation Strategy	Risk Rating as of 10/1	Risk Tolerance
None	-	-	-	-

### Learning: Completed, Underway, or Planned

Learning Item	Description of how evidence or evidence-building has or will inform the strategy
None	-

## Agency Theme 5: Data as a Strategic Asset

In FY 2023, VETS will continue to improve data maturity and build on the efforts from recent years, which includes (i) FY 2022 AMP Strategy 4.2: IT Modernization, Digital Solutions, and Data Maturity; (ii) hiring data analysts and researchers in FYs 2020 to 2022; (iii) collaboration with the DOL Data Board and Office of Data Governance.

For the FY 2023 AMP, VETS' Strategies correspond with the DOL Enterprise Data Strategy's four areas for improvement at the agency and Departmental levels: (1) ensuring data quality, (2) building and maintaining data talent, (3) integration of data into existing agency management and planning systems to create a practical and realizable path forward, and (4) expanding the data capabilities for producing sophisticated analytics. These strategies will abide by the FAIR principles (data must be findable, accessible, interoperable, and reusable) and aim for the same strategic goals described in the DOL Data Strategy.

The Strategies and Activities listed under this theme mainly represent enterprise-wide initiatives. Other data initiatives have appeared in prior AMP themes that also improve data maturity at VETS.

### Strategy 5.1: Data Governance

**Activities:** Data Governance involves putting controls on the definitions, collection, and management of data with the goal of ensuring that the resulting information is fit for purpose. In practical terms, this often takes the form of creating new data, adding new data elements to existing data, assessing, and improving the quality of data collected, and creating more helpful and comprehensible documentation for the data.

- **Data system investment:** VETS continues to build new and develop existing electronic systems. These require significant resource investment and support from the Office of Chief Information Officer (OCIO).
- **TAP Employment Navigator System (TENS):** In FY 2022, VETS launched TENS to support the ENPP. TENS is a case management and reporting system. In FY 2023, VETS will continue the development of TENS to support TSMs.
- **VETS Grantee Reporting System (VGRS):** VGRS is an Appian cloud-based platform that will maintain critical grantee reporting information in the HVRP and JVSG programs.
- **Veterans Case Management System (VCMS):** VCMS is a web-based collaborative case management framework for supporting VETS' investigative functions. The system provides an investigative workflow that facilitates and enforces business rule execution and a gated case-review process.

- **HIRE Vets Medallion Program system:** A web-based application system for U.S. companies to apply for the HVMP program. This system uses the CRM tool and facilitates VETS outreach for HVMP.
- **Develop VETS Data Strategy Plan:** VETS will assess which, if any, additional data assets to acquire for addressing VETS' research and data analysis priorities, including the development of short- and long-range goals related to advancing equity in its programs and services. To complete the activity, VETS will produce a VETS Data Strategy Plan, which includes a prioritized and comprehensive list of data sources, via Milestone **ORP-FY23J**.

## Strategy 5.2: Data Talent

**Activities:** VETS will focus on hiring or training data analysis staff, building a network of data stewards, encouraging retention of data staff, and communicating the importance of good data collection to field and regional staff. A substantial portion of good data governance is culture change, and some simple and easy prerequisites to becoming a more sophisticated organization involve raising awareness of the importance of data, building consensus around the value in data, and reinforcing data's relevance to the agency's mission.

- **VETS Data Working group:** VETS will create an internal Data Working group that will broaden and capitalize on data talent beyond the National Office. The working group will set up regular meetings at a minimum of once per quarter to identify challenges, disseminate best practices, socialize the value in better data management, document the progress with ongoing data governance projects, and identify specific data training needs.
- **Data-related microlearning:** VETS Data Working group will provide trainings or demonstrations to staff to access data sources relevant to veterans' employment and basic understanding of using data analytics tools. The goal of this measure is to increase knowledge of data sources and tools. The VETS Data Working Group will work with the Comprehensive Training Team on training efforts to ensure Agency-wide coordination.

## Strategy 5.3: Data Access

**Activities:** Data access requires making agency data and data documentation easy to retrieve by both humans and computers. Accessible data requires the availability of two elements, 1) clear instructions for downloading data and 2) comprehensive data documentation, including codebooks and data dictionaries that describe the who, when, where, why and how data are collected.

- **Create and maintain Data repository:** VETS is working with OCIO Data Analytic Capability (DAC) Support to implement Tableau Server for the agency. Tableau Server

will help VETS provide more timely access to data and allow staff to make data driven decisions.

- **Data dictionary maintenance:** VETS will update data dictionaries for HIRE Veterans Medallion Program Online Application System, HVRP - TPR, JVSG - WIPS/PIRL Extract, Veteran Data Exchange Initiative (VDEI), VCMS, and VETS-4212 – Federal Contractor Reporting datasets. Milestone **DATA-FY23A** will monitor this effort. VETS will also begin to require the establishment of data dictionaries for all new data sources.

## Strategy 5.4: Data Use

**Activities:** Agency efforts are turning data into information and program-relevant insights that more optimally guide planning, actions, and resource allocation. Examples include leveraging internal and external data to understand the characteristics of program participants, developing dashboards to illustrate trends and patterns in data that best inform front line staff towards more efficient and effective management of inspections, enforcement, grants, or programs, and developing predictive systems that estimate the prevalence and severity of violations, likelihood of fraud, or success in training programs.

- **Data product automation:** Several current data products are labor intensive to produce. Making use of the Labor Advanced Service for Analytics and Research (LASAR), Tableau products, and other efforts will improve resource usage. VETS conducted a survey of staff in FY 2022's AMP Milestone PROFICIENCY-4.2C to identify data product needs throughout the agency.

## Budget, Performance, Risk and Learning

### FY 2023 Budgetary Resources

Budget Activity	Budget Authority (whole dollars)	FTE
Data	\$0	0

### Performance Measures

Measure ID	Measure Name	FY 2023 Annual Target	FY 2023 Q1 Target	FY 2023 Q2 Target	FY 2023 Q3 Target	FY 2023 Q4 Target	Applicable Categories
None	-	-	-	-	-	-	-

### Performance Milestones

Milestone ID	Milestone Description	Milestone Due Date	Applicable Categories



## Enterprise Risk Management

Risk ID	Risk Description	Mitigation Strategy	Risk Rating as of 10/1	Risk Tolerance

## Learning: Completed, Underway, or Planned

Learning Item	Description of how evidence or evidence-building has or will inform the strategy
None	-

## Appendix A – Federal Advisory Committees

Federal Advisory Committees	Description
Advisory Committee on Veterans' Employment, Training, and Employer Outreach (ACVETEO)	ACVETEO is a Congressionally mandated advisory committee authorized under Section 4110 of Title 38, U.S. Code, and is subject to the Federal Advisory Committee Act. The ACVETEO shall assess the employment and training needs of veterans and their integration into the workforce; determine the extent to which Department of Labor (DOL) programs and activities are meeting such needs; assist the Assistant Secretary of Labor for Veterans' Employment and Training (ASVET) in carrying out outreach activities to employers with respect to the training and skills of veterans and the advantages afforded employers by hiring veterans; and make recommendations to the Secretary, through the ASVET, with respect to outreach activities and employment and training needs of veterans.

### ACVETEO Timeline

Date	Action
35 days before meeting	Committee Meeting Federal Register Notice (FRN) entered into Correspondence Tracking System (CTS) for Front Office Review/Signature
30 days before meeting	Committee Meeting FRN submitted to Office of the Assistant Secretary for Policy (OASP)
15 days before meeting, not earlier than 45 days before	Committee Meeting FRN
Four months before current membership expires	Member Solicitation FRN Publication
Two months before current membership expires	Membership Appointment Clearance Package Submission
Two months after committee provides report to DOL	Committee Report Clearance Package Submission
Wednesday, October 12, 2022	Annual Comprehensive Review - First Submission
48 hours after revised submission requested	Annual Comprehensive Review Submission (if required)
Two months before current charter expires	Charter Renewal Clearance Package Submission
Friday, December 9, 2022	Submit ACVETEO Annual Report into Clearance
Friday, December 30, 2022	Submit Annual Report to Library of Congress and HVAC/SVAC
Friday, December 30, 2022	Submit Annual Report to Secretary of Labor

## Appendix B – Performance Measures and Milestones (Complete List)

### Measures

Measure ID	Measure Name	FY 2023 Annual Target	FY 2023 Q1 Target	FY 2023 Q2 Target	FY 2023 Q3 Target	FY 2023 Q4 Target	Applicable Categories
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]

Measure ID	Measure Name	FY 2023 Annual Target	FY 2023 Q1 Target	FY 2023 Q2 Target	FY 2023 Q3 Target	FY 2023 Q4 Target	Applicable Categories
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]

Measure ID	Measure Name	FY 2023 Annual Target	FY 2023 Q1 Target	FY 2023 Q2 Target	FY 2023 Q3 Target	FY 2023 Q4 Target	Applicable Categories
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]

Measure ID	Measure Name	FY 2023 Annual Target	FY 2023 Q1 Target	FY 2023 Q2 Target	FY 2023 Q3 Target	FY 2023 Q4 Target	Applicable Categories
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]



Measure ID	Measure Name	FY 2023 Annual Target	FY 2023 Q1 Target	FY 2023 Q2 Target	FY 2023 Q3 Target	FY 2023 Q4 Target	Applicable Categories
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]

Measure ID	Measure Name	FY 2023 Annual Target	FY 2023 Q1 Target	FY 2023 Q2 Target	FY 2023 Q3 Target	FY 2023 Q4 Target	Applicable Categories
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]

## Milestones

Milestone ID	Milestone Description	Milestone Due Date	Applicable Categories
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]

[illegible]

Milestone ID	Milestone Description	Milestone Due Date	Applicable Categories
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]

Milestone ID	Milestone Description	Milestone Due Date	Applicable Categories
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]

Milestone ID	Milestone Description	Milestone Due Date	Applicable Categories
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]



## Appendix C – Equity Appendix

### **Theme 1: Enable all veterans, transitioning service members, and military spouses to reach their full potential in the workplace**

#### **Strategy 1: Prepare veterans, transitioning service members, and military spouses for meaningful careers (pages 8-14)**

In fiscal year (FY) 2022, the Veterans' Employment and Training Service (VETS) completed the necessary documentation to receive the matched wage information described above from the National Directory of New Hires (NDNH) and began receiving data on August 1, 2022. These data will provide employment/wage-based outcomes for all transitioning service members (TSMs).

[REDACTED]

#### **Strategy 2: Provide employment resources (pages 15-24)**

The Jobs for Veterans State Grants (JVSG) program provides funding to states for Disabled Veterans' Outreach Program (DVOP) specialists and Local Veterans' Employment Representative (LVER) staff. DVOP specialists provide individualized career services to veterans with significant barriers to employment (SBE). LVER staff promotes hiring veterans in communities through outreach activities with local employers. Measure **WIOA-DVOP-05** will track JVSG Performance.

- [REDACTED] Milestone **JVSG-FY23A** will track this effort.
- [REDACTED] Milestone **JVSG-FY23B** will track this effort.

The Homeless Veterans' Reintegration Program (HVRP) addresses one of the most vulnerable populations by helping to reintegrate veterans experiencing homelessness into the workforce through the awarding of competitive grant funds to State and Local Workforce Investment Boards, local public agencies, for-profit/commercial entities, and non-profit organizations. HVRP has two core objectives, to provide services to assist in reintegrating homeless veterans into meaningful employment within the labor force and to stimulate the development of effective

service delivery systems that will address the complex problems facing homeless veterans. Measures **HVRP 01b, HVRP-01, HVRP-03, 04, 05** will track HVRP performance.

- The last HVRP Funding Opportunity Announcement (FOA) introduced new scoring elements for reaching underserved communities and historically marginalized veterans. Grantees addressed how they will serve areas not currently served by an HVRP grant and their plans to conduct targeted outreach to veterans adversely affected by persistent poverty or inequality. The National Veterans' Technical Assistance Center (NVTAC) provides technical assistance (TA), support, and training to HVRP grantee staff and provides VETS staff with subject matter expertise in developing effective approaches to serving homeless veterans, establishing linkages with other entities with similar interests and concerns, and identifying underserved areas and subpopulations of homeless veterans. [REDACTED]

[REDACTED] Milestone **HVRP-FY23A** will track this effort.

- [REDACTED]
- [REDACTED] Milestone **HVRP-FY23C** will track this effort.

### **Strategy 3: Protect employment rights (pages 25-29)**

VETS had a Milestone in FY 2022 to include additional equity fields to the claimant entry form (VETS-1010) that initiates a new case claim under USERRA and VP investigations. It's scheduled to be published in FY 2023 and will allow VETS to analyze all measures across the available data in the new equity fields. These efforts will be tracked by Measures **USERRA-04, 05, 09a, 09b, 09c, and Compliance-07**.

## Equity Performance Measures

Measure ID	Measure Name	FY 2023 Annual Target	FY 2023 Q1 Target	FY 2023 Q2 Target	FY 2023 Q3 Target	FY 2023 Q4 Target	Applicable Categories
[REDACTED]	[REDACTED]	[REDACTED]		[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]		[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]		[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]		[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]

Measure ID	Measure Name	FY 2023 Annual Target	FY 2023 Q1 Target	FY 2023 Q2 Target	FY 2023 Q3 Target	FY 2023 Q4 Target	Applicable Categories
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]		[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]		[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]

Measure ID	Measure Name	FY 2023 Annual Target	FY 2023 Q1 Target	FY 2023 Q2 Target	FY 2023 Q3 Target	FY 2023 Q4 Target	Applicable Categories
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]

### Equity Performance Milestones

Milestone ID	Milestone Description	Milestone Due Date	Applicable Categories
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]



Milestone ID	Milestone Description	Milestone Due Date	Applicable Categories
[REDACTED]	[REDACTED]	[REDACTED]	
[REDACTED]	[REDACTED]	[REDACTED]	

**Theme 2: Leverage partnerships that promote and recognize veterans, transitioning service members, and military spouses to improve employment outcomes**

**Strategy 1: Promote employment for meaningful careers (pages 30-33)**

VETS continues a robust Veterans Employment Outreach Program (VEOP) to make it easier for employers to find, hire, train, and retain veterans, TSMs, and military spouses. In FY 2023, the VEOP will coordinate outreach efforts with internal DOL Agencies, federal departments, private and public sector employers, labor unions, industry associations, and workforce development and economic development organizations to increase employment opportunities for TSMs, veterans, and military spouses. Measure **SO-07** will track the engagement efforts and **ORP-01** will track the number of engagements with underserved communities and organizations.

**Strategy 2: Enhance VETS Partnerships including government and non-government stakeholders that are associated with VETS' Mission (pages 34-35)**

In addition to promoting our programs, VETS will strengthen connections with internal and external partners to the agency and DOL. Strengthening our partnerships with stakeholders at national, regional, state, and local levels will broaden our impact in the veteran and military spouse employment space, underserved communities, and facilitate improved employment outcomes. Measure **SO-07** will track the engagement efforts and **ORP-01** will track the number of partnerships with underserved communities and organizations. VETS will use these metrics as initial indicators until insights from a Customer Relationship Management (CRM) system are developed.



### Equity Performance Measures

Measure ID	Measure Name	FY 2023 Annual Target	FY 2023 Q1 Target	FY 2023 Q2 Target	FY 2023 Q3 Target	FY 2023 Q4 Target	Applicable Categories

### Equity Performance Milestones

Milestone ID	Milestone Description	Milestone Due Date	Applicable Categories
None	-	-	-

### **Theme 3: Prioritize equity and inclusion in our programs to reach underserved communities**

#### **Strategy 1: Research and Data Analysis of Subpopulations and Underserved Communities (pages 36-42)**

VETS Office of Research and Policy (ORP) conducts and coordinates research and data analysis on veteran employment as a general group and for subpopulations and underserved communities. ORP coordinates evidence-building activities with DOL's Chief Evaluation Office (CEO). ORP researchers also conduct internal research and data analyses in-house to identify trends in employment for all veterans and differences in demographic, and socioeconomic status characteristics.

The Diversity, Equity, Inclusion, and Accessibility (DEIA) Team leads and supports strategic planning, research and data analysis on veteran subpopulations, outreach engagements, and celebrations of diverse groups. VETS is realizing DEIA efforts across the agency. In FY 2023, the DEIA Team will form a specific DEIA Task Force, Milestone **ORP-FY23A**, as well as create a DEIA Charter, Milestone **ORP-FY23B**, to ensure that VETS' internal culture and practices align with its external efforts. DEIA specific activities have been included in addition to programmatic measures and milestones.

In FY 2023, the Disabled Veterans Program (DVP) will continue with data analysis including, if possible, exploring additional populations, particularly veterans with SBE, who also have an identified disability. The DVP will continue engaging with Federal, State, and other partners such as the Veterans Affairs' (VA's) Veteran Readiness & Employment (VR&E), the Disabled Veterans Workforce Coalition, and the Disabled Veteran Affirmative Action Program (DVAAP) - Veteran Employment Program Office (VEPO). Milestone **ORP-FY23C** will track this effort.

The Women Veteran Program (WVP) conducts gender analysis and stays aware of relevant research and literature on women veterans and employment and/or homelessness to maintain an accurate agency understanding of this population. WVP informs policy decisions as appropriate, and contributes relevant and credible evidence to the national narrative on women veterans and employment. In FY 2023, WVP will explore the feasibility of training modules for women service members and veterans that focus specifically on social determinants and other challenges that disproportionately impact working women. The WVP will also continue with data analysis and provide more resources on the DOL VETS Women Veteran webpage. Whenever possible, WVP will collaborate with DVP, DEIA, the DOL Womens' Bureau (WB), and the VA Center for Women Veterans (CWV). Analysis will include the disparity among subgroups in the women veteran population. Milestone **ORP-FY23D** will track this effort.

VETS intends to contract out a study to understand the roles of people, processes, and technology that support the overall customer experience, Milestone **ORP-FY23E**. This study will directly engage the voices of our customers, as well as our employees, grantees, and grant-funded service providers to obtain the qualitative data that will lead us to a deeper level of understanding of how our customers experience our programs. VETS will use Human Centered Design principles to conduct interviews with our customers, develop customer experience journey maps, and gain an understanding of the moments that matter and the pain points along those customer journeys. This includes TSMs, veterans, military spouses, employers seeking to hire veterans, VETS employees, VETS contractors, or employees of organizations funded by VETS grants. In FY 2023, VETS will kick off the initial customer experience effort with a focus on the service experience of veterans who access the VETS funded employment and training services at State Workforce Agencies nationwide through the over 2300 American Job Centers (AJCs) across the nation in 54 states and territories.

### **Strategy 2: Establish new partnerships to connect VETS services with veterans in underserved communities (pages 43-45)**

VETS will identify and engage with four governmental and eight non-governmental organizations that serve veterans and underserved communities that intersect with veterans through direct contact (e.g., teleconferences, listening sessions, and in-person meetings) to determine how we may collaborate to meet the needs of the organizations in the veteran employment and outreach space. These outreach activities will be tracked through Measure **ORP-01** and Milestones **ORP-FY23F, G, H, and I**.

## Equity Performance Measures

Measure ID	Measure Name	FY 2023 Annual Target	FY 2023 Q1 Target	FY 2023 Q2 Target	FY 2023 Q3 Target	FY 2023 Q4 Target	Applicable Categories
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]

## Equity Performance Milestones

Milestone ID	Milestone Description	Milestone Due Date	Applicable Categories
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]

Milestone ID	Milestone Description	Milestone Due Date	Applicable Categories
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]

## **Theme 4: DOL as a Model Workplace**

### **Strategy 1: Implement activities in support of the Department's Diversity, Equity, Inclusion and Accessibility (DEIA) Plan (pages 46-53)**

#### **4.1.1: Review of Recruitment Packages**

In FY 2023, VETS, in collaboration with the Office of Human Resources (OHR), will review a sample of at least three recruitment packages quarterly for new hires (e.g., position descriptions, job analysis, and, competency-based questions, and the recruitment checklist). Once reviewed, if any DEIA compliance issues are present, the Agency Diversity Officer will document findings and return them to the VETS hiring manager to update accordingly and resubmit to OHR for release. Milestone **OAMB-DEIA-FY23A** will track this effort.

#### **4.1.2: Increase outreach and recruitment to underserved communities**

VETS in collaboration with the OHR's Division of Staffing will track the number of hiring events beginning in Q2 of FY 2023 to all underserved communities. VETS will assist OHR in presenting during virtual job fairs or workshops on a variety of topics such as the Federal Application Process, USAJOBS live demonstration, boosting the visibility of VETS' brand to increase candidate interests, and targeted recruitment to underserved communities, via Measure **AGENCY-DEIA-01**.

#### **4.1.3: Maximize use of Workforce Recruitment Program (WRP)**

In Q1 of FY 2023, the agency will issue an Agency Head memorandum requiring all hiring managers to review the Workforce Recruitment Program (WRP) database to identify potentially qualified candidates for position vacancies and/or the use of Schedule A hiring authority before posting. Milestone **OAMB-DEIA-FY23B** will track this effort.

#### **4.1.4: Maintain network of Recruitment Champions**

In Q2 of FY 2023, VETS will identify a list of Recruitment Champions to assist with DOL's diversity outreach and recruitment efforts in Asian American and Native American Pacific Islander-Serving Institutions, American Indian Higher Education Consortium, Hispanic Association of Colleges & Universities, and Historically Black Colleges & Universities and other activities designed to increase awareness of DOL mission and job opportunities and promote the DOL brand as an Employer of Choice. Milestone **OAMB-DEIA-FY23C** will track this effort.

#### **4.1.5: Implement internships, fellowships, and apprenticeships**

VETS DEIA Team will utilize internships and student volunteers receiving academic credit and stipends to attract recent college, university graduates, or prospective graduates. VETS will collaborate with colleges and universities on program eligibility. VETS will begin reporting new interns in Q3 of FY 2023, and Measure **AGENCY-DEIA-02** will track this effort

#### **4.1.6: Institutionalize DEIA in performance plans**

The agency will work with OHR to identify how to evaluate all managers and supervisors in FY 2024's Performance Management Plans (PMPs) to clearly delineate the agency's commitment to being a model employer and to clarify their roles and responsibilities in advancing DEIA. Milestone **OAMB-DEIA-FY23D** will track this effort.

#### **4.1.7: Increase participation in leadership and career training**

The VETS Training Officer will create and share a strategy to increase participation in non-mandatory leadership and career development programs. In addition, the VETS Training Officer will evaluate Mentoring@Labor and ContinuousLearning@Labor as opportunities for the agency. Reporting will begin in Q3 of FY 2023. Milestone **OAMB-DEIA-FY23E** will track this effort.

#### **4.1.8: Ensure the use of inclusive language**

The VETS DEIA Team will identify and categorize the agency promotion and outreach materials that might require republishing for DEIA compliance in the future and prepare a project timeline for completion. Each office and program will help identify the approximate number of documents that might require updates to include DEIA appropriate language. A quarterly update on this project will be developed and reported in Q3 of FY 2023 via Milestone **AGENCY-DEIA-FY23F**.

#### **4.1.10: Language Access**

VETS, in coordination with the DOL Equity Board and the Civil Rights Center, will work to understand the language needs of participants it serves who are limited English proficient (LEP). VETS will accomplish this through the following actions:

- **Identification of Language Groups of Underserved Communities:** The agency will identify significant language groups eligible to be served by relevant offices (national, regional, state) in relation to the scope/mission of the agency, including focusing on workers that are the most vulnerable. Milestone **AGENCY-DEIA-FY23J** will track this effort.
- **Identification of Vital Documents and Information for Workers:** The agency will identify the vital documents/information, including those on the web, within our



program(s) that should be available in languages other than English. Milestone **AGENCY-DEIA-FY23K** will track this effort.

- **Begin Translation of Vital Documents and Information:** The agency will begin the acquisition process to translate the selected vital document and information into languages based on the needs of vulnerable workers (this process will be completed no later than the end of FY 2024). Milestone **AGENCY-DEIA-FY23L** will track this effort.
- **Outreach and Engagement Strategy:** VETS will develop an outreach and engagement strategy that outlines the various means by which the agency interacts with and serves LEP participants (e.g., over the phone, in person, while conducting investigations, outreach, and education, phone/hotline inquiries, when workers report violations, intake meetings, interviews or other meetings, etc.). Milestone **AGENCY-DEIA-FY23M** will track this effort.
- **Staff Resources:** After the identification of significant language groups focusing on workers that are the most vulnerable, the agency will identify bilingual / multilingual staff resources and needs and review how staff are assessed for language ability. VETS will also determine if and how bilingual/multilingual staff may provide support across the agency while ensuring equitable distribution of work. Milestone **OAMB-DEIA-FY23N** will track this effort.

#### **4.1.11: Telework Eligibility**

In support of the DOL's Future of Work, VETS will annually assess workforce data to ensure telework eligibility and participation determinations are being made in accordance with agency policy and applicable law, fairly and equitably, and in a manner that effectively meets the agency's mission needs. Milestone **OAMB-DEIA-FY23O** will track this effort.

### **Additional Agency Directed Activities:**

#### **4.1.13: Implement Diverse Interview Panels**

VETS has developed a Standard Operating Procedure and provided training to hiring managers and supervisors to ensure all interview panels continue to reflect demographic diversity. Milestone **OAMB-DEIA-FY23H** will monitor this effort.

### **Strategy 2: Incorporation of Annual Hiring Plan (separate attachment)**

The VETS Annual Hiring Plan is included as an attachment to the Agency Management Plan (AMP).

### **Strategy 3: Meeting Statutory Requirements (Pages 55-57)**

This strategy captures key reports that require significant administrative resources to produce and are not identified in other areas of the AMP. The Office of Agency Management & Budget (OAMB) is responsible for compiling information from all other office directorates and submitting the reports to meet established timelines.

#### **4.3.1: Performance**

One activity that supports equity within this strategy is the FY 2024 AMP development. Milestone **OAMB-Performance-FY23B** will track this activity.

## Equity Performance Measures

Measure ID	Measure Name	FY 2023 Annual Target	FY 2023 Q1 Target	FY 2023 Q2 Target	FY 2023 Q3 Target	FY 2023 Q4 Target	Applicable Categories
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]

## Equity Performance Milestones

Milestone ID	Milestone Description	Milestone Due Date	Applicable Categories
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]

Milestone ID	Milestone Description	Milestone Due Date	Applicable Categories
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]

## **Theme 5: Data as a Strategic Asset**

### **Strategy 1: Data Governance (pages 58-62)**

VETS will assess which, if any, additional data assets to acquire for addressing VETS' research and data analysis priorities, including the development of short- and long-range goals related to advancing equity in its programs and services. To complete the activity, VETS will produce a VETS Data Strategy Plan, which includes a prioritized and comprehensive list of data sources, via Milestone **ORP-FY23J**.

### Equity Performance Measures

Measure ID	Measure Name	FY 2023 Annual Target	FY 2023 Q1 Target	FY 2023 Q2 Target	FY 2023 Q3 Target	FY 2023 Q4 Target	Applicable Categories
None	-	-	-	-	-	-	-

### Equity Performance Milestones

Milestone ID	Milestone Description	Milestone Due Date	Applicable Categories
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]