

# Employment of Veterans in the Federal Executive Branch

Fiscal Year 2021



The Employment of Veterans in the Federal Executive Branch Report is created and published by the U.S. Office of Personnel Management (OPM) under section 4214 of Title 38, United States Code (U.S.C.), and the agencies identified in Executive Order 13518, Section 4(a)(e). These laws reflect the high priority of the Federal Government on the recruitment, employment, and advancement of veterans, especially disabled veterans.

OPM produced this report to provide data on veterans' employment and retention in the 24 Chief Financial Officer Act agencies.

# Message from the U.S. Office of Personnel Management



The United States (U.S.) Office of Personnel Management (OPM) continues to support President Biden’s priorities on diversity, equity, inclusion, and accessibility of individuals in the Federal Government as we strive to fulfill the goals outlined in Executive Order (EO) 13518, Veterans Employment Initiative, and EO 13985, Advancing Racial Equity and Support for Underserved Communities Through the Federal Government.

The U.S. Government invests significant resources in training and developing military service personnel. To capitalize on this investment, agencies should take bold steps to hire and retain transitioning military service members within the Federal Government. Successful execution requires collaboration across agencies and the strategic guidance and integration of veterans’ programs into agencies’ workforce plans and hiring methodologies.

Veterans have served and sacrificed in defense of our Nation. As they complete their military commitment, we are resolved to do everything possible to help them re-enter civilian life and find employment. This commitment involves Federal Government agencies and private employers that play prominent roles in helping veterans find employment.

As one of the Nation's leading employers, the Federal Government requires highly skilled individuals to meet agency staffing needs and support mission objectives. Our veterans, who have benefited from training and development during their military service, possess various skills and experiences. That background and a strong motivation for public service make veterans a primary source of employees to fulfill Federal agencies' staffing needs.

# Table of Contents

- Executive Summary ..... 1
- Introduction ..... 4
- Total On-Board Employees ..... 6
- Total On-Board Veterans by Agency Size ..... 8
- Total New Hires-Veterans - New Hires by Agency Size ..... 12
- Non-Seasonal Full-Time Permanent New Hires..... 20
- Veteran New Hires by Veteran Appointing Authorities ..... 20
- Veteran New Hires under Other Appointing Authorities..... 21
- Employment by New Grade/Salary Group..... 22
- Employment Distribution by Occupational Category ..... 22
- New Hires with Derived Preference ..... 23
- New Hire Retention Rates..... 23
- Profile of Veterans and Non-Veterans in the Executive Branch ..... 25
- Military Spouses ..... 27
- Best Practices..... 29
- Appendix 1: Organizations Included..... 36
- Appendix 2: Organizations Excluded ..... 40
- Appendix 3: List of Abbreviations and Terms..... 41
- Appendix 4: Employment of Veterans Data..... 42

# Executive Summary

The Federal Government remains the Nation's leader in veterans' employment, with a governmentwide effort to hire and retain veterans. OPM is committed to providing the policy guidance, leadership, and assistance needed to help ensure Federal agencies reach their employment goals. This report provides a data-driven framework and resource necessary for achieving results.

As of September 30, 2021, the 24 Chief Financial Officer (CFO) Act agencies<sup>1</sup> employed a total of 636,937 veterans, which comprises approximately 30 percent of the total Federal workforce. The data in this report is a count of all Federal employees in pay status taken at the last pay period or last day of September 2021, a decrease of just 1 percent since Fiscal Year (FY) 2017. However, Table 1 below shows that of the 636,937 total veterans in the Federal workforce for FY 2021:

- 337,722 (53%) were Disabled Veterans
- 225,411 (35%) were 30% or More Disabled Veterans
- 553,142 (87%) received Veterans' Preference

This is the highest representation of disabled veterans and 30% or more disabled veterans hired across the government since the signing of EO 13518 in FY 2009. This performance reflects consistency and robust application of veterans' recruiting efforts concerning disabled veterans.

**Table 1: Total Onboard Employees**

Category	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
<b>Total Employees</b>	2,034,269	2,047,514	2,081,192	2,132,776	2,143,449
Total Veterans	633,386	634,217	638,651	644,111	636,937
% of All Employees	31.0%	31.0%	31.0%	30.0%	30.0%
<b>Veterans with Preference</b>	543,916	546,399	551,442	557,617	553,142
% of All Employees	27.0%	27.0%	26.0%	26.0%	26.0%
% of All Veterans	86.0%	86.0%	86.0%	87.0%	87.0%

<sup>1</sup>The 24 agencies are those identified in the Chief Financial Officers Act of 1990, as amended (31 U.S.C. § 901(b)), representing the largest Federal agencies.

Category	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
<b>Disabled Veterans</b>	273,428	293,198	311,658	329,180	337,722
% of All Employees	13.0%	14.0%	15.0%	15.0%	16.0%
% of All Veterans	43.0%	46.0%	49.0%	51.0%	53.0%
<b>30% + Disabled Veterans</b>	172,882	186,602	201,525	216,549	225,411
% of All Employees	8.0%	9.0%	10.0%	10.0%	11.0%
% of All Veterans	27.0%	29.0%	32.0%	34.0%	35.0%

Count of all employees in pay status taken at the last pay period or last day of September.

In FY 2021, the total number of veteran new hires across the CFO Act agencies was 52,221 or 23% of all Federal new hires, as indicated in Table 3 below. While this reflects a decrease in both the total number and percentage of veteran new hires, the rate of disabled veterans has increased as a percentage of all veteran new hires (see table below). We also saw this trend in the total number of on-board disabled veterans. Some factors that may have contributed to the declining trend of veteran new hires include the decline in the veteran population and the aging of the overall veteran population.

According to a U.S. Census Bureau study, “Those Who Served: America’s Veterans from World War II to the War on Terror”<sup>2</sup>:

- The number of veterans in the United States declined by a third, from 26.4 million to 18.0 million, between 2000 and 2018
- The median age of veterans today is 65 years

Another possible factor is the decline of the unemployment rate of veterans. The Bureau of Labor Statistics report indicates the unemployment rate for all veterans in 2021 was 4.4%, lower than the rate of nonveterans of 5.3%.<sup>3</sup> The competition for veterans across all sectors shows a demand for veterans’ skills and experiences. OPM will continue to work with Federal agencies to identify strategies to attract and increase the number of veterans to join Federal service.

<sup>2</sup>Those Who Served: America’s Veterans From World War II to the War on Terror  
<https://www.census.gov/content/dam/Census/library/publications/2020/demo/acs-43.pdf>

<sup>3</sup> News Release Bureau of Labor Statistics, U.S. Department of Labor, Employment Situation of Veterans – 2021, page 6. <https://www.bls.gov/news.release/pdf/vet.pdf>

**Table 3: Total New Hires – Veteran New Hires**

<b>Category</b>	<b>FY 2017</b>	<b>FY 2018</b>	<b>FY 2019</b>	<b>FY 2020</b>	<b>FY 2021</b>
<b>Total Employees</b>	202,896	228,243	248,048	246,772	223,872
Total Veterans	57,092	63,238	67,496	62,831	52,221
% of All Employees	28.0%	28.0%	27.0%	25.0%	23.0%
<b>Veterans with Preference</b>	49,878	54,976	57,956	53,669	44,410
% of All Employees	25.0%	24.0%	23.0%	22.0%	20.0%
% of All Veterans	87.0%	87.0%	86.0%	85.0%	85.0%
<b>Disabled Veterans</b>	28,500	36,888	41,528	39,291	33,915
% of All Employees	14.0%	16.0%	17.0%	16.0%	15.0%
% of All Veterans	50.0%	58.0%	62.0%	63.0%	65.0%
<b>30% + Disabled Veterans</b>	19,352	23,817	28,842	26,410	22,829
% of All Employees	10.0%	10.0%	11.0%	11.0%	10.0%
% of All Veterans	34.0%	38.0%	40.0%	42.0%	44.0%

New Hires do not include transfers between agencies.

## Introduction

The FY 2021 report on the Employment of Veterans in the Federal Executive Branch is created and published by OPM under section 4214 of Title 38, United States Code (U.S.C.), and the agencies identified in EO 13518. The law reflects the high priority of the Federal Government on the recruitment, employment, and advancement of veterans, especially disabled veterans. OPM produced this report to provide data on veterans' employment in the CFO Act agencies.

This annual report offers valuable information about the Federal employment of veterans, including disabled veterans; details employment activities of OPM and other Federal agencies on behalf of all veterans; and provides related statistics on the trend of veterans' employment. The hiring data include total and full-time permanent (FTP) Federal workforce populations. As required by law, we provide the following:

- information on the Veterans' Recruitment Appointment (VRA),
- the special noncompetitive hiring authority for 30% or More Disabled Veterans, and
- the Disabled Veterans Affirmative Action Program (DVAAP).

OPM guides and assists Federal agencies personnel in developing their human capital strategies and DVAAP plans. Each department, agency, and their components in the Government is required by statute to have an affirmative action program for the recruitment, employment, and advancement of disabled veterans. Agencies are required to submit annual accomplishment reports and plan certifications under the DVAAP. OPM reviews and analyzes the agency's submission to determine if it is consistent with laws and regulations.

## Data Sources

The primary source of the Federal employment data report is OPM's Enterprise Human Resources Integration Statistical Data Mart. The information represents Federal employment as of September 30, 2021.

The elements used to identify veterans for Federal employment are Veteran Status, Veterans' Preference, Creditable Military Service, Annuitant Code, and Legal Authority Codes. Veterans' Preference is defined in section 2108 of Title 5, U.S.C., which represents the criteria used in determining whether a person is eligible to statutory hiring preference under 5 U.S.C. 3309, 3313, and 3319. Veteran Status indicates whether an individual is a veteran as defined by 38 U.S.C. 101 (i.e., a person who served

in the active military, naval, or air service and who was discharged under conditions other than dishonorable).

Creditable Military Service is defined as military service that is creditable for annual leave accrual purposes. The Annuitant Code identifies employees who are retired from the military, and Legal Authority Codes identify employees who were hired under special hiring authorities such as Veterans' Recruitment Appointment (VRA), Veterans Employment Opportunity Act of 1998, as amended (VEOA), or the 30% or More Disabled Veteran appointments.

EO 13518 required each of the CFO Act agencies establish a Veterans Employment Program Office (VEPO) to facilitate hiring, placement, and advancement of veterans. One method for determining agency progress in fulfilling these requirements is through the production of reports at specific intervals that show, for example, the number of employees with disabilities hired, promoted, trained, or reassigned over a given time and the percentage of employees with disabilities in the workforce, and various grades and occupations.

## Total On-Board Employees

The data in this section accounts for all employees in pay status taken at the last pay period or last day of September 2021. Table 1A below, Total On-Board Employees – All Veterans, shows that approximately 30 percent (or 637,000) of the roughly two million Federal employees were veterans.

**Table 1A: Total On-Board Employees – All Veterans**

Agency	FY 2020			FY 2021		
	All Employees	Veterans	%	All Employees	Veterans	%
<b>Total Executive Branch Agencies</b>	<b>2,132,776</b>	<b>644,111</b>	<b>30.2%</b>	<b>2,143,449</b>	<b>636,937</b>	<b>29.7%</b>
Dept. of Agriculture (USDA)	91,774	12,071	13.2%	92,076	12,447	13.5%
Dept. of Commerce	53,939	6,570	12.2%	50,545	5,788	11.5%
Dept. of Defense (DOD)	723,831	333,858	46.1%	722,179	330,832	45.8%
Air Force	156,717	85,747	54.7%	158,829	86,098	54.2%
Army	227,734	113,592	49.9%	224,161	111,593	49.8%
Navy	225,303	92,249	40.9%	224,957	91,047	40.5%
Defense Activities	114,077	42,270	37.1%	114,232	42,094	36.8%
Dept. of Education (ED)	4,031	455	11.3%	4,173	468	11.2%
Dept. of Energy	14,573	3,796	26.0%	14,701	3,889	26.5%
Dept. of Health and Human Services (HHS)	83,514	6,555	7.8%	88,131	6,781	7.7%
Dept. of Homeland Security (DHS)	210,860	55,251	26.2%	212,649	54,856	25.8%
Dept. of Housing and Urban Development (HUD)	7,845	1,334	17.0%	7,983	1,398	17.5%
Dept. of Interior (DOI)	66,113	11,469	17.3%	66,409	11,592	17.5%
Dept. of Justice	115,882	26,903	23.2%	117,192	26,735	22.8%

Agency	FY 2020			FY 2021		
	All Employees	Veterans	%	All Employees	Veterans	%
Dept. of Labor (DOL)	13,976	3,159	22.6%	14,142	3,260	23.1%
Dept. of State	11,968	2,430	20.3%	12,354	2,507	20.3%
Dept. of Transportation (DOT)	54,343	19,822	36.5%	53,675	19,478	36.3%
Dept. of Treasury	94,366	10,302	10.9%	94,931	10,367	10.9%
Dept. of Veterans Affairs (VA)	420,048	125,763	29.9%	427,196	122,396	28.7%
U.S. Agency for International Development (USAID)	1,688	211	12.5%	1,940	248	12.8%
Environmental Protection Agency (EPA)	14,915	1,431	9.6%	14,821	1,508	10.2%
General Services Administration (GSA)	11,569	2,846	24.6%	11,716	2,913	24.9%
National Aeronautics and Space Administration (NASA)	17,728	2,170	12.2%	18,029	2,194	12.2%
National Science Foundation (NSF)	1,504	131	8.7%	1,563	133	8.5%
U.S. Office of Personnel Management (OPM)	2,490	416	16.7%	2,515	431	17.1%
Nuclear Regulatory Commission (NRC)	2,849	571	20.0%	2,813	567	20.2%
Social Security Administration (SSA)	61,447	10,172	16.6%	59,808	9,735	16.3%
Small Business Administration (SBA)	9,742	1,049	10.8%	9,882	1,041	10.5%
<b>Total Executive Order Agencies</b>	<b>2,090,995</b>	<b>638,735</b>	<b>30.5%</b>	<b>2,101,423</b>	<b>631,564</b>	<b>30.1%</b>

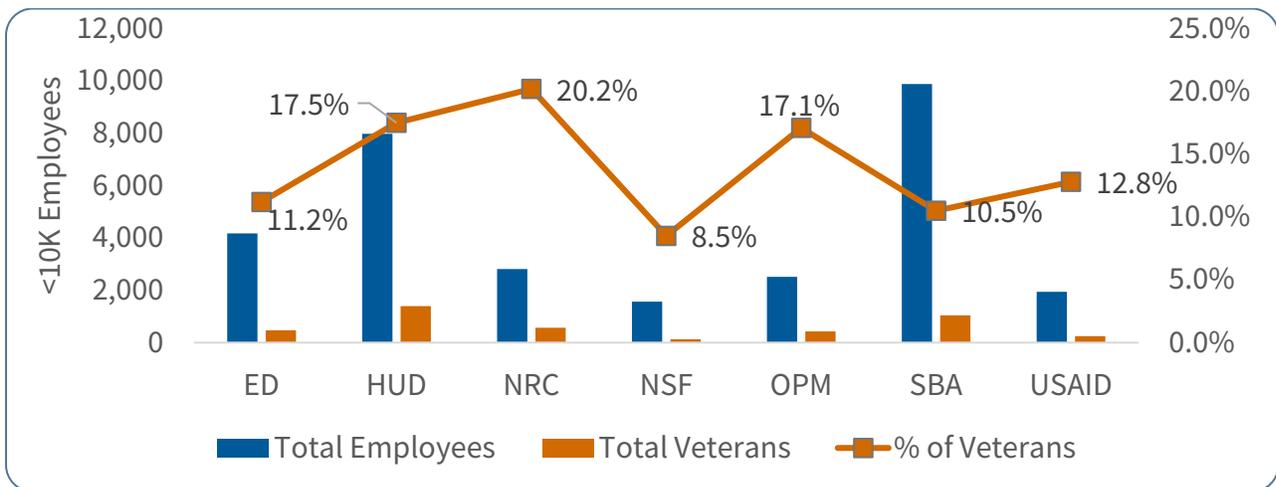
## Total On-Board Veterans by Agency Size

A complete picture of the total number of On-Board employees, consisting of both veterans and non-veterans, grouped by agency size, is highlighted in this section.

### Veteran Population with Agencies < 10K Employees

This section reflects the CFO Act agencies with 10,000 or less total On-Board employees. Figure 1 shows a veterans' population ranging from a low of 8.5% to a high of 20.2% of employees. The NRC has the most significant representation of On-Board veteran employees (20.2%) compared to the NSF (8.5%) for agencies with less than 10,000 employees. These small agencies have the lowest average percentage (14.0%) of On-Board veterans compared to the other agency groups.

**Figure 1, Agencies <10K Employees - Table 1A: Total On-Board Employees - Total Veterans**

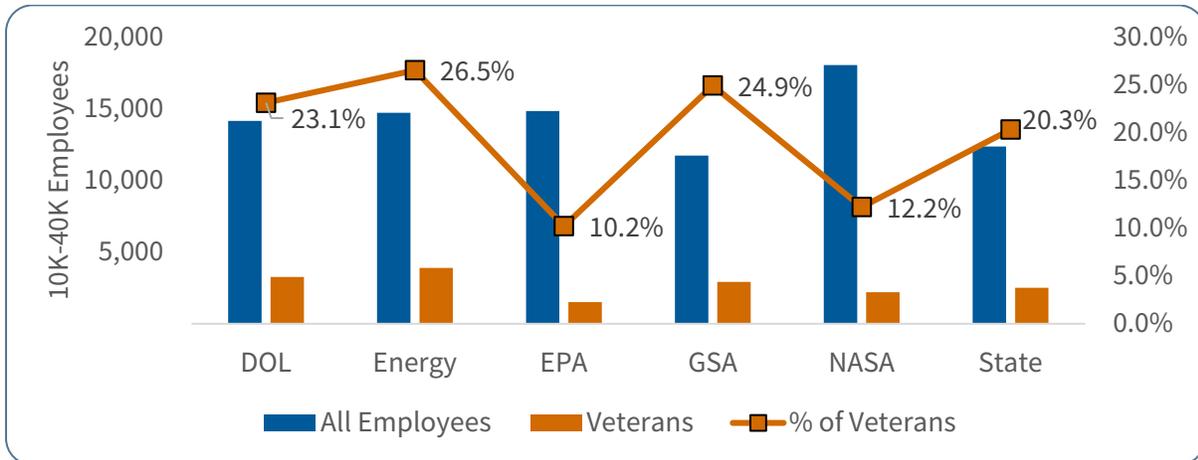


Agencies	Total Employees	Total Veterans	% of Veterans
ED	4,173	468	11.2%
HUD	7,983	1,398	17.5%
NRC	2,813	567	20.2%
NSF	1,563	133	8.5%
OPM	2,515	431	17.1%
SBA	9,882	1,041	10.5%
USAID	1,940	248	12.8%

## Veteran Population with Agencies 10K > 40K Employees

In analyzing the veteran population of agencies between 10,000 and 40,000 employees, the data below indicates a steady trend across six Federal agencies averaging 14,294 total employees and 2,712 total veterans (Figure 2). The data suggests the on-board percentage of veterans' average is 19.5% compared to the total employees, with Energy (26.5%) having the highest, followed by GSA (24.9%) and DOL (23.1%).

**Figure 2, Agencies 10K – 40K Employees – Table 1A: Total On-Board Employees – Total Veterans**

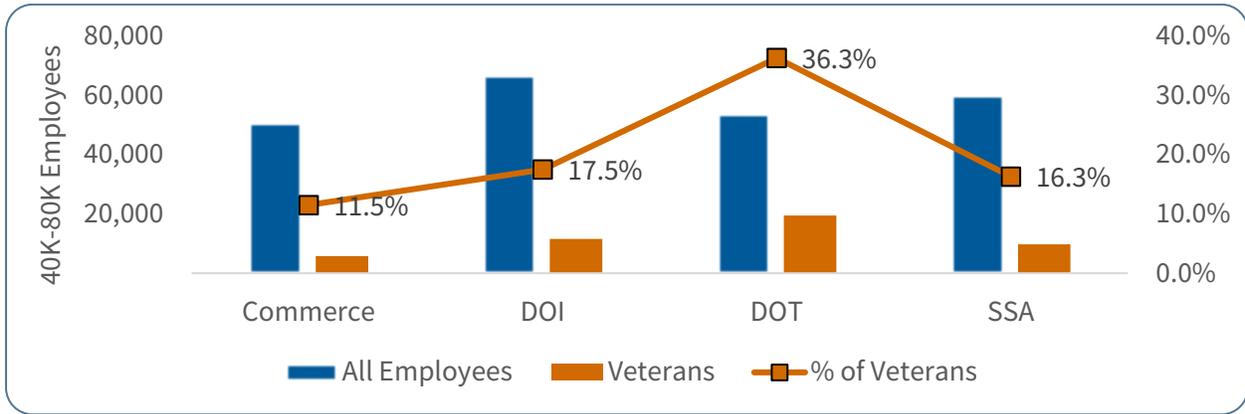


Agencies	All Employees	Veterans	% of Veterans
<b>DOL</b>	14,142	3,260	23.1%
<b>Energy</b>	14,701	3,889	26.5%
<b>EPA</b>	14,821	1,508	10.2%
<b>GSA</b>	11,716	2,913	24.9%
<b>NASA</b>	18,029	2,194	12.2%
<b>State</b>	12,354	2,507	20.3%

## Veteran Population with Agencies 40K > 80K Employees

The chart below illustrates the average percentage of on-board veterans within this group (20.4%), is the second highest among all agency groupings. The DOT has the highest percentage (36.3%) for Federal agencies between 40,000 and 80,000 employees (Figure 3). DOT's mission "to deliver the world's leading transportation system, serving the American people and economy through the safe, efficient, sustainable, and equitable movement of people and goods" is a good match for skills many military service members possess and can be an attractive fit to the organization.

**Figure 3, Agencies 40K – 80K Employees – Table 1A: Total On-Board Employees – Total Veterans**

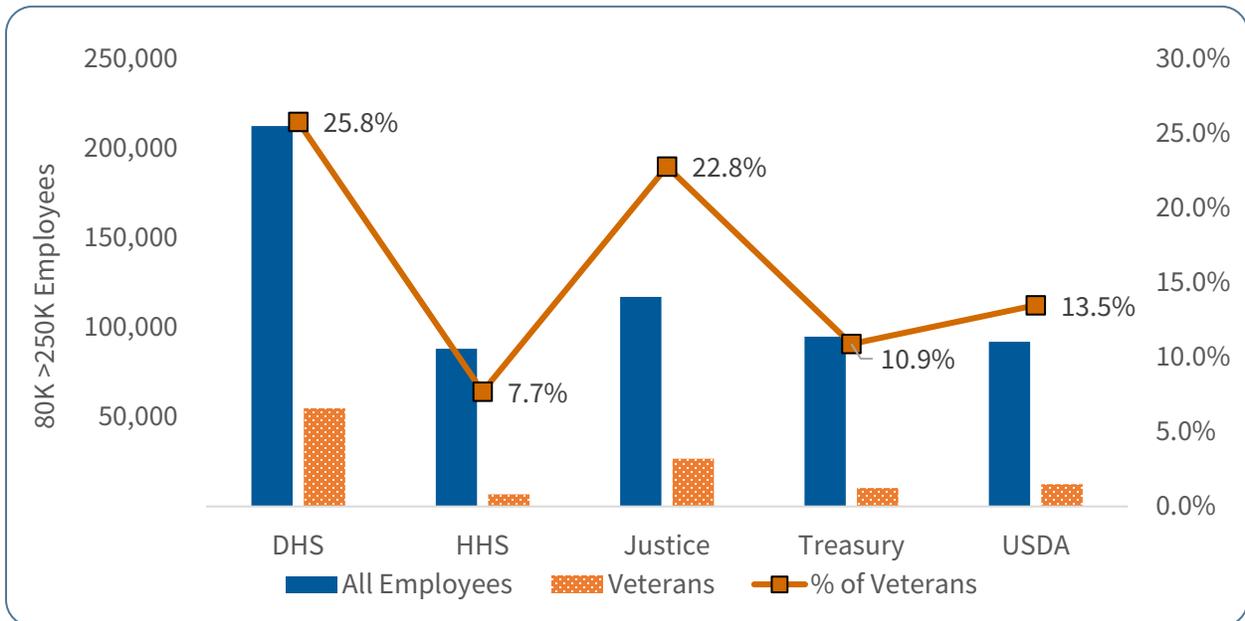


Agencies	All Employees	Veterans	% of Veterans
<b>Commerce</b>	50,545	5,788	11.5%
<b>DOI</b>	66,409	11,592	17.5%
<b>DOT</b>	53,675	19,478	36.3%
<b>SSA</b>	59,808	9,735	16.3%

## Veteran Population with Agencies 80K >250K Employees

For agencies with employee populations between 80,000 and 250,000, Figure 4 shows the DHS has the highest percentage of On-Board veterans (25.8%). The mission of DHS and its types of occupations, such as law enforcement, can be attractive to many veterans and align with many of their skill sets.

**Figure 4, Agencies 80K – 250K Employees – Table 1A: Total On-Board Employees – Total Veterans**

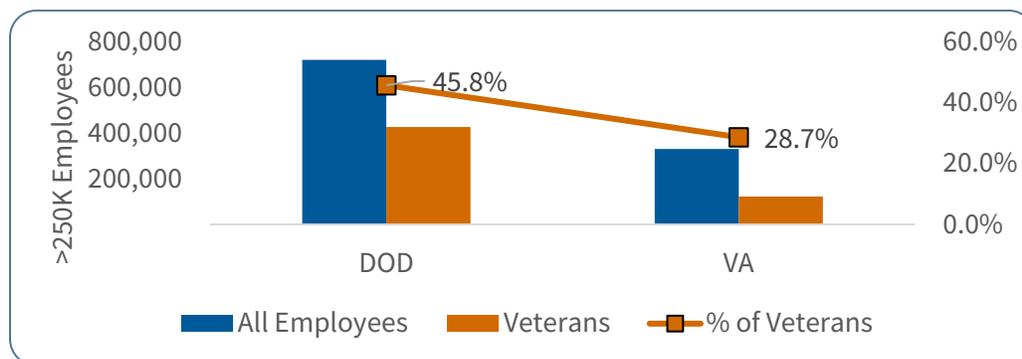


Agencies	All Employees	Veterans	% of Veterans
<b>DHS</b>	212,649	54,856	25.8%
<b>HHS</b>	88,131	6,781	7.7%
<b>Justice</b>	117,192	26,735	22.8%
<b>Treasury</b>	94,931	10,367	10.9%
<b>USDA</b>	92,076	12,447	13.5%

## Veteran Population with Agencies >250K Employees

Among the two Federal agencies with 250,000 plus employees, as indicated in Figure 5, DOD has the most significant percentage (45.8%) of veterans and the highest percentage among all agencies in the Executive Branch. VA has 28.7% of veterans, which is also significant. These percentages may indicate that these two Federal agencies have mission areas that attract veterans and uniquely make use of their military experience.

**Figure 5, Agencies >250 Employees – Table 1A: Total On-Board Employees – Total Veterans**



Agencies	All Employees	Veterans	% of Veterans
<b>DOD</b>	722,179	427,196	45.8%
<b>VA</b>	330,832	122,396	28.7%

Overall, the relative differences in the On-Board data for veterans across the 24 CFO Act agencies ranged from 0.1 percent to 1 percent, on average, during FY 2021. The total number of disabled and 30% or more disabled veterans On-Board has steadily increased by approximately three percent (or 59,800) from FY 2017 to FY 2021. This is also evident in the total Non-Seasonal Full Time Permanent Employment On-Board Employees category (Appendix 4, [Table 2](#)), which shows a consistent increase of two percent in disabled and 30% or more disabled veterans since FY 2017. We encourage Federal agencies to use their DVAAP coordinator and VEPOs to assist with on-boarding and advancement opportunities for qualified disabled veterans.

## Total New Hires-Veterans - New Hires by Agency Size

The American veteran population is aging<sup>4</sup>. As stated earlier, the median age of all veterans today is 65 years, and the number of veterans in the U.S. declined by a third, from 26.4 million to 18.0 million between 2000 and 2018. The FY 2020 data also showed that the COVID-19 pandemic may have affected the veterans’ employment across the Federal Government. As agencies continue to rebuild the workforce, OPM is responsible for administering statutory and regulatory authorities, among other provisions, that govern the hiring of veterans across the Government. These include

<sup>4</sup> Those Who Served: America’s Veterans from World War II to the War on Terror  
<https://www.census.gov/content/dam/Census/library/publications/2020/demo/acs-43.pdf>

News Release Bureau of Labor Statistics, U.S. Department of Labor, Employment Situation of Veterans – 2021, page 6. <https://www.bls.gov/news.release/pdf/vet.pdf>

flexibilities and special authorities to hire veterans under the competitive hiring process.

Each year, Federal Executive Branch agencies are required to report on their past fiscal year DVAAP accomplishments and certify that a DVAAP plan is in place for the following fiscal year. Agencies must address the following questions about the previous fiscal year in their DVAAP Accomplishment Report:

- Methods used to recruit and employ disabled veterans, especially those who are 30 percent or more disabled
- Methods used to provide or improve internal advancement opportunities for disabled veterans
- A description of how the activities of major operating components and field installations were monitored, reviewed, and evaluated
- An explanation of the agency's progress in implementing its affirmative action plan during the fiscal year. Where progress has not been shown, the report will cite reasons for the lack of progress, along with specific plans for overcoming cited obstacles to progress

Analysis of the CFO Act agencies' DVAAP reports shows many agencies hired veterans through regular job announcements posted on USAJOBS ([www.usajobs.gov](http://www.usajobs.gov)). A breakdown of CFO Act agencies comparing the Total New Hires to the Total Veteran New Hires of agency employees for FY 2020 and FY 2021 can be seen in [Table 3A](#) (below) and Disabled New Hires in [Table 3C](#) and 30% or More Disabled New Hires in [Table 3D](#) (Note: all Tables are listed in Appendix 4).

**Table 3A: Total New Hires – Veteran New Hires**

Agencies	FY 2020			FY 2021		
	Total New Hires	Total Veteran New Hires	%	Total New Hires	Total Veteran New Hires	%
<b>Total Executive Branch Agencies</b>	<b>246,772</b>	<b>62,831</b>	<b>25.5%</b>	<b>223,872</b>	<b>52,221</b>	<b>23.3%</b>
USDA	19,985	2,247	11.2%	18,220	2,045	11.2%
Commerce	10,331	1,405	13.6%	8,333	798	9.6%
DOD	74,526	30,290	40.6%	65,665	26,687	40.6%
Air Force	17,494	8,123	46.4%	16,193	7,576	46.8%

Agencies	FY 2020			FY 2021		
	Total New Hires	Total Veteran New Hires	%	Total New Hires	Total Veteran New Hires	%
Army	23,326	10,934	46.9%	21,225	9,729	45.8%
Navy	20,986	7,345	35.0%	16,789	6,037	36.0%
Defense Activities	12,720	3,888	30.6%	11,458	3,345	29.2%
ED	624	55	8.8%	444	40	9.0%
Energy	1,131	319	28.2%	1,164	321	27.6%
HHS	8,820	749	8.5%	8,480	621	7.3%
DHS	16,487	4,088	24.8%	17,679	3,421	19.4%
HUD	806	152	18.9%	621	136	21.9%
DOI	13,040	1,792	13.7%	13,192	1,792	13.6%
Justice	9,786	1,924	19.6%	9,004	1,667	18.5%
DOL	1,029	296	28.8%	1,167	349	29.9%
State	1,086	259	23.8%	1,239	245	19.8%
DOT	3,692	1,246	33.7%	2,440	786	32.2%
Treasury	10,811	1,276	11.8%	11,730	871	7.4%
VA	56,237	14,409	25.6%	50,420	10,509	20.8%
USAID	265	33	12.5%	374	39	10.4%
EPA	1,413	199	14.1%	1,078	157	14.6%
GSA	760	219	28.8%	746	220	29.5%
NASA	1,348	165	12.2%	1,160	130	11.2%
NSF	175	5	2.9%	201	12	6.0%
OPM	153	24	15.7%	227	41	18.1%
NRC	184	30	16.3%	207	43	20.8%
SSA	3,822	689	18.0%	2,552	499	19.6%
SBA	6,679	479	7.2%	3,915	307	7.8%
<b>Total Executive Order Agencies</b>	<b>243,190</b>	<b>62,343</b>	<b>25.6%</b>	<b>220,258</b>	<b>51,736</b>	<b>23.5%</b>

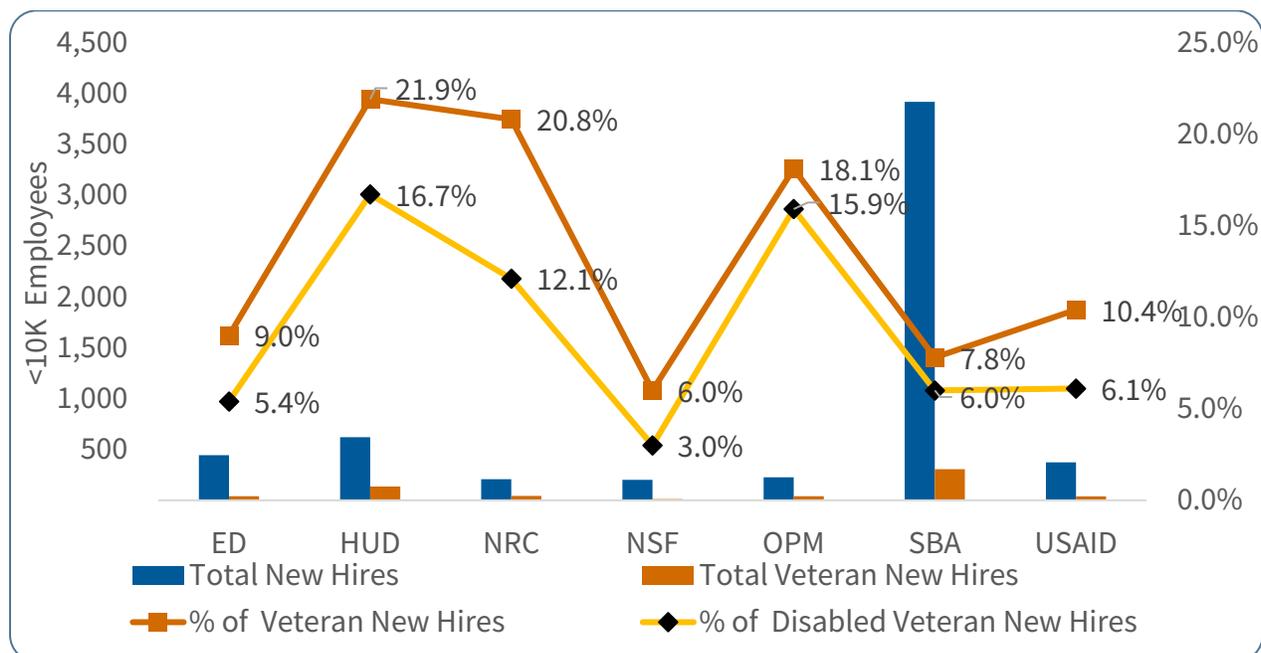
New Hires do not include transfers between agencies.

As previously mentioned, the percentage of Veterans with a Preference for New Hires continues to decline ([Table 3](#)), which may correlate with the shrinking veteran population. However, 12 CFO agencies still increased their percentage of Veterans with Preference in FY 2021 by an average of 1.4 percentage points. Both HUD (4.3%) and NRC (3.2%) led all agencies with the highest increase in Veterans with Preference for New Hires ([Table 3B](#)). This section highlights a more complete picture of total new hires by agency size.

## Veteran New Hires with Agencies < 10K Employees

Figure 6 shows the seven agencies with less than 10,000 employees and their percentage of veteran new hires. Six agencies increased their total veteran new hires rate in FY 2021 over FY 2020 by an average of 2.3% ([Table 3A](#)). This success may be attributable to the overall veterans' outreach by these agencies such as hiring fairs. All agencies increased their percentage of disabled veteran new hires in FY 2021 over FY 2020 by an average of 2% ([Table 3C](#)). This success may be attributable to the agency DVAAP Action Plans and overall veterans' outreach by these agencies.

**Figure 1, Agencies < 10K Employees - Table 3A: Total New Hires - Veteran New Hires**



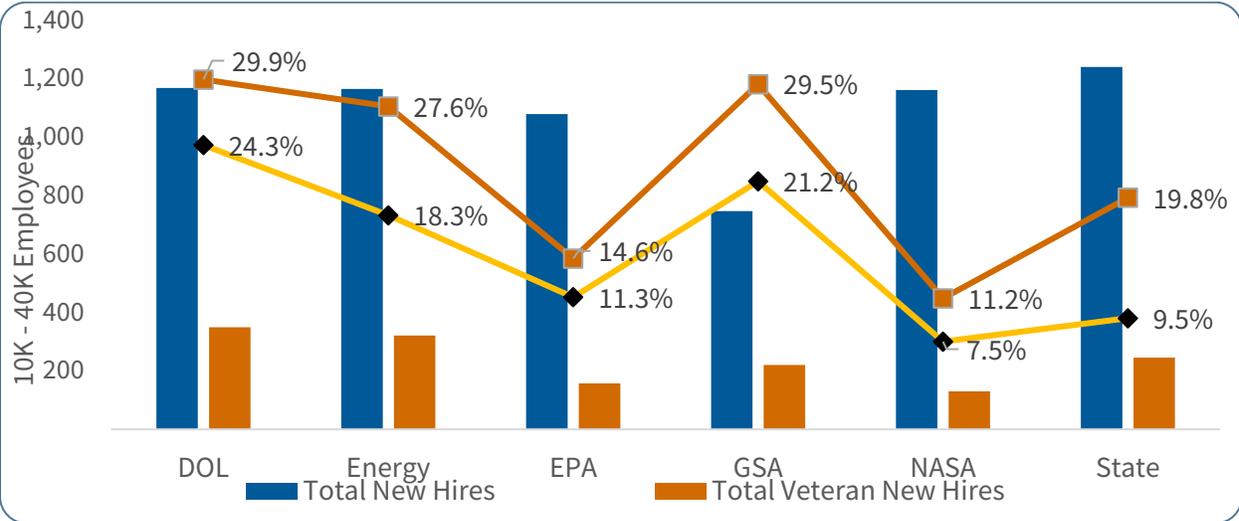
Agency	Total New Hires	Total Veteran New Hires	% of Veteran New Hires	% of Disabled Veteran New Hires
ED	444	40	9.0%	5.4%
HUD	621	136	21.9%	16.7%
NRC	207	43	20.8%	12.1%

Agency	Total New Hires	Total Veteran New Hires	% of Veteran New Hires	% of Disabled Veteran New Hires
NSF	201	12	6.0%	3.0%
OPM	227	41	18.1%	15.9%
SBA	3,915	307	7.8%	6.0%
USAID	374	39	10.4%	6.1%

### Veteran New Hires with Agencies 10K > 40K Employees:

In analyzing the veteran population of agencies between 10,000 and 40,000 employees, the data indicates a steady trend across six Federal agencies averaging 1,092 for total new hires and 237 for the total veteran new hires (Table 3A). The data suggest the percentage of veterans' average is 22.1% compared to total new hires. Figure 7 shows that DOL has the highest rate of veterans (29.9%), followed by GSA (29.5%) and Energy (27.6%). Four of the six agencies in this group (DOL, Energy, EPA, and GSA) increased their percentage of disabled veteran new hires in FY 2021 over FY 2020 by an average of 3.7% (see Table 3C). DOL's DVAAP Plan strategically chartered the Advisory Committee on Veterans' Employment and Training and Employer Outreach. As part of this outreach, DOL participated in many initiatives to assist transitioning service members, veterans, and their spouses in finding jobs and gaining access to training. These initiatives included virtual job fairs and using various veterans hiring authorities, including the 30% or More Disabled Veterans and VRA's, to target disabled veterans.

Figure 2, Agencies 10K – 40K Employees - Table 3A: Total New Hires - Veteran New Hires

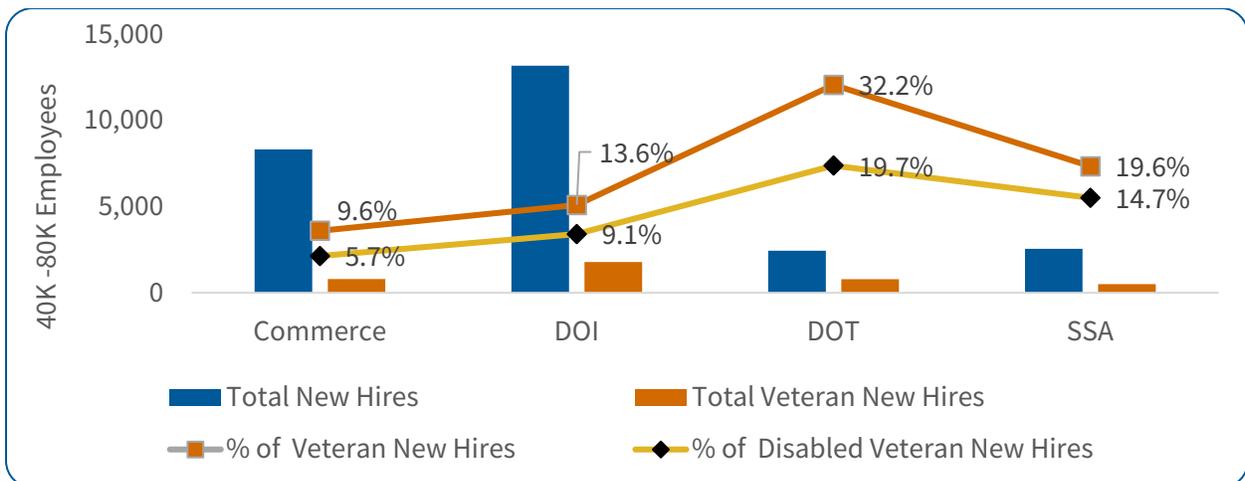


Agency	Total New Hires	Total Veteran New Hires	% of Veteran New Hires	% of Disabled Veteran New Hires
<b>DOL</b>	1,167	349	29.9%	24.3%
<b>Energy</b>	1,164	321	27.6%	18.3%
<b>EPA</b>	1,078	157	14.6%	11.3%
<b>GSA</b>	746	220	29.5%	21.2%
<b>NASA</b>	1,160	130	11.2%	7.5%
<b>State</b>	1,239	245	19.8%	9.5%

## Veteran New Hires with Agencies 40K > 80K Employees

The average veteran new hire percentage in this group of agencies with 40,000 to 80,000 employees is 18.8% (Table 3A). Three of the four agencies in this agency population group, DOI, DOT, and the SSA, increased their disabled veterans hiring in FY 2021 by an average of 1.9% (Table 3C). Figure 8 shows that DOT leads with the highest percentage of total veteran new hires (32.2%) and disabled veteran new hires (19.7%). DOT's DVAAP plan included participating in virtual hiring events, leveraging social media and online job boards, and incorporating various strategies to recruit veterans and individuals with disabilities. The agency's mission appears to be a good fit for the skills many military service members possess.

**Figure 3, Agencies 40K - 80K Employees - Table 3A: Total New Hires - Veteran New Hires**



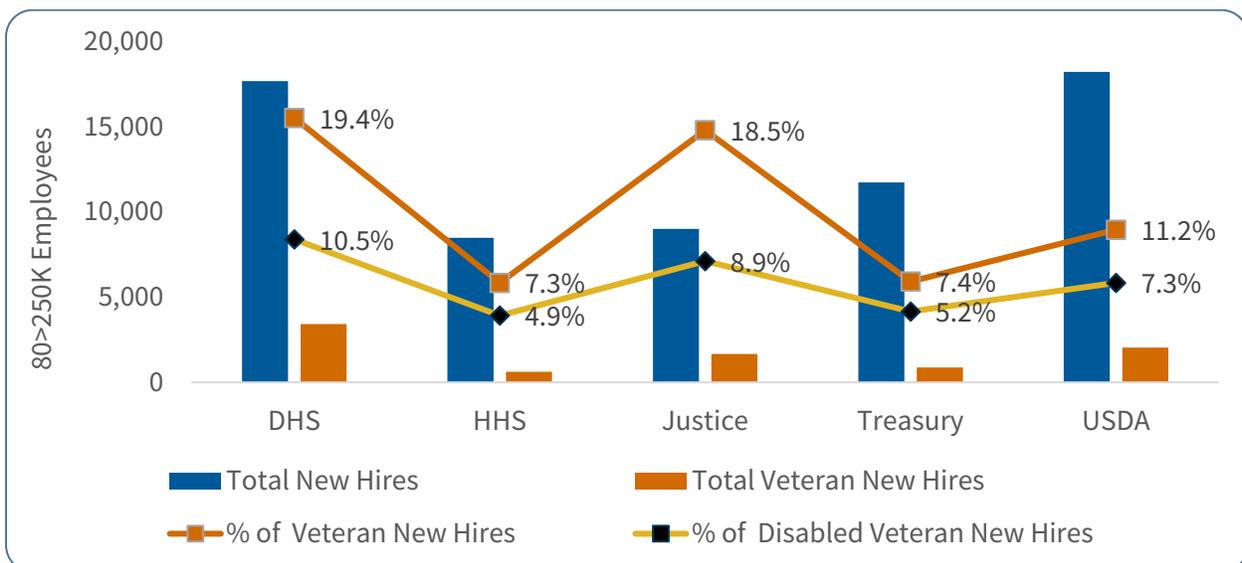
Agency	Total New Hires	Total Veteran New Hires	% of Veteran New Hires	% of Disabled Veteran New Hires
<b>Commerce</b>	8,333	798	9.6%	5.7%
<b>DOI</b>	13,192	1,792	13.6%	9.1%

Agency	Total New Hires	Total Veteran New Hires	% of Veteran New Hires	% of Disabled Veteran New Hires
DOT	2,440	786	32.2%	19.7%
SSA	2,552	499	19.6%	14.7%

## Veteran New Hires with Agencies 80K >250K Employees

Agencies with employee populations between 80,000 and 250,000 have an average percentage of total veteran new hires of 12.8% (Table 3A). Figure 9 shows that DHS has the highest rate of veteran total new hires (19.4%), followed by the Justice (18.5%). DHS leads with the highest percentage of disabled veteran new hires at 10.5% (Table 3C). Both DHS and Justice use several outreach methods to attract veterans, including hiring events, social media, and active job listings targeting veterans. DHS coordinated several virtual department-wide recruiting and outreach events during FY 2021 specifically directed towards veterans and disabled veterans.

**Figure 4, Agencies 80K – 250K Employees - Table 3A: Total New Hires - Veteran New Hires**



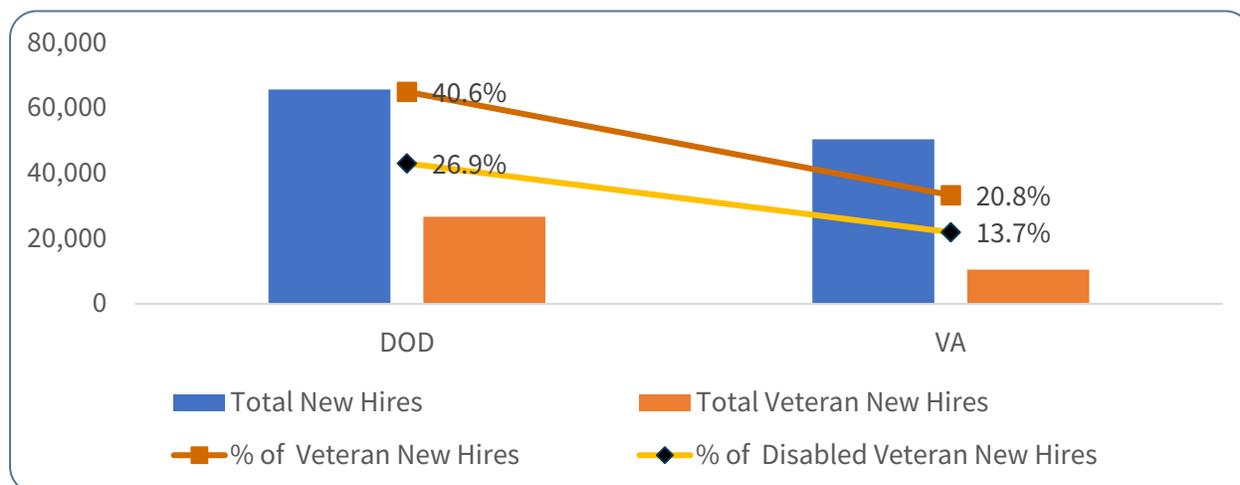
Agency	Total New Hires	Total Veteran New Hires	% of Veteran New Hires	% of Disabled Veteran New Hires
DHS	17,679	3,421	19.4%	10.5%
HHS	8,480	621	7.3%	4.9%
Justice	9,004	1,667	18.5%	8.9%
Treasury	11,730	871	7.4%	5.2%

<b>Agency</b>	<b>Total New Hires</b>	<b>Total Veteran New Hires</b>	<b>% of Veteran New Hires</b>	<b>% of Disabled Veteran New Hires</b>
<b>USDA</b>	18,220	2,045	11.2%	7.3%

## **Veteran New Hires with Agencies >250K Employees**

The two Federal agencies with 250,000 plus employees have an average total veteran new hire rate of 30.7% ([Table 3A](#)). DOD has the most significant percentage (40.6%) of total veteran new hires (Figure 10) and the highest percentage among all agencies in the Executive Branch. With 20.8% of all its new hires being veterans, VA also ranked among the highest agencies with veteran new hires. DOD and VA both have active veteran employment outreach programs and are a natural fit for many veterans. As the two largest agencies, both DOD and VA aggressively recruit disabled veterans. DOD leads all agencies with the most significant percentage of disabled veteran new hires (26.9%) ([Table 3C](#)) and is the largest employer of veterans and disabled veterans in the Federal Government. As part of their DVAAP plan, DOD reviews demographic data from the Defense Management Data Center/Corporate Management Information System quarterly to evaluate the progress made in the employment and retention of disabled veterans. This information is provided to DOD senior leaders and the DOD Recruiters Consortium members whenever requested by recruitment, veteran, and diversity partners. This allows DOD to collaboratively develop strategies to reverse negative trends for recruiting disabled veterans.

**Figure 5, Agencies > 250K Employees - Table 3A: Total New Hires - Veteran New Hires**



Agencies	Total New Hires	Total Veteran New Hires	% of Veteran New Hires	% of Disabled Veteran New Hires
<b>DOD</b>	65,665	26,687	40.6%	26.9%
<b>VA</b>	50,420	10,509	20.8%	13.7%

## Non-Seasonal Full-Time Permanent New Hires

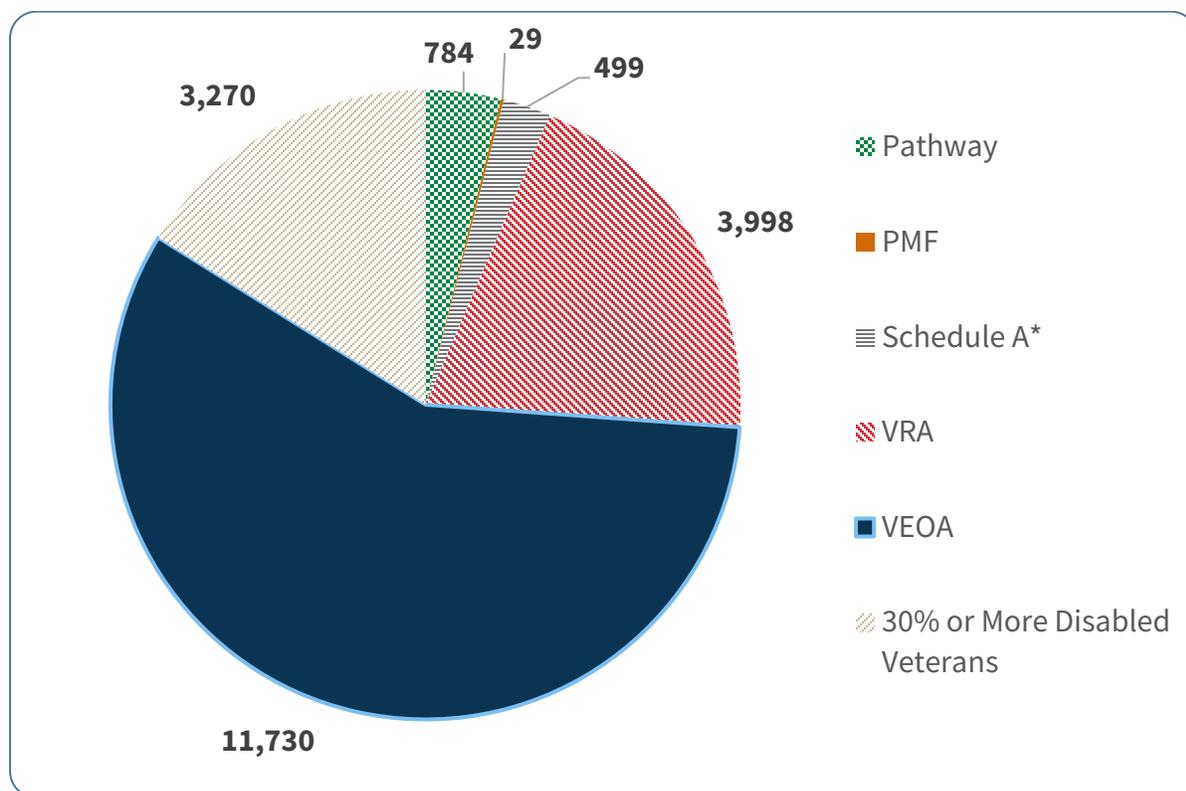
Non-Seasonal Full-Time Permanent New Hires include all employees working a 40-hour work week year-round with no definite end date. Total veteran new hires in this category have decreased from FY 2020 (33%) to FY 2021 (30%). The trend continued for non-seasonal new hires with Preference which decreased from FY 2020 (28%) to FY 2021 (26%) [Table 4](#). However, disabled veteran new hires have increased as a percentage of overall veterans from FY 2020 (61%) to FY 2021 (64%). This trend also continued for veterans who are 30% or more disabled new hires, increasing from FY 2020 (40%) to FY 2021 (42%). These trends for disabled veterans could be attributable to the various agency DVAAP programs and outreach by the agencies. A complete breakdown by agencies for non-seasonal full-time permanent new hires can be viewed in [Table 4A](#); with Preference in [Table 4B](#); for disabled new hires in [Table 4C](#); and for 30% or more disabled new hires in [Table 4D](#).

## Veteran New Hires by Veteran Appointing Authorities

As part of their recruiting strategies, agencies have the flexibility to use special hiring authorities for veterans, such as VRA, VEOA, and the 30 Percent or More Disabled

Veterans authorities. These authorities allow agencies to quickly target and bring On-Board qualified veterans quickly and meet staffing needs with qualified candidates. Figure 11 demonstrates that these hiring authorities bring many veterans On-Board. Both the VRA and the 30 Percent or More Disabled Veterans are veteran appointing authorities with specific requirements for veteran eligibility. VEOA permits preference eligible and certain eligible veterans' the ability to compete for jobs that otherwise would only have been available to status employees (current or former Federal employees). Approximately 36% of all veteran new hires in FY 2021 were brought on board through these hiring authorities. See Appendix 4, [Table 5](#) for a complete listing of agency hires by Veteran Appointing Authorities.

**Figure 6, Table 6, Veteran New Hires by Veteran and Other Appointing Authorities**



## Veteran New Hires under Other Appointing Authorities

In addition to veteran special hiring authorities, agencies can use other authorities to hire veterans. This category reflects the total number of veterans hired under other (non-veteran) appointing authorities, also indicated by Figure 11. Many veterans are brought On-Board by non-veteran appointing authorities such as Schedule A (for

people with certain disabilities), the Presidential Management Fellows Program (PMF), which is under Pathways and is the premier leadership development program for advanced degree candidates, and the other Pathways Programs such as Interns and Recent Graduates. Schedule A is a sweeping excepted service hiring authority that agencies can utilize to On-Board employees with an intellectual disability, a severe physical disability, or a psychiatric disability. Agencies such as VA and DOD On-Boarded a far more significant proportion of individuals eligible for the Schedule A appointing authority than other Executive Branch agencies. Approximately 2.5% of all veteran new hires were brought on board through these hiring authorities. See [Table 6](#).

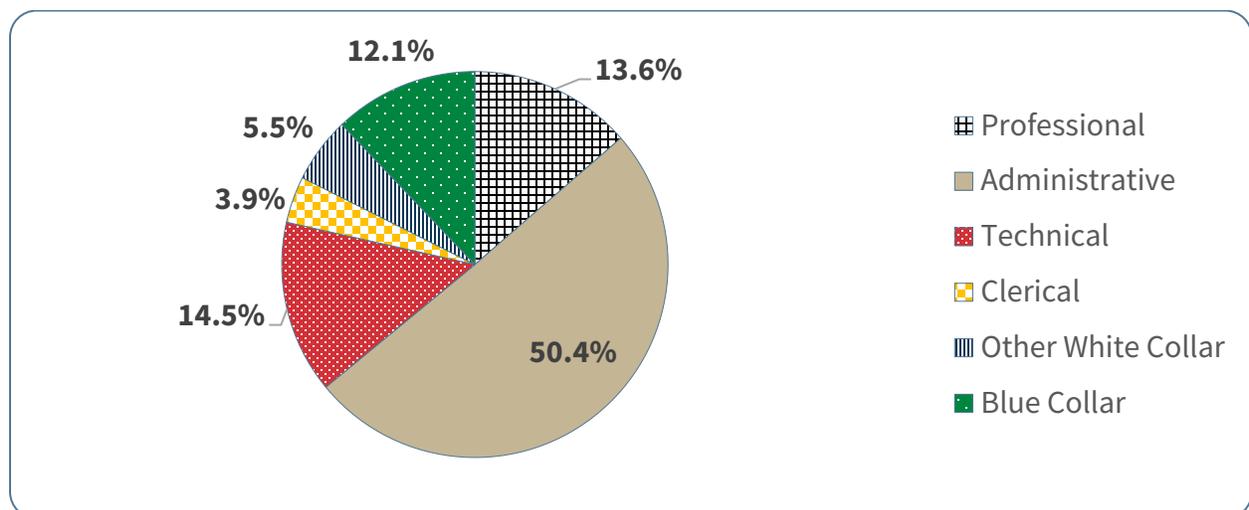
## Employment by New Grade/Salary Group

In FY 2021, disabled veterans led in the Federal executive workforce with the highest percentage in Grades 9-12 (39.1%) and Grades 5-8 (17.2%), while veterans collectively led in the Blue Collar Pay Plans (12.1%) employment group. The Federal civilian workforce led in the Other White Collar Pay Plans (23.2%). See Appendix 4, [Table 8](#).

## Employment Distribution by Occupational Category

In FY 2021, 78.3 percent of veterans in the Federal workforce held positions in professional, administrative, and technical occupations (Figure 12), and 80.2 percent of disabled veterans held positions in these occupational categories. See a complete listing of veterans by occupational categories in [Table 9](#).

**Figure 7, Veteran Employment Distribution by Occupational Category**



Category	All Veterans
Professional	13.6%
Administrative	50.4%
Technical	14.5%
Clerical	3.9%
Other White Collar	5.5%
Blue Collar	12.1%

## New Hires with Derived Preference

Derived Preference is a method where a veteran spouse, widow/widower, or parent of a veteran may be eligible to claim veterans' preference when the veteran cannot use it. Overall, the CFO Act agencies maintained their hiring percentage of New Hires using Derived Preference from FY 2020 to FY 2021 (0.2%). [Table 10](#) has a complete listing of Derived Preference New Hires by the agency and reflects that DOD (0.4%), as the largest agency and the most visible to the military community, hires the most individuals under Derived Preference in the entire Executive Branch.

## New Hire Retention Rates

In the Executive Branch agencies, retention rates reflect all full-time permanent, non-seasonal, non-student new hires and transferred-ins hired in the fiscal year two years before the measurement year (e.g., FY 2014 retention calculates retention for hires and transfer-ins from FY 2012). See a complete list of agency retention rates in [Table 11](#).

OPM calculates retention using a multi-factor model to provide insight into the root-cause analysis for retention. This helps to understand where we should focus attention. It also validates why we focus on a specific area using appropriate benchmarks and outcome measures for monitoring progress. It is a data-driven process that provides a standard method to be used by all agencies. The Retention Model process uses various factors to calculate the New Hire Retention rates, including the Two-Year Retention Rate, the Quit Rate, and the Retirement Rate. The Two-Year Retention Rate uses full-time permanent, non-seasonal, non-student new hires and transfer-ins. To calculate retention, OPM uses the date individuals separated and the total number of days they were on board.

The Quit Rates are calculated by comparing the year-end On-Board number of employees with the number of all Quits during the same period. The term “Quit” is defined as a voluntary resignation by an employee, abandoning one's position, joining the military, or failing to return from military furlough. Quits also include separations by the agency if an employee declines a new position or relocation. The Retirement Rates are calculated by comparing the year-end onboard number of employees with the number of all retirements (voluntary, early out, disability, and other) during the same period.

In FY 2020, the U.S. Government Accountability Office (GAO) issued the report titled *Veteran Federal Employment: OPM and Agencies Could Better Leverage Data to Help Improve Veteran Retention Rates*, [GAO-20-592](#), [GAO 102967](#). To help improve the Retention of veterans in the Federal government, OPM concurred with the GAO’s recommendation to assist the 24 CFO Act agencies by using OPM’s Federal Employee Viewpoint Survey (FEVS) data to analyze the key drivers of veterans’ retention. The VEPOs are responsible for enhancing employment opportunities for veterans within their agencies including Retention.

In FY 2021, OPM put forth a holistic approach to analyze and use the current governmentwide FEVS data on workplace factors associated with veterans' intentions to leave federal service. OPM provided technical assistance and worked with the CFO Act agencies that exceeded the 10% percent attrition rate highlighted in GAO’s report. OPM’s engagement with each agency VEPO focused on the agency’s Employee Engagement Index (EEI) scores to gauge room for improvement. Below are some critical strategies taken by some agencies to identify drivers of retention issues among veterans within their agencies using the GAO’s driver framework. This customized approach addressed retention issues and opportunities for improving veteran retention:

- The Department of Health and Human Services (HHS) designed a heat map for Veteran EEI to determine the areas where its operating divisions were excelling and where there was room for improvement. The agency also initiated and provided each Operating Division’s Veteran Program Coordinator with a PowerPoint deck that took them through the HHS Workforce Engagement Action Planning Guide. Department managers coordinated meetings to review the information and discuss action plans they could create to supplement their Operating Division’s existing engagement plan for veterans.
- SBA designed competency models and learning roadmaps and implemented skills assessments for mission-critical occupations, core, and leadership skills to improve knowledge sharing and learning activities/training opportunities for SBA’s

workforce. The agency implemented multiple strategies to improve its overall engagement. (e.g., creation and annual administration of a talent development need survey; expanded knowledge sharing and organization development work within SBA's program offices to address targeted FEVS areas). The agency also revised its retention goals by providing training, stretch assignments, mentoring, coaching, job rotations, accommodations, and awareness of work-life balance programs within the agency.

- USAID created a document to review the results of the 2020 FEVS EEI, including the categories: Intrinsic work experience, Leaders Lead, and Supervisors. The agency reported a favorable rate in all three types of these drivers; however, there was no data to identify veterans' responses specifically. To better understand veteran retention issues, the agency agreed that veteran responses need to be identified separately in their FEVS and through other surveys created by the agency.
- DOI created an EEI identifying strengths, weaknesses, and challenges from the results of the 2020 FEVS in the categories of Leaders Lead, Supervisors, and Intrinsic Work Experience. DOI also identified avenues to improve Veteran retention by engaging with veteran-centric programs that align with their commitment to retaining a diverse and inclusive workforce. These steps reduced veteran employment hiring barriers and increased outreach efforts to military communities and veterans' organizations by strengthening partnerships with state and local agencies/organizations.

The current data shows that the retention of veterans improved by approximately one percentage point in FY 2021 (73.8%) compared to FY 2020 (72.5%). Retention remains a high priority as agencies rebuild their workforce after the COVID epidemic.

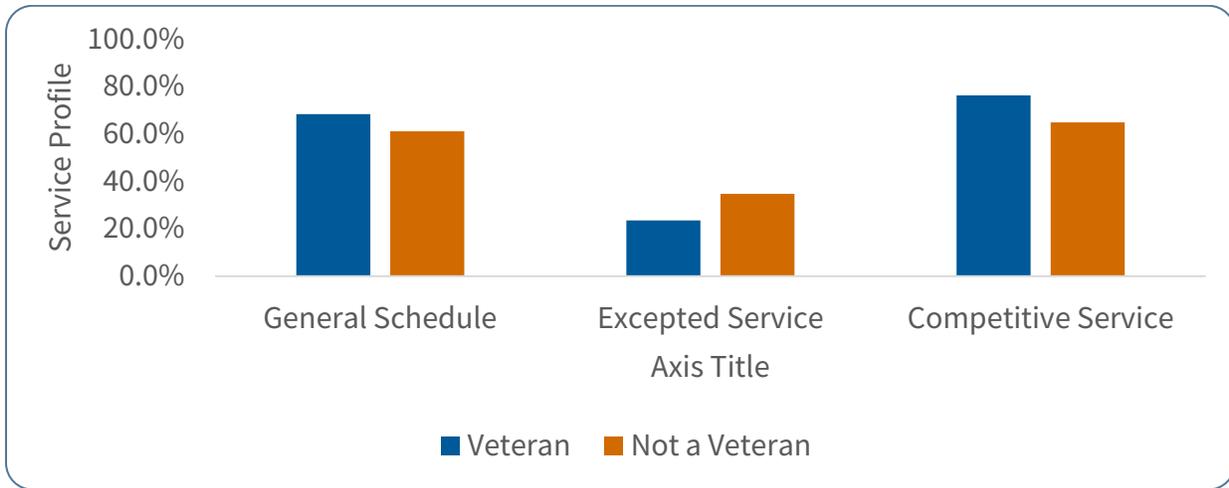
## **Profile of Veterans and Non-Veterans in the Executive Branch**

An analysis of the profile of veterans in the Executive Branch shows male veterans (79.4%) greatly outnumbered female veterans (20.6%) in Federal employment for FY 2021. However, the analysis also showed there were more female non-veterans (54.7%) in the Executive Branch than male non-veterans (45.3%) for FY 2021 (See [Table 12](#)).

Additionally, the profile of veterans indicates a majority (68.3%) are under the General Schedule pay system and in the Competitive Service (76.2%). This exceeds the percentage of non-veterans for these same categories as indicated in Figure 13. Non-

veterans (34.7%) surpass veterans (23.5%) in the Excepted Service. See [Table 12](#) for a complete profile of Veterans in the Executive Branch.

**Figure 8, Profile of Veterans and Non-Veterans in the Executive Branch**



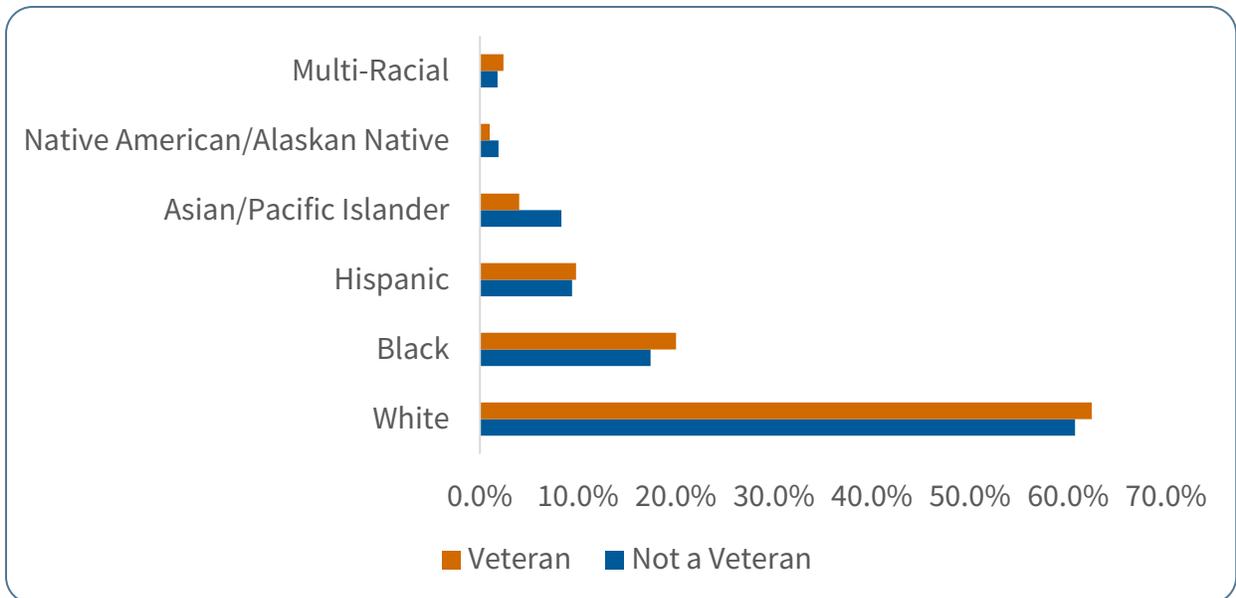
Services Profile	Veteran	Not a Veteran
General Schedule	68.3%	66.1%
Excepted Service	23.5%	34.7%
Competitive Service	76.2%	64.8%

As we support the Biden-Harris Administration’s EO on Diversity, Equity, Inclusion, and Accessibility in the Federal Workforce, analysis of the veterans’ profile by race shows that 37.4% of the veteran population in the Executive Branch in FY 2021 were members of a racial or minority group. According to the Census Bureau<sup>5</sup>, the current veteran population is more diverse, with approximately 3.3 million veterans who have served since September 11, 2001. The current veteran population is now roughly half the size of the largest living veteran population of those who served in the Vietnam era. This supports the steady increase in the minority population seen over the years, and we predict this number will continue to rise. However, the data shows that White veterans remain the highest percentage (62.4%), followed by Black veterans (20%) (Figure 14). The percentage of White, Black, Hispanic, and Multi-Racial veterans are all a higher percentage than their non-veteran Federal counterparts in the Federal

<sup>5</sup> The United States Census Bureau: <https://www.census.gov/library/stories/2018/04/post-9-11-veterans.html>

service and only Asian/Pacific Islander, and Native American/Alaskan Natives have a lower rate. See [Table 12](#) for a complete profile of Veterans in the Executive Branch.

**Figure 9, Profile of Veterans and Non-Veterans in the Executive Branch**



Ethnicity	Veteran	Not a Veteran
<b>White</b>	62.4%	60.7%
<b>Black</b>	20.0%	17.4%
<b>Hispanic</b>	9.8%	9.4%
<b>Asian/Pacific Islander</b>	4.0%	8.3%
<b>Native American/Alaskan Native</b>	1.0%	1.9%
<b>Multi-Racial</b>	2.4%	1.8%

## Military Spouses

This report focuses on veterans hiring in the Federal Executive Branch under EO 13518. However, we want to highlight the crucial role played by military spouses in military readiness by making contributions to the personal welfare and financial success of our military families.<sup>6</sup> Stressors such as the high-risk nature of a military career, frequent relocations, and extended family separations due to deployment or military training

<sup>6</sup> Team, C. T. (2021, June 3). The military spouse experience: Current Issues and Gaps in Service. Rapid literature review. *Clearinghouse for Military Family Readiness*. State College, Pennsylvania, U.S: Clearinghouse for Military Family Readiness at Penn State.

are unique elements of military life. Among active-duty military families, 36 percent report relocations, 38 percent report deployments, and 21 percent report the separations due to the military service contribute to barriers to contend with daily.<sup>7</sup> These and other factors like quality of life, financial stability, and access to affordable childcare frequently impede military spouses from gaining and maintaining employment or establishing career tenure, resulting in high unemployment and a wage gap that adversely affects readiness, retention of members of the Armed Forces and the well-being of the military community. According to DOD, during the COVID-19 pandemic, 42 percent of working spouses reported a loss of employment, with the most common reason being a furlough or layoff.<sup>8</sup>

The DOD data on the military spouse population shows 605,716 active-duty military spouses, 91 percent are female. Approximately 71 percent are under age 36, 49 percent are 30 or younger, and 74 percent have children at home. Education of military spouses varies, 89 percent have some post-high school education, 28 percent have a college degree, and 14 percent have a postgraduate degree. However, military spouses tend to earn 38 percent less than comparable civilians and move across state lines ten times more frequently.<sup>9</sup> Military spouses encompass a diverse population who come from a wide range of demographic backgrounds and bring a variety of skills to the labor market. However, the continual changes of duty station and relatively short durations in each location come with unique challenges making it more difficult for military spouses to recoup the costs of occupational licensing and other fixed costs of labor force participation.

As the Nation's largest employer, the Federal Government needs highly skilled individuals to meet agency staffing requirements and to support mission objectives. Military spouses possess a wide variety of skills, qualifications, education, experiences, and a motivation for public service that can help federal agencies meet critical staffing needs. The Biden-Harris Administration and OPM aim to assist agencies in tapping into this pool of talented individuals and to bolster the well-being of our military families by improving the employment prospects of certain military spouses—thereby, ultimately, promoting national interests. Under EO 13832 titled, “Enhancing

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<sup>7</sup> Department of Defense (DoD), (2020). *2019 Demographics Profile Of The Military Community*. Washington D.C: Department of Defense (DoD).

<sup>8</sup> THAYER, R. L. (2021, March 31). *Almost half of working military spouses lost jobs during the coronavirus pandemic, study finds*. Retrieved from Stars and Stripes: <https://www.stripes.com/theaters/us/almost-half-of-working-military-spouses-lost-jobs-during-the-coronavirus-pandemic-study-finds-1.667935>.

<sup>9</sup> Department of Defense (DoD), (2020). *2019 Demographics Profile Of The Military Community*. Washington D.C: Department of Defense (DoD).

Noncompetitive Civil Service Appointments of Military Spouses, OPM collects, reviews, analyses, and interprets agency data from their annual submitted reports.

In FY 2021, 21 federal agencies reported using the noncompetitive authority to appoint 2,622 military spouses into the Federal workforce, whereas in FY 2020, 2,695 military spouses were appointed, a marginal decrease of 73 appointments. However, in FY 2021, military spouse hires represented 1.17 percent of all Federal new hires, a .08 percent increase from the 1.09 percent achieved in FY 2020. Since the enactment of the EO 13832 in FY 2018, agencies reporting on military spouse hirings have accounted for 7,489 appointments utilizing the military hiring authority, with an average of 2,496 military spouses per year being appointed to the Federal workforce under this authority. The visual data in [Table 13](#) was pulled from EHRI and concentrates on the CFO Act agencies, which account for approximately 98 percent of the Federal workforce as well as most military spouse hires under the noncompetitive authority. The data shows a slight variance in the number pulled from EHRI and what was submitted to OPM by the agencies for the Military Spouse Report to the WH, which could in part explain the marginal difference in the numbers that are in the report and what is on the Table 13.

## Best Practices

Federal Agencies use various hiring strategies to target veterans and military spouses for their hiring needs. OPM worked with several Federal agencies to identify best practices to increase and enhance the recruitment and hiring of a diverse, inclusive veterans' workforce that strengthens the Federal Government's ability to execute and accomplish its complex and evolving missions.

Federal agencies' ability to attract and retain top talent depends mainly on a recruitment message that resonates with job seekers. The Federal Government benefits from recruiting a diverse and inclusive workforce by assisting veterans, transitioning service members and military spouses to find Federal employment and build post-military service careers. OPM seeks to provide agencies with the resources to close skills gaps and fill mission-critical occupations. Veterans and spouses are looking for challenging jobs with opportunities for development and advancement, and the government is the employer of choice.

To determine agency Best Practices in recruiting veterans, OPM contacted several high-performing agencies concerning their recruitment strategies and analyzed their annual DVAAP plans. Though not inclusive, the agencies listed below have successfully targeted veterans, transitioning service members and military spouses,

and their recruiting strategies can be considered Best Practices. These agencies used various proactive recruiting approaches to attract a diverse cadre of veterans, including veterans with disabilities. The common themes across these agencies in recruiting veterans include developing detailed engagement plans, recruitment marketing campaigns, and activities with universities, veterans service organizations, military bases, and other resources. Additionally, they used non-competitive special hiring authorities for veterans and military spouses and utilized social media sites, including the Feds Hire Vets website and agency-specific sites.

## Department of Defense

As the largest employer of veterans and disabled veterans in the Federal Government, DOD remains the leader in recruiting, employing, and retaining our nation's veterans. DOD's leadership, Human Resources, the Diversity community, hiring managers, and recruiters know the value of employing veterans and worked independently and cohesively throughout the year on an enterprise-wide basis to promote DOD career opportunities to veterans with and without disabilities. In FY 2021, DOD led all agencies with the percentage of Total Veterans On-Board (45.8%), Total Veteran New Hires (40.6%), Total Disabled Veteran New Hires (26.9%) and Military Spouse Hires (2.71%). DOD used multiple successful strategies in FY 2021 to recruit veterans and disabled veterans, including:

- Outreach activities with agencies, organizations, and groups who work with and provide services for veterans, disabled veterans and military spouses employment
- Launch of the DOD Civilian Careers website to increase awareness of DOD-wide employment opportunities and to provide current and relevant information specific to veterans and military spouses seeking employment with the DOD
- Launch of a comprehensive and coordinated social media campaign for DoD Civilian Careers
- Continued utilization of hiring authorities such as 30 percent or more Disabled Veteran, Veterans' Recruitment Appointment, Veterans Employment Opportunity Act, Military Spouse Noncompetitive Appointing Authority, and Schedule A to hire qualified veterans and military spouses
- Revamping of the Defense Civilian Personnel Advisory Service website to provide Human Resources practitioners and hiring managers tutorials/job aides on various hiring authorities and flexibilities, recruitment, and outreach-related training to enhance their outreach and recruitment activities

## Department of Veterans Affairs

The VA continues its efforts to build a diverse, high-performing, and inclusive workplace that reflects the nation and the veterans it serves, specifically those who are 30% or more disabled. The VA Human Capital Operating Plan outlines specific implementation actions to enhance opportunities for veterans, including disabled veterans within the VA and programs to support the advancement of all veterans, and related efforts to retain our best and brightest in the VA workforce. VA is a leading agency in hiring veterans with the percentages of Vets On-Board (28.7%), Veteran New Hires 20.8% and Disabled Veteran New Hires (13.7%). VA's active strategies to recruit veterans and military spouses include:

- Continued use of the Warrior to Workforce Career Development Program to recruit disabled veterans for Contract Specialist careers
- Empowerment of Selective Placement Program Coordinators (SPPC) to identify and match Schedule A and 30% or more disabled veterans seeking employment opportunities with hiring managers to fill positions for which they qualify
- Use of the VA for Vets website ([www.vaforvets.va.gov](http://www.vaforvets.va.gov)) as a Department-wide recruitment tool to notify veterans, disabled veterans and military spouses of non-competitive employment opportunities identified by HR Specialists and hiring managers to fill positions
- Use of the VA for Vets Facebook and Twitter pages as a Department-wide recruitment tool to increase awareness and promote employment opportunities to disabled veterans seeking employment at VA
- Use of special hiring authorities to hire veterans, disabled veterans and military spouses through the Veterans Employment Opportunity Act (VEOA), Veterans Recruitment Authority (VRA), 30% or More Disabled, the Military Spouse Noncompetitive Appointing Authority and others
- Identification of potentially qualified applicants for employment and participate in recruiting events targeting veterans, disabled individuals and military spouses within local communities through outreach efforts.

## Department of Homeland Security

DHS employs a multi-faceted veteran's outreach strategy and DVAAP Action Plan to target veterans, including disabled veterans, and military spouses to meet their unique hiring needs. The success of DHS is demonstrated by leading all respective agencies

with the population category between 80,000 and 250,000 employees in Total Veterans On-Board (25.8%), Total Veteran New Hires (19.4%), and Total Disabled Veteran New Hires (10.5%). Some of the strategies and practices employed by DHS include:

- Partnership with Transition Assistance Program (TAP) managers at local Military Installations to conduct Veteran and Military Spouse Hiring Fairs at military installations
- Utilization of SkillBridge, the DOD program that allows transitioning service members to gain valuable civilian job training from DHS through internships, beginning up to six months before they leave the military
- Monthly Veteran Employment Workshops for transitioning service members, veterans, and military spouses
- Outreach contacts with local Department of Veterans Affairs, Vocational Rehabilitation Offices, local Disabled Veteran Organizations, Warrior Transition Units, Operation Warfighter, and other organizations that represent and serve disabled veterans
- Hosting and participation in joint hiring events utilizing veteran and military spouse hiring authorities to make non-competitive job offers to veterans, disabled veterans and military spouses
- Establishment and updating of a listing of recruitment sources to locate qualified veterans and military spouses
- Review of newsletters and publications from disabled veteran organizations that identify eligible veterans for recruitment purposes

## Department of Labor

DOL's comprehensive and successful recruiting practices put them in the lead for Veteran New Hires (29.9%) and Disabled Veteran New Hires (24.3%) for the six agencies in the category with a population between 10,000 and 40,000 employees. DOL has a dual role in its responsibilities to support disabled veterans. Internally, DOL's workforce recruitment and retention efforts support disabled veteran applicants for DOL positions and disabled veteran employees within DOL. Externally, DOL prepares America's veterans, service members, and their military spouses for meaningful careers provides them with employment resources and expertise, protects employment rights, and promotes their employment opportunities. Recruitment strategies employed by DOL include:

- Active participation with the DOD SkillBridge Program and has already onboarded SkillBridge Interns
- Monthly meetings of DOL's Military Veterans Alliance, Employee Resources Group (ERG) and continued support for outreach and recruiting for DOL
- Sharing job announcements with the DOL Affinity Groups and encourage distribution to internal and external stakeholders
- Sponsoring recruitment visits (virtual or in-person) with various groups/organizations, schools, etc., with a high population of veterans, disabled veterans and military spouses
- Aggressively marketing outreach to colleges and universities to tap into student veterans and military spouses
- Regular updates to listings of recruitment sources to locate qualified veterans and military spouses and reviews newsletters and publications from disabled veterans' organizations that identify qualified veterans for recruitment purposes

## Department of Transportation

DOT is committed to being a model employer of a diverse workforce that includes veterans and people with disabilities, especially those with targeted disabilities. This is reflected not only in DOT being the top agency in the category of agencies with a population between 40,000 to 80,000 employees but also one of the top overall Federal agencies with On-Board Veterans (36.3%), Veteran New Hires (32.2%) and Disabled Veteran New Hires (19.7%). A few of the methods utilized by DOT to recruit veterans and military spouses include:

- Promotion and participation in virtual hiring events to attract diverse candidates, including disabled veterans and military spouses. DOT's Outreach Program manager continually notifies hiring managers of upcoming hiring events and offers staff support to assist hiring managers with attending such events
- Leverage of social media and online job boards to engage with diverse candidate groups. DOT's Outreach Plan incorporated strategies to recruit individuals with Disabilities through contacts with professional groups, online recruitment platforms, and partnerships with the DOT Disability Resource Center

- Promote the use of Veteran and Military Spouse Hiring Authorities as well as other authorities such as the Schedule A Hiring Authority to managers to expedite the hiring process
- Education and promotion of the Operation Warfighter (OWF) program, the Warriors' to DOT, the Wounded Warrior Program (WWP), and the VA Non-Paid Work Experience program to hiring managers to increase the reach for veterans and disabled veterans

## Department of Energy

The Department of Energy demonstrated success during FY21 by using various methods to recruit and employ veterans, focusing on those with a disability of 30 percent or more. These methods resulted in hiring veterans with skillsets to fill DOE mission-critical vacancies. DOE led with the Total On-Board Veterans (26.5%) for the six agencies in the category with a population between 10,000 and 40,000 employees. DOE ranked high with Veterans New Hires (27.6%) and Disabled Veterans New Hires (18.3%). DOE employs a variety of practices to assist in achieving its successful results:

- Use of targeted recruitment to include posting job opportunities on the Feds Hire Vets website, job boards, and or social media sites, and distributing job announcements to local vocational rehabilitation centers and program coordinators. Additionally, DOE reaches out to Operation Warfighter program administrators, the U.S. Department of Veterans Affairs, Soldier for Life, and similar sources of disabled veterans
- Establishment of standing registers to maintain an inventory of qualified disabled veterans' applications for scientific and technical positions
- Annual training for DOE Staffing specialists, managers, and supervisors on the special appointment authorities to assist in hiring veterans, disabled veterans and military spouses. DOE's Shared Service Centers consult with hiring managers to expand the use of these authorities and provide further on-the-job training to staffing specialists on the use of the special appointing authorities
- Recruitment and outreach through activities that target veterans, disabled veterans and military spouses include information sessions, career days, veteran job fairs, and conferences
- Engagement with targeted disabled veteran programs and establish partnerships with local vocational rehabilitation agencies and employment offices, as well as with the Department of Veterans Affairs, Operation

Warfighter, the Employer Assistance and Resource Network (EARN), and other organizations whose primary focus is working to employ disabled veterans

- Utilization of vocational rehabilitation programs as a source of talent to allow the veteran to receive a non-competitive appointment to a vacancy for which they are qualified when training is complete

## Appendix 1: Organizations Included

- Administrative Conference of the United States
- Advisory Council on Historic Preservation
- African Development Foundation
- Agency For International Development (Excluding Foreign Service Personnel)
- American Battle Monuments Commission
- Appalachian Regional Commission Architectural and Transportation Barriers Compliance Board
- Arctic Research Commission
- Armed Forces Retirement Home
- Barry Goldwater Scholarship and Excellence in Education Foundation
- Broadcasting Board of Governors
- Chemical Safety and Hazard Investigation On-Board
- Christopher Columbus Fellowship Foundation
- Commission of Fine Arts
- Commission on Civil Rights
- Committee for Purchase from People Who are Blind or Severely Disabled
- Commodity Futures Trading Commission
- Consumer Product Safety Commission
- Corporation for National and Community Service
- Council of Economic Advisers Council on Environmental Quality/Office of Environmental Quality
- Council of the Inspectors General on Integrity and Efficiency
- Court Services and Offender Supervision Agency for the District of Columbia
- Defense Nuclear Facilities Safety Board
- Denali Commission
- Department of Agriculture
- Department of Commerce
- Department of Defense
  - Department of the Air Force
  - Department of the Army
  - Department of the Navy
  - Defense Activities
- Department of Education

- Department of Energy
- Department of Health and Human Services
- Department of Homeland Security
- Department of Housing and Urban Development
- Department of Justice
- Department of State (Excluding Foreign Service Personnel)
- Department of the Interior
- Department of the Treasury
- Department of Transportation
- Department of Veterans Affairs
- Dwight D. Eisenhower Memorial Commission
- Election Assistance Commission
- Environmental Protection Agency
- Equal Employment Opportunity Commission
- Export-Import Bank of the United States
- Farm Credit Administration
- Farm Credit System Insurance Corporation
- Federal Communications Commission
- Federal Deposit Insurance Corporation
- Federal Election Commission
- Federal Financial Institutions Examination Council
- Federal Housing Finance Agency
- Federal Labor Relations Authority
- Federal Maritime Commission
- Federal Mediation and Conciliation Service
- Federal Mine Safety and Health Review Commission
- Federal Reserve System-Bureau of Consumer Financial Protection
- Federal Retirement Thrift Investment Board
- Federal Trade Commission
- General Services Administration
- Harry S. Truman Scholarship Foundation
- Institute of Museum and Library Services
- Inter-American Foundation
- International Boundary and Water Commission: United States and Mexico

- International Boundary Commission: United States and Canada
- International Joint Commission: United States and Canada
- James Madison Memorial Fellowship Foundation
- Japan-United States Friendship Commission
- Marine Mammal Commission
- Medicaid and Chip Payment and Access Commission
- Merit Systems Protection-board
- Millennium Challenge Corporation
- Morris K. Udall and Stewart L. Udall Foundation
- National Archives and Records Administration
- National Capital Planning Commission
- National Council on Disability
- National Credit Union Administration
- National Endowment for the Arts
- National Endowment for the Humanities
- National Labor Relations Board
- National Mediation-board
- National Science Foundation
- National Security Council
- Transportation Safety Board
- Northern Border Regional Commission
- Nuclear Regulatory Commission
- Nuclear Waste Technical Review Board
- Occupational Safety and Health Review Commission
- Office of Administration
- Office of Government Ethics
- Office of Management and Budget
- Office of National Drug Control Policy
- Office of Navajo and Hopi Indian Relocation
- Office of Personnel Management
- Office of Science and Technology
- Policy Office of Special Counsel
- Office of the Federal Coordinator for Alaska Natural Gas Transportation Projects
- Office of the U.S. Trade Representative

- Overseas Private Investment Corporation
- Peace Corps Pension Benefit Guaranty Corporation
- Presidio Trust
- Public Interest Declassification-board
- Railroad Retirement Board
- Recovery Act Accountability & Transparency Board
- Ronald Reagan Centennial Commission
- Securities and Exchange Commission
- Selective Service System
- Small Business Administration
- Smithsonian Institution
- Social Security Administration
- Trade and Development Agency
- U.S. Holocaust Memorial Museum
- U.S. Interagency Council on Homelessness
- U.S. International Trade Commission
- United States-China Economic and Security Review Commission
- Utah Reclamation Mitigation and Conservation Commission
- Valles Caldera Trust
- Vietnam Education Foundation

## **Appendix 2: Organizations Excluded**

- Air Force National Guard – Civilian Component
- Army National Guard – Civilian Component
- Board of Governors of the Federal Reserve
- Central Intelligence Agency
- Commission of Security and Cooperation in Europe Defense
- Intelligence Agency Delta Regional Authority
- Department of State (Foreign Service Personnel)
- Executive Residence at the White House
- Federal Finance Housing Board
- Merit Systems Protection-board
- National Geospatial-Intelligence Agency
- National Security Agency
- Non-Appropriated Fund Personnel (e.g., Coast Guard, DoD)
- Office of Policy Development
- Office of the Director of National Intelligence
- Office of the Vice President
- Postal Regulatory Commission
- Public Defender Service
- Public Health Service’s Commissioned Officer Corps
- Tennessee Valley Authority
- U.S. Postal Service
- White House Commission on National Moment of Remembrance
- White House Office

## **Appendix 3: List of Abbreviations and Terms**

- 30% - 30% or More Disabled Veteran Appointing Authority
- USAID - Agency for International Development
- EPA - Environmental Protection Agency
- GL - General Schedule (Law Enforcement officers and special base rates at grades 3-10 under section 403 of the Federal Employees Pay Comparability Act of 1990 (FEPCA))
- GM - General Schedule (Covered by the Performance Management and Recognition System (PMRS) termination provisions of Public Law 103-89 (former PMRS employees))
- GS - General Schedule (Established under the Classification Act of 1949, as amended. (5 U.S.C. chapter 53, subchapter III, and 5 CFR part 531))
- GSA - General Services Administration
- HHS - Health and Human Services, Department of
- HUD - Housing and Urban Development, Department of
- NASA - National Aeronautics and Space Administration
- NRC - Nuclear Regulatory Commission
- NSF - National Science Foundation
- OPM - Office of Personnel Management
- Pathways - Internships and Recent Graduates Programs
- PMF - Presidential Management Fellows Program
- SBA - Small Business Administration
- SES - Senior Executive Service
- SSA - Social Security Administration
- VEOA - Veterans Employment Opportunity Act of 1998
- VRA - Veterans' Recruitment Appointment

## Appendix 4: Employment of Veterans Data

### Table 1: Total On-Board Employees

Count of all employees in pay status taken at the last pay period or last day of September.

Category	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
<b>Total Employees</b>	2,034,269	2,047,514	2,081,192	2,132,776	2,143,449
Total Veterans	633,386	634,217	638,651	644,111	636,937
% of All Employees	31.0%	31.0%	31.0%	30.0%	30.0%
<b>Veterans with Preference</b>	543,916	546,399	551,442	557,617	553,142
% of All Employees	27.0%	27.0%	26.0%	26.0%	26.0%
% of All Veterans	86.0%	86.0%	86.0%	87.0%	87.0%
<b>Disabled Veterans</b>	273,428	293,198	311,658	329,180	337,722
% of All Employees	13.0%	14.0%	15.0%	15.0%	16.0%
% of All Veterans	43.0%	46.0%	49.0%	51.0%	53.0%
<b>30% + Disabled Veterans</b>	172,882	186,602	201,525	216,549	225,411
% of All Employees	8.0%	9.0%	10.0%	10.0%	11.0%
% of All Veterans	27.0%	29.0%	32.0%	34.0%	35.0%

## Table 1A: Total On-Board Employees – All Veterans

Count of all employees in pay status taken at the last pay period or last day of September.

Agency	FY 2020			FY 2021		
	All Employees	Veterans	%	All Employees	Veterans	%
<b>Total Executive Branch Agencies</b>	<b>2,132,776</b>	<b>644,111</b>	<b>30.2%</b>	<b>2,143,449</b>	<b>636,937</b>	<b>29.7%</b>
Dept. of Agriculture	91,774	12,071	13.2%	92,076	12,447	13.5%
Dept. of Commerce	53,939	6,570	12.2%	50,545	5,788	11.5%
Dept. of Defense	723,831	333,858	46.1%	722,179	330,832	45.8%
Air Force	156,717	85,747	54.7%	158,829	86,098	54.2%
Army	227,734	113,592	49.9%	224,161	111,593	49.8%
Navy	225,303	92,249	40.9%	224,957	91,047	40.5%
Defense Activities	114,077	42,270	37.1%	114,232	42,094	36.8%
Dept. of Education	4,031	455	11.3%	4,173	468	11.2%
Dept. of Energy	14,573	3,796	26.0%	14,701	3,889	26.5%
Dept. of Health and Human Services	83,514	6,555	7.8%	88,131	6,781	7.7%
Dept. of Homeland Security	210,860	55,251	26.2%	212,649	54,856	25.8%
Dept. of Housing and Urban Development	7,845	1,334	17.0%	7,983	1,398	17.5%
Dept. of Interior	66,113	11,469	17.3%	66,409	11,592	17.5%
Dept. of Justice	115,882	26,903	23.2%	117,192	26,735	22.8%
Dept. of Labor	13,976	3,159	22.6%	14,142	3,260	23.1%
Dept. of State	11,968	2,430	20.3%	12,354	2,507	20.3%
Dept. of Transportation	54,343	19,822	36.5%	53,675	19,478	36.3%
Dept. of Treasury	94,366	10,302	10.9%	94,931	10,367	10.9%
Dept. of Veterans Affairs	420,048	125,763	29.9%	427,196	122,396	28.7%
U.S. Agency for International Development	1,688	211	12.5%	1,940	248	12.8%
Environmental Protection Agency	14,915	1,431	9.6%	14,821	1,508	10.2%

Agency	FY 2020			FY 2021		
	All Employees	Veterans	%	All Employees	Veterans	%
General Services Administration	11,569	2,846	24.6%	11,716	2,913	24.9%
National Aeronautics and Space Administration	17,728	2,170	12.2%	18,029	2,194	12.2%
National Science Foundation	1,504	131	8.7%	1,563	133	8.5%
U.S. Office of Personnel Management	2,490	416	16.7%	2,515	431	17.1%
Nuclear Regulatory Commission (Excepted Service Agency)	2,849	571	20.0%	2,813	567	20.2%
Social Security Administration	61,447	10,172	16.6%	59,808	9,735	16.3%
Small Business Administration	9,742	1,049	10.8%	9,882	1,041	10.5%
<b>Total Executive Order Agencies</b>	<b>2,090,995</b>	<b>638,735</b>	<b>30.5%</b>	<b>2,101,423</b>	<b>631,564</b>	<b>30.1%</b>

## Table 1B: Total On-Board Employees – Veterans with Preference

Count of all employees in pay status taken at the last pay period or last day of September.

Agency	FY 2020			FY 2021		
	All Employees	Veterans with Preference	%	All Employees	Veterans with Preference	%
<b>Total Executive Branch Agencies</b>	<b>2,132,776</b>	<b>557,617</b>	<b>26.1%</b>	<b>2,143,449</b>	<b>553,142</b>	<b>25.8%</b>
Dept. of Agriculture	91,774	11,140	12.1%	92,076	11,468	12.5%
Dept. of Commerce	53,939	5,937	11.0%	50,545	5,237	10.4%
Dept. of Defense	723,831	293,286	40.5%	722,179	291,318	40.3%
Air Force	156,717	73,577	46.9%	158,829	73,932	46.5%
Army	227,734	100,705	44.2%	224,161	99,310	44.3%
Navy	225,303	82,425	36.6%	224,957	81,556	36.3%
Defense Activities	114,077	36,579	32.1%	114,232	36,520	32.0%
Dept. of Education	4,031	393	9.7%	4,173	408	9.8%
Dept. of Energy	14,573	3,251	22.3%	14,701	3,368	22.9%
Dept. of Health and Human	83,514	6,004	7.2%	88,131	6,170	7.0%
Dept. of Homeland Security	210,860	47,061	22.3%	212,649	46,989	22.1%
Dept. of Housing and Urban Development	7,845	1,196	15.2%	7,983	1,264	15.8%
Dept. of Interior	66,113	10,219	15.5%	66,409	10,355	15.6%
Dept. of Justice	115,882	23,182	20.0%	117,192	23,307	19.9%
Dept. of Labor	13,976	2,969	21.2%	14,142	3,062	21.7%
Dept. of State	11,968	2,123	17.7%	12,354	2,167	17.5%
Dept. of Transportation	54,343	16,132	29.7%	53,675	15,957	29.7%
Dept. of Treasury	94,366	8,755	9.3%	94,931	8,881	9.4%
Dept. of Veterans Affairs	420,048	104,439	24.9%	427,196	101,762	23.8%

Agency	FY 2020			FY 2021		
	All Employees	Veterans with Preference	%	All Employees	Veterans with Preference	%
U.S. Agency for International Development	1,688	198	11.7%	1,940	241	12.4%
Environmental Protection Agency	14,915	1,254	8.4%	14,821	1,339	9.0%
General Services Administration	11,569	2,524	21.8%	11,716	2,605	22.2%
National Aeronautics and Space Administration	17,728	1,711	9.7%	18,029	1,750	9.7%
National Science Foundation	1,504	105	7.0%	1,563	109	7.0%
U.S. Office of Personnel	2,490	357	14.3%	2,515	375	14.9%
Nuclear Regulatory Commission (Excepted Service Agency)	2,849	466	16.4%	2,813	469	16.7%
Social Security Administration	61,447	9,318	15.2%	59,808	8,914	14.9%
Small Business Administration	9,742	910	9.3%	9,882	906	9.2%
<b>Total Executive Order Agencies</b>	<b>2,090,995</b>	<b>552,930</b>	<b>26.4%</b>	<b>2,101,423</b>	<b>548,421</b>	<b>26.1%</b>

## Table 1C: Total On-Board Employees – Disabled Veterans

Count of all employees in pay status taken at the last period or last day of September.

Agency	FY 2020			FY 2021		
	All Employees	Disabled Veterans	%	All Employees	Disabled Veterans	%
<b>Total Executive Branch Agencies</b>	<b>2,132,776</b>	<b>329,180</b>	<b>15.4%</b>	<b>2,143,449</b>	<b>337,722</b>	<b>15.8%</b>
Dept. of Agriculture	91,774	6,051	6.6%	92,076	6,720	7.3%
Dept. of Commerce	53,939	3,100	5.7%	50,545	2,707	5.4%
Dept. of Defense	723,831	178,302	24.6%	722,179	183,466	25.4%
Air Force	156,717	42,334	27.0%	158,829	44,351	27.9%
Army	227,734	65,672	28.8%	224,161	66,627	29.7%
Navy	225,303	47,434	21.1%	224,957	48,927	21.7%
Defense Activities	114,077	22,862	20.0%	114,232	23,561	20.6%
Dept. of Education	4,031	217	5.4%	4,173	235	5.6%
Dept. of Energy	14,573	1,679	11.5%	14,701	1,826	12.4%
Dept. of Health and Human Services	83,514	3,242	3.9%	88,131	3,538	4.0%
Dept. of Homeland Security	210,860	22,290	10.6%	212,649	23,232	10.9%
Dept. of Housing and Urban Development	7,845	803	10.2%	7,983	875	11.0%
Dept. of Interior	66,113	5,745	8.7%	66,409	6,201	9.3%
Dept. of Justice	115,882	9,570	8.3%	117,192	10,100	8.6%
Dept. of Labor	13,976	1,887	13.5%	14,142	2,039	14.4%
Dept. of State	11,968	1,122	9.4%	12,354	1,188	9.6%
Dept. of Transportation	54,343	6,744	12.4%	53,675	6,986	13.0%
Dept. of Treasury	94,366	5,183	5.5%	94,931	5,522	5.8%
Dept. of Veterans Affairs	420,048	70,209	16.7%	427,196	69,647	16.3%
U.S. Agency for International Development	1,688	104	6.2%	1,940	128	6.6%

Agency	FY 2020			FY 2021		
	All Employees	Disabled Veterans	%	All Employees	Disabled Veterans	%
Environmental Protection Agency	14,915	759	5.1%	14,821	851	5.7%
General Services Administration	11,569	1,508	13.0%	11,716	1,644	14.0%
National Aeronautics and Space Administration	17,728	966	5.4%	18,029	1,042	5.8%
National Science Foundation	1,504	67	4.5%	1,563	71	4.5%
U.S. Office of Personnel Management	2,490	222	8.9%	2,515	252	10.0%
Nuclear Regulatory Commission (Excepted Service Agency)	2,849	162	5.7%	2,813	174	6.2%
Social Security Administration	61,447	5,929	9.6%	59,808	5,777	9.7%
Small Business Administration	9,742	661	6.8%	9,882	665	6.7%
<b>Total Executive Order Agencies</b>	<b>2,090,995</b>	<b>326,522</b>	<b>15.6%</b>	<b>2,101,423</b>	<b>334,886</b>	<b>15.9%</b>

## Table 1D: Total On-Board Employees – 30% or More Disabled Veterans

Count of all employees in pay status taken at the last pay period or last day of September.

Agency	FY 2020			FY 2021		
	All Employees	30% or More Disabled Veterans	%	All Employees	30% or More Disabled Veterans	%
<b>Total Executive Branch Agencies</b>	<b>2,132,776</b>	<b>216,549</b>	<b>10.2%</b>	<b>2,143,449</b>	<b>225,411</b>	<b>10.5%</b>
Dept. of Agriculture	91,774	3,957	4.3%	92,076	4,457	4.8%
Dept. of Commerce	53,939	1,841	3.4%	50,545	1,578	3.1%
Dept. of Defense	723,831	120,825	16.7%	722,179	125,935	17.4%
Air Force	156,717	25,719	16.4%	158,829	27,541	17.3%
Army	227,734	48,397	21.3%	224,161	49,717	22.2%
Navy	225,303	30,708	13.6%	224,957	32,075	14.3%
Defense Activities	114,077	16,001	14.0%	114,232	16,602	14.5%
Dept. of Education	4,031	146	3.6%	4,173	158	3.8%
Dept. of Energy	14,573	1,010	6.9%	14,701	1,131	7.7%
Dept. of Health and Human	83,514	2,119	2.5%	88,131	2,380	2.7%
Dept. of Homeland Security	210,860	14,231	6.7%	212,649	15,179	7.1%
Dept. of Housing and Urban Development	7,845	581	7.4%	7,983	654	8.2%
Dept. of Interior	66,113	3,465	5.2%	66,409	3,745	5.6%
Dept. of Justice	115,882	6,024	5.2%	117,192	6,456	5.5%
Dept. of Labor	13,976	1,351	9.7%	14,142	1,518	10.7%
Dept. of State	11,968	736	6.1%	12,354	783	6.3%
Dept. of Transportation	54,343	3,903	7.2%	53,675	4,178	7.8%
Dept. of Treasury	94,366	3,517	3.7%	94,931	3,878	4.1%
Dept. of Veterans Affairs	420,048	44,287	10.5%	427,196	44,451	10.4%

Agency	FY 2020			FY 2021		
	All Employees	30% or More Disabled Veterans	%	All Employees	30% or More Disabled Veterans	%
U.S. Agency for International Development	1,688	79	4.7%	1,940	101	5.2%
Environmental Protection Agency	14,915	502	3.4%	14,821	583	3.9%
General Services Administration	11,569	1,059	9.2%	11,716	1,168	10.0%
National Aeronautics and Space Administration	17,728	588	3.3%	18,029	639	3.5%
National Science Foundation	1,504	49	3.3%	1,563	52	3.3%
U.S. Office of Personnel Management	2,490	146	5.9%	2,515	169	6.7%
Nuclear Regulatory Commission (Excepted Service Agency)	2,849	85	3.0%	2,813	94	3.3%
Social Security Administration	61,447	4,005	6.5%	59,808	3,887	6.5%
Small Business Administration	9,742	364	3.7%	9,882	389	3.9%
<b>Total Executive Order Agencies</b>	<b>2,090,995</b>	<b>214,870</b>	<b>10.3%</b>	<b>2,101,423</b>	<b>223,563</b>	<b>10.6%</b>

## Table 2: Total Non-Seasonal Full Time Permanent Employment On-Board – Employees

Count of all employees in pay status taken at the last pay period or last day in September.

**Non-Seasonal Full-Time Permanent:** This category includes all employees working a 40-hour work week year-round with no absolute end date.

Category	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
<b>Total Employees</b>	1,826,298	1,830,155	1,857,637	1,898,093	1,918,762
Total Veterans	601,351	601,092	604,446	609,098	604,322
% of All Employees	33.0%	33.0%	33.0%	32.0%	31.0%
<b>Veterans with Preference</b>	517,267	518,835	522,989	528,513	526,064
% of All Employees	28.0%	28.0%	28.0%	28.0%	27.0%
% of All Veterans	86.0%	86.0%	87.0%	87.0%	87.0%
<b>Disabled Veterans</b>	258,781	276,588	293,152	309,274	318,584
% of All Employees	14.0%	15.0%	16.0%	16.0%	17.0%
% of All Veterans	43.0%	46.0%	48.0%	51.0%	53.0%
<b>30% + Disabled Veterans</b>	163,419	175,671	189,155	202,990	212,367
% of All Employees	9.0%	10.0%	10.0%	11.0%	11.0%
% of All Veterans	27.0%	29.0%	31.0%	33.0%	35.0%

## Table 2A: Total Non-Seasonal Full-Time Permanent Employment – Veterans

Count of all employees in pay status taken at the last pay period or last day of September.

**Non-Seasonal Full-Time Permanent:** This category includes all employees working a 40-hour work week year-round with no absolute end date.

Agency	FY 2020			FY 2021		
	Employees	Veterans	%	Employees	Veterans	%
<b>Total Executive Branch Agencies</b>	<b>1,898,093</b>	<b>609,098</b>	<b>32.1%</b>	<b>1,918,762</b>	<b>604,322</b>	<b>31.5%</b>
Dept. of Agriculture	71,638	10,550	14.7%	73,567	10,986	14.9%
Dept. of Commerce	35,995	4,559	12.7%	36,411	4,625	12.7%
Dept. of Defense	668,611	316,638	47.4%	670,346	314,326	46.9%
Air Force	149,856	82,079	54.8%	152,335	82,518	54.2%
Army	207,148	105,872	51.1%	204,618	104,196	50.9%
Navy	220,149	90,707	41.2%	220,682	89,679	40.6%
Defense Activities	91,458	37,980	41.5%	92,711	37,933	40.9%
Dept. of Education	3,746	446	11.9%	3,793	448	11.8%
Dept. of Energy	14,047	3,735	26.6%	14,280	3,844	26.9%
Dept. of Health and Human Services	68,613	6,254	9.1%	70,392	6,437	9.1%
Dept. of Homeland Security	183,698	51,847	28.2%	184,427	51,479	27.9%
Dept. of Housing and Urban Development	7,534	1,309	17.4%	7,711	1,381	17.9%
Dept. of Interior	48,492	9,647	19.9%	48,988	9,862	20.1%
Dept. of Justice	111,966	26,519	23.7%	113,824	26,372	23.2%
Dept. of Labor	13,273	3,034	22.9%	13,452	3,138	23.3%
Dept. of State	9,869	2,175	22.0%	10,230	2,251	22.0%
Dept. of Transportation	53,217	19,618	36.9%	52,862	19,305	36.5%
Dept. of Treasury	80,549	9,670	12.0%	84,890	9,949	11.7%
Dept. of Veterans Affairs	376,937	119,956	31.8%	384,429	117,019	30.4%
U.S. Agency for International Development	1,518	198	13.0%	1,733	236	13.6%

Agency	FY 2020			FY 2021		
	Employees	Veterans	%	Employees	Veterans	%
Environmental Protection Agency	13,732	1,392	10.1%	13,899	1,467	10.6%
General Services Administration	11,255	2,801	24.9%	11,360	2,869	25.3%
National Aeronautics and Space Administration	17,099	2,085	12.2%	16,923	2,057	12.2%
National Science Foundation	1,283	123	9.6%	1,324	123	9.3%
U.S. Office of Personnel Management	2,359	403	17.1%	2,418	422	17.5%
Nuclear Regulatory Commission (Excepted Service Agency)	2,683	556	20.7%	2,655	554	20.9%
Social Security Administration	59,829	10,027	16.8%	58,582	9,630	16.4%
Small Business Administration	2,103	427	20.3%	2,074	425	20.5%
<b>Total Executive Order Agencies</b>	<b>1,860,046</b>	<b>603,969</b>	<b>32.5%</b>	<b>1,880,570</b>	<b>599,205</b>	<b>31.9%</b>

## Table 2B: Total Non-Seasonal Full-Time Permanent Employment – Veterans with Preference

Count of all employees in pay status taken at the last pay period or last day of September.

**Non -Seasonal Full-Time Permanent:** This category includes all employees working a 40-hour work week year-round with no absolute end date.

Agency	FY 2020			FY 2021		
	Employees	Veterans with Preference	%	Employees	Veterans with Preference	%
<b>Total Executive Branch Agencies</b>	<b>1,898,093</b>	<b>528,513</b>	<b>27.8%</b>	<b>1,918,762</b>	<b>526,064</b>	<b>27.4%</b>
Dept. of Agriculture	71,638	9,763	13.6%	73,567	10,213	13.9%
Dept. of Commerce	35,995	4,041	11.2%	36,411	4,142	11.4%
Dept. of Defense	668,611	278,710	41.7%	670,346	277,321	41.4%
Air Force	149,856	70,372	47.0%	152,335	70,874	46.5%
Army	207,148	93,979	45.4%	204,618	92,835	45.4%
Navy	220,149	81,172	36.9%	220,682	80,442	36.5%
Defense Activities	91,458	33,187	36.3%	92,711	33,170	35.8%
Dept. of Education	3,746	384	10.3%	3,793	389	10.3%
Dept. of Energy	14,047	3,199	22.8%	14,280	3,330	23.3%
Dept. of Health and Human	68,613	5,788	8.4%	70,392	5,923	8.4%
Dept. of Homeland Security	183,698	44,267	24.1%	184,427	44,199	24.0%
Dept. of Housing and Urban Development	7,534	1,172	15.6%	7,711	1,247	16.2%
Dept. of Interior	48,492	8,613	17.8%	48,988	8,849	18.1%
Dept. of Justice	111,966	22,886	20.4%	113,824	23,022	20.2%
Dept. of Labor	13,273	2,848	21.5%	13,452	2,945	21.9%
Dept. of State	9,869	1,909	19.3%	10,230	1,949	19.1%
Dept. of Transportation	53,217	15,962	30.0%	52,862	15,810	29.9%
Dept. of Treasury	80,549	8,237	10.2%	84,890	8,532	10.1%

Agency	FY 2020			FY 2021		
	Employees	Veterans with Preference	%	Employees	Veterans with Preference	%
Dept. of Veterans Affairs	376,937	100,222	26.6%	384,429	97,826	25.4%
U.S. Agency for International Development	1,518	187	12.3%	1,733	230	13.3%
Environmental Protection Agency	13,732	1,221	8.9%	13,899	1,302	9.4%
General Services Administration	11,255	2,483	22.1%	11,360	2,562	22.6%
National Aeronautics and Space Administration	17,099	1,636	9.6%	16,923	1,629	9.6%
National Science Foundation	1,283	102	8.0%	1,324	105	7.9%
U.S. Office of Personnel	2,359	347	14.7%	2,418	366	15.1%
Nuclear Regulatory Commission (Excepted Service Agency)	2,683	453	16.9%	2,655	457	17.2%
Social Security Administration	59,829	9,194	15.4%	58,582	8,820	15.1%
Small Business Administration	2,103	399	19.0%	2,074	396	19.1%
<b>Total Executive Order Agencies</b>	<b>1,860,046</b>	<b>524,023</b>	<b>28.2%</b>	<b>1,880,570</b>	<b>521,564</b>	<b>27.7%</b>

## Table 2C: Total Non-Seasonal Full-Time Permanent Employment – Disabled Veterans

Count of all employees in pay status taken at the last pay period or last day of September.

**Non-Seasonal Full-Time Permanent:** This category includes all employees working a 40-hour work week year-round with no absolute end date.

Agency	FY 2020			FY 2021		
	Employees	Disabled Veterans	%	Employees	Disabled Veterans	%
<b>Total Executive Branch Agencies</b>	<b>1,898,093</b>	<b>309,274</b>	<b>16.3%</b>	<b>1,918,762</b>	<b>318,584</b>	<b>16.6%</b>
Dept. of Agriculture	71,638	5,414	7.6%	73,567	5,971	8.1%
Dept. of Commerce	35,995	1,907	5.3%	36,411	2,105	5.8%
Dept. of Defense	668,611	167,467	25.0%	670,346	172,827	25.8%
Air Force	149,856	39,641	26.5%	152,335	41,773	27.4%
Army	207,148	60,666	29.3%	204,618	61,692	30.1%
Navy	220,149	46,471	21.1%	220,682	48,074	21.8%
Defense Activities	91,458	20,689	22.6%	92,711	21,288	23.0%
Dept. of Education	3,746	211	5.6%	3,793	224	5.9%
Dept. of Energy	14,047	1,642	11.7%	14,280	1,801	12.6%
Dept. of Health and Human Services	68,613	3,124	4.6%	70,392	3,403	4.8%
Dept. of Homeland Security	183,698	20,778	11.3%	184,427	21,694	11.8%
Dept. of Housing and Urban Development	7,534	785	10.4%	7,711	864	11.2%
Dept. of Interior	48,492	4,814	9.9%	48,988	5,247	10.7%
Dept. of Justice	111,966	9,424	8.4%	113,824	9,942	8.7%
Dept. of Labor	13,273	1,807	13.6%	13,452	1,958	14.6%
Dept. of State	9,869	1,058	10.7%	10,230	1,118	10.9%
Dept. of Transportation	53,217	6,652	12.5%	52,862	6,881	13.0%
Dept. of Treasury	80,549	4,858	6.0%	84,890	5,304	6.2%
Dept. of Veterans Affairs	376,937	67,037	17.8%	384,429	66,578	17.3%

Agency	FY 2020			FY 2021		
	Employees	Disabled Veterans	%	Employees	Disabled Veterans	%
U.S. Agency for International Development	1,518	97	6.4%	1,733	123	7.1%
Environmental Protection Agency	13,732	736	5.4%	13,899	823	5.9%
General Services Administration	11,255	1,476	13.1%	11,360	1,611	14.2%
National Aeronautics and Space Administration	17,099	910	5.3%	16,923	955	5.6%
National Science Foundation	1,283	66	5.1%	1,324	69	5.2%
U.S. Office of Personnel Management	2,359	215	9.1%	2,418	244	10.1%
Nuclear Regulatory Commission (Excepted Service Agency)	2,683	158	5.9%	2,655	170	6.4%
Social Security Administration	59,829	5,832	9.7%	58,582	5,712	9.8%
Small Business Administration	2,103	256	12.2%	2,074	263	12.7%
<b>Total Executive Order Agencies</b>	<b>1,860,046</b>	<b>306,724</b>	<b>16.5%</b>	<b>1,880,570</b>	<b>315,887</b>	<b>16.8%</b>

## Table 2D: Total Non-Seasonal Full-Time Permanent Employment –30% or More Disabled Veterans

Count of all employees in pay status taken at the last pay period or last day of September.

**Non-Seasonal Full-Time Permanent:** This category includes all employees working a 40-hour work week year-round with no absolute end date.

Agency	FY 2020			FY 2021		
	Employees	30% or More Disabled Veterans	%	Employees	30% or More Disabled Veterans	%
<b>Total Executive Branch Agencies</b>	<b>1,898,093</b>	<b>202,990</b>	<b>10.7%</b>	<b>1,918,762</b>	<b>212,367</b>	<b>11.1%</b>
Dept. of Agriculture	71,638	3,611	5.0%	73,567	4,106	5.6%
Dept. of Commerce	35,995	1,168	3.2%	36,411	1,323	3.6%
Dept. of Defense	668,611	112,437	16.8%	670,346	117,685	17.6%
Air Force	149,856	23,501	15.7%	152,335	25,455	16.7%
Army	207,148	44,377	21.4%	204,618	45,694	22.3%
Navy	220,149	30,020	13.6%	220,682	31,459	14.3%
Defense Activities	91,458	14,539	15.9%	92,711	15,077	16.3%
Dept. of Education	3,746	140	3.7%	3,793	148	3.9%
Dept. of Energy	14,047	979	7.0%	14,280	1,112	7.8%
Dept. of Health and Human Services	68,613	2,048	3.0%	70,392	2,293	3.3%
Dept. of Homeland Security	183,698	13,333	7.3%	184,427	14,234	7.7%
Dept. of Housing and Urban Development	7,534	567	7.5%	7,711	647	8.4%
Dept. of Interior	48,492	2,970	6.1%	48,988	3,253	6.6%
Dept. of Justice	111,966	5,939	5.3%	113,824	6,346	5.6%
Dept. of Labor	13,273	1,293	9.7%	13,452	1,454	10.8%
Dept. of State	9,869	701	7.1%	10,230	740	7.2%
Dept. of Transportation	53,217	3,840	7.2%	52,862	4,104	7.8%
Dept. of Treasury	80,549	3,317	4.1%	84,890	3,735	4.4%

Agency	FY 2020			FY 2021		
	Employees	30% or More Disabled Veterans	%	Employees	30% or More Disabled Veterans	%
Dept. of Veterans Affairs	376,937	42,521	11.3%	384,429	42,753	11.1%
U.S. Agency for International Development	1,518	73	4.8%	1,733	97	5.6%
Environmental Protection Agency	13,732	480	3.5%	13,899	559	4.0%
General Services Administration	11,255	1,031	9.2%	11,360	1,138	10.0%
National Aeronautics and Space Administration	17,099	554	3.2%	16,923	586	3.5%
National Science Foundation	1,283	49	3.8%	1,324	50	3.8%
U.S. Office of Personnel	2,359	142	6.0%	2,418	163	6.7%
Nuclear Regulatory Commission (Excepted Service Agency)	2,683	83	3.1%	2,655	91	3.4%
Social Security Administration	59,829	3,947	6.6%	58,582	3,842	6.6%
Small Business Administration	2,103	150	7.1%	2,074	158	7.6%
<b>Total Executive Order Agencies</b>	<b>1,860,046</b>	<b>201,373</b>	<b>10.8%</b>	<b>1,880,570</b>	<b>210,617</b>	<b>11.2%</b>

### Table 3: Total New Hires – Veteran New Hires

**New Hires:** Do not include transfers between agencies.

Category	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
<b>Total Employees</b>	202,896	228,243	248,048	246,772	223,872
Total Veterans	57,092	63,238	67,496	62,831	52,221
% of All Employees	28.0%	28.0%	27.0%	25.0%	23.0%
<b>Veterans with Preference</b>	49,878	54,976	57,956	53,669	44,410
% of All Employees	25.0%	24.0%	23.0%	22.0%	20.0%
% of All Veterans	87.0%	87.0%	86.0%	85.0%	85.0%
<b>Disabled Veterans</b>	28,500	36,888	41,528	39,291	33,915
% of All Employees	14.0%	16.0%	17.0%	16.0%	15.0%
% of All Veterans	50.0%	58.0%	62.0%	63.0%	65.0%
<b>30% + Disabled Veterans</b>	19,352	23,817	28,842	26,410	22,829
% of All Employees	10.0%	10.0%	11.0%	11.0%	10.0%
% of All Veterans	34.0%	38.0%	40.0%	42.0%	44.0%

**Table 3A: Total New Hires – Veteran New Hires****New Hires:** Do not include transfers between agencies.

Agency	FY 2020			FY 2021		
	Total New Hires	Total Veteran New Hires	%	Total New Hires	Total Veteran New Hires	%
<b>Total Executive Branch Agencies</b>	<b>246,772</b>	<b>62,831</b>	<b>25.5%</b>	<b>223,872</b>	<b>52,221</b>	<b>23.3%</b>
Dept. of Agriculture	19,985	2,247	11.2%	18,220	2,045	11.2%
Dept. of Commerce	10,331	1,405	13.6%	8,333	798	9.6%
Dept. of Defense	74,526	30,290	40.6%	65,665	26,687	40.6%
Air Force	17,494	8,123	46.4%	16,193	7,576	46.8%
Army	23,326	10,934	46.9%	21,225	9,729	45.8%
Navy	20,986	7,345	35.0%	16,789	6,037	36.0%
Defense Activities	12,720	3,888	30.6%	11,458	3,345	29.2%
Dept. of Education	624	55	8.8%	444	40	9.0%
Dept. of Energy	1,131	319	28.2%	1,164	321	27.6%
Dept. of Health and Human Services	8,820	749	8.5%	8,480	621	7.3%
Dept. of Homeland Security	16,487	4,088	24.8%	17,679	3,421	19.4%
Dept. of Housing and Urban Development	806	152	18.9%	621	136	21.9%
Dept. of Interior	13,040	1,792	13.7%	13,192	1,792	13.6%
Dept. of Justice	9,786	1,924	19.6%	9,004	1,667	18.5%
Dept. of Labor	1,029	296	28.8%	1,167	349	29.9%
Dept. of State	1,086	259	23.8%	1,239	245	19.8%
Dept. of Transportation	3,692	1,246	33.7%	2,440	786	32.2%
Dept. of Treasury	10,811	1,276	11.8%	11,730	871	7.4%
Dept. of Veterans Affairs	56,237	14,409	25.6%	50,420	10,509	20.8%
U.S. Agency for International Development	265	33	12.5%	374	39	10.4%

Agency	FY 2020			FY 2021		
	Total New Hires	Total Veteran New Hires	%	Total New Hires	Total Veteran New Hires	%
Environmental Protection Agency	1,413	199	14.1%	1,078	157	14.6%
General Services Administration	760	219	28.8%	746	220	29.5%
National Aeronautics and Space Administration	1,348	165	12.2%	1,160	130	11.2%
National Science Foundation	175	5	2.9%	201	12	6.0%
U.S. Office of Personnel Management	153	24	15.7%	227	41	18.1%
Nuclear Regulatory Commission (Excepted Service Agency)	184	30	16.3%	207	43	20.8%
Social Security Administration	3,822	689	18.0%	2,552	499	19.6%
Small Business Administration	6,679	479	7.2%	3,915	307	7.8%
<b>Total Executive Order Agencies</b>	<b>243,190</b>	<b>62,343</b>	<b>25.6%</b>	<b>220,258</b>	<b>51,736</b>	<b>23.5%</b>

### Table 3B: Total New Hires – Veterans with Preference New Hires

**New Hires:** Do not include transfers between agencies.

Agency	FY 2020			FY 2021		
	Total New Hires	Total Veterans with Preference New Hires	%	Total New Hires	Total Veterans with Preference New Hires	%
<b>Total Executive Branch Agencies</b>	<b>246,772</b>	<b>53,669</b>	<b>21.7%</b>	<b>223,872</b>	<b>44,410</b>	<b>19.8%</b>
Dept. of Agriculture	19,985	2,056	10.3%	18,220	1,769	9.7%
Dept. of Commerce	10,331	1,305	12.6%	8,333	739	8.9%
Dept. of Defense	74,526	26,410	35.4%	65,665	23,084	35.2%
Air Force	17,494	6,838	39.1%	16,193	6,367	39.3%
Army	23,326	9,625	41.3%	21,225	8,487	40.0%
Navy	20,986	6,495	30.9%	16,789	5,282	31.5%
Defense Activities	12,720	3,452	27.1%	11,458	2,948	25.7%
Dept. of Education	624	47	7.5%	444	39	8.8%
Dept. of Energy	1,131	276	24.4%	1,164	296	25.4%
Dept. of Health and Human Services	8,820	618	7.0%	8,480	514	6.1%
Dept. of Homeland Security	16,487	3,420	20.7%	17,679	2,832	16.0%
Dept. of Housing and Urban Development	806	134	16.6%	621	130	20.9%
Dept. of Interior	13,040	1,585	12.2%	13,192	1,565	11.9%
Dept. of Justice	9,786	1,711	17.5%	9,004	1,491	16.6%
Dept. of Labor	1,029	281	27.3%	1,167	334	28.6%
Dept. of State	1,086	205	18.9%	1,239	186	15.0%
Dept. of Transportation	3,692	962	26.1%	2,440	647	26.5%
Dept. of Treasury	10,811	1,202	11.1%	11,730	808	6.9%
Dept. of Veterans Affairs	56,237	11,351	20.2%	50,420	8,225	16.3%

Agency	FY 2020			FY 2021		
	Total New Hires	Total Veterans with Preference New Hires	%	Total New Hires	Total Veterans with Preference New Hires	%
U.S. Agency for International Development	265	30	11.3%	374	39	10.4%
Environmental Protection Agency	1,413	187	13.2%	1,078	152	14.1%
General Services Administration	760	206	27.1%	746	206	27.6%
National Aeronautics and Space Administration	1,348	144	10.7%	1,160	112	9.7%
National Science Foundation	175	4	2.3%	201	8	4.0%
U.S. Office of Personnel Management	153	23	15.0%	227	36	15.9%
Nuclear Regulatory Commission (Excepted Service Agency)	184	28	15.2%	207	38	18.4%
Social Security Administration	3,822	639	16.7%	2,552	459	18.0%
Small Business Administration	6,679	397	5.9%	3,915	253	6.5%
<b>Total Executive Order Agencies</b>	<b>243,190</b>	<b>53,221</b>	<b>21.9%</b>	<b>220,258</b>	<b>43,962</b>	<b>20.0%</b>

### Table 3C: Total New Hires – Disabled Veteran New Hires

**New Hires:** Do not include transfers between agencies.

Agency	FY 2020			FY 2021		
	Total New Hires	Total Disabled Veteran New Hires	%	Total New Hires	Total Disabled Veteran New Hires	%
<b>Total Executive Branch Agencies</b>	<b>246,772</b>	<b>39,291</b>	<b>15.9%</b>	<b>223,872</b>	<b>33,915</b>	<b>15.1%</b>
Dept. of Agriculture	19,985	1,279	6.4%	18,220	1,333	7.3%
Dept. of Commerce	10,331	852	8.2%	8,333	471	5.7%
Dept. of Defense	74,526	19,382	26.0%	65,665	17,677	26.9%
Air Force	17,494	5,015	28.7%	16,193	4,941	30.5%
Army	23,326	6,840	29.3%	21,225	6,360	30.0%
Navy	20,986	4,902	23.4%	16,789	4,123	24.6%
Defense Activities	12,720	2,625	20.6%	11,458	2,253	19.7%
Dept. of Education	624	33	5.3%	444	24	5.4%
Dept. of Energy	1,131	182	16.1%	1,164	213	18.3%
Dept. of Health and Human Services	8,820	466	5.3%	8,480	413	4.9%
Dept. of Homeland Security	16,487	2,076	12.6%	17,679	1,850	10.5%
Dept. of Housing and Urban Development	806	108	13.4%	621	104	16.7%
Dept. of Interior	13,040	1,087	8.3%	13,192	1,205	9.1%
Dept. of Justice	9,786	882	9.0%	9,004	799	8.9%
Dept. of Labor	1,029	213	20.7%	1,167	283	24.3%
Dept. of State	1,086	151	13.9%	1,239	117	9.4%
Dept. of Transportation	3,692	565	15.3%	2,440	480	19.7%
Dept. of Treasury	10,811	891	8.2%	11,730	608	5.2%
Dept. of Veterans Affairs	56,237	9,473	16.8%	50,420	6,924	13.7%

Agency	FY 2020			FY 2021		
	Total New Hires	Total Disabled Veteran New Hires	%	Total New Hires	Total Disabled Veteran New Hires	%
U.S. Agency for International Development	265	14	5.3%	374	23	6.1%
Environmental Protection Agency	1,413	136	9.6%	1,078	122	11.3%
General Services Administration	760	147	19.3%	746	158	21.2%
National Aeronautics and Space Administration	1,348	117	8.7%	1,160	87	7.5%
National Science Foundation	175	1	0.6%	201	6	3.0%
U.S. Office of Personnel	153	20	13.1%	227	36	15.9%
Nuclear Regulatory Commission (Excepted Service Agency)	184	15	8.2%	207	25	12.1%
Social Security Administration	3,822	546	14.3%	2,552	375	14.7%
Small Business Administration	6,679	342	5.1%	3,915	233	6.0%
<b>Total Executive Order Agencies</b>	<b>243,190</b>	<b>38,978</b>	<b>16.0%</b>	<b>220,258</b>	<b>33,566</b>	<b>15.2%</b>

**Table 3D: Total New Hires – 30% or More Disabled Veteran New Hires**

**New Hires:** Do not include transfers between agencies.

Agency	FY 2020			FY 2021		
	Total New Hires	Total 30% or More Disabled Veteran New Hires	%	Total New Hires	Total 30% or More Disabled Veteran New Hires	%
<b>Total Executive Branch Agencies</b>	246,772	26,410	10.7%	223,872	22,829	10.2%
Dept. of Agriculture	19,985	818	4.1%	18,220	738	4.1%
Dept. of Commerce	10,331	456	4.4%	8,333	202	2.4%
Dept. of Defense	74,526	14,191	19.0%	65,665	12,822	19.5%
Air Force	17,494	3,471	19.8%	16,193	3,310	20.4%
Army	23,326	5,582	23.9%	21,225	5,166	24.3%
Navy	20,986	3,224	15.4%	16,789	2,749	16.4%
Defense Activities	12,720	1,914	15.0%	11,458	1,597	13.9%
Dept. of Education	624	27	4.3%	444	16	3.6%
Dept. of Energy	1,131	123	10.9%	1,164	146	12.5%
Dept. of Health and Human Services	8,820	306	3.5%	8,480	276	3.3%
Dept. of Homeland Security	16,487	1,262	7.7%	17,679	1,064	6.0%
Dept. of Housing and Urban Development	806	83	10.3%	621	89	14.3%
Dept. of Interior	13,040	633	4.9%	13,192	638	4.8%
Dept. of Justice	9,786	545	5.6%	9,004	512	5.7%
Dept. of Labor	1,029	159	15.5%	1,167	228	19.5%
Dept. of State	1,086	88	8.1%	1,239	76	6.1%
Dept. of Transportation	3,692	381	10.3%	2,440	335	13.7%
Dept. of Treasury	10,811	633	5.9%	11,730	413	3.5%
Dept. of Veterans Affairs	56,237	5,602	10.0%	50,420	4,278	8.5%

Agency	FY 2020			FY 2021		
	Total New Hires	Total 30% or More Disabled Veteran New Hires	%	Total New Hires	Total 30% or More Disabled Veteran New Hires	%
U.S. Agency for International Development	265	11	4.2%	374	21	5.6%
Environmental Protection Agency	1,413	108	7.6%	1,078	96	8.9%
General Services Administration	760	117	15.4%	746	123	16.5%
National Aeronautics and Space Administration	1,348	78	5.8%	1,160	57	4.9%
National Science Foundation	175	1	0.6%	201	4	2.0%
U.S. Office of Personnel Management	153	12	7.8%	227	27	11.9%
Nuclear Regulatory Commission (Excepted Service Agency)	184	12	6.5%	207	17	8.2%
Social Security Administration	3,822	377	9.9%	2,552	255	10.0%
Small Business Administration	6,679	164	2.5%	3,915	136	3.5%
<b>Total Executive Order Agencies</b>	<b>243,190</b>	<b>26,187</b>	<b>10.8%</b>	<b>220,258</b>	<b>22,569</b>	<b>10.2%</b>

## Table 4: Total New Hires – Veteran New Hires Non-Seasonal Full-Time Permanent

**New Hires:** Do not include transfers between agencies.

**Non-Seasonal Full-Time Permanent:** This category includes all employees working a 40-hour work week year-round with no absolute end date.

Category	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
<b>Total Employees</b>	106,315	124,137	146,288	144,627	128,130
Total Veterans	41,888	47,026	50,988	47,038	38,712
% of All Employees	39.0%	38.0%	35.0%	33.0%	30.0%
<b>Veterans with Preference</b>	36,656	40,967	43,734	40,065	33,009
% of All Employees	35.0%	33.0%	30.0%	28.0%	26.0%
% of All Veterans	88.0%	87.0%	86.0%	85.0%	85.0%
<b>Disabled Veterans</b>	20,316	26,860	30,707	28,603	24,595
% of All Employees	19.0%	22.0%	21.0%	20.0%	19.0%
% of All Veterans	49.0%	57.0%	60.0%	61.0%	64.0%
<b>30% + Disabled Veterans</b>	13,714	16,835	19,227	18,741	16,327
% of All Employees	13.0%	14.0%	13.0%	13.0%	13.0%
% of All Veterans	33.0%	36.0%	38.0%	40.0%	42.0%

## Table 4A: Non-Seasonal Full-Time Permanent New Hires – Total New Hires – Veteran New Hires

**New Hires:** Do not include transfers between agencies.

**Non-Seasonal Full-Time Permanent:** This category includes all employees working a 40-hour work week year-round with no absolute end date.

Agency	FY 2020			FY 2021		
	Total New Hires	Total Veteran New Hires	%	Total New Hires	Total Veteran New Hires	%
<b>Total Executive Branch Agencies</b>	<b>144,627</b>	<b>47,038</b>	<b>32.5%</b>	<b>128,130</b>	<b>38,712</b>	<b>30.2%</b>
Dept. of Agriculture	6,124	1,191	19.4%	6,078	1,059	17.4%
Dept. of Commerce	2,063	332	16.1%	1,898	294	15.5%
Dept. of Defense	52,472	23,315	44.4%	47,073	20,599	43.8%
Air Force	13,177	6,382	48.4%	12,244	5,978	48.8%
Army	15,161	7,695	50.8%	14,260	6,933	48.6%
Navy	18,011	6,538	36.3%	14,744	5,439	36.9%
Defense Activities	6,123	2,700	44.1%	5,825	2,249	38.6%
Dept. of Education	449	48	10.7%	235	28	11.9%
Dept. of Energy	969	288	29.7%	961	293	30.5%
Dept. of Health and Human Services	5,618	585	10.4%	5,010	487	9.7%
Dept. of Homeland Security	10,669	3,197	30.0%	8,888	2,478	27.9%
Dept. of Housing and Urban	617	137	22.2%	474	121	25.5%
Dept. of Interior	2,613	727	27.8%	2,396	745	31.1%
Dept. of Justice	7,697	1,694	22.0%	7,401	1,505	20.3%
Dept. of Labor	777	251	32.3%	880	291	33.1%
Dept. of State	713	190	26.6%	692	174	25.1%
Dept. of Transportation	2,774	1,126	40.6%	1,682	646	38.4%
Dept. of Treasury	3,898	1,035	26.6%	3,841	672	17.5%
Dept. of Veterans Affairs	37,901	11,355	30.0%	33,373	7,955	23.8%

Agency	FY 2020			FY 2021		
	Total New Hires	Total Veteran New Hires	%	Total New Hires	Total Veteran New Hires	%
U.S. Agency for International	184	25	13.6%	198	32	16.2%
Environmental Protection Agency	1,134	157	13.8%	812	131	16.1%
General Services Administration	618	176	28.5%	596	197	33.1%
National Aeronautics and Space Administration	997	113	11.3%	637	67	10.5%
National Science Foundation	68	2	2.9%	90	10	11.1%
U.S. Office of Personnel Management	91	17	18.7%	169	33	19.5%
Nuclear Regulatory Commission (Excepted Service Agency)	107	21	19.6%	129	35	27.1%
Social Security Administration	3,605	632	17.5%	2,373	471	19.8%
Small Business Administration	124	20	16.1%	89	22	24.7%
<b>Total Executive Order Agencies</b>	<b>142,282</b>	<b>46,634</b>	<b>32.8%</b>	<b>125,975</b>	<b>38,345</b>	<b>30.4%</b>

## Table 4B: Non-Seasonal Full-Time Permanent New Hires – Total New Hires – Veterans with Preference New Hires

**New Hires:** Do not include transfers between agencies.

**Non-Seasonal Full-Time Permanent:** This category includes all employees working a 40-hour work week year-round with no absolute end date.

Agency	FY 2020			FY 2021		
	Total New Hires	Total Veterans with Preference New Hires	%	Total New Hires	Total Veterans with Preference New Hires	%
<b>Total Executive Branch Agencies</b>	<b>144,627</b>	<b>40,065</b>	<b>29.9%</b>	<b>128,130</b>	<b>33,009</b>	<b>25.8%</b>
Dept. of Agriculture	6,124	1,119	18.3%	6,078	982	16.2%
Dept. of Commerce	2,063	311	15.1%	1,898	278	14.6%
Dept. of Defense	52,472	20,086	38.3%	47,073	17,665	37.5%
Air Force	13,177	5,234	39.7%	12,244	4,948	40.4%
Army	15,161	6,692	44.1%	14,260	5,990	42.0%
Navy	18,011	5,764	32.0%	14,744	4,740	32.1%
Defense Activities	6,123	2,396	39.1%	5,825	1,987	34.1%
Dept. of Education	449	40	8.9%	235	27	11.5%
Dept. of Energy	969	248	25.6%	961	269	28.0%
Dept. of Health and Human Services	5,618	486	8.7%	5,010	404	8.1%
Dept. of Homeland Security	10,669	2,695	25.3%	8,888	2,075	23.3%
Dept. of Housing and Urban Development	617	119	19.3%	474	115	24.3%
Dept. of Interior	2,613	668	25.6%	2,396	671	28.0%
Dept. of Justice	7,697	1,531	19.9%	7,401	1,352	18.3%
Dept. of Labor	777	237	30.5%	880	278	31.6%
Dept. of State	713	146	20.5%	692	126	18.2%
Dept. of Transportation	2,774	870	31.4%	1,682	532	31.6%

Agency	FY 2020			FY 2021		
	Total New Hires	Total Veterans with Preference New Hires	%	Total New Hires	Total Veterans with Preference New Hires	%
Dept. of Treasury	3,898	982	25.2%	3,841	624	16.2%
Dept. of Veterans Affairs	37,901	9,071	23.9%	33,373	6,352	19.0%
U.S. Agency for International Development	184	23	12.5%	198	32	16.2%
Environmental Protection Agency	1,134	148	13.1%	812	126	15.5%
General Services Administration	618	168	27.2%	596	183	30.7%
National Aeronautics and Space Administration	997	100	10.0%	637	59	9.3%
National Science Foundation	68	2	2.9%	90	7	7.8%
U.S. Office of Personnel Management	91	16	17.6%	169	28	16.6%
Nuclear Regulatory Commission (Excepted Service Agency)	107	19	17.8%	129	31	24.0%
Social Security Administration	3,605	589	16.3%	2,373	432	18.2%
Small Business Administration	124	17	13.7%	89	20	22.5%
<b>Total Executive Order Agencies</b>	<b>142,282</b>	<b>39,691</b>	<b>27.9%</b>	<b>125,975</b>	<b>32,668</b>	<b>25.9%</b>

## Table 4C: Non-Seasonal Full-Time Permanent New Hires – Total New Hires – Disabled Veteran New Hires

**New Hires:** Do not include transfers between agencies.

**Non-Seasonal Full-Time Permanent:** This category includes all employees working a 40-hour year-round with no absolute end date.

Agency	FY 2020			FY 2021		
	Total New Hires	Total Disabled Veteran New Hires	%	Total New Hires	Total Disabled Veteran New Hires	%
<b>Total Executive Branch Agencies</b>	<b>144,627</b>	<b>28,603</b>	<b>19.8%</b>	<b>128,130</b>	<b>24,595</b>	<b>19.2%</b>
Dept. of Agriculture	6,124	782	12.8%	6,078	719	11.8%
Dept. of Commerce	2,063	171	8.3%	1,898	192	10.1%
Dept. of Defense	52,472	14,118	26.9%	47,073	13,094	27.8%
Air Force	13,177	3,603	27.3%	12,244	3,696	30.2%
Army	15,161	4,480	29.5%	14,260	4,279	30.0%
Navy	18,011	4,255	23.6%	14,744	3,648	24.7%
Defense Activities	6,123	1,780	29.1%	5,825	1,471	25.3%
Dept. of Education	449	26	5.8%	235	18	7.7%
Dept. of Energy	969	157	16.2%	961	187	19.5%
Dept. of Health and Human Services	5,618	354	6.3%	5,010	313	6.2%
Dept. of Homeland Security	10,669	1,606	15.1%	8,888	1,371	15.4%
Dept. of Housing and Urban Development	617	95	15.1%	474	92	19.4%
Dept. of Interior	2,613	479	18.3%	2,396	542	22.6%
Dept. of Justice	7,697	781	10.1%	7,401	704	9.5%
Dept. of Labor	777	180	23.2%	880	236	26.8%
Dept. of State	713	105	14.7%	692	82	11.8%
Dept. of Transportation	2,774	503	18.1%	1,682	387	23.0%
Dept. of Treasury	3,898	729	18.7%	3,841	477	12.4%

Agency	FY 2020			FY 2021		
	Total New Hires	Total Disabled Veteran New Hires	%	Total New Hires	Total Disabled Veteran New Hires	%
Dept. of Veterans Affairs	37,901	7,403	19.5%	33,373	5,188	15.5%
U.S. Agency for International Development	184	8	4.3%	198	20	10.1%
Environmental Protection Agency	1,134	105	9.3%	812	99	12.2%
General Services Administration	618	112	18.1%	596	137	23.0%
National Aeronautics and Space Administration	997	83	8.3%	637	49	7.7%
National Science Foundation	68	1	1.5%	90	5	5.6%
U.S. Office of Personnel Management	91	16	17.6%	169	28	16.6%
Nuclear Regulatory Commission (Excepted Service Agency)	107	12	11.2%	129	20	15.5%
Social Security Administration	3,605	501	13.9%	2,373	357	15.0%
Small Business Administration	124	14	11.3%	89	17	19.1%
<b>Total Executive Order Agencies</b>	<b>142,282</b>	<b>28,341</b>	<b>19.9%</b>	<b>125,975</b>	<b>24,334</b>	<b>19.3%</b>

## Table 4D: Non-Seasonal Full-Time Permanent New Hires – Total New Hires – 30% or More Disabled Veteran New Hires

**New Hires:** Do not include transfers between agencies.

**Non-Seasonal Full-Time Permanent:** This category includes all employees working a 40-hour work week year-round with no absolute end date.

Agency	FY 2020			FY 2021		
	Total New Hires	Total 30% or More Disabled Veteran New Hires	%	Total New Hires	Total 30% or More Disabled Veteran New Hires	%
<b>Total Executive Branch Agencies</b>	<b>144,627</b>	<b>18,741</b>	<b>13.0%</b>	<b>128,130</b>	<b>16,327</b>	<b>12.7%</b>
Dept. of Agriculture	6,124	565	9.2%	6,078	503	8.3%
Dept. of Commerce	2,063	97	4.7%	1,898	113	6.0%
Dept. of Defense	52,472	9,729	18.5%	47,073	9,004	19.1%
Air Force	13,177	2,259	17.1%	12,244	2,269	18.5%
Army	15,161	3,520	23.2%	14,260	3,349	23.5%
Navy	18,011	2,682	14.9%	14,744	2,346	15.9%
Defense Activities	6,123	1,268	20.7%	5,825	1,040	17.9%
Dept. of Education	449	21	4.7%	235	11	4.7%
Dept. of Energy	969	100	10.3%	961	124	12.9%
Dept. of Health and Human Services	5,618	230	4.1%	5,010	196	3.9%
Dept. of Homeland Security	10,669	929	8.7%	8,888	770	8.7%
Dept. of Housing and Urban	617	73	11.8%	474	81	17.1%
Dept. of Interior	2,613	316	12.1%	2,396	318	13.3%
Dept. of Justice	7,697	490	6.4%	7,401	446	6.0%
Dept. of Labor	777	137	17.6%	880	191	21.7%
Dept. of State	713	54	7.6%	692	50	7.2%
Dept. of Transportation	2,774	341	12.3%	1,682	267	15.9%
Dept. of Treasury	3,898	526	13.5%	3,841	324	8.4%

Agency	FY 2020			FY 2021		
	Total New Hires	Total 30% or More Disabled Veteran New Hires	%	Total New Hires	Total 30% or More Disabled Veteran New Hires	%
Dept. of Veterans Affairs	37,901	4,346	11.5%	33,373	3,222	9.7%
U.S. Agency for International Development	184	5	2.7%	198	18	9.1%
Environmental Protection Agency	1,134	78	6.9%	812	76	9.4%
General Services Administration	618	86	13.9%	596	104	17.4%
National Aeronautics and Space Administration	997	55	5.5%	637	32	5.0%
National Science Foundation	68	1	1.5%	90	3	3.3%
U.S. Office of Personnel Management	91	9	9.9%	169	20	11.8%
Nuclear Regulatory Commission (Excepted Service Agency)	107	9	8.4%	129	13	10.1%
Social Security Administration	3,605	350	9.7%	2,373	240	10.1%
Small Business Administration	124	9	7.3%	89	11	12.4%
<b>Total Executive Order Agencies</b>	<b>142,282</b>	<b>18,556</b>	<b>13.0%</b>	<b>125,975</b>	<b>16,137</b>	<b>12.8%</b>

**Table 5: Veteran New Hires by Veteran Appointing Authorities**

Agency	FY 2020			FY 2021		
	VRA	VEOA	30% or More Disabled Veteran	VRA	VEOA	30% or More Disabled Veteran
<b>Total Executive Branch Agencies</b>	<b>6,555</b>	<b>13,430</b>	<b>3,939</b>	<b>3,998</b>	<b>11,730</b>	<b>3,270</b>
Dept. of Agriculture	215	245	90	188	244	81
Dept. of Commerce	98	54	67	75	43	29
Dept. of Defense	1,997	8,623	2,730	1,362	7,951	2,340
Air Force	106	2,757	939	91	2,618	798
Army	995	3,051	1,223	714	2,883	1,096
Navy	816	1,852	376	504	1,619	273
Defense Activities	80	963	192	53	831	173
Dept. of Education	2	5	5	2	10	4
Dept. of Energy	20	91	22	22	79	18
Dept. of Health and Human Services	43	127	51	21	113	41
Dept. of Homeland Security	957	531	211	584	564	169
Dept. of Housing and Urban Development	7	40	8	8	36	3
Dept. of Interior	236	188	28	244	208	43
Dept. of Justice	198	103	23	136	92	28
Dept. of Labor	29	49	2	19	48	9
Dept. of State	30	30	27	8	30	14
Dept. of Transportation	10	19	2	4	13	5
Dept. of Treasury	63	74	40	31	41	13
Dept. of Veterans Affairs	2,321	3,109	544	1,022	2,095	385
U.S. Agency for International Development	1	6	3	2	14	2
Environmental Protection Agency	30	11	26	17	19	17

Agency	FY 2020			FY 2021		
	VRA	VEOA	30% or More Disabled Veteran	VRA	VEOA	30% or More Disabled Veteran
General Services Administration	16	33	27	12	47	18
National Aeronautics and Space Administration	2	9	6	1	1	3
National Science Foundation	0	1	0	0	4	0
U.S. Office of Personnel Management	1	6	3	0	5	6
Nuclear Regulatory Commission (Excepted Service Agency)	0	0	0	0	0	0
Social Security Administration	268	5	0	225	7	0
Small Business Administration	2	6	7	0	10	4
<b>Total Executive Order Agencies</b>	<b>6,546</b>	<b>13,365</b>	<b>3,922</b>	<b>3,983</b>	<b>11,674</b>	<b>3,232</b>

## Table 6: Veteran New Hires Under Other Appointing Authorities

**Pathways Program:** Authority became effective July 10, 2012. It includes Interns and Recent Graduate hires.

**Schedule A:** Categories reflect the total number of veterans hired under the Schedule A appointment authority for people with disabilities.

Agency	FY 2021							
	Veteran				Non-Veteran			
	Pathway	PMF	Schedule A*	Total Veteran New Hires	Pathway	PMF	Schedule A*	Total New Hires
<b>Total Executive Branch Agencies</b>	784	29	499	52,221	5,947	284	3,464	171,651
Dept. of Agriculture	58	0	12	2,045	857	20	242	16,175
Dept. of Commerce	12	0	6	798	167	6	129	7,535
Dept. of Defense	76	1	116	26,687	862	2	698	38,978
Air Force	15	0	51	7,576	312	0	271	8,617
Army	36	0	20	9,729	291	1	172	11,496
Navy	11	0	40	6,037	126	0	143	10,752
Defense Activities	14	1	5	3,345	133	1	112	8,113
Dept. of Education	3	0	1	40	13	2	11	404
Dept. of Energy	38	1	3	321	65	5	44	843
Dept. of Health and Human Services	61	4	10	621	518	89	438	7,859
Dept. of Homeland Security	47	1	26	3,421	229	13	220	14,258
Dept. of Housing and Urban Development	8	0	10	136	39	14	31	485
Dept. of Interior	49	2	9	1,792	389	11	205	11,400
Dept. of Justice	33	0	20	1,667	270	8	204	7,337
Dept. of Labor	40	0	1	349	120	22	26	818
Dept. of State	5	17	6	245	39	35	97	994
Dept. of Transportation	12	0	3	786	82	4	42	1,654
Dept. of Transportation	92	2	13	871	553	14	132	10,859

Agency	FY 2021							
	Veteran				Non-Veteran			
	Pathway	PMF	Schedule A*	Total Veteran New Hires	Pathway	PMF	Schedule A*	Total New Hires
Dept. of Treasury	57	1	231	10,509	268	14	445	39,911
Dept. of Veterans Affairs	0	0	0	39	31	11	27	335
U.S. Agency for International	38	0	5	157	290	2	42	921
Environmental Protection Agency	50	0	0	220	111	1	42	526
General Services Administration	30	0	1	130	203	1	13	1,030
National Aeronautics and Space	2	0	0	12	26	1	4	189
National Science Foundation	1	0	0	41	25	0	18	186
U.S. Office of Personnel Management	0	0	0	43	0	0	0	164
Nuclear Regulatory Commission (Excepted Service Agency)	24	0	17	499	265	0	217	2,053
Social Security Administration	0	0	2	307	3	2	22	3,608
<b>Total Executive Order Agencies</b>	<b>736</b>	<b>29</b>	<b>492</b>	<b>51,736</b>	<b>5,425</b>	<b>277</b>	<b>3,349</b>	<b>168,522</b>

## Table 7: Disabled Veteran New Hires under Veteran and Other Appointing Authorities

**All Other Appointments:** Include those hired under competitive examining and others such as Schedule A, Pathways, Direct Hire Authority, etc.

Appointments	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
<b>30 Percent or More Disabled</b>	2,337	3,334	3,893	3,962	3,270
<b>VRA (no conversions)</b>	4,078	5,097	5,439	4,218	2,603
<b>VEOA</b>	6,148	8,625	9,630	8,889	8,090
<b>Subtotal</b>	12,563	17,056	18,962	17,069	13,963
<b>* All Other Appointments</b>	17,680	19,439	22,602	22,373	19,952
<b>Total Disabled Veteran Hires</b>	30,243	36,495	41,564	39,442	33,915

## Table 8: Employment by New Grade/Salary Group

This table is revised since General Schedule and Related (GSR) Pay Plans are no longer generated.

Noncompetitive Appointment of certain Military Spouses Hiring Authority was effective September 11, 2009, authorized by Executive Order 13473

Grade/Salary Group		Federal Civilian Workforce	Veterans	Disabled Veterans	Derived Preference	Military Spouse Appointment
<b>SES</b>		0.38%	0.24%	0.13%	0.24%	0.00%
<b>GS, GM, GL</b>	<b>Grade 1-4</b>	1.84%	0.93%	1.04%	2.57%	5.41%
	<b>Grade 5-8</b>	16.33%	15.57%	17.19%	25.36%	47.75%
	<b>Grade 9-12</b>	29.56%	35.45%	39.14%	35.40%	35.80%
	<b>Grade 13-15</b>	20.77%	18.16%	17.41%	15.69%	5.03%
<b>Blue Collar Pay Plans</b>		7.88%	12.09%	10.90%	7.94%	3.39%
<b>Other White Collar Pay</b>		23.24%	17.56%	14.18%	12.80%	2.61%

## Table 9: Employment Distribution by Occupational Category

**Other White Collar:** White collar occupations that cannot be related to the above professional, administrative, technical, or clerical categories.

**Military Spouse:** Those appointed under the Noncompetitive Hiring Authority for Certain Military Spouses authorized by Executive Order 13473.

Category	All Employees	All Veterans	Disabled Veterans	30% or More Disabled Veterans	Derived Preference	Military Spouse*
<b>Professional</b>	28.26%	13.64%	11.43%	10.50%	15.12%	10.56%
<b>Administrative</b>	38.46%	50.40%	53.78%	56.97%	43.21%	33.21%
<b>Technical</b>	16.44%	14.49%	15.03%	14.81%	21.04%	28.90%
<b>Clerical</b>	4.95%	3.91%	4.66%	4.62%	9.53%	23.45%
<b>Other White Collar</b>	4.02%	5.48%	4.19%	4.07%	3.16%	0.49%
<b>Blue Collar</b>	7.88%	12.09%	10.90%	9.03%	7.94%	3.39%

## Table 10: New Hires with Derived Preference

**Derived Preference:** This table is defined as spouses, mothers, widows, and widowers entitled to claim preference as defined in section 2108, title 5, United States Code, who may or may not be veterans.

Agency	FY 2020			FY 2021		
	Federal New Hires	Federal New Hires with Derived Preference	%	Federal New Hires	Federal New Hires with Derived Preference	%
<b>Total Executive Branch Agencies</b>	<b>246,772</b>	<b>452</b>	<b>0.18%</b>	<b>223,872</b>	<b>435</b>	<b>0.19%</b>
Dept. of Agriculture	19,985	21	0.11%	18,220	26	0.14%
Dept. of Commerce	10,331	6	0.06%	8,333	3	0.04%
Dept. of Defense	74,526	189	0.25%	65,665	236	0.36%
Air Force	17,494	64	0.37%	16,193	80	0.49%
Army	23,326	42	0.18%	21,225	69	0.33%
Navy	20,986	52	0.25%	16,789	52	0.31%
Defense Activities	12,720	31	0.24%	11,458	35	0.31%
Dept. of Education	624	1	0.16%	444	0	0.00%
Dept. of Energy	1,131	2	0.18%	1,164	2	0.17%
Dept. of Health and Human Services	8,820	3	0.03%	8,480	6	0.07%
Dept. of Homeland Security	16,487	13	0.08%	17,679	12	0.07%
Dept. of Housing and Urban Development	806	1	0.12%	621	1	0.16%
Dept. of Interior	13,040	13	0.10%	13,192	16	0.12%
Dept. of Justice	9,786	17	0.17%	9,004	14	0.16%
Dept. of Labor	1,029	1	0.10%	1,167	3	0.26%
Dept. of State	1,086	5	0.46%	1,239	8	0.65%
Dept. of Transportation	3,692	1	0.03%	2,440	0	0.00%
Dept. of Treasury	10,811	17	0.16%	11,730	15	0.13%

Agency	FY 2020			FY 2021		
	Federal New Hires	Federal New Hires with Derived Preference	%	Federal New Hires	Federal New Hires with Derived Preference	%
Dept. of Veterans Affairs	56,237	135	0.24%	50,420	68	0.13%
U.S. Agency for International	265	0	0.00%	374	0	0.00%
Environmental Protection Agency	1,413	1	0.07%	1,078	0	0.00%
General Services Administration	760	2	0.26%	746	3	0.40%
National Aeronautics and Space Administration	1,348	0	0.00%	1,160	0	0.00%
National Science Foundation	175	0	0.00%	201	2	1.00%
U.S. Office of Personnel Management	153	0	0.00%	227	1	0.44%
Nuclear Regulatory Commission (Excepted Service Agency)	184	1	0.54%	207	1	0.48%
Social Security Administration	3,822	13	0.34%	2,552	6	0.24%
Small Business Administration	6,679	7	0.10%	3,915	4	0.10%
<b>Total Executive Order Agencies</b>	<b>243,190</b>	<b>449</b>	<b>0.18%</b>	<b>220,258</b>	<b>427</b>	<b>0.19%</b>

## Table 11: New Hire Retention Rates

Retention rates are from all full-time permanent, non-seasonal, non-student new hires and transfer-ins hired in the fiscal year 2 years prior to the measurement year (e.g., FY20 retention calculates retention for hires and transfer ins from FY18).

This is an element in the Performance Model.

Agency	FY 2020		FY 2021	
	Non-Veterans	Veterans	Non-Veterans	Veterans
<b>Total Executive Branch Agencies</b>	<b>78.54%</b>	<b>72.46%</b>	<b>79.46%</b>	<b>73.84%</b>
Dept. of Agriculture	78.54%	72.53%	79.44%	73.88%
Dept. of Commerce	79.36%	71.96%	78.35%	67.56%
Dept. of Defense	79.67%	73.75%	77.51%	74.01%
Dept. of Education	73.17%	77.78%	81.17%	66.04%
Dept. of Energy	83.91%	81.34%	84.05%	78.14%
Dept. of Health and Human Services	73.34%	65.05%	79.81%	74.77%
Dept. of Homeland Security	72.36%	74.76%	73.89%	76.03%
Dept. of Housing and Urban Development	77.93%	89.13%	78.27%	84.85%
Dept. of Interior	76.43%	69.02%	79.24%	73.06%
Dept. of Justice	84.84%	79.27%	82.93%	81.72%
Dept. of Labor	75.51%	80.12%	78.62%	74.73%
Dept. of State	81.94%	74.47%	81.70%	79.17%
Dept. of Transportation	82.60%	85.29%	87.67%	86.96%
Dept. of Treasury	81.45%	78.25%	79.92%	80.13%
Dept. of Veterans Affairs	80.61%	67.85%	79.31%	67.08%
U.S. Agency for International Development	82.76%	38.46%	76.81%	61.90%
Environmental Protection Agency	89.56%	78.00%	87.73%	74.32%
General Services Administration	73.44%	81.21%	78.99%	77.99%
National Aeronautics and Space Administration	93.76%	88.57%	91.14%	83.18%
National Science Foundation	90.48%	87.50%	74.47%	100.00%
U.S. Office of Personnel Management	48.99%	28.34%	40.77%	17.39%

Agency	FY 2020		FY 2021	
	Non-Veterans	Veterans	Non-Veterans	Veterans
Nuclear Regulatory Commission (Excepted Service Agency)	78.57%	50.00%	81.48%	70.59%
Social Security Administration	74.42%	67.07%	72.60%	66.78%
Small Business Administration	73.53%	69.09%	73.08%	60.47%
<b>Total Executive Order Agencies</b>	<b>78.58%</b>	<b>72.53%</b>	<b>79.44%</b>	<b>73.88%</b>

## Table 12: Profile of Veterans and Non-Veterans in the Executive Branch

Data for Salary are restricted by Non-Seasonal Full-Time Permanent Employees.

\*Length of service is calculated using service computation date for retirement. If an employee has creditable military service, and has paid for that credit, then that service will be reflected in the length of service.

Agency	FY 2020		FY 2021	
	Not a Veteran	Veteran	Not a Veteran	Veteran
Male	45.5%	79.5%	45.3%	79.4%
Female	54.5%	20.5%	54.7%	20.6%
Average Age	45.9	49.4	45.9	49.6
White	60.4%	61.9%	60.7%	62.4%
Black	17.2%	20.0%	17.4%	20.0%
Hispanic	9.3%	9.6%	9.4%	9.8%
Asian/Pacific Islander	8.0%	3.9%	8.3%	4.0%
Native American/Alaskan Native	1.9%	1.0%	1.9%	1.0%
Multi-Racial	1.7%	2.3%	1.8%	2.4%
Retired Enlisted Military	0.0%	20.3%	0.0%	20.2%
Retired Military Officers	0.0%	6.0%	0.0%	6.0%
Not Retired Military	100.0%	73.7%	100.0%	73.8%
Veterans' Preference	0.0%	83.9%	0.0%	84.3%
No Veterans' Preference	100.0%	16.1%	100.0%	15.7%
Bachelor's degree or higher	55.7%	44.7%	56.1%	45.3%
Length of Service	12.6	11.4	12.4	11.6
Adj. Basic Pay*	95,185	85,568	96,295	87,590
General Schedule	66.0%	67.8%	66.1%	68.3%
Average GS Grade	10.5	10.5	10.5	10.6
Other Pay Systems	27.3%	18.5%	27.3%	18.6%
Competitive Service	65.1%	75.6%	64.8%	76.2%
Excepted Service	34.5%	24.1%	34.7%	23.5%
SES	0.4%	0.2%	0.4%	0.2%

<b>Agency</b>	<b>FY 2020</b>		<b>FY 2021</b>	
	<b>Not a Veteran</b>	<b>Veteran</b>	<b>Not a Veteran</b>	<b>Veteran</b>
Supervisors	11.0%	13.1%	10.8%	13.3%
Located Outside DC Metro	83.5%	90.1%	83.5%	89.9%
Located in DC Metro	16.5%	9.9%	16.5%	10.1%
Total On-Board	69.4%	30.6%	100.0%	0.0%

## Table 13: Military Spouse Appointing Authority – New Hires

Noncompetitive Appointment of Certain Military Spouses Hiring Authority was effective September 11, 2009 authorized by Executive Order 13473

Agency	FY 2020			FY 2021		
	Total New Hires	Total Military Spouse New Hires	%	Total New Hires	Total Military Spouse New Hires	%
<b>Total Executive Branch Agencies</b>	<b>246,772</b>	<b>2,235</b>	<b>0.91%</b>	<b>223,872</b>	<b>2,005</b>	<b>0.90%</b>
Dept. of Agriculture	19,985	6	0.03%	18,220	14	0.08%
Dept. of Commerce	10,331	3	0.03%	8,333	1	0.01%
Dept. of Defense	74,526	1,913	2.57%	65,665	1,780	2.71%
Air Force	17,494	642	3.67%	16,193	627	3.87%
Army	23,326	757	3.25%	21,225	661	3.11%
Navy	20,986	258	1.23%	16,789	275	1.64%
Defense Activities	12,720	256	2.01%	11,458	217	1.89%
Dept. of Education	624	0	0.0%	444	2	0.45%
Dept. of Energy	1,131	0	0.0%	1,164	3	0.26%
Dept. of Health and Human Services	8,820	15	0.17%	8,480	13	0.15%
Dept. of Homeland Security	16,487	57	0.35%	17,679	27	0.15%
Dept. of Housing and Urban Development	806	4	0.50%	621	2	0.32%
Dept. of Interior	13,040	14	0.11%	13,192	20	0.15%
Dept. of Justice	9,786	25	0.26%	9,004	24	0.27%
Dept. of Labor	1,029	7	0.68%	1,167	2	0.17%
Dept. of State	1,086	4	0.37%	1,239	2	0.16%
Dept. of Transportation	3,692	2	0.05%	2,440	1	0.04%
Dept. of Treasury	10,811	1	0.01%	11,730	8	0.07%
Dept. of Veterans Affairs	56,237	122	0.22%	50,420	68	0.13%

Agency	FY 2020			FY 2021		
	Total New Hires	Total Military Spouse New Hires	%	Total New Hires	Total Military Spouse New Hires	%
U.S. Agency for International Development	265	1	0.38%	374	0	0.0%
Environmental Protection Agency	1,413	1	0.07%	1,078	1	0.09%
General Services Administration	760	1	0.13%	746	2	0.27%
National Aeronautics and Space Administration	1,348	0	0.0%	1,160	0	0.0%
National Science Foundation	175	2	1.14%	201	1	0.50%
U.S. Office of Personnel Management	153	0	0.0%	227	3	1.32%
Nuclear Regulatory Commission (Excepted Service Agency)	184	0	0.0%	207	0	0.0%
Social Security Administration	3,822	43	1.13%	2,552	22	0.86%
Small Business Administration	6,679	3	0.04%	3,915	0	0.0%
<b>Total Executive Order Agencies</b>	<b>243,190</b>	<b>2,224</b>	<b>0.91%</b>	<b>220,258</b>	<b>1,996</b>	<b>0.91%</b>



## **U.S. Office of Personnel Management**

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