



# VA WORKFORCE DASHBOARD



In this VA Workforce Dashboard, we are demonstrating our commitment to transparency by sharing with all stakeholders—internal to VA and externally—key performance metrics and data we are using to assess our success in hiring and retaining a world-class workforce to deliver care, benefits, and services for Veterans, their families, caregivers, and survivors.

Whether you are a Veteran or a civilian, apply to work with a team of committed professionals dedicated to helping our Nation's Veterans.

Take the first step and join VA today. For more information, visit [VA.gov/jobs/](https://www.va.gov/jobs/).

## MONTHLY OVERVIEW



### Monthly Highlights

VA Human Capital Services Center is proud to partner with the Office of Personnel Management to launch the Semester of Service initiative, a program designed to attract emerging talent while supporting short term, mission critical projects across VA. By engaging students 8–20 hours per week over an academic term, VA can drive innovation, broaden national outreach, and strengthen future talent pipelines—all without salary or benefits costs. The initiative offers a straightforward implementation framework: identify outcome driven projects, post opportunities on USAJOBS using the “Semester of Service” tag, and, when needed, establish partnership agreements with academic institutions to sustain long term collaboration. VA is currently recruiting for multiple roles across eight critical assignment areas in both VACO and the field. Dedicated volunteer supervisors will provide structure, guidance, and mentorship to ensure meaningful learning experiences that inspire students to view VA as an “Employer of Choice” as they prepare their professional career paths.



### Employee Voice

VA Texas Valley Coastal Bend Health Care System is leading the way in emergency care for Veterans through innovative, hands-on training. Nationally recognized for excellence by SimLEARN, the facility provides quarterly simulation sessions and on-site mock codes, ensuring staff are fully prepared for lifesaving moments. Program Director David Armor, MSN, RN, emphasizes that frequent practice builds skills and confidence, directly improving outcomes when seconds count. Their commitment to high-quality training and staff readiness means Veterans are in safe hands when they need urgent care most.

## OVERALL VA WORKFORCE OUTCOMES



In this section, we measure the overall current state of VA's workforce with an emphasis on streamlining the workforce, reducing bureaucracy and overhead, and refocusing on our core mission.

### VA FY26

(as of 03/31/2026)

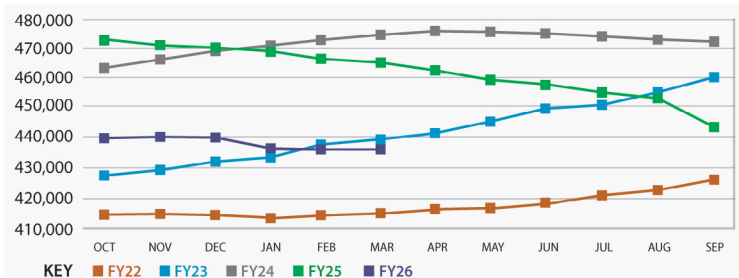
FY26	VA	VHA	VBA	NCA	VACO
<b>Onboards</b>	<b>435,593</b>	<b>389,777</b>	<b>29,915</b>	<b>2,094</b>	<b>13,807</b>
<b>Hires</b>	<b>13,241</b>	<b>13,895</b>	<b>11</b>	<b>82</b>	<b>235</b>
<b>Losses</b>	<b>18,735</b>	<b>15,278</b>	<b>1,503</b>	<b>167</b>	<b>764</b>
<b>Merit Hiring Plan Time to Hire</b>	<b>48 Days</b>	<b>48 Days</b>	<b>26 Days</b>	<b>36 Days</b>	<b>23 Days</b>

### VA Cumulative Onboard

(as of 03/31/2026)

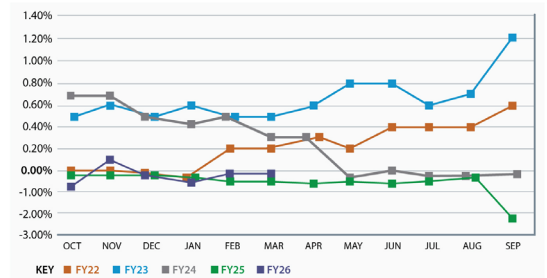


Total VA Onboard  
**435,593**



### VA Percentage Growth Onboard

(as of 03/31/2026)




### VA Hiring FY25 vs. FY26

(03/01/2025-03/31/2025 as compared to 03/01/2026-03/31/2026)

Same Period Last Year (SPLY)

- 18% SPLY** Announcements
- 14% SPLY** Applications
- 25% SPLY** Certificates
- 7% SPLY** Selections
- 21% SPLY** Entries on Duty

 **In this section,** we measure success in hiring and retaining highlighted occupations, both those with direct Veteran serving roles as well as critical Human Resource (HR) and Information Technology (IT) support. For these occupations, we show progress toward our end of year (EOY) onboard goal, our time to hire, and retention.

**FY26 Actuals vs. Baseline EOY Onboards for Highlighted Occupations** ..... (as of 03/31/2026) .....

ORGANIZATION	OCCUPATION	FY26 ONBOARD BASELINE (as of 09/30/2025)	CURRENT ONBOARDS	FY26 NET ONBOARD CHANGE	MARCH NET ONBOARD CHANGE
<b>VHA</b>	VHA Overall	392,994	389,777	-3,217	-231
	VHA MCOs Total	145,127	144,703	-424	-9
	VHA Additional Key Specialties Total	82,530	82,389	-141	-73
<b>VBA</b>	VBA Overall	32,366	29,915	-2,451	-208
	VBA MCOs Total	24,342	23,262	-1,080	-151
<b>NCA</b>	NCA Overall	2,229	2,094	-135	14
	NCA MCOs Total	656	597	-59	-1
<b>HR</b>	HR MCOs Total**	10,205	8,664	-1,541	-40
<b>IT</b>	OIT Overall	8,230	6,900	-1,330	-33
	Series 2210 IT Specialist Total***	7,242	6,215	-1,027	-26

MCO: Occupations agencies consider core to carrying out their missions. Such occupations usually reflect the primary mission of the organization without which mission-critical work cannot be completed. \*VA will update these targets when the full FY25 budget is known. \*\*HR positions Enterprise-wide. \*\*\*OIT IT Specialist Positions.

ORGANIZATION	OCCUPATION	FY26 ONBOARD BASELINE (as of 09/30/2025)	CURRENT ONBOARDS	FY26 NET ONBOARD CHANGE	MARCH NET ONBOARD CHANGE
<b>VHA</b>	VHA EVS TECH/CUSTODIAL WORKER	11,188	11,070	-118	-25
	VHA FOOD SERVICE WORKER	4,091	4,075	-16	-10
	VHA LICENSED PRACTICAL NURSE	14,337	14,157	-180	-36
	VHA MEDICAL SUPPORT ASSISTANT	35,631	35,987	356	60
	VHA MEDICAL OFFICER/PHYSICIAN	28,340	27,775	-565	-84
	VHA NURSE ASSISTANT	13,353	13,368	15	-35
	VHA POLICE	3,930	3,732	-198	-27
	VHA PSYCHOLOGIST	7,040	7,006	-34	-5
	VHA REGISTERED NURSE	89,544	89,658	114	89
	VHA SOCIAL WORKER	20,203	20,264	61	-9
<b>VBA</b>	VBA LEGAL ADMIN. SPEC. (e.g., CALL CENTER PERSONNEL)	2,847	2,567	-280	-22
	VBA VETERANS CLAIM EXAM. (e.g., CLAIMS PROCESSING PERSONNEL)	19,193	18,335	-858	-153
	VBA REHABILITATION COUNSELOR	1,276	1,242	-34	2
	VBA VOCATIONAL REHABILITATION	101	166	65	12
<b>NCA</b>	NCA CEMETERY CARETAKER	656	597	-59	-1
<b>IT</b>	VA SERIES 2210 IT SPECIALIST	7,242	6,215	-1,027	-26
<b>VA-WIDE</b>	ACCOUNTANT	2,048	1,874	-174	17
	ARCHITECT	46	37	-9	-1
	CIVIL ENGINEERING	15	13	-2	0
	CONTRACT SPECIALIST	3,030	2,579	-451	-11
	ENVIRONMENTAL ENGINEERING	20	14	-6	0
	GENERAL ENGINEERING	1,624	1,567	-57	-1
	HR ASSISTANCE	1,380	1,098	-282	-11
	HR SPECIALIST	8,825	7,566	-1,259	-29
	PERSONNEL SECURITY SPECIALIST	1,034	987	-47	-1
	REALTY	135	116	-19	0
SAFETY ENGINEERING	3	3	0	0	

## Merit Hiring Plan Time to Hire for Highlighted Occupations


(as of 03/31/2026)

ORGANIZATION	OCCUPATION	MERIT HIRING PLAN TIME TO HIRE (IN DAYS)
VHA	VHA EVS TECH/CUSTODIAL WORKER	55
	VHA FOOD SERVICE WORKER	44
	VHA LICENSED PRACTICAL NURSE	49
	VHA MEDICAL SUPPORT ASSISTANT	45
	VHA MEDICAL OFFICER/PHYSICIAN	46
	VHA NURSE ASSISTANT	43
	VHA POLICE	60
	VHA PSYCHOLOGIST	44
	VHA REGISTERED NURSE	44
	VHA SOCIAL WORKER	47
VBA	VBA LEGAL ADMIN. SPEC. (e.g., CALL CENTER PERSONNEL)	N/A
	VBA VETERANS CLAIM EXAM. (e.g., CLAIMS PROCESSING PERSONNEL)	N/A
	VBA REHABILITATION COUNSELOR	44
	VBA VOCATIONAL REHABILITATION	37
NCA	NCA CEMETERY CARETAKER	38
IT	VA OVERALL—SERIES 2210 IT SPECIALIST	25
VA-WIDE	ACCOUNTANT	21
	ARCHITECTURE	N/A
	CIVIL ENGINEERING	N/A
	CONTRACT SPECIALIST	49
	ENVIRONMENT ENGINEERING	N/A
	GENERAL ENGINEERING	77
	HR ASSISTANCE	9
	HR SPECIALIST	20
	PERSONNEL SECURITY SPECIALIST	44
	REALTY	N/A
	SAFETY ENGINEERING	N/A

## Retention Rates for Highlighted Occupations

(as of 03/31/2026)


ORGANIZATION	OCCUPATION	NEW HIRE RETENTION FOR FIRST 2 YEARS ONBOARDS
VHA	VHA EVS TECH/CUSTODIAL WORKER	60.0%
	VHA FOOD SERVICE WORKER	59.0%
	VHA LICENSED PRACTICAL NURSE	74.0%
	VHA MEDICAL SUPPORT ASSISTANT	76.0%
	VHA MEDICAL OFFICER/PHYSICIAN	80.0%
	VHA NURSE ASSISTANT	65.0%
	VHA POLICE	73.0%
	VHA PSYCHOLOGIST	89.0%
	VHA REGISTERED NURSE	82.0%
	VHA SOCIAL WORKER	84.0%
VBA	VBA LEGAL ADMIN. SPEC. (e.g., CALL CENTER PERSONNEL)	61.0%
	VBA VETERANS CLAIM EXAM. (e.g., CLAIMS PROCESSING PERSONNEL)	80.0%
	VBA REHABILITATION COUNSELOR	75.0%
	VBA VOCATIONAL REHABILITATION	73.0%
NCA	NCA CEMETERY CARETAKER	63.0%
IT	VA OVERALL—SERIES 2210 IT SPECIALIST	64.3%
VA-WIDE	ACCOUNTANT	44.4%
	ARCHITECTURE	N/A
	CIVIL ENGINEERING	N/A
	CONTRACT SPECIALIST	47.4%
	ENVIRONMENT ENGINEERING	N/A
	GENERAL ENGINEERING	87.0%
	HR ASSISTANCE	30.8%
	HR SPECIALIST	60.9%
	PERSONNEL SECURITY SPECIALIST	100%
	REALTY	100%
	SAFETY ENGINEERING	N/A

 **In this section**, we measure factors influencing employees to leave VA across several key occupations. The exit survey is voluntary and is administered to employees departing VA (not including those who may be transferring from one job to another within VA).

JOB FAMILY/OCCUPATIONS (as of 03/31/2026)	PARTICIPANTS	WOULD WORK AGAIN FOR VA	WOULD RECOMMEND VA	REASONS FOR LEAVING
Medical and Dental	1,217	76%	80%	Personal/family matters (12%), Geographical relocation (11%), Lack of trust/confidence in senior leaders (8%), Poor working relationship with supervisor or co-worker(s) (7%), Job stress/pressure (6%)
General Administration	237	71%	78%	Change careers (12%), Job stress/pressure (11%), Opportunity for advancement (9%), Poor working relationship with supervisor or co-worker(s) (9%), Personal/family matters (8%)
Psychologists	43	54%	51%	Geographically relocate (17%), Lack of trust/confidence in senior leaders (13%), Personal/family matters (13%), Lack of autonomy (10%), Policy or technology barriers to getting the work done (7%)
Social Workers	111	69%	69%	Personal/family matters (13%), Job stress/pressure (12%), Policy or technology barriers to getting work done (9%), Poor working relationship with supervisor or co-worker(s) (8%), Lack of trust/confidence in senior leaders (8%)
HR Specialists and HR Assistants*	N/A	N/A	N/A	N/A
Cemetery Caretakers*	N/A	N/A	N/A	N/A
Veterans Claim Exam. (e.g., Claims Processing Personnel)*	N/A	N/A	N/A	N/A
Contracting Officers*	N/A	N/A	N/A	N/A
IT Specialists	33	68%	82%	Personal health issues (20%), Geographically relocate (13%), Job stress/pressure (13%), Desired alternative work schedule not offered (13%), Lack of trust/confidence in senior leaders (13%)
All Occupations	1,993	73%	78%	Personal/family matters (11%), Geographical relocation (10%), Lack of trust/confidence in senior leaders (8%), Poor working relationship with supervisor or co-worker(s) (7%), Job stress/pressure (7%)

\*Data for this occupation is not available (N/A) because sample size is <30 responses.

PACT ACT TITLE IX AUTHORITIES

 **In this section**, we measure VA's success in implementing important authorities given to VA through the PACT Act. While these authorities were provided in the PACT Act, applying the authorities impacts the overall workforce, which is why we have included this section in the VA Workforce Dashboard. The data below represents the number of personnel actions arising from the implementation of each of these important authorities.

**In this section**, we also report on contract buy-outs. A contract buy-out is the authority to buy out service contracts for certain non-VA health care professionals in exchange for employment at a rural or highly rural VA medical facility.

AUTHORITIES	FY25 (10/01/2024-09/30/2025)	FY26 (10/01/2025-09/30/2026)	CAP
Student Loan Repayment	407	157	N/A
Special Contribution Awards	17,687	3,446	N/A
Retention Incentives	10,040	3,559	N/A
Recruitment Incentives	1,654	824	N/A
Critical Pay Positions	159	159	200
College Graduates	1	0	31
Post-Secondary Students	0	0	8
Critical Skills Incentives	1	0	N/A
Contract Buy Outs	2	0	N/A

## Page One

### Metric/Term

VA FY26 Overall

Onboards

Hires

Losses

Merit Hiring Plan Time to Hire

VACO

Cumulative Onboard

Percentage Growth Onboard

Announcements

Applications

Certificates

Selections

Entries on Duty

### Definition

This chart tracks VA overall workforce outcomes. These numbers exclude intermittent, non-pay, and medical resident and trainee employees. Due to minor differences in data pulls and updates, component totals do not sum to VA total.

This metric tracks VA overall workforce outcomes. These numbers exclude intermittent, non-pay, medical resident and trainee, and Veteran Canteen Service employees. Due to minor differences in data pulls and updates, component totals do not sum to VA total. This metric identifies new hires from outside VA.

This metric identifies individuals who have separated from the respective VA Administration.

This metric identifies the number of days between the hiring need validation and tentative job offer for internal and external hires. The time to hire model was updated by OPM based on the May 29th memo and was updated on VA Workforce Dashboard Issue 27 to reflect the new measure.

This acronym stands for VA Central Office.

This metric identifies the total number of VA employees onboard.

This metric identifies the percentage the workforce grown month-over-month.

This metric identifies the number of announcements posted to USA Staffing during the time period.

This metric identifies the number of applications received to postings during the time period.

This metric represents the number of hiring certificates issued during the time period.

This metric identifies the number of selections that were made during the time period.

This metric identifies the number of VA employees with an EOD (Entry on Duty) date within the time frame.

## Page Two

### Metric/Term

Mission Critical Occupation (MCO)

VHA Additional Key Specialties

Fiscal Year Net Onboard Change

Monthly Net Onboard Change

### Definition

This term identifies occupations agencies consider core to carrying out their missions. Such occupations usually reflect the primary mission of the organization without which mission-critical work cannot be completed.

This metric identifies VHA occupations not included as MCOs. VHA Additional Key Specialties include Licensed Practical Nurses, Nursing Assistants, Medical Support Assistants, Food Service Workers, and Police.

This metric shows the difference in onboard employee counts from the end of the previous fiscal year to the current reporting period month.

This metric shows the difference in onboard employee counts from the previous reporting period month to the current reporting period month.

## Page Three

### Metric/Term

Merit Hiring Plan Time to Hire

New Hire Retention for First 2 Years Onboards

### Definition

This metric identifies the number of days between the hiring need validation and tentative job offer. The time to hire model was updated by OPM based on the May 29th memo and was updated on VA Workforce Dashboard Issue 27 to reflect the new measure.

This metric identifies the percent of new hires to the VA after 2 years. Retention rates are calculated separately by each Administration. VA is continuing to build out retention rates across a broader section of occupations.

## Page Four

### Metric/Term

Exit Survey

PACT Act Title IX Authorities

CAP

Student Loan Repayment

Special Contribution Awards

Retention Incentives

Critical Pay Positions

College Graduates

Post-Secondary Student

Contract Buy Out

Critical Skills Incentive

### Definition

This metric identifies that Exit Surveys are provided to employees who voluntarily separate from VA. Voluntary separations include voluntary retirements, resignations, and termination of temporary, term, and time-limited appointments. This does not include conduct or performance-based actions or employees transferring to another administration, office, or facility and staying within VA.

This term refers to the Authorities in the PACT Act specific to improvement of the VA's workforce. The relevant workforce sections are found in Title IX, sections 901 to 909.

This metric identifies the statutory caps on relevant authorities in Title IX.

This metric identifies that federally insured student loans may be repaid as a recruitment or retention incentive for candidates or current employees.

This metric identifies the monetary awards for any special contribution, act, service or achievement that benefits VA or the Federal Government in accordance with the guidelines in VA Handbook 5017.

This metric identifies the compensation flexibilities to help the recruitment and retention of the federal workforce. These numbers only reflect new retention incentives allocated in the designated time period, and do not include continuing retention incentives.

This metric identifies the positions with a high level of expertise in a field deemed as critical to the agency's mission may be granted authority to fix the rate of basic pay at a higher rate upon request by agency head to OPM.

This metric identifies the College Graduate Hiring Authority which allows agencies to use strategic recruiting to hire recent college graduates to fill professional and administrative positions at GS-11 level and below. (The authority was established by Public Law 115-232 and is codified at 5 U.S.C. 3115.)

This metric identifies the Hiring Authority for Post-Secondary Students which allows agencies to hire certain post-secondary students into positions at specified grades in the competitive service. The intended effect of the authority is to provide additional flexibility in hiring eligible and qualified individuals.

A contract buy-out is the authority to buy out service contracts for certain health care professionals in exchange for employment at a rural or highly rural VA medical facility. The metric includes the number of contract buy-outs executed during the fiscal year. An executed contract buy-out includes a fully signed memorandum of agreement and service agreement.

This metric identifies the pay given to employees with skills directly related to their high demand or at shortage positions that serve a mission-related need of the Department, as determined by the Secretary of VA.