HPDM STRATEGIC PARTNERSHIPS

The HPDM National Program Office works with VHA offices across the Nation to carry out its workforce succession and development missions:

- Employee Education System (EES)
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- Performance Management Program (PMP)
- Strategic Human Resource Advisory Council (SHRAC)
- Under Secretary for Health (USH) for Policy and Planning (10A5)

The HPDM National Program Office is happy to help you chart your course for success at VA.

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“I first arrived at VA as a homeless Vietnam veteran and a patient. After extensively researching job opportunities, I was offered an opportunity to work at the medical center as a Housekeeping Aid (HLA) from that moment on. I have taken every VA class, seminar, and training course available to help me advance my career. Gradually, I was invited to be a part of VA’s Housekeeping Leadership and Senior Executive programs under the Environmental Management Services umbrella. A graduate of the VISN 8 LEAD program, I have taken on senior roles and held leadership on many committees and internal bodies, including the EMS Executive Board. As you can imagine, I love my job and feel privileged to be a part of VA’s housekeeping team. Over the years, I have been given the opportunity to grow and develop in my career. With the help of VA, I have been able to advance from a Housekeeping Aid to a Manager, and I am currently a Graduate of the VISN 8 LEAD program.”

— Eugene “Tree” Hairston
Training Instructor
Environmental Management Services

An Equal Opportunity Employer
The Veteran’s Health Administration (VHA) is the third largest civilian employer in the Federal Government. It is also one of the most complex, with more than 216,000 employees working in 300 different career fields. Every week, thousands of VA employees across the Nation move on or retire. More than 20 percent of our workforce will be eligible for retirement by 2013, and nearly half of our executive leadership is already eligible. Add nationwide shortages of health care workers to the mix, and you’ve got quite a human resources challenge.

To manage workforce succession in today’s competitive health care marketplace, VHA must have a comprehensive view of who is leaving which positions, as well as a comprehensive plan for filling those positions with qualified candidates. That, in a nutshell, is the overarching goal of the High Performance Development Model (HPDM) National Program Office: employ the right number of employees with the right skills in the right jobs at the right time. Only then can we deliver The Best Care to our Nation’s veterans.

THE BEST CARE Depends on the Right Workforce

The best way to ensure VHA continues to have an outstanding workforce with excellent leaders is to cultivate employees from among our own ranks. The High Performance Development Model does just that. It promotes career development for every employee at every level of the organization.

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HPDM A Model for Success – VHA’s and Yours

VHA has invested in the latest cutting-edge technologies to gather, analyze, and project our workforce data. We use that information to compile an annual 5-year Workforce Succession Strategic Plan that offers recommendations for improving retention and recruitment efforts. Those recommendations include a wide range of employee training and leadership development programs.

The HPDM National Program Office

Created in 2001, the HPDM National Program Office has three main objectives that work in tandem:

- Succession Planning
- Workforce Development Programs
- Data Collection Tools

The HPDM National Program Office has forged strategic partnerships with many VA and VHA offices across the Nation to carry out all three of these objectives. Explore the rest of this brochure to learn more about HPDM programs and how you can chart a course for success by putting HPDM to work for you.

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The HPDM National Program Office works in concert with the National Workforce Planning and Analysis Team and the Succession and Workforce Development Management Subcommittee to analyze the available data and produce an annual 5-year Workforce Succession Strategic Plan.

The Office of Personnel Management considers VHA’s plan to be exemplary and has distributed it to other federal agencies to use as a model. It offers the following information for workforce planners at every level of VHA:

**Workforce Assessment**
- to determine projected need for key positions
- and to help VHA networks formulate their own workforce plans

**Benchmarking**
- to show how other organizations are approaching succession planning and workforce development

**Reporting**
- on various factors influencing how employees view their jobs, VA and VHA as an employer

**Recommendations**
- for workforce development programs that provide high potential employees with training that prepares them to assume greater levels of responsibility

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WORKFORCE DEVELOPMENT PROGRAMS

One of HPDM’s most important objectives is to oversee a range of workforce development programs that provide career advancement opportunities to VHA employees at every level of the organization. Some of these programs are designed to give individuals the information they need to begin their careers at VA. Other programs are part of the VHA Leadership Continuum and are designed to identify and train high potential individuals for the next level of VHA leadership.

The following programs, in concert with our workforce succession technology and planning efforts, provide VHA with an effective strategy for ensuring a well-qualified and well-trained workforce committed to providing outstanding service to America’s veterans.

SAW  School at Work

School at Work (SAW) is a contracted career development system intended for entry-level employees GS 1-5 and WG 1-3. SAW engages students in an eight-month program designed to help them climb the ladder from an entry-level health care employee to more advanced positions. Students attend classes for two hours a week to brush up on basic skills, as well as develop individual career and learning plans.

TCF  Technical Career Field Program

Certain positions within the VHA health care system require specialized knowledge that can only be obtained through the Technical Career Field (TCF) two-year training program. Interested graduates, as well as VA employees, are eligible to participate in this program.

These full-time positions are centrally funded to cover salary, benefits, training, and travel associated with the program. TCF candidates are trained by VHA professionals with extensive experience. At the end of the program, successful candidates can be non-competitively placed throughout the VHA health care system.

NSTP  National Supervisory Training Program

VHA strives to ensure that all new supervisors get the training they need to succeed. The National Supervisory Training Program is a comprehensive training program that teaches new supervisors the core competencies necessary to be successful. Networks and medical centers administer specific program criteria based on national standards.

LEAD  Leadership, Effectiveness, Accountability, Development

Are you a high potential employee? Leadership, Effectiveness, Accountability, Development (LEAD) programs feature many opportunities and modalities for learning, including working on assigned projects and/or special workgroups. LEAD candidates are matched with coaches and mentors, and as a part of the program, design a personal development plan. High potential employees apply to the program to be competitively selected as candidates.

• Facility LEAD Program
  VHA facilities create a leadership development curriculum that includes nationally approved core criteria. The facility LEAD program is typically for employees in the GS 7-11, Wage Grade Supervisor, or Title 38 equivalent level.

• VISN and VHACO LEAD Program
  Veterans Integrated Service Networks (VISN) and VHA Central Offices (CO) offer a leadership development curriculum for employees typically in the GS 11-13 or Title 38 equivalent level.

“The TCF Program is on-the-job training at its finest. I received one-on-one training, attended classes at corporate office, met interns from across VA, and rotated through hospital services outside of my field to gain a deeper understanding of the system. The information I received and networking contacts I made were invaluable.”

— Johnathan Smith
VA Accountant
Graduate Health Administration Training Program

The Graduate Health Administration Training Program (GHATP) produces top-notch VHA health care administrators and administrative support professionals. GHATP consists of three development programs to chart your course for success:

• **The Administrative Residents/Fellows Program** recruits accredited health care and business administration master’s-level graduates who complete 12 months of advanced practical training alongside an experienced senior leader to become VHA’s future leaders.

• **The Health Systems Management Trainee Program** appeals to highly skilled VHA employees. This 12-month program provides the knowledge needed to support health care services in analyzing, coordinating, evaluating, and managing health care delivery operations, information, and systems.

• **The Army-Baylor University Graduate Program** honors participants with enrollment in a 12-month health care administration (MHA) graduate program. This program is available to mid- and senior-level management each year.

ECFCDP

Executive Career Field Candidate Development Program

Are you interested in enhancing your career potential? While completion of the Executive Career Field Candidate Development Program (ECFCDP) does not guarantee an ECF position, it will enhance your ability to compete. ECFCDP identifies high-potential middle management professionals and prepares candidates for a role as an executive leader.

Successful applicants enter a two-year development program while keeping their current position. The first year includes attending VHA’s Health Care Leadership Institute, a series of audio conferences with Chief Officers in Central Office, and matching with a certified mentor who will guide you in creating a personal development plan. During the second year, candidates attend the Assessment Center and select a specialized targeted training experience as Associate Director, Chief of Staff, Nurse Executive, or VISN/VHACO health care program executive.

Mentor Certification Initiative

At the heart of VHA’s workforce development programs are the mentors. VHA’s Mentor Certification Initiative offers a wonderful opportunity for VHA employees. The initiative is designed to move VHA forward as a learning organization and recognize the efforts and stewardship of employees by certifying them as mentors. Those who are interested can attain Resident, Fellow or Master level certification through structured training that is combined with practical experience. Certification levels build upon the experience of the prior level, and recertification occurs every five years.
The HPDM National Program Office has partnered with many national committees and workgroups to design and develop VHA’s comprehensive Leadership and Workforce Development (VHALWD) System. This Web-based system gives VHA tools for:

- Succession management and workforce planning
- Recruitment, employee development, and career progression
- Assessing the VA Leadership Continuum
- Organizational development
- Employee performance and accountability

VHALWD provides management with a wide range of reports, including employee participation in national development initiatives and projected workforce data (e.g., retirements, resignations, and other historical trends), and it currently provides management with a tool to document participation and progression in VHA’s succession programs.

In addition to the VHALWD system, the HPDM National Program Office provides technical support for the following workforce-related initiatives:

- HPDM 360 and 180 Degree Assessments
- The All Employee Survey
- Data tracking for the VHA Workforce Performance Measure
- Evaluation plans for ECFCDP, the national VISN LEAD Program, the VHA Supervisor Training Program, Mentor Certification, TCF, and SAW

“Leadership is a journey of learning. I chose this journey because I believe to be successful in providing the best quality care for veterans, it takes continuous learning of new techniques, gaining new knowledge, and enhancing existing knowledge. I attribute my success to those who mentored and coached me throughout my career. Through VHA’s leadership development programs, I progressed from a staff dietitian in Texas, to Chief of Nutrition and Food Service in Chicago, to Acting Associate Director in Chicago, to Deputy Medical Care Line Executive in Houston, to Associate Medical Center Director in Shreveport, to Interim Medical Center Director in Amarillo, HPDM has provided the framework I needed to stay focused on my career goals.”

— Gracie Bradford Specks
Associate Medical Center Director & Interim Medical Center Director
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- Organizational Assessment Subcommittee (OASC)
- Performance Management Program (PMP)
- Performance Management Program (PMP)
- Strategic Human Resource Advisory Council (SHRAC)
- Under Secretary for Health for Policy and Planning (10A5)
- VA Senior Executive Service Career Development Program (VASECDP)
- VHA Support Service Center (VSSC)

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- Office of Human Resource Management (OHRM)
- Performance Management Program (PMP)
- Program Evaluation Subcommittee (PESC)
- Strategic Human Resource Advisory Council (SHRAC)
- Under Secretary for Health for Policy and Planning (10A5)
- VA Senior Executive Service Career Development Program (G06-2F)
- VHA Support Services Center (VSSC)

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