

CONTENTS

CHAPTER 332. RECRUITMENT

PARAGRAPH	PAGE
1. Scope	1
2. Policy	1
3. Responsibilities.....	2
4. Coordination of Recruitment Activities	4
5. Recruitment Planning.....	5
6. The Recruitment Process	6
7. Recruitment Sources	6
8. Aids To Recruitment	8
9. Evaluating the Recruitment Program	12

APPENDIXES

A. College Relationships	App. A-1
B. Selection and Training of Recruitment Officials (reserved).....	App. B-1
C. Liaison with U.S. Office of Personnel Management Service Centers (reserved).....	App. C-1
D. Professional Association Placement Services (reserved)	App. D-1
E. Recruitment Advertising (reserved)	App. E-1
F. Vacancy Reporting and Recruitment Bulletin.....	App. F-1
G. Recruitment Aids (reserved)	App. G-1
H. Communications with Prospects and Applicants (reserved).....	App. H-1

CHAPTER 332. RECRUITMENT**(To Be Used With 5 CFR 213, 300, 330, 333, 351, 530, 531, and 572)****1. SCOPE**

a. **Position Coverage.** This chapter contains the recruitment policies and procedures to follow in locating and attracting the best qualified available applicants for VA employment. The recruitment principles outlined apply primarily to competitive service positions; however, they may be equally useful and appropriate in recruiting for excepted service positions filled under 5 U.S.C. and 38 U.S.C. (See App. F, "Vacancy Reporting and Recruitment Bulletin," for guidance on publicizing staffing needs in both the excepted and competitive services.)

b. **Subject Matter Coverage.** Recruitment consists of locating suitable candidates, developing their interest in VA, and selecting highly qualified individuals for employment. (See MP-5, pt. I, ch. 300, for instructions that apply after an applicant has been selected for employment.)

2. POLICY

a. **General.** Positive and aggressive recruitment programs will be planned and administered on a coordinated, continuous basis at appropriate organizational levels to maintain an adequate and competent work force. The objective is to assure a sufficient reservoir of qualified available candidates to meet current and future employment needs. VA will provide, through affirmative action, equal opportunity in employment to all available qualified persons based on merit. Discrimination in employment because of race, color, religion, sex, national origin, age, political affiliation, marital status, or nondisqualifying physical or mental handicap is prohibited.

b. **Recruitment of Disabled Veterans, Handicapped Individuals, and Vietnam Era Veterans.** It is essential that field facilities take affirmative action in the recruitment of qualified disabled veterans, other qualified handicapped individuals, and Vietnam Era Veterans. Intensive efforts to seek out and hire these deserving people must be carried out at appropriate levels so that positive results can be achieved. This is in keeping with the provisions of the Rehabilitation Act of 1973 (P.L. 93-112), and the Vietnam Era Veterans Readjustment Assistant Act of 1974 (38 U.S.C. 4214) which require the maximization of employment opportunities not only for disabled veterans, but for Vietnam era veterans as well.

c. **Veteran Recruitment.** Section 201 of Public Law 93-82, the Veterans Health Care Expansion Act of 1973 (38 U.S.C. 7302(a)(2)), requires VA to carry out a major program for the employment of veterans with medical military occupation specialties. VA's recruitment efforts must focus attention on this source of potentially well-qualified candidates.

d. **Recruitment Priorities.** It is recognized that the primary recruitment efforts of VA Human Resources Management (HRM) and other concerned officials will be focused upon the staffing of their respective station, program, staff office, or administration, as appropriate. However, these efforts will secondarily represent VA-wide recruitment interests. A third priority may serve the employment needs of other Federal agencies.

e. **Recruitment Activities Sponsored by Non-VA Organizations.** VA HRM and other officials will participate, as appropriate, in recruitment activities sponsored by such organizations as the U.S. Office of Personnel Management (OPM), Federal Executive Boards, chambers of commerce, educational institutions, and professional organizations. This participation should normally be in proportion to expected benefits to VA. VA officials who are in a position to influence the content of such efforts should ensure that VA recruitment needs are adequately represented.

f. **College Relationships.** VA field facilities will conduct a long range, general VA employment information program at the colleges and universities assigned to them in appendix A of this chapter. Central Office staff officials who develop similar programs for specific positions pertinent to their functions will attempt to maintain the same alignment of schools and field facilities shown in appendix A. General instructions to field facilities concerning such separate programs will be coordinated with the Deputy Assistant Secretary for HRM prior to issuance. Similarly, VA field facility officials participating in local, State, or regional college recruitment programs will, if feasible, do so in affiliation with the schools with which they are associated in appendix A.

3. RESPONSIBILITIES

a. **Deputy Assistant Secretary for HRM.** The Deputy Assistant Secretary for HRM is responsible for:

(1) Developing and recommending to the Secretary, administration and staff office heads, policies, programs, and procedures governing recruitment for VA positions;

(2) Providing positive leadership and guidance to assure that VA recruitment policies are characterized by aggressive, affirmative action to ensure equal employment opportunity for minority groups, women, Vietnam era veterans, and disabled veterans and other handicapped individuals;

(3) Furnishing leadership, advice, and assistance on recruitment matters to all levels of management;

(4) Assisting administration and staff office heads in recruiting candidates for key staff positions and in developing recruitment campaigns for occupational groups where a nationwide approach is indicated;

(5) Representing VA, normally at the national level, in contacts with the OPM and appropriate professional organizations on recruitment policies, programs, and related matters;

(6) Developing recruitment support material such as pamphlets, exhibits, and other recruitment aids; and

(7) Evaluating the effectiveness of the VA recruitment program.

b. **Administration and Staff Office Heads.** Heads of administrations and staff offices are responsible for:

(1) Keeping the Deputy Assistant Secretary for HRM informed concerning developments which may affect current or future recruitment needs within their respective jurisdictions;

(2) Collaborating with the Deputy Assistant Secretary for HRM in the planning and execution phases of recruitment campaigns; and

(3) Providing support for stations requesting special efforts to meet recruitment needs.

c. **Field Facility HRM Officers.** Field facility HRM Officers are responsible for:

(1) Planning and administering recruitment programs that will identify and attract the best qualified available applicants for those positions under the jurisdiction of the field facility;

(2) Recommending and advising management officials on the steps to be taken within the recruitment program to maintain positive adherence to the principles of merit and equal employment opportunity;

(3) Participating with management officials in planning for immediate and long-range recruitment needs and advising management officials on the methods necessary to meet these needs;

(4) Screening applications against the appropriate standards and requirements of the positions to be filled and referring the best qualified available candidates for selection consideration by appropriate officials;

(5) Assisting in recruitment for positions in other VA locations by publicizing their employment opportunities and referring applications of qualified candidates to other VA facilities;

(6) Orienting field facility management officials regarding their responsibilities in the recruitment and selection process;

(7) Based on operating experience, submitting to Central Office recommendations for improvement of recruitment programs, methods and policies; and

(8) Notifying OPM automated USAJOBS vacancy announcement system, VA or other Federal delegated examining unit(s), OPM Service Center(s) and other appropriate organizations providing referral service or employment publicity of specific vacancies and, as appropriate, anticipated staffing needs. (Ref: 5 CFR 330.102 and VA-OPM Interagency Agreement # VA-1, dated June 21, 1996, on delegated examining)

(NOTE: The Team Leader, Headquarters and Executive Resources Team, has similar recruitment responsibilities for Central Office positions.)

d. **Other Field Facility Officials.** Field facility management officials are responsible for:

(1) Participating with HRM officials in special recruitment activities such as contacts with schools and civic and professional groups to develop and cultivate productive recruitment sources;

(2) As requested, serving as examining panel or consulting members of OPM Service Centers to evaluate the qualifications of applicants or to plan examinations for positions in their subject-matter specialties;

(3) Evaluating candidates referred by the HRM office and exercising delegated selection authority;

(4) Providing the HRM office with forecasts of staffing needs to facilitate both current and long-range recruitment planning;

(5) Providing the HRM office prompt notification of the need to recruit for specific vacancies; and

(6) Coordinating with the HRM office when specific actions are required to obtain applications and immediately referring applications received to the HRM office.

(NOTE: Central Office management and staff officials have similar responsibilities for Central Office positions.)

4. COORDINATION OF RECRUITMENT ACTIVITIES

a. **General.** For recruitment purposes, there are no clearcut boundaries between field facilities; and there is overlapping of recruitment efforts in areas where two or more field facilities are each conducting recruitment activities. Coordinated efforts, therefore, should be a common goal to facilitate certain recruitment relationships among VA field facilities in proximity to each other, as well as with educational institutions and other organizations. It is important that Veterans Health Administration field facilities coordinate their efforts within the Veterans Integrated Service Network (VISN) so that a cohesive and unified recruitment effort is maintained. This should achieve the best results and prove to be more economical.

b. **College Relationships.** Each field facility head (and the Deputy Assistant Secretary for HRM for Central Office) will designate a College Recruitment Liaison Officer for purposes outlined in Appendix A, "College Relationships." This designation and the association of the College Recruitment Liaison Officer with designated colleges and universities provide an organization through which, on a nationwide basis, basic VA employment information is provided with minimum duplication of effort.

5. RECRUITMENT PLANNING

a. **General.** An important responsibility of the HRM Officer is to anticipate the staffing needs of the installation and, in conjunction with other field facility officials, to develop plans for meeting those needs. This requires:

(1) Understanding the nature of the work done in each segment of the installation and of its relationship to the work of other segments;

(2) Understanding the knowledges, skills, abilities, and personal attributes required to do the work of the segment most effectively;

(3) Awareness of situations, conditions, and developments which indicate future personnel needs in each program; and

(4) Active participation in the activities of committees whose actions affect staffing needs, e.g., budget, position management, equal employment opportunity, and employment of disabled veterans and handicapped individuals.

b. **Prior Determinations.** Before recruiting for a specific position, the HRM staff must determine:

(1) That an authorized position vacancy exists, or will exist, and that appropriate approval for filling the position has been given;

(2) That the position is properly classified and if any limitation exists as to the number of employees that can be supported at a given grade level;

(3) The type of appointment and any special conditions of employment such as hours of duty, shift arrangements, time limitations, and alternate grade levels;

(4) The appropriate qualification standard and any selective certification or quality ranking factors which may be appropriate; and

(5) The appropriate recruitment sources and techniques to use and whether to use them singularly or in combination. In this regard a determination must be made as to whether there exists any applicable negotiated agreement provisions which would govern the sources and techniques to be used or the sequence of their use.

c. **Selection and Training of Recruitment Officials.** An important part of the recruitment planning process is the selection and training of recruitment officials. VA personnel who contact candidates for employment or officials of recruitment sources should be those best qualified for this purpose. A favorable image presented by the recruiter can be the first step in bridging the gap between interest and employment. The selection and training of recruitment officials is, therefore, of paramount importance.

6. THE RECRUITMENT PROCESS

Recruitment, or more specifically, *positive recruitment*, is the proper application of the elements that comprise the planned process of identifying general and specific staffing needs and of locating, attracting, and employing the best qualified available individuals. This is achieved by properly identifying and publicizing VA needs and opportunities, by developing and cultivating general and specific sources of candidate supply, and by identifying individual prospects and accomplishing the preliminaries necessary to appoint appropriate individuals. The process requires a continuous awareness of current and projected employment market conditions in order to capitalize on the availability of persons who are best qualified to perform the work of VA. It is the proper blending of publicity; employment market contacts, including schools, colleges, universities, and minority group organization and professional placement association relationships; knowledge of applicant supply; and aggressive efforts to seek out the best possible applicants that characterize the positive effort, rather than the routine recruitment procedure. It also requires determining and applying the proper mix of these elements in direct response to the staffing needs of VA. Some of the more common sources of candidates, and available recruitment aids, are discussed in the following two paragraphs.

7. RECRUITMENT SOURCES

a. **General.** Recruitment sources are varied and numerous. The extent to which the sources will be utilized will depend on local recruiting needs and resources. The sources described below, plus any developed locally, may be used singly or in combination as circumstances indicate.

b. **Standard Sources.** When labor market conditions are favorable, the following recruitment sources will normally produce a sufficient number of highly qualified candidates.

(1) **Civil Service Certificates of Eligibles** Before, after or concurrently with consideration of candidates identified through inservice placement activities, the primary recruitment sources for filling competitive service positions are certificates of eligibles obtained from a VA or other Federal delegated examining unit or an OPM Service Center. (Ref: 5 U.S.C. 1104 and VA-OPM Interagency Agreement # VA-1 on delegated examining)

(2) **Applicant Supply System.** Each HRM office making temporary appointments outside civil service registers will establish and maintain an applicant supply system in accordance with the guidelines established in 5 CFR Part 333. This system may also be used to maintain applications from persons having eligibility for noncompetitive appointment.

(3) **Reemployment Priority List.** Former VA employees on the facility's reemployment priority list will be given consideration as required by 5 CFR 330.201 – 330.209 and 5 CFR 351.803.

(4) **Displaced Employees.** Displaced employees of VA and other Federal agencies will be given employment consideration as required by VA Directive 5330 and VA Handbook 5330 on VA Career Transition Assistance Plan, and 5 CFR Part 330.

c. **Other Sources.** When the above recruitment sources fail to supply a sufficient number of well-qualified candidates, other sources such as the following should be explored:

(1) **Colleges and Universities.** Through its close ties with medical and other schools, VA is associated on a day-to-day basis with these potentially productive recruitment sources. From a recruitment standpoint, professional contacts by line and staff officials with their academic counterparts are invaluable and should be cultivated and maintained. Such contacts, however, do not assure that these recruitment sources are being fully utilized. Positive recruitment efforts are necessary to fully capitalize on these sources. HRM Officers should assume a leadership role in coordinating these efforts. (See App. A, "College Relationships," for specific guidance.)

(2) **Other Educational Institutions.** Appropriate efforts should be conducted at educational institutions below the baccalaureate degree level. Junior colleges, trade and technical schools, and high schools may prove to be productive sources of candidates for specific local recruitment needs. To some extent, the value of these efforts must be judged in terms of long-range objectives attained through career orientation and motivation of students.

(3) **VA Employees.** One of the most productive recruitment sources for a field facility is its own employees. To capitalize on this source, responsible officials need to keep employees informed about VA recruitment needs. This may be accomplished by the conspicuous posting of local and VA-wide employment opportunities on employee bulletin boards, publicity in facility newsletters, and staff meeting announcements. For positions which are included in exclusively recognized units, facility management may consider seeking the assistance of the labor organization which holds exclusive recognition for that unit in the facility's recruiting effort. As an inducement for employee assistance in recruitment, consideration should be given to granting appropriate incentive awards, including cash awards, to those employees whose efforts result in the appointment of a candidate to a hard-to-fill position. (See VA Handbook 5451, section C, para. 4.e.(6).)

(4) **State Employment Services.** Local offices of the various State employment services are equipped to give advice regarding labor market conditions, publicize position vacancies, and screen and refer applicants. Many of these offices are organized to provide recruitment assistance for professional occupations, as well as for skilled and unskilled workers.

(5) **Nonprofit Employment Services.** Professionally sponsored nonprofit employment services are legitimate sources in recruiting for hard-to-fill positions. The services provided typically include publicizing an employer's vacancies and referring resumes of interested applicants. (See 5 CFR 300.401 – 300.408.) Participation in professional associations' conventions and meetings, many of which feature on-site placement operations, often pays recruitment dividends. In addition to these formal approaches, informal contacts with professional associations at the national, regional, State, and local levels are often productive. Line and staff officials can play an important role in recruitment activities of this type.

(6) **Competing Organizations.** Contacts with other Federal agencies and private institutions employing the same types of personnel as VA are sometimes productive – not to recruit their staff

but to invite referrals of personnel who may have declined their offers or are surplus to their staffing needs.

(7) **Career Days.** Career days, job fairs, and other similar events can serve as productive sources. Such events are sponsored by educational institutions, chambers of commerce, civic groups, and other organizations.

(8) **Student Educational Employment.** This source yields graduates who tend to be more immediately productive as they are already familiar with the VA working environment. (See 5 CFR 213.3202 (a) and (b) as they affect MP-5, pt. I, ch. 308.)

(9) **Allied Health Training.** This source includes VA-funded allied health trainees, such as those established in social work, dietetic and psychology disciplines.

(10) **Normally Unemployed Persons.** Workers in seasonal industries within the local area may be available for off-season work in VA. Also, the possibility may be explored of obtaining services from that segment of the local population who normally are not employed, such as students, homemakers, and retired persons. Appropriate consideration should be given to the desirability of establishing part-time positions to capitalize on the skills and motivation of such individuals.

(11) **State Licensing Bodies.** State licensing organizations will often furnish names and addresses of newly licensed individuals who may consider employment with VA.

(12) **Special Interest Groups.** Veterans organizations, community action groups, minority organizations, women's organizations, fraternal societies, welfare groups, rehabilitation organizations concerned with training and placement of the handicapped, and similar organizations will often provide placement assistance.

(13) **Other Sources.** Not to be overlooked as potentially productive sources are the public interest programs for such individuals as enrollees of Federally-funded economic opportunity programs, physically handicapped, disabled veterans, mentally retarded and restored, public offenders, and others.

8. AIDS TO RECRUITMENT

a. **Recruitment Incentives.** Several incentives are available for use in enhancing the VA's ability to recruit, particularly for hard-to-fill positions. Plans for recruitment should capitalize on these provisions to the maximum extent necessary. Among these incentives are:

(1) Above Minimum Salary Rates

(a) **Shortage Category Recruitment.** Above minimum salary rates and ranges are established for certain occupations and grade levels under the provisions of 5 U.S.C. 5305 for which a shortage exists for recruitment purposes. (See 5 CFR 530.301 – 530.307, and MP-5, pt. I, ch. 530.) Recruitment personnel must be aware of these rates in order to conduct effective

recruitment and be alert to situations which might justify requesting approval of these rates for other occupations on either a local or nationwide basis.

(b) **Above Minimum Rates for Candidates With Superior Qualifications.** Under the provisions for 5 U.S.C. 5333, certain persons may be appointed to positions at a salary rate above the minimum rate for the particular grade level on the basis of their superior qualifications. (See 5 CFR 531.203 (b) and MP-5, pt. I, ch. 531.)

(2) **Travel and Transportation to First Post of Duty.** For positions which the designated VA official determines there is a manpower shortage, authority exists for the payment of travel and transportation expenses for appointees to report to their first post of duty. (See 5 CFR Part 572 and MP-1, pt. II, ch. 2.) Where such expenses will be paid, this fact should be communicated to prospective employees so that it will have the maximum favorable effect on recruitment.

(3) **Travel Expenses for Visits of College Officials.** VA field facilities may pay travel expenses of educational institution officials for the purposes of consulting with them on VA employment opportunities and on recruitment problems and techniques. VA officials should consider capitalizing on these provisions in instances where they sponsor or participate in career day programs, host open house events, or host student groups for tours of field stations for long-rang recruitment purposes. (See MP-1, pt. II, ch. 2.)

(4) **Travel Expenses for Preemployment Interviews.** Payment of travel expenses for preemployment interviews may be a useful and necessary approach for ascertaining an applicant's qualifications for a position. (See 5 CFR Part 572 and MP-1, pt. II, ch. 2.)

b. **Recruitment Techniques.** Available techniques are:

(1) **Publicizing VA Recruitment Needs.** Publicizing VA recruitment needs will normally be initiated by HRM officials in collaboration with line and staff officials. When such initiative is taken by non-HRM officials, their activities will have the prior concurrence of the HRM Officer at field facilities or of the Deputy Assistant Secretary for HRM in Central Office, as appropriate. There are several means of making VA employment opportunities known to recruitment sources. Among these are:

(a) **Advertising**

1. VA regulation in 38 CFR 2.4 delegates authority to the following officials to order paid advertising for recruitment purposes: Administration Heads, Assistant Secretaries; Other Key Officials (the General Counsel, the Inspector General, the Chairman, Board of Veterans' Appeals, the Chairman, Board of Contract Appeals, and the Director, Office of Small and Disadvantaged Business Utilization); Deputy Assistant Secretaries; the deputies of such officials; the Deputy Assistant Secretary for HRM; Associate Deputy Assistant Secretary for HRM; and field facility Directors.

2. Paid advertisements for positions in the competitive service may be used when the requirements in FPM chapter 332, subchapter 1, section 9, are met. Prior Central Office approval

is not required in placing recruitment advertisements having a local or State-wide audience or for advertising regarding Title 38 positions; and there are no restrictions on the type of advertising media used, e.g., newspapers, periodicals, radio, or television. Paid advertisements for positions in the competitive service having a nation-wide audience or area of publicity will require the prior approval of the Deputy Assistant Secretary for HRM (05). When a number of field facilities request approval to advertise nationwide for a particular position, consideration will be given to utilizing a larger VA-wide advertisement placed by the Office of HRM or other headquarters component in lieu of the smaller advertisements requested by the field facilities. All advertisements should be in good taste and appear in media that are appropriate in terms of the type and location of the positions involved.

3. A file for each advertisement will be established and maintained for 2 years. The file will include such pertinent information as a copy of the advertisement, media used, cost, and a concise assessment of the results achieved. This information will be evaluated to determine the effectiveness of advertisements and to plan any needed improvements in future advertising efforts. Upon request, this information will be forwarded through channels to the Deputy Assistant Secretary for HRM (05) for review and analysis.

(b) **Vacancy Reporting and Recruitment Bulletin.** One means of publicizing position vacancies both within and outside VA is through the Department of Veterans Affairs Recruitment Bulletin. This system provides for the reporting of vacant positions by field stations and Central Office, the consolidation and publication of the reported vacancies in a monthly recruitment bulletin, and the distribution of the bulletin throughout VA and to certain external organizations. The HRM Officer is the official responsible for determining the need for publicizing positions in this publication. (See App. F, "Vacancy Reporting and Recruitment Bulletin," for detailed guidance.)

(c) **Recruitment of Minorities and Women.** Recruitment activities will be designed to reach and attract job candidates from all segments of society. Where appropriate, these activities should be tailored to improve their effectiveness among members of special groups. The following techniques may be helpful in this respect:

1. Participation of the Hispanic Employment Program and Federal Women's Program Coordinators or other EEO representatives in recruitment activities and outreach contacts;
2. Spanish translation of job announcements, fact sheets, pamphlets, and other recruitment literature;
3. Use of the Spanish language to reach the Hispanic public via the various media (radio, television, newspapers, magazines);
4. Pictures of Hispanic and other minority employees and women in recruitment literature and exhibits;
5. Identification of specific positions in which the employment of bilingual, bicultural persons would enhance VA's responsiveness to the unique needs of a large segment of the population

which it serves. [Ref: Federal Register Vol. 59, No. 241, New Application Procedures for Federal Jobs (Elimination of SF 171, Application for Federal Employment), dated December 16, 1994]

(d) **Recruitment Literature.** Recruitment literature developed by VA Central Office or by the OPM is usually designed to support recruitment efforts on a VA-wide basis. This literature may be supplemented by additional material identified or developed by field facilities.

(e) **Recruitment Exhibits.** Several professionally prepared recruitment exhibits are available from Central Office for use by field facilities on special occasions. Requests for these exhibits should be made through channels to the Deputy Assistant Secretary for Administration (032) or, for some healthcare occupation portable exhibits, to the Under Secretary for Health (10A2D). These exhibits may be supplemented by ones developed locally.

(f) **VA Fact Sheets.** These are descriptive summaries of VA field facilities, their mission and special programs, and the community and surrounding areas, which are used to inform and interest prospective applicants in employment. Photographs are used to show facility features and activities, as well as historical and recreational items of interest. Fact Sheets are developed by the field station with the advice and assistance of the Deputy Assistant Secretary for HRM (05).

(g) **"Open House" Activities.** An effective means of publicizing VA recruitment needs is through local open house activities. Such activities are usually held in conjunction with Veterans Day, National Hospital Week, or similar observances; and they present excellent opportunities to publicize local, as well as VA-wide employment possibilities. Presentation of exhibits, distribution of recruitment literature, showing of film and similar recruitment messages can often be used effectively during activities of this type.

(2) **Recruitment on an Individual Basis.** The approach to be used in recruiting for a specific position should be tailored to fit local needs and circumstances existing at the time. There are some fundamental principles, however, that apply across-the-board in all recruitment activities. Some of these principles are discussed below.

(a) **Communicating With Prospects.** One of the most important stages in the recruitment process is the initial contact with a potential applicant. Whether by telephone, written communication, or otherwise, the initial contact represents the point in the recruitment process at which an individual either loses interest in VA employment or becomes an interested candidate.

(b) **Interviews.** An equally important stage in the recruitment process is the employment interview, whether at the initial contact stage or at the selection consideration stage. Officials with responsibilities in this area should be thoroughly trained in the techniques of conducting successful interviews. In tight labor market situations, consideration should be given to publicizing and conducting interviews after normal working hours and during weekends, either on-station or at locations more convenient to prospective candidates. Other field facilities located closer to an applicant's home should be utilized to the maximum extent possible to conduct personal interviews.

(c) **Administrative Requirements.** Applications procedures and subsequent processing requirements should be accomplished with the prospect's convenience in mind at all times. The objective should be to make it as easy as possible for a prospect to make application, be interviewed, have a physical examination conducted if required, and be appointed.

9. EVALUATING THE RECRUITMENT PROGRAM

The importance of reviewing and evaluating the effectiveness of the recruitment program on a continuous basis is emphasized. The objectives and evaluation standards and procedures outlined in MP-5, part I, chapter 275, will be followed.

COLLEGES AND UNIVERSITIES IN THE VA COLLEGE
RECRUITMENT LIAISON PROGRAM

ALABAMA

PRESCOTT-VA Medical Center

BIRMINGHAM-VA Medical Center

Northern Arizona University
(Flagstaff)

Birmingham Southern College
(Birmingham)
Daniel Payne College (Birmingham)
Jacksonville State University
(Jacksonville)
Miles College (Birmingham)
Samford University (Birmingham)
Talladega College (Talladega)
University of Alabama in Birmingham
(Birmingham)

TUCSON-VA Medical Center

University of Arizona (Tucson)

ARKANSAS

MONTGOMERY-VA Medical Center

FAYETTEVILLE-VA Medical Center

Alabama State University
(Montgomery)
Huntingdon College (Montgomery)
Troy State University (Troy)
University of Montevallo
(Montevallo)

Drury College (Springfield, MO)
John Brown University (Siloam
Springs)
College of the Ozarks (Clarksville)
Southwest Missouri State University
(Springfield, MO)

University of Arkansas
(Fayetteville)

MONTGOMERY-VA Regional Office

LITTLE ROCK-VA Medical Center

Mobile College (Mobile)
Spring Hill College (Mobile)
University of South Alabama (Mobile)

Arkansas Baptist College (Little
Rock)
Arkansas State University
(Jonesboro)
Philander Smith College (Little
Rock)
University of Arkansas at Little
Rock
(Little Rock)

TUSCALOOSA-VA Medical Center

Alabama A&M University (Normal)
Livingston University (Livingston)
Oakwood College (Huntsville)
Stillman College (Tuscaloosa)
University of Alabama (University)

University of Arkansas at Pine Bluff
(Pine Bluff)
University of Arkansas for Medical
Sciences (Little Rock)
University of Central Arkansas
(Conway)

TUSKEGEE-VA Medical Center

LITTLE ROCK-VA Regional Office

Auburn University (Auburn)
Tuskegee Institute (Tuskegee)

ARIZONA

PHOENIX-VA Medical Center

Arizona State University (Tempe)
Grand Canyon College (Phoenix)

PHOENIX-VA Regional Office

Assigned responsibility to assist
Phoenix VAMC in their liaison
program.

CALIFORNIA -Continued

LIVERMORE Div.-VA HCS Palo Alto

Haywood State University (Haywood)

LOMA LINDA-VA Medical Center

Claremont University Center
(Claremont)
Loma Linda University (Loma Linda)

University of Redlands (Redlands)

LONG BEACH-VA Medical Center

California State College at
Dominquez Hills
(Dominquez Hills)
California State University at
Long Beach
(Long Beach)

Chapman College (Orange)

University of California at Irvine
(Irvine)

Harding College (Searcy)
Henderson State College
(Arkadelphia)
Ouachita Baptist University
(Arkadelphia)
University of Arkansas Monticello
(Monticello)

CALIFORNIA

FRESNO-VA Medical Center

California State University at
Fresno
(Fresno)

SAN FRANCISCO-VA Medical Center

San Francisco State University
(San Francisco)
University of California at
San Francisco Medical Center
(San Francisco)
University of San Francisco
(San Francisco)

SAN FRANCISCO-VA Regional Office

Golden Gate University (San
Francisco)
Mills College (Oakland)

SEPULVEDA-VA Medical Center

California Polytechnic State
University
at San Luis Obispo (San Luis
Obispo)
California State University at
Northridge (Northridge)
University of California at Santa

December 31, 1998

MP-5, Part I
Chapter 332
APPENDIX A

LOS ANGELES-VA Outpatient Clinic

Barbara (Santa Barbara)

Occidental College (Los Angeles)

WEST LOS ANGELES-VA Medical Center

LOS ANGELES-VA Regional Office

California Lutheran College
(Thousand Oaks)

California State University at
Fullerton

California State University at

(Fullerton)

Los Angeles (Los Angeles)

Pepperdine University (Malibu)

Immaculate Heart College (Los
Angeles)

Scripps College (Claremont)

Marymount College (Los Angeles)

Mount St. Mary's College (Los
Angeles)

MARTINEZ-VA Clinic

University of California at Los
Angeles

(Los Angeles)

California State University at
Sacramento

University of Southern California

(Sacramento)

(Los Angeles)

University of California at Berkele
(Berkeley)

COLORADO

PALO ALTO-VA Health Care System

DENVER-VA Medical Center

San Jose State University (San Jose)
Stanford University (Stanford)
University of Santa Clara (Santa
Clara)

Colorado School of Mines (Golden)
Colorado State University (Fort
Collins)

SAN DIEGO-VA Medical Center

Loretto Heights College (Denver)

San Diego State University (San
Diego)

Regis College (Denver)

University of California at San
Diego

University of Colorado (Boulder)

(LaJolla)

University of Denver (Denver)

COLORADO—Continued

DISTRICT OF COLUMBIA

DENVER-VA Regional Office

WASHINGTON, D.C.-VA Headquarters

Colorado Women's College (Denver)

American University (Washington,
D.C.)

University of Northern Colorado
(Greeley)

George Washington University

(Washington, D.C.)

FORT LYON-VA Medical Center

University of Southern Colorado
(Pueblo)

GRAND JUNCTION-VA Medical Center

Mesa College (Grand Junction)
Western State College of Colorado
(Gunnison)

CONNECTICUT

HARTFORD-VA Regional Office

University of Connecticut (School of Law)
(Storrs)

NEWINGTON Div.-VA Medical Center

Central Connecticut State College
(New Britain)
Saint Joseph College (West Hartford)
Trinity College (Hartford)
University of Connecticut (Storrs)
University of Hartford (West Hartford)

WEST HAVEN-VA Medical Center

Albertus Magnus College (New Haven)
Connecticut College (New London)
Fairfield University (Fairfield)
Quinnipiac College (West Haven)
Southern Connecticut State College
(New Haven)
University of Bridgeport
(Bridgeport)
University of New Haven (West Haven)
Yale University (New Haven)

DELAWARE

WASHINGTON, D.C.-VA Medical Center

Catholic University of America
(Washington, D.C.)
Gallaudet College (Washington, D.C.)
Howard University (Washington, D.C.)
Trinity College (Washington, D.C.)
University of Maryland College Park
Campus (College Park)

WASHINGTON, D.C.-VA Regional Office

Georgetown University (Washington, D.C.)
University of the District of Columbia
(Washington, D.C.)

FLORIDA

BAY PINES-VA Medical Center

Eckerd College (Saint Petersburg)
Florida Southern College (Lakeland)

GAINESVILLE-VA Medical Center

Florida A&M University (Tallahassee)
Florida State University
(Tallahassee)
University of Florida (Gainesville)

LAKE CITY-VA Medical Center

Bethune Cookman College (Daytona Beach)
Jacksonville University
(Jacksonville)

MIAMI-VA Medical Center

Barry College (Miami)
Florida International University
(Miami)

December 31, 1998

MP-5, Part I
Chapter 332
APPENDIX A

WILMINGTON-VA Center

Delaware State College (Dover)
University of Delaware (Newark)
Widener College (Chester, PA)

GEORGIA

ATLANTA-VA Regional Office

Agnes Scott College (Decatur)
Brenau College (Gainesville)
Georgia State University (Atlanta)

AUGUSTA-VA Medical Center

Augusta College (Augusta)
Medical College of Georgia (Augusta)
Paine College (Augusta)
University of Georgia (Athens)

DECATUR (Atlanta)-VA Medical Center

Clark College (Atlanta)
Emory University (Atlanta)
Georgia Institute of Technology (Atlanta)
Morehouse College (Atlanta)
Morris Brown College (Atlanta)
Spelman College (Atlanta)
Tift College (Forsyth)

DUBLIN-VA Medical Center

Albany State College (Albany)
Fort Valley State College (Fort Valley)
Georgia Southern College (Statesboro)
Georgia College (Milledgeville)
Wesleyan College (Macon)

HAWAII

HONOLULU-VA Medical Center

University of Miami (Coral Gables)

TAMPA-VA Medical Center

University of South Florida (Tampa)
University of Tampa (Tampa)

ILLINOIS

CHICAGO-VA Regional Office

Roosevelt University (Chicago)

CHICAGO (Lakeside)-VA Medical Center

Chicago State University (Chicago)
Northeastern Illinois University (Chicago)
Northwestern University (Chicago Campus)
University of Illinois at Chicago Circle (Chicago)

CHICAGO (West Side)-VA Medical Center

Aurora College (Aurora)
Illinois Institute of Technology (Chicago)
University of Chicago (Chicago)

DANVILLE-VA Medical Center

Bradley University (Peoria)
Eastern Illinois University (Charleston)
Illinois State University (Normal)
Illinois Wesleyan University (Bloomington)
Millikin University (Decatur)
University of Illinois Urbana Campus (Urbana)

NORTH CHICAGO-VA Medical Center

University of Hawaii at Manoa
(Honolulu)

Barat College (Lake Forest)
Loyola University of Chicago

Northern Illinois University
(DeKalb)

IDAHO

HINES-VA Medical Center

BOISE-VA Medical Center

Boise State University (Boise)
College of Idaho (Caldwell)
Northwest Nazarene college (Nampa)
(For University of Idaho at
Moscow, see Spokane, WA,
VA Medical Center.)

Concordia Teachers College
(River Forest)
DePaul University (Chicago)
Elmhurst College (Elmhurst)
Illinois Benedictine College (Lisle)
Mundelein College (Chicago)
North Central College (Naperville)
Northwestern University (Evanston)
Rosary College (River Forest)
Wheaton College (Wheaton)

ILLINOIS--Continued

DES MOINES-VA Regional Office

MARION-VA Medical Center

Southern Illinois University at
Carbondale (Carbondale)
(For Southern Illinois University
at Edwardsville, see St. Louis,
MO, VA Medical Center)

Drake University (Des Moines)
Grinnell College (Grinnell)

IOWA CITY-VA Medical Center

Clarke College (Dubuque)
Coe College (Cedar Rapids)
Cornell College (Mt. Vernon)
Marycrest College (Davenport)
Saint Ambrose College (Davenport)
University of Iowa (Iowa City)

INDIANA

**FORT WAYNE Div.-VA No. IN Health
Care System**

Indiana Institute of Technology
(Fort Wayne)
Indiana University-Purdue Universit
at Fort Wayne (Fort Wayne Campus)
Saint Francis College (Fort Wayne)

KNOXVILLE-VA Medical Center

Central University of Iowa (Pella)
Simpson College (Indianola)
William Penn College (Oskaloosa)

INDIANAPOLIS-VA Medical Center

Butler University (Indianapolis)
Indiana Central College
(Indianapolis)
Indiana State University at Terre
Haute
(Terre Haute)

KANSAS

LEAVENWORTH-VA Medical Center

Kansas State College at Pittsburg

Indiana University at Bloomington
(Bloomington)
Indiana University-Purdue
Indianapolis School of Medicine
(Indianapolis)
Marian College (Indianapolis)
Purdue University (Lafayette)

INDIANAPOLIS-VA Regional Office

Indiana University, School of Law
at Indianapolis (Indianapolis)

**MARION Div.- VA No. IN Health Care
System**

Ball State University (Muncie)
St. Mary's College (Notre Dame)
University of Notre Dame (Notre
Dame)

IOWA

DES MOINES-VA Medical Center

Iowa State University of Science
and Technology (Ames)
University of Northern Iowa (Cedar
Falls)

KENTUCKY

LEXINGTON-VA Medical Center

Berea College (Berea)
Eastern Kentucky University
(Richmond)
Morehead State University (Morehead)
University of Kentucky (Lexington)

LOUISVILLE-VA Medical Center

(Pittsburg)
Peru State College (Peru NE)
Saint Mary College (Leavenworth)

TOPEKA-VA Medical Center

Baker University (Baldwin City)
Emporia Kansas State College
(Emporia)
Kansas State Univ. of Agriculture
and Applied Sciences (Manhattan)
Kansas Wesleyan (Salina)
Marymount College (Salina)
Ottawa University (Ottawa)
University of Kansas (Lawrence)
Washburn University of Topeka
(Topeka)

WICHITA-VA Medical Center

Bethany College (Lindsborg)
Bethel College (North Newton)
Friends University (Wichita)
Kansas Newman College (Wichita)
McPherson College (McPherson)
St. Mary Plains College (Dodge
City)
Southwestern College (Winfield)
Sterling College (Sterling)
Wichita State University (Wichita)

**NEW ORLEANS VA Regional Office--
Continued**

Southeastern Louisiana University
(Hammond)
Southern University New Orleans
Campus
(New Orleans)
St. Mary's Dominican College (New
Orleans)

SHREVEPORT-VA Medical Center

Centenary College of Louisiana

Kentucky State University (Frankfort)
Spalding College (Louisville)
University of Louisville (Louisville)
Western Kentucky University (Bowling Green)

(Shreveport)
Grambling State University (Grambling)
Louisiana Tech University (Ruston)
Northeast Louisiana University (Monroe)
Northwestern State University of Louisiana (Natchitoches)

LOUISVILLE-VA Regional Office

Wiley College (Marshall, TX)

Bellarmino College (Louisville)
(For Thomas More College at Covington, KY,
see Cincinnati, OH, VA Medical Center.)
Indiana University Southeast (New Albany, IN)

MAINE

TOGUS-VA Center

LOUISIANA

ALEXANDRIA-VA Medical Center

Louisiana College (Pineville)
Louisiana State University at Alexandria (Alexandria)
McNeese State University (Lake Charles)
University of Southwestern Louisiana (Lafayette)

Bates College (Lewiston)
Bowdoin College (Brunswick)
Colby College (Waterville)
St. Joseph's College (North Windham)
University of Maine at Orono (Orono)

MARYLAND

BALTIMORE-VA Medical Center

NEW ORLEANS-VA Medical Center

Dillard University (New Orleans)
Louisiana State University at Baton Rouge (Baton Rouge)
Loyola University in New Orleans (New Orleans)
Southern University A&M (Baton Rouge)
Tulane University of Louisiana (New Orleans)
Xavier University of Louisiana (New Orleans)

Goucher College (Towson)
Johns Hopkins University (Baltimore)
Mount Saint Mary's College (Emmitsburg)
Towson State University (Baltimore)
University of Maryland at Baltimore (Baltimore Campus)
Western Maryland College (Westminster)

BALTIMORE-VA Regional Office

Hood College (Frederick)
University of Baltimore (Baltimore)

NEW ORLEANS-VA Regional Office

FORT HOWARD-VA Medical Center

Louisiana State University at
New Orleans (New Orleans)

College of Notre Dame of Maryland
(Baltimore)
Loyola College (Baltimore)
Morgan State College (Baltimore)

MARYLAND—Continued

PERRY POINT-VA Medical Center

Salisbury State College (Salisbury)
University of Maryland (Catonsville)
University of Maryland, Eastern
Shore (Princess Anne)
Washington College (Chestertown)

MASSACHUSETTS

BOSTON-VA Medical Center

Anna Maria College for Women
(Paxton)
Boston College (Chestnut Hill)
Boston State College (Boston)
Brandeis University (Waltham)
Harvard University (Including
Radcliffe
College at Cambridge)
Northeastern University (Boston)
Wellesley College (Wellesley)

BOSTON-VA Outpatient Clinic

Clark University (Worcester)
Regis College (Weston)

BOSTON—VA Regional Office

Suffolk University (Boston)

BROCKTON-VA Medical Center

College of the Holy Cross
(Worcester)
Simmons College (Boston)
Stonehill College (North Easton)
Southeastern Massachusetts

WEST ROXBURY-VA Medical Center

Boston University (Boston)
Emmanuel College (Boston)

MICHIGAN

ANN ARBOR-VA Medical Center

Eastern Michigan University
(Ypsilanti)
University of Michigan-Ann Arbor
(Ann Arbor)

BATTLE CREEK-VA Medical Center

Ferris State College (Big Rapids)
Kalamazoo College (Kalamazoo)
Michigan State University
(East Lansing)
Nazareth College at Kalamazoo
(Nazareth)
Western Michigan University
(Kalamazoo)

DETROIT-VA Medical Center

Detroit Institute of Technology
(Detroit)
Madonna College (Livonia)
Marygrove College (Detroit)
Mercy College of Detroit (Detroit)
University of Detroit (Detroit)
University of Michigan-Dearborn
(Dearborn)
Wayne State University (Detroit)

DETROIT-VA Regional Office

University

(North Dartmouth)
Wheaton College (Norton)

Lawrence Institute of Technology
(Southfield)
Oakland University (Rochester)

NORTHAMPTON-VA Medical Center

American International College
(Springfield)
College of Our Lady of Elms
(Chicopee)
Mount Holyoke College (South Hadley)
North Adams State College (North
Adams)
Smith College (Northampton)
Springfield College (Springfield)
University of Massachusetts -
Amherst Campus (Amherst)
Western New England College
(Springfield)
Westfield State College (Westfield)

IRON MOUNTAIN-VA Medical Center

Michigan Technological University
(Houghton)
Northern Michigan University
(Marquette)

SAGINAW-VA Medical Center

Saginaw Valley College
(University Center)

MINNESOTA

MINNEAPOLIS-VA Medical Center

Carleton College (Northfield)
College of Saint Catherine (St.
Paul)
Hamline University (St. Paul)
Macalester College (St. Paul)
St. Olaf College (Northfield)
University of Minnesota at
Minneapolis-
St. Paul (Minneapolis)

ST. CLOUD-VA Medical Center

College of Saint Benedict (Saint
Joseph)
Saint Cloud State University (St.
Cloud)
Saint John's University
(Collegeville)

ST. PAUL-VA Regional Office

Augsburg College (Minneapolis)
(For Concordia and Moorhead State
College at Moorhead, MN, see

MISSOURI

COLUMBIA-VA Medical Center

Central Methodist College (Fayette)
Columbia College (Columbia)
Lincoln University (Jefferson City)
Northeast Missouri State University
(Kirksville)
Stephens College (Columbia)
University of Missouri-Columbia
(Columbia)
Westminster College (Fulton)
William Woods College (Fulton)

KANSAS CITY-VA Medical Center

Central Missouri State University
(Warrensburg)
University of Kansas Medical Center
(Kansas City, KS)
University of Missouri-Kansas City
(Kansas City)

Fargo, ND, VA Medical Center. Fo
St. Mary's College at Winona, MN, **POPLAR BLUFF-VA Medical Center**
see Tomah, WI, VA Medical Center.

Southeast Missouri State University
(Cape Girardeau)

MISSISSIPPI

BILOXI-VA Medical Center

Alcorn State University (Lorman)
University of Southern Mississippi
(Hattiesburg)

JACKSON-VA Medical Center

Delta State University (Cleveland)
Jackson State University (Jackson)
Mississippi College (Clinton)
Mississippi State College for Women
(Columbus)
Mississippi Valley State University
(Ittna Bena)
Mississippi State University
(Mississippi State)
Tougaloo College (Tougaloo)
University of Mississippi
(University)
(For Rust College at Holly
Springs, MS,
see Memphis, TN, VA Medical
Center.)

ST. LOUIS-VA Medical Center

Fontbonne College (St. Louis)
The Lindenwood Colleges
(St. Charles)
Maryville College (St. Louis)
St. Louis University (St. Louis)
Southern Illinois University at
Edwardsville (Edwardsville, IL)
Washington University (St. Louis)

ST. LOUIS-VA Regional Office

University of Missouri-St. Louis
(St. Louis)
(For Drury College and Southwest
Missouri State University at
Springfield, MO, see Fayetteville
AR, VA Medical Center.)

MONTANA

FT. HARRISON-VA Center

Carroll College (Helena)
Montana State University (Bozeman)
University of Montana (Missoula)
(For Eastern Montana and Rocky
Mountain Colleges, see Sheridan,
WY, VA Medical Center.)

NEBRASKA

GRAND ISLAND-VA Medical Center

NEW HAMPSHIRE

MANCHESTER-VA Medical Center

Notre Dame College (Manchester)
St. Anselm's College (Manchester)
University of New Hampshire (Durham)

MANCHESTER-VA Regional Office

Rivier College (Nashua)
(For Dartmouth College at Hanover
see White River Junction, VT,
VA Medical Center.)

Hastings College (Hastings)
Kearney State College (Kearney)

LINCOLN-VA Medical Center

Union College (Lincoln)
University of Nebraska-Lincoln
(Lincoln)

LINCOLN-VA Regional Office

Nebraska Wesleyan University
(Lincoln)

OMAHA-VA Medical Center

Bellevue College (Bellevue)
College of St. Mary (Omaha)
Creighton University (Omaha)
Dana College (Blair)
Midland Lutheran College (Fremont)
University of Nebraska at Omaha
(Omaha)
(For Peru State college, see
Leavenworth, KS, VA Medical
Center.
For Chadron State College, at
Chadron, see Hot Springs, SD,
VA Medical Center.)

NEVADA

LAS VEGAS-VA Medical Center

University of Nevada, Las Vegas (La Vegas)
Vegas)

RENO-VA Medical Center

University of Nevada-Reno (Reno)

NEW MEXICO

ALBUQUERQUE-VA Medical Center

NEW JERSEY

EAST ORANGE-VA Medical Center

Drew University (Madison)
Fairleigh Dickinson University
(Madison, Rutherford, and Teaneck
Campuses)
Kean College of New Jersey (Union)
New Jersey Institute of Technology
(Newark)

Seton Hall University (South Orange)
Upsala College (East Orange)

LYONS-VA Medical Center

College of St. Elizabeth
(Convent Station)
Georgian Court College (Lakewood)
Princeton University (Princeton)
Rider College (Trenton)
Rutgers University-New Brunswick
(New Brunswick)

NEWARK-VA Regional Office

Bloomfield College (Bloomfield)
Caldwell College (Caldwell)
Monmouth College (West Long Branch)
Rutgers University Newark Campus
(Newark)

Stockton State College (Pomona)

**BROOKLYN-VA Medical Center-
Continued**

Polytechnic Institute of New York
(Brooklyn)

College of Santa Fe (Santa Fe)
University of New Mexico
(Albuquerque)

ALBUQUERQUE-VA Regional Office

University of Albuquerque
(Albuquerque)

NEW YORK

ALBANY-VA Medical Center

College of St. Rose (Albany)
Rensselaer Polytechnic Institute
(Troy)
Russell Sage College (Troy)
Skidmore College (Saratoga Springs)
State University of New York at
Albany (Albany)
Union College (Schenectady)

BATAVIA-VA Medical Center

Rochester Institute of Technology
(Rochester)
St. John Fisher College (Rochester)
State University of New York Colleg
at Brockport (Brockport)
State University of New York Colleg
at Geneseo (Geneseo)
University of Rochester (Rochester)

BATH-VA Medical Center

Alfred University (Alfred)
Cornell University (Ithaca)
Elmira College (Elmira)
Keuka College (Keuka Park)

BRONX-VA Medical Center

Fordham University (Bronx)
Hunter College of CUNY (New York)

Pratt Institute (Brooklyn)
St. John's University (Jamaica)

BUFFALO-VA Medical Center

Daemen College (Amherst)
D'Youville College (Buffalo)

Niagara University (Niagara
University)
State University of New York at
Buffalo (Buffalo)

BUFFALO-VA Regional Office

Canisius College (Buffalo)
State University of New York Colleg
at Buffalo (Buffalo)

CANANDAIGUA-VA Medical Center

Ithaca College (Ithaca)
Roberts Wesleyan College (Rochester)
State University of New York Colleg
at Oswego (Oswego)

CASTLE POINT-VA Medical Center

Bard College (Annandale-on-Hudson)
Ladycliff College (Highland Falls)
Marist College (Poughkeepsie)
Mount Saint Mary College (Newburgh)
State University of New York Colleg
at New Paltz (New Paltz)

MONTROSE-VA Medical Center

Iona College (New Rochelle)
The College of New Rochelle (New
Rochelle)
Vassar College (Poughkeepsie)

NEW YORK-VA Medical Center

Columbia University (Including
Colleges of

Manhattan College (Bronx)

New York University-University
Heights
(New York)

BROOKLYN-VA Medical Center

Brooklyn College of CUNY (Brooklyn)
Long Island University,
Brooklyn Center (Brooklyn)

NEW YORK-Continued

NORTHPORT-VA Medical Center

Adelphi University (Garden City)
Dowling College (Oakdale)
Hofstra University (Hempstead)
Long Island University, CW Post
Center
(Greenvale)
Molloy College (Rockville Center)
State University of New York at
Stony Brook (Stony Brook)

SYRACUSE-VA Medical Center

LeMoyne College (Syracuse)
State University of New York at
Binghamton (Binghamton)
State University of New York College
at Cortland (Cortland)
Syracuse University (Syracuse)
Wells College (Aurora)

NORTH CAROLINA

ASHEVILLE-VA Medical Center

Appalachian State University (Boone)
Clemson University (Clemson, SC)
Converse College (Spartanburg, SC)
Furman University (Greenville, SC)
Lenoir-Rhyne College (Hickory)
Limestone College (Gaffney, SC)

Columbia, Barnard, Physicians and
Surgeons,
and School of Social Work) (New
York)
New York University (Except
University Heights)
Queens College of CUNY (Flushing)

NEW YORK-VA Regional Office

Baruch College of CUNY (New York)
City College of CUNY (New York)

FAYETTEVILLE-VA Medical Center

Campbell College (Buie's Creek)
East Carolina University
(Greenville)
Fayetteville State University
(Fayetteville)
Methodist College (Fayetteville)
St. Andrews Presbyterian College
(Laurinburg)

SALISBURY-VA Medical Center

Barber-Scotia College (Concord)
Belmont Abbey College (Belmont)
Bowman Gray School of Medicine
(Winston-Salem)
Catawba College (Salisbury)
Davidson College (Davidson)
Johnson C. Smith University
(Charlotte)
Livingstone College (Salisbury)
Pfeiffer College (Misenheimer)
Queens College (Charlotte)
University of North Carolina at
Charlotte (Charlotte)
Winthrop College (Rock Hill, SC)

WINSTON-SALEM-VA Regional Office

Bennett College (Greensboro)
Elon College (Elon College)
Guilford College (Greensboro)
High Point College (High Point)
North Carolina A&T State University

University of North Carolina at Asheville
Western Carolina University (Cullowhee)
Wofford College (Spartanburg, SC)

DURHAM-VA Medical Center

Duke University (Durham)
North Carolina Agricultural and Technical State University (Greensboro)
North Carolina Central University (Durham)
University of North Carolina at Chapel Hill (Chapel Hill)
North Carolina State University at Raleigh (Raleigh)

OHIO

CHILLICOTHE-VA Medical Center

Ohio State University (Columbus)
Ohio University (Athens)

CINCINNATI-VA Medical Center

Edgecliff College (Cincinnati)
Miami University (Oxford)
College of Mount St. Joseph-on-the-Ohio (Mount St. Joseph)
Thomas More College (Covington, KY)
University of Cincinnati (Cincinnati)
Western College (Oxford)
Xavier University (Cincinnati)

CLEVELAND-VA Medical Center

(Greensboro)
Salem College (Winston-Salem)
University of North Carolina at Greensboro (Greensboro)
Wake Forest University (Winston-Salem)
Winston-Salem State University (Winston-Salem)

NORTH DAKOTA

FARGO-VA Medical Center

Concordia College (Moorhead, MN)
Moorhead State College (Moorhead, MN)
North Dakota State University (Fargo)
University of North Dakota (Grand Forks)

OKLAHOMA

MUSKOGEE-VA Medical Center

Northeastern Oklahoma University (Tahlequah)
University of Tulsa (Tulsa)

OKLAHOMA CITY-VA Medical Center

Central State University (Edmond)
Langston University (Langston)
Oklahoma Baptist University (Shawnee)
Oklahoma Christian College (Oklahoma City)
Oklahoma City University (Oklahoma City)
Oklahoma State University (Stillwater)
Southwestern State College (Weatherford)
University of Oklahoma (Norman)
University of Oklahoma Health Sciences

Bowling Green State University
(Bowling Green)
Case Western Reserve University
(Cleveland)
Cleveland State University
(Cleveland)
John Carroll University (Cleveland)
Kent State University (Kent)
Ohio Northern University (Ada)
University of Akron (Akron)
University of Toledo (Toledo)
Youngstown State University
(Youngstown)

CLEVELAND-VA Regional Office

Baldwin-Wallace College (Berea)
Notre Dame College (South Euclid)

CLEVELAND-VA Outpatient Clinic

Capital University (Columbus)
Franklin University (Columbus)
Ohio Dominican College (Columbus)
Ohio Wesleyan University (Delaware)
Otterbein College (Westerville)

DAYTON-VA Medical Center

Antioch College (Yellow Springs)
Central State University
(Wilberforce)
Sinclair Community College (Dayton)
University of Dayton (Dayton)
Wilberforce University (Wilberforce)
Wilmington College (Wilmington)
Wittenberg University (Springfield)
Wright State University (Dayton)

PENNSYLVANIA-Continued

BUTLER-VA Medical Center

Clarion State College (Clarion)
Grove City College (Grove City)
Slippery Rock State College
(Slippery Rock)

Center (Oklahoma City)
University of Science and Arts of
Oklahoma (Chicasha)

OREGON

PORTLAND-VA Medical Center

Marylhurst Education Center
(Marylhurst)
Pacific University (Forest Grove)
Portland State University (Portland)
University of Oregon (Portland)

PORTLAND-VA Regional Office

Willamette University (Salem)

ROSEBURG-VA Medical Center

Oregon State University (Corvallis)
University of Oregon (Eugene)

WHITE CITY-VA Domiciliary

Southern Oregon State College
(Ashland)

PENNSYLVANIA

ALTOONA-VA Medical Center

Juniata College (Huntingdon)
St. Francis College (Loretto)

PITTSBURGH-VA Regional Office

Duquesne University (Pittsburgh)
Point Park College (Pittsburgh)
University of Pittsburgh
(Pittsburgh)

PITTSBURGH-VA Healthcare System

Westminster College
(New Wilmington)

COATESVILLE-VA Medical Center

Bryn Mawr College (Bryn Mawr)
Cheyney State College (Cheyney)
Lincoln University (Lincoln University)
West Chester State College
(West Chester)

ERIE-VA Medical Center

Allegheny College (Meadville)
Alliance College (Cambridge Springs)
Gannon College (Erie)
Mercyhurst College (Erie)
Villa Maria College (Erie)

LEBANON-VA Medical Center

Albright College (Reading)
Cedar Crest College (Allentown)
Elizabethtown College
(Elizabethtown)
Lebanon Valley College (Annville)
Millersville State College
(Millersville)

PHILADELPHIA-VA Center

Beaver College (Glenside)
Chestnut Hill College (Philadelphia)
La Salle College (Philadelphia)
Rosemont College (Rosemont)
Temple University (Philadelphia)

PHILADELPHIA-VA Medical Center

Drexel University (Philadelphia)
Immaculata College (Immaculata)
Philadelphia College of Pharmacy &
Science (Philadelphia)
St. Joseph's College (Philadelphia)

California State College
(California)
Carlow College (Pittsburgh)
Carnegie-Mellon University
(Pittsburgh)
Chatham College (Pittsburgh)
Geneva College (Beaver Falls)
La Roche College (Allison Park)
Pennsylvania State University
(University Park)
St. Vincent College (Latrobe)
Washington and Jefferson College
(Washington)
Waynesburg College (Waynesburg)

WILKES-BARRE-VA Medical Center

College Misericordia (Dallas)
King's College (Wilkes-Barre)
Marywood College (Scranton)
University of Scranton (Scranton)
Wilkes College (Wilkes-Barre)
(For Widener College at Chester,
see
Wilmington, DE, VA Center. For
Wilson College at Chambersburg,
see
Martinsburg, WV, VA Medical
Center.)

PUERTO RICO

SAN JUAN-VA Medical Center

Catholic University of Puerto Rico
(Ponce)
Inter-American University of Puerto
Rico (San German)
University of Puerto Rico (Rio
Piedras)

RHODE ISLAND

PROVIDENCE-VA Medical Center

Annhurst College (Woodstock, CT)
Brown University (Providence)

University of Pennsylvania
(Philadelphia)
Villanova University (Villanova)

Rhode Island College (Providence)
Salve Regina College (Newport)
University of Rhode Island
(Kingston)

RHODE ISLAND-Continued

HOT SPRINGS-VA Medical Center

PROVIDENCE-VA Regional Office

Chadron State College (Chadron, NE)

Providence College (Providence)

SIOUX FALLS-VA Medical Center

SOUTH CAROLINA

Augustana College (Sioux Falls)
Dakota State College (Madison)
Dakota Wesleyan University
(Mitchell)

CHARLESTON-VA Medical Center

Mount Marty College (Yankton)
Sioux Falls College (Sioux Falls)
South Dakota State University
(Brookings)
University of South Dakota
(Vermillion)
Yankton College (Yankton)

Citadel Military College of South
Carolina
(Charleston)

College of Charleston (Charleston)
Medical University of South Carolina
(Charleston)

TENNESSEE

COLUMBIA-VA Medical Center

MEMPHIS-VA Medical Center

Allen University (Columbia)
Benedict College (Columbia)
Claflin College (Orangeburg)
Columbia College (Columbia)
Erskine College (Due West)
Morris College (Sumter)
Newberry College (Newberry)
Presbyterian College (Clinton)
South Carolina State College
(Orangeburg)

LeMoyne-Owen College (Memphis)
Memphis State University (Memphis)
Rust College (Holly Springs, MS)
University of Tennessee Center for
Health Sciences (Memphis)

University of South Carolina
(Columbia)

Voorhees College (Denmark)

MOUNTAIN HOME-VA Medical Center

COLUMBIA-VA Regional Office

Carson-Newman College (Jefferson
City)
East Tennessee State University
(Johnson City)
Emory and Henry College (Emory, VA)
King College (Bristol)
Knoxville College (Knoxville)
Milligan College (Milligan College)
Steed College (Johnson City)
Tusculum College (Greeneville)
University of Tennessee, Knoxville
(Knoxville)

Assigned responsibility to assist
VAMC, Columbia, SC in
conducting their College Recruitmen
Liaison Program. (For Clemson
University at Clemson, Converse

College at Spartanburg, Furman
University at Greenville, Limestone
College at Gaffney and Wofford
College at Spartanburg, see
Asheville, NC, VA Medical Center.)

MURFREESBORO-VA Medical Center
Middle Tennessee State University
(Murfreesboro)
Tennessee Technological University
(Cookeville)

SOUTH DAKOTA

FT. MEADE-VA Medical Center

Black Hills State College
(Spearfish)
South Dakota School of Mines and
Technology (Rapid City)

NASHVILLE-VA Medical Center

Belmont College (Nashville)
David Lipscomb College (Nashville)
Fisk University (Nashville)
George Peabody College for Teachers
(Nashville)

TENNESSEE-Continued

**NASHVILLE-VA Medical Center-
Continued**

Meharry Medical College (Nashville)
Tennessee State University
(Nashville)
University of Tennessee at Nashvill
(Nashville)
Vanderbilt University (Nashville)

HOUSTON-VA Medical Center-Continued

Sam Houston State University
(Huntsville)
Stephen F. Austin State University
(Nacogdoches)
Texas Southern University (Houston)
University of Houston (Houston)
University of St. Thomas (Houston)
University of Texas Medical Branch
at
Galveston (Galveston)

NASHVILLE-VA Regional Office

Austin Peay State University
(Clarksville)
University of Tennessee at
Chattanooga
(Chattanooga)

HOUSTON-VA Regional Office

Lamar University (Beaumont)

TEXAS

AMARILLO-VA Medical Center

West Texas State University (Canyon)

KERRVILLE-VA Medical Center

St. Mary's University (San Antonio)
Trinity University (San Antonio)

BIG SPRING-VA Medical Center

Abilene Christian College (Abilene)
Hardin-Simmons University (Abilene)
McMurry College (Abilene)

MARLIN-VA Medical Center

Texas A&M University
(College Station)

SAN ANTONIO-VA Medical Center

December 31, 1998

MP-5, Part I
Chapter 332
APPENDIX A

Texas Tech University (Lubbock)
University of Texas at El Paso (El Paso)

BONHAM-VA Medical Center

Austin College (Sherman)
East Texas State University (Commerce)

DALLAS-VA Medical Center

Bishop College (Dallas)
North Texas State University (Denton)
Southern Methodist University (Dallas)
Texas Christian University (Ft. Worth)
Texas College (Tyler)
Texas Women's University (Denton)
University of Texas at Arlington (Arlington)

HOUSTON-VA Medical Center

Baylor College of Medicine (Houston)
Prairie View A&M University (Prairie View)
Rice University (Houston)

UTAH

SALT LAKE CITY-VA Medical Center

Brigham Young University (Provo)
Utah State University (Logan)
University of Utah (Salt Lake City)
Weber State College (Ogden)
Westminster College (Salt Lake City)

VERMONT

Incarnate Word College (San Antonio)
Our Lady of Lake College

(San Antonio)

Texas A&I University (Kingsville)
University of Texas at San Antonio (San Antonio)

TEMPLE-VA Medical Center

Huston-Tillotson College (Austin)
Mary-Hardin-Baylor College (Belton)
Southwestern University

(Georgetown)

University of Texas at Austin (Austin)

WACO-VA Medical Center

Paul Quinn College (Waco)

WACO-VA Regional Office

Baylor University (Waco)
(For Wiley College at Marshall, see Shreveport, LA, VA Medical Center.)

SALEM-VA Medical Center-Continued

Roanoke College (Salem)
Sweet Briar College (Sweet Briar)
Virginia Polytechnic Institute & State University (Blacksburg)
(For Emory and Henry College at Emory, see Mountain Home, TN, VA Medical Center.)

WASHINGTON

AMERICAN LAKE, TACOMA-VA Medical Center

WHITE RIVER JUNCTION-VA Medical Center

Dartmouth College (Hanover, NH)
University of Vermont (Burlington)

Pacific Lutheran University (Tacoma)
University of Puget Sound (Tacoma)

VIRGINIA

HAMPTON-VA Center

Christopher Newport College (Newport News)
College of William and Mary (Williamsburg)
Hampton Institute (Hampton)
Norfolk State College (Norfolk)
Old Dominion University (Norfolk)

SEATTLE-VA Medical Center

Seattle University (Seattle)
University of Washington (Seattle)

SEATTLE-VA Regional Office

Seattle Pacific College (Seattle)

RICHMOND-VA Medical Center

Longwood College (Farmville)
Mary Baldwin College (Staunton)
Mary Washington College (Fredericksburg)
University of Richmond (Richmond)
University of Virginia (Charlottesville)
Virginia Commonwealth University (Richmond)
Virginia State College (Petersburg)
Virginia Union University (Richmond)

SPOKANE-VA Medical Center

Eastern Washington State College (Cheney)
Fort Wright College of the Holy Names (Spokane)
Gonzaga University (Spokane)
University of Idaho (Moscow, ID)
Washington State University (Pullman)
Whitworth College (Spokane)

VANCOUVER Div.-PORTLAND VA Medical Center

University of Portland (Portland, OR)

ROANOKE-VA Regional Office

Hollins College (Hollins College)
James Madison University (Harrisonburg)
Stratford College (Danville)
Washington & Lee University (Lexington)

WALLA WALLA-VA Medical Center

Central Washington State College (Ellensburg)
Walla Walla College (College Place)
Whitman College (Walla Walla)

WEST VIRGINIA

SALEM-VA Medical Center

Lynchburg College (Lynchburg)

BECKLEY-VA Medical Center

Bluefield State College (Bluefield)

Radford College (Radford)
Randolph-Macon Woman's College
(Lynchburg)

Concord College (Athens)
West Virginia Institute of
Technology
(Montgomery)

WEST VIRGINIA-Continued

CLARKSBURG-VA Medical Center

Alderson Broaddus College (Philippi)
Davis and Elkins College (Elkins)
Salem College (Salem)
West Virginia University
(Morgantown)

HUNTINGTON-VA Medical Center

Marshall University (Huntington)
West Virginia State College
(Institute)

HUNTINGTON-VA Regional Office

Morris Harvey College (Charleston)

MARTINSBURG-VA Medical Center

Hood College (Frederick, Maryland)
Shepherd College (Shepherdstown)
Wilson College (Chambersburg, PA)

WISCONSIN

MADISON-VA Medical Center

Edgewood College (Madison)
University of Wisconsin at Madison
(Madison)

MILWAUKEE-VA Regional Office

Alverno College (Milwaukee)

MILWAUKEE-VA Medical Center

Lawrence University (Appleton)
Marquette University (Milwaukee)
Mount Mary College (Milwaukee)
University of Wisconsin at Milwaukee
(Milwaukee)
University of Wisconsin at Oshkosh
(Oshkosh)

TOMAH-VA Medical Center

College of St. Teresa (Winona, MN)
St. Mary's College (Winona, MN)
University of Wisconsin at Eau
Claire
(Eau Claire)
University of Wisconsin at La Cross
(La Crosse)
University of Wisconsin at Stevens
Point (Stevens Point)
University of Wisconsin-Stout
(Menomonie)
Viterbo College (La Crosse)
Winona State University (Winona, MN)

WYOMING

CHEYENNE-VA Medical Center

University of Wyoming (Laramie)

SHERIDAN-VA Medical Center

Eastern Montana College (Billings,
MT)
Rocky Mountain College (Billings,
MT)

APPENDIX F. VACANCY REPORTING AND RECRUITMENT BULLETIN

1. PURPOSE

This appendix prescribes procedures for the establishment and operation of a VA-wide vacancy reporting system featuring the:

- a. Identification and reporting of existing and/or anticipated position vacancies in both the competitive and excepted services for which recruitment assistance beyond local labor market areas or beyond local resources is sought.
- b. Consolidation and publication of the reported vacancies in a monthly issuance entitled "Department of Veterans Affairs Recruitment Bulletin."
- c. Distribution of the Recruitment Bulletin throughout VA and to certain outside recruitment sources.

2. POLICY

The Recruitment Bulletin will be used to:

- a. Inform VA employees of vacant positions throughout the agency for which they may wish to apply.
- b. Inform management and Human Resources Management (HRM) officials of vacant positions existing throughout VA so that they may refer applications or names of prospects to appropriate VA installations for employment consideration.
- c. Enable management to make a comprehensive and timely search for qualified candidates.
- d. Assure that VA's overall recruitment needs are given appropriate publicity both within and outside the agency.
- e. Provide Central Office program and HRM officials information needed to analyze and evaluate the effectiveness of recruitment on a VA-wide basis and to determine priorities in efforts initiated by Central Office to support the recruitment program.

3. RESPONSIBILITIES OF THE DEPUTY ASSISTANT SECRETARY FOR HRM

The Deputy Assistant Secretary for HRM will:

- a. Administer the provisions of this appendix.
- b. Consolidate and report to the Austin, TX, Automation Center vacancy information furnished by Central Office elements. (See MP-5, pt. I, ch. 291, app. A, par. 2a(1).)

- c. Approve for publication the consolidated listings of reported vacancies compiled by the automation center.
- d. Initiate the printing of the Recruitment Bulletin.
- e. Keep the non-VA mailing list maintained by the Central Office Publications Staff (97) up-to-date. (See par. 4 below.)

4. NON-VA MAILING LIST

a. The mailing list of non-VA organizations to which the Recruitment Bulletin will be distributed by Central Office may include placement offices of those colleges and universities listed in MP-5, part I, chapter 332, appendix A; Office of Personnel Management Service Centers and Federal employment information touch-screen computer kiosk sites; offices of the various State Employment Services; military separation centers; veterans organizations; certain professional, minority group, and women's organizations; and other likely sources of qualified candidates for VA positions such as organizations concerned with the placement of handicapped individuals. *Individual job seekers will not be placed on the mailing list.*

b. VA installations are invited to suggest local or other organizations representing potentially productive recruitment sources for addition to the mailing list. Suggestions should be submitted directly to the Deputy Assistant Secretary for HRM (051B).

5. AVAILABILITY OF BULLETIN TO EMPLOYEES, COUNSELORS AND OTHERS

a. HRM Officers and the Team Leader, Headquarters and Executive Resources Team will assure that the Recruitment Bulletin is made available to interested employees. As a minimum this will include posting on appropriate bulletin boards.

b. Sufficient copies of the Recruitment Bulletin are provided for medical center employees in Psychology, Social Work and Rehabilitation Medicine functions who counsel veterans, particularly disabled veterans. Facility Directors should assure that a special effort is made to refer veterans, especially disabled veterans, to those facilities listing vacancies appropriate for the individual veteran. Directors should also make sure that these employees understand the purpose of the Recruitment Bulletin. Other Medical Center employees who counsel veterans should also receive, or have easy access to the bulletin, and should be aware of VA's interest in employing disabled veterans.

c. Veterans Benefits Administration facilities are also provided additional copies of the Recruitment Bulletin for accredited representatives of national veterans services organizations to assist them in their career and job counseling, especially with disabled veterans. Regional Office Directors should assure that such representatives receive at least one copy, and request referral of veterans, especially disabled veterans, to facilities with appropriate vacancies. Accredited representatives should be invited to consult with the Counseling and Rehabilitation staff if they need advice regarding the appropriateness of a referral. Directors should also make sure that accredited representatives understand the purpose of the Recruitment Bulletin. Other facility

employees who counsel veterans should also receive, or have easy access to the bulletin, and should be aware of VA's interest in employing veterans.

d. Additional copies of the VA Recruitment Bulletin can be obtained through the facility Publications Control Officer.

6. REPORTING INSTRUCTIONS

Chapter 291, appendix A, of this manual contains detailed reporting instructions, including the reporting responsibilities of field facility HRM Officers; the Team Leader, Headquarters and Executive Resources Team; and administration heads.