

U.S. DEPARTMENT OF
ENERGY

2014-2016

**Operational Plan
and Desktop Reference**

Veterans Employment Initiative



“Promoting Employment Opportunities for Veterans”

**AMERICA'S
VETERAN**
Valued • Experienced • Trained



Office of the Chief Human Capital Officer
November 2014

MESSAGE FROM THE CHIEF HUMAN CAPITAL OFFICER



The Department of Energy has long been a proud employer of our Nation's Veterans. As an active member of the Interagency Council on Veterans Employment, we foster improvements aimed at transforming the government into a model for Veteran employment. In 2009, the President signed Executive Order 13518, "*Employment of Veterans in the Federal Government.*" It underscores the importance of aligning the talents of Veterans with key positions so the Government is better positioned to meet mission objectives.

As we move toward FY14, I am happy to release an update of the "*Department of Energy Operational Plan and Desktop Reference for the Veterans Employment Initiative*". This plan is updated periodically to include new goals and objectives, provide current demographic data, and regulatory and policy updates. This Plan offers information on hiring flexibilities, programs and valuable sources that can be used in conjunction with workforce and succession planning to establish a diverse workforce inclusive of veterans.

Our Veterans are a rich source of experienced talent ready to serve this great Nation by helping DOE to address its energy, environmental and nuclear challenges. Veterans represent 19.31 percent of the DOE workforce, of which 5.82 percent are veterans with disabilities. With your continued leadership support, the Department can improve the representation of veterans in our workforce by focusing on the goals and objectives in this Operational Plan.

Much has been accomplished since this journey began. DOE funded several training programs for Veterans interested in a career in the energy industry such as Power4Vets, Veteran Green Jobs, and others listed on page 5 of this guide. A supportive infrastructure was instituted, and we began to build upon this with the development of a veteran mentoring program, a webpage for Veteran recruitment on the jobs site, and newly launched mobile website. The next phase is to improve retention rates of Veterans while we continue to strengthen hiring through Hiring Reform. In FY12, we began exploring additional options to aid managers with retention opportunities within expected budget constraints.

I commend you for the improvements we have made along this journey. We look forward to your creative ideas as we work to develop a dedicated, high-performing workforce and stand ready to assist you in this effort.

A handwritten signature in black ink, appearing to read "Robert C. Gibbs".

Robert C. Gibbs
Chief Human Capital Officer

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INTRODUCTION

“Honoring our sacred trust with America’s Veterans means doing all we can to help them find work when they come home so they never feel as if the American Dream they fought to defend is out of reach for them and their families...It’s also about continuing to fill the ranks of federal employees with men and women who possess the skills, dedication, and sense of duty that Americans deserve from their public servants. And few embody those qualities like our nation’s Veterans.”¹ Over one million Veterans will return from the wars in Iraq and Afghanistan and the demand for jobs has grown exponentially.

Since the Veteran’s Employment Initiative was launched in 2009, the Federal government has hired over 250,000 Veterans. Of the total new hires in 2013, veterans equaled 31 percent. As of August 2014, the overall unemployment rate remained relatively unchanged at 6.1 percent. Since 2009, Veteran unemployment rates have seen significant improvement. The jobless rate for 18 – 24 year old Veterans dropped to 14.2 percent in August, from the July rate of 32 percent. The unemployment rate for 25 – 29 year old veterans also decreased to 11.4 percent in August. For women veterans the unemployment rate was 6 percent.

The Department of Energy (DOE) is fully committed to the employment of our Nation’s returning service members, Veterans and their spouses. DOE’s commitment is communicated in Department-wide strategic plans and standard operating plans. The DOE Strategic Plan Goal 3, Strategic Objective 12 Attract, manage, train, and retain the best Federal workforce to meet mission needs states *“DOE faces serious workforce challenges over the coming decade, with 15 – 25 percent of its Federal employees projected to retire.* It further states that *“Efforts are underway to improve hiring quality and on-boarding processes and outcomes with a continued focus on promoting diversity and inclusion in the workforce.”* Annual Veteran hiring goals are established by senior leadership that are carried out through strategic objectives outlined in the “People” Section of the Human Capital Strategic Plan, and this document.

The mission of the Department of Energy (DOE) is to ensure America’s security and prosperity by addressing its energy, environmental and nuclear challenges through transformative science and technology solutions. To accomplish this mission, the Department’s workforce consists of over 13,600 Federal employees with expertise ranging from engineering, physics, mathematics, and climate science, to accounting, public policy, law, and professional administrative positions.

Since FY09, DOE Elements have continued to demonstrate a commitment to hire Veterans. With an overall decline in the number of DOE employees from almost 15,000 to just over 13,600 there has only been a slight decrease in the Veteran population. Veterans from all categories represent 37.7 percent of the total workforce, from 37.9 percent one year ago. Preference Veterans represent 20.4 percent, up from 19.3 percent last year, and disabled Veterans have increased to 6.5 percent, from 6.2 percent of the workforce. Women Veterans in the DOE workforce have also increased and comprise 9.9 percent.

Due to budgetary impacts, DOE hires were down in FY11-FY14. Despite this, in FY13 veteran new hires experienced the largest increase since FY09. Veteran hires increased by 58 percent

¹ President Obama, White House Press Release November 9, 2009

from FY12, (7.3 percent increase over the FY09 baseline); and disabled veteran hires increased by 12 percent from FY12 (5 percent increase over the baseline).

As of FY14 Quarter 3, hires of Veterans are 34.4 percent of new hires; and disabled veterans are 11.8 percent. Hires of Veterans with a disability of 30 percent or more have risen from 2.5 percent in FY09 to 7.4 percent in FY14 Quarter 3. In FY14, the population of women Veterans has increased to 9.9 percent of all women in the workforce; and 5.8 percent of Veteran new hires.

This Operational Plan was developed to increase DOE hiring opportunities for our Nation's Veterans and builds upon the foundation established within the first plan. It provides the supporting framework along with strategic goals and objectives that link with the DOE Human Capital Strategic Plan.

OVERVIEW

The Veterans Employment Initiative

Executive Order 13518 "Employment of Veterans in the Federal Government," launched a government-wide reform initiative designed to increase the recruitment, employment, and training of Veterans within the Executive Branch. The Order established an interagency Council on Veterans Employment along with defined roles for the Office of Personnel Management (OPM), and a number of agency requirements focused in four key areas. In FY13, the Interagency Council for Veterans Employment approved a new Government-wide Veterans Recruitment and Employment Strategic Plan established five key areas which are: 1) Leadership Commitment; 2) Skills Development; 3) Employment; 4) Marketing; and 4) Information Gateway. Identified sources and services in each of the five key areas make it easier to market employment opportunities, educate, and employ returning service members, Veterans, and their spouses. In addition, a number of employment programs streamline the hiring process and help match Veterans with jobs that fit their career aspirations and skills.

PURPOSE

The purpose of this document is to provide operational guidance on the Veterans Employment Initiative to human resources professionals, Administrative Officers, managers, and veterans. Goals and objectives are identified along with a number of options and sources designed to provide equal opportunity in the hiring, development, advancement, and retention of Veterans, and disabled Veterans across DOE. This is a living document that will be revised as necessary to maintain its effectiveness. It also integrates a strategic approach that serves as a guide for the Disabled Veterans Affirmative Action Program (DVAAP) Plan pursuant to section 403 of the Vietnam Era Readjustment Assistance Act of 1974, as amended (38 U.S.C. 2014); section 307 of the Civil Rights Reforms Act of 1978 (5 U.S.C. 3112); and Title 5 CFR 720.304(c).

Continued success in executing the plan depends on the commitment of management, dedication of resources, and a collaborative approach that integrates elements of this Operational Plan with the organization's current and future workforce planning strategies. The Office of the Chief Human Capital Officer utilized a collaborative approach in the development of the original Operational Plan obtaining input from representatives across the agency including: human

resources offices; headquarters program offices; field sites; and Power Marketing Administrations. The plan incorporates ideas and recommendations for practices that would best serve management's needs and those of our Veterans. Veteran employee groups are also engaged in the planning, execution, and integration of Veterans hiring and retention practices into human capital management processes and systems.

Our Mission: Increase the employment of Veterans and returning service members within the Department of Energy and National Nuclear Security Administration.

Our Vision: The Department of Energy demonstrates commitment to Veterans by identifying and promoting excellence in the recruitment, hiring, development, and retention of Veterans. This vision is supported by educating Veterans and managers to best meet their needs.

SCOPE

This guidance applies to all Departmental Elements including those that obtain HR services from outside of the Office of the Chief Human Capital Officer.

OVERARCHING GOALS

“As the Federal government we must not only do all we can to help employ veterans when they return home, we must also serve as a model employer that acknowledges their talents, wisdom and energy.”²

DOE Hiring Goals for FY14:

23% of all new hires will be Veterans, and 10% will be disabled Veterans.

The accomplishments outlined in each of the five key areas below, indicate progress toward providing the strategic framework and resources necessary to reach this milestone. Successful execution requires collaboration, and the strategic integration of established Veteran employment programs into current workforce plans and hiring methodologies. The following guiding principles must be applied to ensure consistency in the use of Veterans programs, authorities, and flexibilities for recruitment and retention.

- A collaborative approach is used for the execution of the Veterans Employment Initiative where information and ideas are shared across program lines for increased effectiveness and transparency.
- Veterans hiring practices are consistent with strategic plans, regulatory requirements, policy, OPM and DOE guidance, and merit system principles.

² Katherine Archuleta Quote in News Release: Veterans Employment Council Discusses Strategy to Increase Employment and Retention of Veterans in the Federal Government, April 29, 2014

- Hiring Managers and servicing human resources offices are accountable for aligning Veteran and disabled Veteran recruitment efforts with hiring initiatives and employment opportunities.
- In addition to USAJobs, managers and servicing human resources offices will market all job and applicable internship opportunities through one or more of the following:
 - ✓ Social Media;
 - ✓ Veterans employment networks (see Appendix C);
 - ✓ Vocational rehabilitation centers; and/or
 - ✓ Military transition assistance centers.
- All applicable vacancy announcements include language encouraging Veterans to apply.
- Human resources professionals will utilize a variety of sources including: unsolicited resumes, referrals, standing registers, and data mining capabilities to achieve appropriate numbers of eligible Veteran applicants for available positions that can accommodate special hiring authorities.

Obstacles to Veterans Employment

As the Federal Government continues to focus more attention to the hiring, development and retention of Veterans, there are frequent obstacles and external challenges. The Department’s Operational Plan is designed to integrate processes that will begin to address obstacles and open the door to Veterans seeking employment. Some obstacles and challenges include:

- Economic and budgetary conditions
- Complex Federal hiring process
- Veteran Hiring Flexibilities are under-utilized
- Lengthy clearance process
- Small applicant pool for specialized fields and senior level scientific positions
- Resumes not geared toward Federal government – difficulty in translating military skills
- Extra time and attention is necessary to establish Qualification Factors that produce well matched, highly qualified Veteran candidates as opposed to minimally qualified

FIVE KEY FOCUS AREAS

“The Department of Energy Operational Plan and Desktop Reference for the Veterans Employment Initiative” aligns with the following five key areas as outlined in the Executive Order for the Employment of Veterans in the Federal Government and *“The Government-wide Veterans’ Recruitment and Employment Strategic Plan for FY 2014 – FY 2017.”* The DOE plan provides the strategic framework necessary for organizations across the Department to reach, attract, and hire Veterans with the right skills and career aspirations to meet our workforce needs. Focused attention, resources and tools have been established in each of the five areas. Achievements and progress in each of these areas aid DOE organizations as well as Veterans in finding the right job match.

1. Leadership Commitment – Strategic Goal: Ensure senior leaders advocate the value and importance of hiring Veterans in the Federal government. Efforts establish governance structure and infrastructures dedicated solely to the employment of Veterans in the Federal government.

DOE Progress and Achievements:

- Veteran employment is discussed at Senior Leader meetings with the Secretary and through monthly conference calls with Human Resource Directors.
- Hiring goals were established through a memorandum issued April 4, 2014, to Departmental Elements from the Chief Human Capital Officer.
- DOE participates in the Interagency Council on Veteran’s Employment.
- Focused attention on human capital practices and processes for Veteran recruitment, training, development and retention within the agency continues.
- The Operational Plan and Desktop Reference for the Veterans Employment Program was distributed to Departmental Elements who are responsible to establishing consistent practices to effectively implement the plan.
- Departmental Elements are required to implement the DOE Hiring Reform Action Plan. See pg. 7 of the DOE Human Capital Strategic Plan FY 2014-2018 for a summary of action items:
http://www.energy.gov/sites/prod/files/2014/04/f14/2014_dept_energy_strategic_plan.pdf.

2. Skills Development – Strategic Goal: Assist Veterans to better align and translate their competencies and skills with Federal employment opportunities. Focuses on offering training and educational opportunities geared toward employing and retaining Veterans, and providing employment counseling that aids Veterans and transitioning service members in aligning their talents and aspirations with career opportunities in the Federal Government.

DOE Progress and Achievements:

- A network of Veteran Employment and Advisory officers throughout the DOE complex provides employment assistance/counseling services to Veterans.
- Information on Mission Critical Occupations and jobs where Veterans are frequently hired is available on the JobsOnePortal. The information is shared with transition assistance coordinators within the U.S. Department of Veterans Affairs and other Veterans’ employment services organizations.
- Participated in the interagency Vets 2 Feds (V2F) Career Development Program.
- Funded programs to train separating Veterans for careers in the energy industry that could lead to future Federal employment include: Solar Instructor Training Network; Power4Vets; Veterans Green Jobs; Gemini Energy; Wind Powering America; and University of Nebraska-Lincoln, College of Engineering Construction Management.
- Internship or employment opportunities were shared with VA and some local Veterans Service Organizations.
- Systems were implemented to address employee competency gaps, particularly in mission critical occupations; capture organizational knowledge, and offer

improved professional development through e-learning and blended learning environments.

3. Employment – Strategic Goal: Improve the opportunity for Veterans to successfully find Federal employment. Focuses on offering career development programs for Veterans to acquire the competencies, skills, knowledge, and experience in critical occupations. Provides effective oversight through Disabled Veteran Affirmative Action Program (DVAAP) strategies that are incorporated and communicated to program offices, field locations, and Power Marketing Administrations.
 - Veteran participation in the Career Pathways increased to 33.6 percent of student hires in FY13.
 - Several program areas provided developmental opportunities to wounded warriors through vocational rehabilitation programs and Operation Warfighter.
 - The Energy Efficiency and Renewable Energy Advanced Manufacturing Internship pilot program provides accelerated hands-on career training in 3D printing/advanced manufacturing for veterans, wounded veterans, and next generation engineers.
 - The Federal Energy Management Program (FEMP) is a component of the DOE Scholars Program. The stipend based intern program provides opportunities for veterans to hone their skills and gain experience that contributes to building a clean energy economy. Information sessions were held to educate participants on DOE career opportunities and the Veterans Employment Initiative.
 - In FY14, completed quarterly reviews of DVAAP activities across DOE. Findings and best practices were communicated to veteran and disability employment officers in field locations and Power Marketing Administrations.
 - Utilized the Feds for Vets Program managed by the U.S. Department of Veterans Affairs to hire veterans into the DOE workforce.
 - SWPA responds to inquiries from Veterans with detailed information based on their career interests. For example: training programs to prepare for a career as a Power System Dispatcher including Power4Vets; information on obtaining NERC certification; and, entry level jobs to help gain experience in the hydroelectric field. SWPA's outreach efforts during the last two years resulted in over 50% of permanent appointments being Veterans.

4. Marketing – Strategic Goal: Ensure Federal hiring officials view Veteran skills and dedication as essential to meet mission objectives and Veterans view the Federal government as an employer of choice. Aligns with the government-wide marketing campaign to aggressively target Veterans and market the benefits of Veterans continuing their service to America through the Federal civil service. Includes targeted marketing to hiring officials on how Veterans can meet skills demands in their organizations.

DOE Progress and Achievements:

- Marketing materials and exhibit displays used across DOE to recruit Veterans were developed in alignment with the Federal government veteran marketing campaign and include the FedsHireVets logo and hot link.

- The DOE marketing campaign has utilized a wide variety of media resources to promote veteran employment including: flyers in Heads-up Boxes, information posted on the HC monitor to target hiring managers, and communications through conference calls for HC professionals and Human Resources Directors.
 - Local outreach workshops included participation from military organizations.
 - Events, programs and sources for noncompetitive hiring of veterans, strategic guidance and regulatory changes are provided to program offices, field locations, and Power Marketing Administrations through regular conference calls.
 - Veteran employment and advisory officers are maintained in program offices, field sites, and power marketing administrations. They are responsible for advocating and working with managers to execute Veterans' employment within their areas.
5. Information Gateway – Strategic Goal: Ensure Veterans, transitioning service members and their families, current veteran employees, HR professionals, and Hiring Managers receive accurate and consistent information regarding the Federal employment of Veterans. Maintain a single-source webpage for accurate and consistent Veteran employment information and sources for Veterans, human resources (HR) professionals, and hiring officials.

DOE Progress and Achievements:

- Maintained a Veteran webpage in the JobsOnePortal that includes links to benefits, training, resources, and Veterans' services outside of DOE.
- A hot link to the Office of Personnel Management's gateway to Veteran employment and training resources, FedsHireVets.gov, provides easy access for Veterans from the JobsOnePortal.
- Launched a game for mobile devices that educates players on the DOE mission with a hotlink to the game from the JobsOnePortal.
- Veterans may access DOE job opportunities through the use of internet, social media, and a jobs website formatted for mobile technologies that includes information specific to veterans.
- Managers have electronic access to information and sources for recruiting Veterans through the Recruitment section of the Office of the Chief Human Capital Officer (OCHCO) website at: <http://energy.gov/hc/employment-and-staffing/recruitment-and-hiring/veterans-recruitment>.

PROGRAM COORDINATION AND MANAGEMENT

Success in attracting, recruiting, and retaining dedicated, highly skilled Veterans, and helping them to assimilate into the DOE/NNSA workforce depends on commitment at all levels of the Department and collaboration across program lines. The following chart identifies goals and objectives for execution of the Veterans Employment Program. Following the chart are clearly defined roles and responsibilities for all levels that support attainment of identified goals and objectives.

GOALS AND OBJECTIVES

Goals and Objectives	Milestones	Measure	Measurement Approach	Expected Result
1. Leadership Commitment	<ul style="list-style-type: none"> a. Veteran Employment Memorandum from Senior Leaders to Heads of Elements b. Revise and Distribute Standard Operating Plan for FY14-FY16 c. Continue regular collaborations with the Veteran Employment Advisory Officers d. Topic included in Senior Management meetings and HC monthly conference calls 	<ul style="list-style-type: none"> a. Managers integrate Veteran recruitment and retention practices into workforce and succession plans; and resources committed to achieving goals and objectives. b. Standard practices/ procedures communicated across the complex and supported by management c. Increased activity and attention to Veteran recruitment, hiring and retention provided d. Number of meetings/calls 	<ul style="list-style-type: none"> a. Reports to track recruitment activity; data from DOEInfo b. Managers held accountable for results c. Input and accomplishments provided for annual report to OPM d. Increased collaboration rates 	<ul style="list-style-type: none"> a. Increase in Veteran hires and retention rates b. Standardized approach implemented; and clearly defined expectations communicated across the complex c. Increase awareness of job opportunities within the Veteran community; increase retention rates; local outreach and partnerships established d. Increased awareness; increase in Veteran hires and retention rates
2. Skills Development	<ul style="list-style-type: none"> a. Participate in military Vets 2 Feds and voc. rehabilitation programs b. Reestablish mentoring program for Veterans c. Increase veteran participation in Leadership Training Programs d. Provide rotational opportunities for Veteran employees 	<ul style="list-style-type: none"> a. Number of participants in program, and number hired b. Number of participants; Veteran satisfaction; and increased understanding of Departmental operations c. Number of workshops; number of participants; increased knowledge /skills d. Number of participants 	<ul style="list-style-type: none"> a. Collaboration, evaluations, and reports b. Surveys and exit interviews c. Collaboration and reports, number of hits on links d. Evaluations and reports 	<ul style="list-style-type: none"> a. Additional Veteran staff; Veterans gain employment and development b. Helps acclimate Veterans to DOE; provides support and networking c. Addresses skill gaps and offers promotion potential d. Develops skills and promotes retention
3. Employment	<ul style="list-style-type: none"> a. Market frequent hire and mission critical positions to veterans b. Include Veterans in Career Pathways Program c. Managers and HR Professionals trained in use of Veteran hiring authorities /flexibilities d. Provide training to military through TAP 	<ul style="list-style-type: none"> a. Information is readily accessible; Increase in veteran applicants b. Veteran participation rate c. Number of HR Professionals and hiring managers trained; increased knowledge of Veteran hiring authorities and flexibilities d. Number of field locations participating in TAP 	<ul style="list-style-type: none"> a. Information available online b. DOEInfo c. Tracked through CHRIS/participation lists d. Reports and collaboration 	<ul style="list-style-type: none"> a. Increased visibility and transparency; increased Veteran applicants b. Prepares veterans for career advancement and offers retention c. Managers and HR professionals understand flexibilities/authorities resulting in increased use of flexibilities Increased knowledge of job opportunities
4. Marketing	<ul style="list-style-type: none"> a. Continue to promote outreach to Veterans through marketing campaign b. Promote job opportunities on military bases/ sites c. Engage DOE Ambassadors to promote Veteran employment on 	<ul style="list-style-type: none"> a. Participation levels in: job fairs; military recruitment activities and workshops; outreach to Veteran groups at colleges and universities; and activities conducted at military job and transition assistance centers b. Number of bases/ sites where jobs are posted c. Number of campus 	<ul style="list-style-type: none"> a. Reports and collaboration b. Annual reports c. Agency collaboration and evaluations d. DOE participates/ organizes virtual job fairs. Uses Bitly or similar 	<ul style="list-style-type: none"> a. Increased participation in Veteran/military recruitment; increased Veterans hires (2009 baseline) b. Increased knowledge of opportunities; Veterans apply to these positions c. Greater campus focus for DOE Veteran opportunities

	college campuses d. Market opportunities through job fairs and DOE events f. Establish DOE-wide register for disabled Veterans and VRA eligibles	activities targeted to Veterans conducted by DOE Ambassadors; d. Activities identified e. Usage and number of hires	application to track number of views and clicks e. DOE Info and Reports	d. Increased Veteran applications e. Increase in the use of hiring authorities; and Veteran hires
5. Information Gateway	a. Maintain updated webpage for Veterans b. Online marketing of DOE sponsored Veteran development programs for mission critical jobs c. Utilize mobile and gaming technology, social media (Facebook, Twitter, LinkedIn) to market DOE employment d. Utilize data mining capabilities in USAJobs and military job banks to identify Veterans eligible for noncompetitive hires	a. Of interest to Veterans; current information b. Information broadly communicated c. Implemented in conjunction with Veteran events, program participation, etc. d. Number of job postings in conjunction with outreach at bases and recruitment events	a. Webpage implemented b. Information Available online c. Web tracker that tracks number of visits to site d. Recruitment activity reports	a. Establishes commitment to Veterans; Creates supportive environment b. Broad knowledge of programs; Veterans are trained for mission critical occupations c. Attracts Veterans through virtual networking; provides transparency; increased Veteran applications d. Increase in use of hiring authorities; and Veteran hires

ROLES AND RESPONSIBILITIES

Role of Senior Leadership

- Actively champion and promote Veteran hiring, development, and retention across the Department.
- Hold direct reports accountable for achieving acceptable results, and providing the necessary personnel and financial resources to support the Veterans Hiring Initiative and Disabled Veterans Affirmative Action Program (DVAAP).
- Engage in activities and events designed to market the Department's vital missions to Veterans, military service organizations, academia, constituent groups, and the public.
- Encourage staff to serve as mentors and coaches.
- Comply with Merit System Principles (5 U.S.C. 2301(b)) and adherence to Prohibited Personnel Practices (5 U.S.C. 2302(b))

Role of the Office of the Chief Human Capital Officer

The DOE Office of the Chief Human Capital Officer and NNSA's Office Management and Budget work in partnership with the Veterans Hiring Initiative. Accordingly, program execution and management are in alignment.

- Establish and maintain a Department-wide framework, policies, procedures and strategies for executing the Veterans Employment Initiative and Disabled Veterans Affirmative Action Program (DVAAP) in accordance with regulation and merit system principles.

- Provide guidance and strategic direction to Departmental Elements on the variety of programs, authorities, and flexibilities that can be used to attract and hire Veterans.
- Periodically review practices of Departmental Elements for compliance with law and regulation.
- Maintain and refresh Veterans webpage and implement tools for managers and HR professionals to use in marketing, recruitment, and outreach to Veterans.
- Collaborate and partner with internal and external stakeholders in the execution of activities to recruit, develop and retain Veterans in accordance with agency needs.
- Coordinate and share information on recruitment and training resources established through interagency efforts and military service organizations.
- Consult with managers and supervisors to help them identify effective approaches to recruit, hire, develop, promote, and retain eligible disabled Veterans.
- Provide guidance, assistance, and training for human resources specialists, Veteran contacts, and HR servicing offices to keep them abreast of special hiring authorities, environmental impacts, and available employment programs for disabled Veterans.
- Lead meetings and teleconferences to share information, best practices, execution strategies, and provide guidance on the Program.
- Maintain a data collection system and evaluate statistics on Veteran recruitment, hiring, development, retention, trends for program assessment, planning, and reporting.
- Collect DVAAP accomplishment reports from all DOE Elements and analyze for progress against previous year.
- Analyze data on merit promotion plans, awards, and training programs to evaluate human capital practices, and identify solutions to barriers for disabled Veterans.
- Comply with Merit System Principles (5 U.S.C. 2301(b)) and adhere to Prohibited Personnel Practices (5 U.S.C. 2302(b)).

Role of the Office of Economic Impact and Diversity (ED)

The Office of Economic Impact and Diversity is responsible for the overall expansion of diversity and inclusion, and oversight of Affirmative Employment across the Department. Leadership and direction is provided to diversity managers who promote equal opportunity, and identify and eliminate discriminatory practices and policies within their areas of responsibility.

- ED will conduct barrier analysis as required under MD-715, and collaborate with HC on the development of annual DVAAP goals and objectives.
- Provide EEO counseling for disabled Veterans who believe they have been unlawfully discriminated against based on their disabilities.
- Advise senior management on issues affecting disabled Veterans as it pertains to discrimination.
- Monitor merit promotion plans, awards, and training programs to evaluate equal opportunity practices, identify barriers for disabled Veterans, and collaborate with the OCHCO to establish objectives to overcome barriers.
- Advise supervisors on their responsibilities for the career development of disabled employees.
- In coordination with the Disability Employment Coordinator, ensure that reasonable accommodations are provided for disabled Veterans.
- Provide input for annual reporting requirements.

Role of Human Resources (HR/SSC's) Offices and Veterans Employment Coordinators

- Execute all aspects of the Veteran's Employment Initiative – marketing, recruitment, hiring and retention.
- Serve as an advocate to promote Veterans' recruitment, hiring, and retention within your area of responsibility especially for disabled Veterans.
- Collaborate with hiring managers to broadly promote career opportunities. Whenever possible, include media such as: military organizations, news and job boards, websites, LinkedIn, etc., which target Veterans and transitioning Military Service Personnel, in addition to the marketing sources listed on page 3.
- Participate in recruitment and marketing activities, and conduct workshops and information sessions of interest to Veterans and transitioning Military Service Personnel.
- Collaborate with state job placement services to offer workshops for Veterans.
- Provide guidance and assistance to Veterans and transitioning Military Service Personnel seeking career opportunities.
- Collaborate with hiring managers, Special Emphasis Program Managers, and others to facilitate the recruitment and hiring of Veterans through a wide use of Veterans transition assistance and employment programs; hiring authorities; and recruitment incentives.
- Provide technical guidance and assistance to managers on the effective usage of preference, employment programs, and special hiring authorities to attract Veterans in accordance with regulation, DOE policies and established procedures.
- Establish and maintain relationships with Veteran groups at colleges and universities for recruitment of Veterans into entry-level employment and student programs such as the Career Pathways Program.
- Collaborate with military transition assistance coordinators to market DOE mission areas, career opportunities, and/or conduct workshops at local military bases.
- Partner with external military service and Veteran organizations to educate members on the DOE mission, and recruit Veterans transitioning to civilian employment.
- Monitor progress of local Veterans' recruitment and hiring activities, collect data, and provide input to the Office of the Chief Human Capital Officer for reporting requirements, including activities associated with the Disabled Veterans Affirmative Action Program (DVAAP).
- Comply with Merit System Principles (5 U.S.C. 2301(b)) and adhere to Prohibited Personnel Practices (5 U.S.C. 2302(b)).
- Adjudication of veteran's preference.

Role of Hiring Managers

- Provide equal opportunity and actively support and promote Veteran recruitment, marketing, hiring, development, advancement, and retention within the organization.
- Integrate Veteran and disabled Veteran hiring and employment strategies including the use of hiring authorities and flexibilities into workforce and succession plans, and hiring practices.
- Exercise a variety of Veteran recruitment and hiring options such as vocational rehabilitation programs, Career Pathways, internships, or student volunteer appointments to simplify hiring processes for Veterans and disabled Veterans seeking employment.

- Maintain liaison with public and private organizations and state vocational rehabilitation agencies concerned with the training, rehabilitation, and employment of disabled Veterans.
- Collaborate with HR offices and DOE Veterans Employment Coordinators to broadly promote career opportunities. Include the use of various media such as: military organizations, news and job boards, websites, Facebook, LinkedIn, YouTube, etc., which target Veterans and transitioning Military Service Personnel.
- Comply with laws, regulations, DOE policies and established procedures to give qualified Veterans, and individuals with disabilities, especially disabled Veterans appropriate consideration.
- In accordance with law and DOE guidance, provide reasonable accommodations for employees when requested and/or determined to be appropriate. Accommodations may include specialized equipment, facility modifications, and adjustments to work schedules or job duties.
- Ensure special needs are addressed through the Employee Assistance Program.
- Require all personnel involved in the hiring process to be trained in the effective use and application of Veterans' preference laws and regulations. Provide flexibility within workplace schedules to allow for training and development.
- Widely promote opportunities for Veterans to get involved in projects and assignments that will help them to develop knowledge and skills that lead to advancement.
- Work with training officers to provide training opportunities for Veterans that help them to address skill gaps and training needs.
- Ensure that disabled Veterans engaged in training are provided with appropriate reasonable accommodations and can physically access facilities.
- Collaborate with the Office of Learning and Workforce Development (HC-20) and/or local veteran mentoring programs, to promote Veteran participation within the organization.
- Integrate Veteran training needs with Individual Development Plans and as appropriate with vocational rehabilitation training plans, and track completion.
- Comply with Merit System Principles (5 U.S.C. 2301(b)) and adhere to Prohibited Personnel Practices (5 U.S.C. 2302(b)).

Role of the Office of Learning and Workforce Development (HC-20)

- Provide in-depth mandatory training and annual re-training to managers, supervisors and human resource professionals on the Veterans Initiative, special hiring authorities and specific procedures for hiring Veterans into fulltime employment.
- Prepare job aids for the hiring process, orientation and templates for the types of training to be provided, and revise as needed.
- Partner with HC-14 on any OPM approved web based training loaded into the DOE Learning Management System.
- Report associated training completion to agency program administrator.
- Partner with supervisors, staff, training officers and agency program administrators to address employee training related needs.
- Assist and match Veterans interested in the mentoring program.
- Include Veteran information component in DOE Employee Orientation.

Role of DOE Employee Assistance Program (EAP)

- Provide consultation and counseling services to help Veteran employees, and managers create a healthy workplace by preventing and addressing workplace and family issues.
- Deliver services to assist Veterans and transitioning Military Service Personnel with becoming acclimated to the Federal work environment.

FREQUENT HIRE AND MISSION CRITICAL POSITIONS

Mission Critical and Frequent Hire Occupations represent excellent opportunities for Veteran employment. An analysis has been done to determine which positions Veterans were most frequently hired into within the last two fiscal years.

DOE Mission Critical Occupations	Veterans Frequent Hire Occupations	
Auditing	Acquisition/Contract Specialist	Physical Science
Contract Management	Administration	Power Utilities
Economist	Auditing	Program Management/Analyst
Human Resources	Courier	Security
General Engineer	Engineering	
Nuclear Engineer	High Voltage Electrician	
Electrical Engineer	Human Resources	
Physical Science	IT/IT Security	
PMA Dispatchers	Intelligence	

INTEGRATING VETERAN EMPLOYMENT OPTIONS AND STRATEGIES

Numerous Veteran hiring flexibilities exist and use of these options is encouraged to meet workforce needs across the Department. An organization may select one or more that best meets their needs in attracting Veterans into their workforce. Use of the flexibilities must contribute to a fair, equitable and transparent process. Additional information on Veterans Preference and the special appointment authorities listed in the table below may be found in the Vet Guide developed by the Office of Personnel Management: <http://www.opm.gov/policy-data-oversight/veterans-services/vet-guide/>, and through available online training videos in the Online Learning Center (OLC) accessed through Employee Self Service.

VETERANS PREFERENCE

Many Veterans are hired via regular job announcements. Special hiring consideration is given to Veterans who are disabled or who served on active duty in the Armed Forces during certain specified time periods or in military campaigns (see the [OPM Vet Guide](#) for more specific information).

Preference applies in hiring from: civil service examinations, for most excepted service jobs, and when agencies make temporary, term and overseas appointments, or use direct hire and delegated examining authorities from the U. S. Office of Personnel Management. NOTE: Since there can be changes to Veterans Preference, Human resources professionals and managers should refer to the OPM Vet Guide for the most current and detailed information: <http://www.opm.gov/policy-data-oversight/veterans-services/vet-guide/>. The following

preference categories and points are based on 5 U.S.C. § 2108 and 3309 as modified by a length of service requirement in 38 U.S.C. § 5303A(d).

Veterans Opportunity to Work (VOW) Act of 2011

The Act requires Federal agencies to treat certain active duty service members as preference eligibles for appointments in the competitive service. Service members who submit a “certification” when applying for a job are to be treated as preference eligibles under Section 2108. A “certification” is any written document from the armed forces that certifies the service member is expected to be discharged or released from active duty service in the armed forces under honorable conditions not later than 120 days after the date the certification is signed. Verification that the service member meets the definition of a “preference eligible” under 5 U.S.C. § 2108 must be made prior to appointment.

5 Point Preference

If a Veteran served during specific periods of conflict in the armed forces, including 1941 to 1955, 180 consecutive days from 1955 to 1976, during the Gulf War from 1990 to 1992 or in a campaign or expedition for which a campaign medal has been authorized, including El Salvador, Grenada, Haiti, Lebanon, Panama, Somalia, Southwest Asia, Bosnia and the Global War on Terrorism, they are eligible for a 5 point preference. For Veterans who are not disabled, in addition to service, medal holders or Gulf War Veterans who joined after a specific date must have served for 24 months or the full amount of time required for active duty to be eligible for the 5 point preference.

10 Point Preference

A Veteran who has a service connected disability, received a Purple Heart or is receiving compensation, disability retirement benefits or a pension from the military or the Department of Veteran Affairs may qualify for a 10 point preference. Others may claim this preference, including unmarried spouses of deceased Veterans, spouses of Veterans unable to work because of a service-connected disability or mothers of Veterans who died in service or who are permanently and totally disabled.

Family Member Preference

Derived Preference is a method where the spouse, widow/widower, or mother of a Veteran may be eligible to claim Veterans' preference when the Veteran is unable to use it. XP Preference (10 points) is given in appointment as long as eligibility criteria are met. Preference may be derived when the Veteran is unemployed and:

- Is rated by appropriate military or Department of Veterans Affairs authorities to be 100 percent disabled and/or unemployable; or
- Has retired, been separated, or resigned from a civil service position on the basis of a disability that is service-connected in origin; or
- Has attempted to obtain a civil service position or other position along the lines of his or her usual occupation and has failed to qualify because of a service-connected disability.

See <http://www.fedshirevets.gov/job/familypref/index.aspx> and 5 CFR Parts 315 and 316, RIN Number 3206-AL73, for more information on family member preference.

SPECIAL APPOINTMENT AUTHORITIES

In addition to Veterans' preference, managers are encouraged to use special appointment authorities that are available to streamline the recruitment and hiring of Veterans. The following table provides a quick glimpse of these authorities. For a better understanding of these authorities, *Veterans Employment Training for Hiring Managers*; and *Veterans Employment Training for Human Resources Professionals* courses are available through the DOE On-Line Learning Center: <https://olc.energy.gov/learning/user/login.jsp>. HR Professionals and Hiring Managers across the Department are required to take the appropriate course annually.

Special Appointment Authorities for Veterans		
Appointment Authority	Benefits for Managers	Eligibility
<p>Veterans Recruitment Appointment (VRA) Public Law 107-288, 5 C.F.R. Part 307</p> <ul style="list-style-type: none"> • Appointments Up to GS-11 or equivalent • Hired into excepted service to positions otherwise in competitive service • Non-competitive conversion after 2 years satisfactory performance • Use if separated from active duty within the last 3 years 	<ul style="list-style-type: none"> • Can appoint eligible Veteran without competition • Fill positions quickly • No Vacancy Announcement needed; or use of open continuous announcement 	<ul style="list-style-type: none"> • Veteran with disability • Served on active duty in Armed Forces during a war declared by Congress • Served in a campaign or expedition for which a Campaign Badge/ Expeditionary Medal is authorized • Served in a military operation for which an Armed Forces Service Medal was awarded
<p>30% or More Disabled Veterans 5 U.S.C. 3112; 5 C.F.R. 316.302, 316.402, 315.707</p> <ul style="list-style-type: none"> • Appointments at any grade level • Appointment to any position where Veteran meets qualification requirements • Time-limited: Appointments min. 60 days • Non-Competitive Conversion at any time during time-limited appointment 	<ul style="list-style-type: none"> • Fill positions quickly • No Vacancy Announcement needed 	<ul style="list-style-type: none"> • Disabled Veterans with a rating of 30% or more compensable service-connected disability
<p>Veterans Employment Opportunity Act (VEOA) VEOA Act 1998; Public Law 106.117; 5 .S.C. 3304(f); 5 C.F. R. 315-611; 5 C.F.R. 335-106</p> <ul style="list-style-type: none"> • Access to external merit promotion jobs otherwise available to status eligibles • Veterans are not granted preference • Career or career-conditional appointment • Can be used with merit promotion announcements • Can only be used once 	<ul style="list-style-type: none"> • Access to highly qualified non-status Veterans 	<ul style="list-style-type: none"> • Preference eligibles (includes spouses and mothers entitled to derived preference) • Veterans who served honorably for 3⁺ years of continuous active military service
<p>Scheduled A Appointments 5CFR 213.3102(u)</p> <ul style="list-style-type: none"> • Non-competitive conversion after 2 years satisfactory performance 	<ul style="list-style-type: none"> • Can appoint without competition • Fill positions quickly • No Vacancy Announcement needed • Job Readiness Certification no longer needed 	<ul style="list-style-type: none"> • Persons with disabilities

Appropriate Veteran Appointment Citations

All personnel actions related to a veteran appointment under a special hiring authority should incorporate the mandatory statements and authorization codes as set forth in the OPM Guide to Processing Personnel Actions under Chapter 11 and Chapter 9. This quick reference chart is included for convenience and is not meant as a substitute for the OPM Guide. For more information, see: <http://www.opm.gov/policy-data-oversight/data-analysis-documentation/personnel-documentation/#url=Processing-Personnel-Actions>.

If the Person is Being Employed As	Nature of Action	NOAC Code	Auth Code	Authority
<i>VRA</i> is employed under <i>VRA</i> in different agency	Transfer	130	J8M	Pub. L. 107-288
<i>VRA</i> no NTE and is not on your agency rolls	Exc. Appt.	170	J8M	Pub. L. 107-288
<i>VRA</i> no NTE and is on your agency rolls	Conv. to Exc. Appt.	570	J8M	Pub. L. 107-288
<i>VRA</i> under temporary appt. and is not on your agency rolls	Exc. Appt. NTE (date)	171	J8M	Pub. L. 107-288
<i>VRA</i> under temp appt. and is on your agency rolls	Conv. to Exc. Appt. NTE (date)	571	J8M	Pub. L. 107-288
<i>VRA</i> completed 2 year appt.	Conv. to Career Appt.	500	LYM	Reg. 315.705
<i>VRA</i> completed 2 year appt.	Conv. to Career-Cond. Appt.	501	LYM	Reg. 315.705
30% or More and is not on your agency rolls	Appt. NTE (date)	115	NEM	Reg. 316.302(b)(4)
30% or More and is on your agency rolls	Conv. to Appt. NTE (date)	515	NEM	Reg. 316.302(b)(4)
Conversion of Temp Appointment Under 30% or More and is on your agency rolls	Conv. to Career-Cond. Appt.	501	LZM	Reg. 315.707
Conversion of Temp Appointment Under 30% or More and is on your agency rolls	Conv. to Career Appt.	500	LZM	Reg. 315.707
<i>VEOA</i> and is not on your agency rolls	Career Appt.	100	ZBA	Pub. L 106-117, Sec. 511
<i>VEOA</i> and is on your agency rolls	Conv. to Career Appt.	500	ZBA	Pub. L 106-117, Sec. 511
<i>VEOA</i> and is not on your agency rolls	Career-Cond. Appt.	101	ZBA	Pub. L 106-117, Sec. 511
<i>VEOA</i> and is on your agency rolls	Conv. to Career-Cond. Appt.	501	ZBA	Pub. L 106-117, Sec. 511
Schedule A (Severe Physical Disabilities) no NTE and is not on your agency rolls	Exc. Appt.	170	WUM	213.3102(u)
Schedule A (Intellectual Disability) no NTE and is not on your agency rolls	Exc. Appt.	170	WTA	213.3102(u)
Schedule A (Psychiatric Disability) no NTE and is not on your agency rolls	Exc. Appt.	170	WTB	213.3102(u)
Schedule A (Severe Physical Disabilities) no NTE and is on your agency rolls	Conv. to Exc. Appt.	570	WUM	213.3102(u)
Schedule A (Intellectual Disability) no NTE and is on your agency rolls	Conv. to Exc. Appt.	570	WTA	213.3102(u)
Schedule A (Psychiatric Disability) no NTE and is on your agency rolls	Conv. to Exc. Appt.	570	WTB	213.3102(u)
Conversion of Schedule A, Sec. 213.3102	Conv. to Career Appt	500	L1M	Reg. 315.709
Conversion of Schedule A, Sec. 213.3102	Conv. to Career-Cond. Appt.	501	L1M	Reg. 315.709

Family Member Appointing Authorities

Military Spouse Appointing Authority allows agencies to appoint a military spouse without competition. This authority can be chosen for use when filling competitive service positions on a temporary (not to exceed 1 year), term (more than 1 year but not more than 4 years), or permanent basis. The authority does not entitle spouses to an appointment over any other applicant. Vacancy announcements should clearly state "Who May Apply." For additional information visit: <http://www.fedshirevets.gov/job/shams/index.aspx>.

Military Spouse Appointment Citations

All personnel actions related to appointments under the military spouse hiring authority should incorporate the mandatory statements and authorization codes as set forth in the OPM Guide to Processing Personnel Actions under Chapter 11 and Chapter 9. This quick reference chart is included for convenience and is not meant as a substitute for the OPM Guide. For more information, see: <http://www.opm.gov/policy-data-oversight/data-analysis-documentation/personnel-documentation/#url=Processing-Personnel-Actions>.

If the Person is Being Employed As	Nature of Action	NOAC Code	Auth Code	Authority
<i>Military Spouse</i> and is not on your agency rolls	Appt. NTE (date)	115	LCM	Reg. 316.402(b)(3)
<i>Military Spouse</i> and is on your agency rolls	Conv. to Appt. NTE (date)	515	LCM	Reg. 316.402(b)(3)
<i>Military Spouse</i> and is not on your agency rolls	Career-Cond. Appt.	101	LAM	Reg. 315.612
<i>Military Spouse</i> and is on your agency rolls	Conv. to Career-Cond. Appt.	501	LAM	Reg. 315.612
<i>Military Spouse</i> and is not on your agency rolls	Career Appt.	100	LAM	Reg. 315.612
<i>Military Spouse</i> and is on your agency rolls	Conv. to Career Appt.	500	LAM	Reg. 315.612

EMPLOYMENT PROGRAMS AND INTERNSHIPS

There are a number of Federal employment programs and intern program opportunities available to aid in addressing workforce needs. These programs offer additional options that can assist managers in entry and mid-level hiring of Veterans and disabled Veterans. Human Resources Offices must ensure that opportunities for all positions within these programs are open and fair.

Career Pathways Program (Executive Order 13562 and 5 CFR 362)

Executive Order 13562 established the Career Pathways Program, which is comprised of the Internship Program, the Recent Graduates Program, and the Presidential Management Fellows (PMF) Program. The Executive Order also established Schedule D, a new excepted service appointing authority found in [5 CFR 213](#). The Career Pathways program supplements the competitive hiring process for students and recent college graduates. Upon completion of program requirements, participants may be eligible for non-competitive conversion to a Federal career or career conditional position. For more information, see: <http://energy.gov/hc/employment-and-staffing/recruitment-and->

[hiring/career-pathways](http://www.opm.gov/hiringreform/pathways/). Additional information can be found at:
<http://www.opm.gov/hiringreform/pathways/>.

Career Pathways Program (Continued)

Intern Program

The intern program is for students and individuals accepted for enrollment in a qualified educational program. The Internship Program provides students with paid opportunities to explore Federal careers while remaining enrolled in school. Internship appointments can take place at any time of the year so long as the candidate maintains a student status. All rules regarding veterans' preference, nepotism, ethics, prohibited personnel practices, and merit system principles apply. The program offers flexible work schedules, competitive pay, and the ability to gain experience while still completing their academic pursuits. The Internship Program is comprised of two paths:

- Interns **with** a Not-to-Exceed (NTE) date, and
- Intern **without** a NTE date

Recent Graduate Program

The Energy Career Pathways Recent Graduate Program offers developmental opportunities for applicants who graduated within the last two years from qualifying educational institutions. Appointments may be made up to the GS-09 (or equivalent) grade level. Recent Graduates in a STEM-related field (science, technology, engineering or math) may be appointed up to the GS-11 (or equivalent) level. Although the initial appointment is indefinite, the program duration is one-year with eligibility for conversion to either a permanent or term appointment in the competitive service. If the employee is converted to a term appointment, the individual may be converted noncompetitively to a permanent position prior to the end of the Term Not-to-Exceed date [E.O. 13562; Section 6; Paragraph (c)].

Preference eligible Veterans prevented from applying during the 2 year timeframe due to a military service obligation begin their 2-year eligibility period upon release or discharge from active duty. In this case, eligibility for a veteran cannot exceed 6 years from the date on which the veteran completed his or her degree (or certification).

The Recent Graduate Program serves as a supplement to DOE's workforce pipeline development efforts. It does not replace nor substitute competitive procedures. This authority should be used in conjunction with other hiring authorities based on the Office's overall hiring. The Career Pathways Program is just one of the key components of the Department's workforce planning strategy.

Presidential Management Fellows Program

The Presidential Management Fellows (PMF) Program is designed to attract outstanding individuals at the graduate degree level who have an interest in and commitment to a career in public service. The PMF Program is a 2-year leadership, career development, and training program. PMF candidates are Master's degree

candidates that include veterans. Finalists must complete a rigorous and competitive process administered by the Office of Personnel Management (OPM). A list of approved PMF finalists that are ready to be considered and hired into the Federal workforce is available in mid-March to early April for agencies that have posted an announcement to the PMF website. To learn more or apply for this program, see: <http://www.pmf.gov>.

Temporary (Seasonal) and Volunteer Intern Programs

Many Veterans are completing their military service and returning to college or have obtained degrees on-line. As a result, more of our country's dedicated Veterans can be found within applicant pools of various intern programs. Temporary and Seasonal Intern programs have become a viable option for managers looking to recruit and hire Veterans. These programs are short term and offer an option to recruit and evaluate Veterans for the workforce without the need for an FTE. Aside from the Pathways Program, there are two types of temporary intern programs utilized by DOE: (1) those that rely on stipend payments; and (2) Volunteer Intern Programs. Additional information and application procedures for these programs can be found at: <http://jobs.energy.gov/entry-level-students>.

SIMPLIFIED HIRING THROUGH VETERANS EMPLOYMENT PROGRAMS

The following programs provide training and practical job experience for Veterans and military service personnel who have been or are facing medical separation from active duty. Additional resources are offered to assist employers in matching and training participants. While there is no obligation to hire the Veteran, the goal of the programs is for the Veteran to obtain employment in the hosting office or in a similar office. See Title 38, C.F.R. Chapter 31 for more information.

VR& E On-the-Job Training Program (OJT)

Through this program, the Veteran is hired at the apprentice level and Veterans Affairs supplements the salary up to the maximum allowable under on-the-job training regulations. As the Veteran progresses through training, DOE pays more of the salary until the Veteran reaches the full performance level. Offices wishing to utilize this option will collaborate with their servicing human resources office to develop a program in accordance with regulation and DOE policy.

VR & E Non-Paid Work Experience Program (NPWE)

The DOE Office of the Chief Human Capital Officer has established a Memorandum of Understanding with the Veterans Affairs Washington Regional Office for participation in the DC Metropolitan area. Through this program the Veteran works gaining and/or strengthening particular skill sets over a 90-day period and VA pays the monthly subsistence allowance. Human Resources Offices with delegated examining authority will develop internal standard operating procedures and work directly with local Veterans Affairs Employment Coordinators to establish a Memorandum of Understanding for participation in their areas.

Quick Comparison of Veterans Affairs Vocational Rehabilitation Programs		
	OJT	NPWE
Benefits to Your Organization <ul style="list-style-type: none"> • Easy Access to quality Veterans prescreened for specific position • Does not require an FTE or salary dollars • Salary costs supplemented by Veterans Affairs up to the journeyman level • Offers 90-day period to assess Veteran’s fit before hiring • Longer Program Period – similar to internship • Minimal paperwork • New pool of candidates weekly 	<ul style="list-style-type: none"> ✓ ✓ ✓ ✓ ✓ 	<ul style="list-style-type: none"> ✓ ✓ ✓ ✓ ✓ ✓
Benefits to the Veteran <ul style="list-style-type: none"> • Establishes or enhances employment history • Provides exposure to employment opportunities in selected occupations • Provides training and development to build skills necessary to meet basic qualification requirements for the position of interest • Offers short-term opportunity to develop or strengthen job skills that will lead to employment • Easy access to opportunities that offer consideration toward employment (foot-in-the-door) 	<ul style="list-style-type: none"> ✓ ✓ ✓ ✓ 	<ul style="list-style-type: none"> ✓ ✓ ✓ ✓

Appropriate Appointing Citations

All personnel actions related to appointments under a VA training program should incorporate the mandatory statements and authorization codes as set forth in the OPM Guide to Processing Personnel Actions Chapter 9, Table 9-F. This quick reference chart is included for convenience and is not a meant as a substitute for the OPM Guide. See: <http://www.opm.gov/policy-data-oversight/data-analysis-documentation/personnel-documentation/#url=Processing-Personnel-Actions>.

If the Person is Being Employed As	Nature of Action	NOAC Code	Auth Code	Authority
<i>VA Training Program</i> completion of program and is on your agency rolls	Conv. To Career Appt.	500	LBM	315-604
<i>VA Training Program</i> completion of program and is on your agency rolls	Conv. to Career-Cond. Appt.	501	LBM	315-604

NPWE PROGRAM DETAILS

Program Elements

- Veterans matched with jobs by U.S. Department of Veterans Affairs (VA) Vocational Rehabilitation Counselors based on position information provided
- May be full or part time
- DOE manager interviews and makes final selection

- VA checks progress through periodic evaluations
- VA provides training and counseling services to prepare the Veteran for the workplace and assist with transition
- VA pays for tools, equipment, and supplies normally required to be furnished by an employee prior to entering on duty
- VA pays uniform rental for Veteran trainees requiring uniforms

Workforce Planning

Placements under the NPWE vocational rehabilitation program may be used to supplement short-term workforce staffing needs and skills gaps in order to provide training and development opportunities for Veterans. While there is no obligation to hire the Veteran at the end of the appointment, the goal is to find employment for the Veteran. Organizations should assess workforce plans and identify viable options for integrating high performers into the workforce at the end of the appointment period.

Request for Referrals

The Department of Veterans Affairs Employment Counselor (Caseworker) provides referrals of Veterans who meet or will meet the basic qualifications of the position once the training appointment has been completed. Hosting organizations will need to provide the following documentation to obtain referrals:

- Job Analysis
- A Position Description
- List of Qualification Factors
 - VA Form 22-8794 Designation of Certifying Official(s) (See Attachment A, or http://www.education.nh.gov/highered/veterans/documents/dva_form22-8794.pdf)

Rating and Selection

To ensure fair and open consideration in the event of two or more referrals, organizations will develop qualification factors and standardized rating and ranking procedures. The Case Manager will assist the organization in scheduling the interviews to ensure the Veteran meets the job criteria. A minimum of two weeks is required between selection and start date to complete all necessary paperwork, obtain approvals, and meet building security requirements.

Case File

The hosting manager is responsible for keeping all documentation for the appointment in a case file and disposal in accordance with Records Inventory and Disposition Schedules upon conversation to hire or separation. This documentation includes:

- Job Analysis
- A Position Description
- List of qualification factors if the opportunity could lead to a new hire
- Individual Training Plan
- Progress evaluations and completion of developmental training

Work Schedule

The work schedule may be full or part-time depending on the needs of the Veteran and the organization. The Department of Veterans Affairs Employment Counselor will work with the hiring manager and the Veteran to identify a suitable work schedule. The work schedule must allow flexibility to accommodate necessary medical appointments.

Reasonable Accommodation

Veterans Affairs will provide reasonable accommodations, tools, equipment, uniforms and/or supplies required for the position. This does not include tools that would normally be owned by DOE. In advance of the appointment, the information will be captured on VA Form 28-1905m, "Request for Supplies", which will be signed by the hosting manager, Veteran, and caseworker. VA Form 28-1905m must be submitted for approvals in advance of entry-on-duty date.

Transition to the Workplace

Hosting managers are responsible for helping the NPWE Veteran to get started on a path that promotes success in learning about the career and obtaining the skills and experience that will lead to employment. This includes providing work space equipped with a phone and computer. In addition, the following practices are required to help them achieve a better understanding of the office and know where to go for assistance.

Orientation

The Office of Learning and Workforce Development (HC-30) will provide a group DOE orientation session with content specific to the needs of the Veteran. The online version of the DOE orientation is available at: <http://energy.gov/hc/services/new-employee-orientation>. For locations outside of Headquarters, work with your local training official to establish a similar orientation session or incorporate an overview of DOE in the office orientation session.

The hosting organization is responsible for introducing the Veteran to staff and providing an orientation to the office. It is important to provide summary information that will help them get started. This might include an overview of projects and services, office policies and procedures, and a review of the roles and responsibilities of the position.

Coaching

Hosting managers are responsible for identifying a coach to help the Veteran become acclimated to the office environment, learn to navigate DOE processes, and introduce them to peer networks. This is an important step in preparing them for success. Care should be taken to match the participant with someone who is interested in the day-to-day coaching and can accommodate this role within his/her work schedule. This should be someone outside of the hosting supervisor. Whenever possible, another Veteran who can identify with the Veteran's needs should be considered. For Headquarters offices, the Office of Learning and Workforce Development will work with the office to find an acceptable match when assistance is requested.

Socializing Opportunities

Generations entering the workforce today have become accustomed to building networks by socializing with their peers. The military depend on these networks for day-to-day operations and survival. Hosting Managers should encourage interaction with the DOE Veteran employee groups as well as outside groups. Through these networks, they can share valuable information and establish contacts to help them do the job more efficiently. Additionally, these opportunities contribute to a greater level of job satisfaction, motivation, and retention for Veterans who are new to DOE.

Training Plan

The Department of Department of Veterans Affairs Employment Counselor (Caseworkers) will work with the hosting manager to design a training plan with specific objectives for the Veteran to accomplish during the training period. VA Form 28-1904, “Agreement to Train On-The-Job Disabled Veterans”, provides the details of the plan and length of time to complete each requirement. Note: The hosting manager may designate time-frames by days or weeks as opposed to months. VA pays expenses for necessary training as identified and approved in VA Form 28-1904. Veterans may sit in on any required DOE safety training without charge as long as DOE employees are not displaced. Where training is associated with services provided by the Office of Learning and Workforce Development (HC-20), the training needs will be shared with that office to confirm availability. As requested, HC-20 will provide a schedule of all appropriate and available training for Veterans.

Access to Training Systems

HC-20 will provide access to CHRIS Workflow to track and report all formal training. Access to the Skill Soft library of classes will be made available for training identified within the individual development plan and for needed competency development.

Badging

The hosting manager is responsible for working with their Security Officer and the local badging office for badging the participant.

Monitoring Progress

Progress is monitored by the hosting manager in conjunction with the Department of Veterans Affairs Employment Counselor (Caseworker), and with input from the mentor as appropriate. To facilitate this process, hosting managers should keep a case file for each participant complete with copies of all necessary VA forms, selection criteria and process documentation, progress evaluations, and training documentation.

Caseworker Visits

Department of Veterans Affairs Employment Counselor (Caseworker) will make periodic visits. The initial visit is to determine suitability of the workplace and identify workplace needs. After placement, follow-up monthly visits are recommended. The time between visits may be modified in accordance with the needs of the Veteran. Should problems arise, immediate intervention by the Caseworker is necessary.

Progress Evaluations

After placement, the Department of Veterans Affairs Employment Counselor (Caseworker) is responsible for closely monitoring the Veteran's progress to ensure on-the-job training goals are met. The Caseworker will expect to meet with the hosting supervisor to determine the progress in training and assist with any issues. Caseworkers will work directly with the hosting manager and Veteran to modify training plans as necessary.

Counseling

Counseling services are provided for participants of the vocational rehabilitation program by Veterans Affairs. In addition, where an immediate need arises on the job site, local Employee Assistance Program (EAP) offices are available and EAP staff should be prepared to provide assistance.

Hiring the NPWE Veteran

To prevent a break in service, the hiring manager should submit necessary documentation to the servicing Human Resources Office at least 30 - 45 days before the end of the training period. This will allow time for processing, conducting background investigations, and exiting from the military. Notification of intent to hire will be given to the DOE Program Manager for the Veterans Recruitment and Employment Initiative and the office Veterans Employment Coordinator.

Separation or Termination of Training Appointment

The DOE Program Manager for the Veterans Recruitment and Employment Initiative and the designated DOE Veterans Employment Coordinator must be informed of the intent to separate a participant. These individuals will provide assistance to the program participant, as appropriate, to locate and apply for possible DOE/NNSA employment opportunities. Separation may occur for the following reasons:

- Completion of the NPWE training program and the inability of the office to hire
- Completion of the NPWE training program where there was no intent to hire
- Participant withdrawal
- Agreement with VA to separate due to unsatisfactory progress or conduct

Program Evaluation and Reporting

At the end of each 90-day placement period, hosting managers are asked to complete the NPWE Program Evaluation Form included in Appendix B and submit it to the DOE Veteran Employment Program Manager within the Office the Chief Human Capital Officer. Information from the evaluation will be used to determine where program improvements should be made. Measures will include:

- Satisfaction of candidate referrals
- Ease of the placement process
- Program effectiveness in achieving developmental goals
- Issues addressed timely and in a satisfactory manner
- Overall satisfaction with the program

DOD OPERATION WARFIGHTER (OWF) PROGRAM DETAILS

This program is sponsored by the Department of Defense for recovering service members at military treatment facilities. Appointments are non-reimbursable military internships, pursuant to DoD Instruction 1000.17. The program is open to the Active Duty, National Guard, and Reserve components and works in collaboration with the Office of Personnel Management (OPM) and Department of Labor (DOL). Recovering service members must obtain medical and command approval to participate. The program is designed to provide training that will help the recovering service personnel find employment later on. It is important that participants be placed in a supportive environment that will help them to develop job skills to achieve their employment goals. Opportunities under this program are available across the U.S.

Program Elements

- 3 – 5 month initial appointments
- Military service personnel participate in actions outlined in a career plan
- Part time 20 hours per week, average
- DOE manager interviews and makes selection
- As needed, DoD checks progress through periodic site evaluations
- DoD pays monthly subsistence allowance to Veteran trainees
- DoD provides transportation to the work site
- DoD offers counseling, mentoring and pays necessary training expenses
- DoD offers assistance with resume writing and interviewing techniques

Benefits to Your Organization

- Easy access to trained military service personnel
- Does not require an FTE or salary dollars
- Offers 3 – 5 Month trial period to assess Veteran's fit for post-service job opportunities
- Non-competitive conversions upon separation from the military
- No obligation to hire

Benefits to the Veteran

- Offers activity outside of the hospital environment
- Establishes or enhances civilian employment history and job skills. Although many Veterans have advanced degrees and/or highly trained, for many this is their first civilian work experience outside of the military.
- Provides exposure to potential employment opportunities in selected occupations
- Work schedule allows flexibility for participant's medical appointments

Workforce Planning

Placements under the Operation Warfighter (OWF) Program are intended to provide training and development opportunities for recuperating military service members. Initial appointments may be used to supplement short-term workforce staffing needs and skills gaps. Although the goal is to find employment upon program completion, there is no obligation to hire the OWF participant. Organizations should assess workforce plans and identify viable options for integrating high performers into the workforce at the end of the appointment period whenever possible.

Searching for Candidates

Servicing Human Resources Offices should contact the regional coordinator to initiate placements. For reporting purposes, the DOE Program Manager for the Veterans Recruitment and Outreach Initiative will be notified of placements under the program.

Rating and Selection

Where the appointment is likely to result in a new hire and there are two or more candidates being considered, offices will develop qualification factors and standardized rating and ranking procedures that establish fair and open consideration. The OWF Program Manager will assist the office in scheduling interviews with candidates of interest. A minimum of two weeks is required between selection and OWF Program start date to complete all necessary paperwork, obtain approvals, and meet building security requirements.

Work Schedule

The work schedule is part-time and must allow flexibility to accommodate necessary medical appointments. Appointments may be scheduled by the medical team with little advanced notice.

Reasonable Accommodation

DoD will provide reasonable accommodations deemed necessary to effectively perform the position. This does not include equipment or tools that would normally be owned by DOE.

Case File

The hosting manager is responsible for keeping all documentation on the appointment in a case file and for disposal in accordance with Records Inventory and Disposition Schedules upon conversion to hire or separation. This documentation includes:

- Job Analysis
- A Position Description
- List of qualification factors if the opportunity could lead to a new hire
- Individual Training Plan
- Progress evaluations and completion of developmental training

Transition to the Workplace

Hosting managers are responsible for helping the OWF Veteran/ military service member to get started on a path that promotes success in learning about the career and obtaining the skills and experience that will lead to employment. This includes providing work space equipped with a phone and computer. In addition, the following practices are required to help them achieve a better understanding of the office and know where to go for assistance.

Orientation

The Servicing HR offices should be contacted to be sure there is a DOE orientation session with content specific to the needs of the Veteran. The DOE Headquarters HR office has a program that can be expanded for use at other locations.

The hosting organization is responsible for introducing the Veteran/service member to staff and providing an orientation to the office. It is important to provide summary information that will help them get started. This might include an overview of projects and services, office policies and procedures, and a review of the roles and responsibilities of the position.

Coaching

Hosting managers are responsible for identifying a coach to help the Veteran become acclimated to the office environment, learn to navigate DOE processes, and introduce them to peer networks. This is an important step in preparing them for success. Care should be taken to match the participant with someone who is interested in day-to-day coaching and can accommodate this role within his/her work schedule. Whenever possible, another Veteran who can identify with the Veteran's needs should be considered. This should be someone other than the hosting supervisor. Participants of the OWF program are recuperating from injuries and may need an additional level of assistance and support. For Headquarters offices, the Office of Learning and Workforce Development will work with the office to help find an acceptable match when assistance is requested.

Socializing Opportunities

Generations entering the workforce today have become accustomed to building networks by socializing with their peers. The military depend on these networks for day-to-day operations and survival. Hosting managers should encourage interaction with the DOE Veteran employee groups as well as outside groups. Through these networks, they can share valuable information and establish contacts to help them do the job more efficiently. Additionally, these opportunities contribute to a greater level of job satisfaction, motivation, and retention for Veterans who are new to DOE.

Training Plan

The DoD Program Manager will work with the participant and hosting manager to design a training plan with specific objectives for the Veteran/ military service member to accomplish during the training period. On a bi-weekly basis, the hosting manager will confer with the DoD Program Manager on the status and well-being of the participant. DoD covers expenses for necessary supplemental training as identified and approved in the plan. Veterans may sit in on any required DOE safety training without charge as long as DOE employees are not displaced. Where training is associated with services provided by the Office of Learning and Workforce Development (HC-20), the training needs will be shared with that office in advance to confirm availability. As requested, HC-20 will provide a schedule of all appropriate and available training for Veterans.

Access to Training Systems

HC-20 will provide data necessary to track and report all formal training for DOE Federal employees that have been approved through the system. Access to the Skill Soft library of online classes is available to full-time employees for training identified within the individual development plan and for needed competency development.

Badging

The hosting manager is responsible for working with their Security Officer and the local badging office for badging the participant.

Monitoring Progress

Progress is monitored by the hosting manager with input from the mentor, and reported back to the DOE and DoD Program Managers. To facilitate this process, hosting managers should keep a case file for each participant complete with copies of all necessary VA forms, selection criteria and process documentation, progress evaluations, and training documentation.

Caseworker Visits

DoD Program manager will not make periodic visits unless necessary. Should problems arise, the DoD Program Manager should be consulted as necessary for possible intervention.

Progress Evaluations

After placement, the hosting manager is responsible for closely monitoring the Veteran's progress and to ensure on-the-job training goals are met. The DoD Program Manager should be notified to assist with any issues and/or adjustments to the training plan.

Counseling

Counseling services are provided for participants of the vocational rehabilitation program by DoD. In addition, where an immediate need arises on the job site, local Employee Assistance Program (EAP) offices are available and EAP staff should be prepared to provide assistance as necessary.

Hiring the OWF Veteran

To prevent a break in service, the hiring manager should submit necessary documentation to the servicing Human Resources Office at least 30 - 45 days before the end of the training period. Prior to submitting documentation, check with the DoD OWF Coordinator to determine if the Veteran will be released from the military. This will allow time for processing, conducting background investigations, and exiting from the military. Notification of intent to hire will be given to the DOE Program Manager for the Veterans Recruitment and Employment Initiative.

Separation or Termination of Training Appointment

The DOE Program Manager for the Veterans Recruitment and Outreach Initiative and the DOE designated Veteran Employment Coordinator must be informed of the intent to separate a participant. These individuals will provide assistance to the program participant, as appropriate, to locate and apply for possible DOE/NNSA employment opportunities. Separation may occur for the following reasons:

- Completion of the OWF training program and the inability of the office to hire
- Completion of the OWF training program where there was no intent to hire

- Participant withdrawal
- Agreement with DoD to separate due to unsatisfactory progress or conduct

Program Evaluation and Reporting

Program Performance Measures

At the end of each 90-day placement period, hosting managers are asked to complete an evaluation form included in Appendix B and submit it to the DOE Veteran Employment Program Manager within the Office the Chief Human Capital Officer. Information from the evaluation will be used to determine where program improvements should be made.

Measures will include:

- Satisfaction of candidate referrals
- Ease of the placement process
- Program effectiveness in achieving development goals
- Issues addressed timely and in a satisfactory manner
- Overall satisfaction with the program

KEY ELEMENTS OF THE VETERAN RECRUITMENT AND RETENTION PROCESS

Recruitment

Over the last few years, the pool of Veterans has grown exponentially. This group of candidates is highly trained with an innate work ethic that complements DOE workforce needs. Despite all the hiring authorities and flexibilities designed to make it easier for Federal government to hire Veterans, it is often difficult to find just the right match.

Resources have been identified and tools are being established across government to further support the recruitment and hiring of Veterans. A number of tools are also being established within DOE to assist managers in attracting and hiring Veterans as outlined within the goals and objectives on pages 6 and 7. Managers are ultimately responsible for achieving these goals and must integrate Veteran recruitment strategies into recruitment plans. To assist in this process, information on Veteran recruitment sources has been provided in Appendix D and E.

The Office of the Chief Human Capital Officer and servicing human resources offices will partner with management to help them achieve these goals. Annually, the Office of the Chief Human Capital Officer will organize and conduct a number of corporate Veteran and military recruitment activities to help managers attract talent. Program Offices should collaborate with their servicing HR office to actively participate whenever possible and integrate these sources into recruitment plans. The corporate events are expected to be supplemented by Veteran recruitment within the local areas including colleges and universities. Whenever possible, Veterans should accompany HR professionals to recruitment events. Veteran employment points-of-contact have been established within each of the program areas to provide valuable input into processes and strategies, and offer an additional level of service to Veterans. They collaborate with managers, human resources professionals, special employment program

coordinators, and internal and external stakeholders on the recruitment and hiring of Veterans. For detailed information, see “Roles and Responsibilities” on pages 7-10.

Military, Veteran employment coordinators, and other Veteran groups are included in the list of sources who receive automated job announcements. Periodically, the Office of the Chief Human Capital Officer will review this list and update as necessary to remain current.

Best Practices in Recruitment

The Department’s ability to attract and retain top talent requires that the recruitment message resonate with the audience. Military service personnel are problem solvers and desire positions where they can continue their service to the Nation. Veterans are looking for challenging jobs with opportunity for development and advancement. Recruitment messages that resonate focus on the importance of the agency mission for the future of our country. Some marketing messages DOE will consider including through corporate marketing and within the local communities are:

- DOE is committed to employee training
- There are more Nobel Laureates in DOE than all other agencies combined
- Veterans are valued within the DOE community
- Every day brings challenges in DOE – your military experience will serve you well
- Some of the most cutting-edge research and technology can be found within DOE and its National Laboratory System
- DOE offers leadership training programs
- Employees stay with DOE because of the people and dedication to the mission

In addition to building the right recruitment message, DOE must reach Veterans through the use of social networking sites where they spend much of their time. DOE servicing human resources offices will expand the use of social networking in collaboration with Office of the Chief Human Capital Officer. LinkedIn is a site that enables candidates to locate job information through word search capabilities. Facebook and Twitter are used to build fun, interactive activities that will attract candidates by teaching them about the DOE mission. In the coming months, DOE expects to launch a new interactive game for mobile devices that will teach players about DOE mission areas.

Another best practice is to involve employees in the recruitment of Veterans. Employees understand the knowledge and skills necessary for the job and can be the best source of qualified Veterans. Bonneville Power Administration has instituted an awards program for employees who refer Veterans for hard-to-fill hourly positions. A portion of the award is given when the Veteran is hired and the remainder is awarded if the Veteran stays with the organization for one year.

Servicing HR offices can also locate highly qualified Veterans by collaborating with the local employment centers and U.S. Department of Veterans Affairs Veterans Employment Service Offices. These offices work with agencies to provide referrals of Veterans that are matched with job opportunities.

Job Matching

Until the Federal hiring process evolves to meet current needs, the burden for matching Veterans with career opportunities rests with the human resources professional. Many Veterans have limited knowledge and understanding of the complexities of the Federal hiring process. Without guidance, job applications often do not reflect the Veteran's knowledge, skills, and abilities as they relate to Federal positions. This results in many Veterans having difficulty in finding jobs that match their skills and aspirations. The U.S. Department of Veterans Affairs established a website to assist Veterans in writing their resume in civilian terms at: www.vetsuccess.simplicity.com.

Human resource professionals and Veteran points-of-contact within the DOE/NNSA program areas must be prepared to offer guidance and informational resources as needed to assist the Veteran in better positioning themselves for the right career opportunities and navigating the hiring process.

Removing Barriers

As identified on page 4, there are a number of barriers both real and perceived to the employment of Veterans. Many of the goals and objectives established in this plan were designed to remove barriers. With collaboration, proper planning and the broad use of available resources, many of these obstacles can and should be eliminated. Managers should work with the local Diversity Office to resolve barriers, both real and perceived.

All too often DOE career opportunities are of a scientific and highly technical nature that requires specialized skills and educational requirements. For certain highly technical positions, candidate pools are limited and competition for talent is high. For this reason, substantial effort and pre-planning must take place that results in a list of the highest qualified candidates for the position. The Richland Operations Office has found that when human resources professionals partner with hiring managers to clearly define the position, skills needed, and selective placement factor questions, the referred Veterans are well qualified for the positions. As a result, managers want to hire the Veteran because their job skills are complemented by dedication and a highly valued work ethic.

Encourage Veterans to Apply

All vacancy announcements, student employment, and internship opportunities that represent an opportunity for Veterans must include a statement encouraging Veterans to apply.

Increased Use of Hiring Flexibilities

Human resources professionals should educate and encourage managers in the use of hiring authorities and flexibilities to improve the time it takes to hire talent. For more information see the FedshireVets website: <http://www.fedshirevets.gov/job/shav/index.aspx#vra>.

Relatives

A relative may work in the same agency with an employee when there is no direct reporting relationship and the employee is not in a position to influence or control the relative's appointment, employment, promotion or advancement within the agency (see 5 CFR 362.105

(f)). In addition, rules of impartiality in performing official duties and ethics apply. For additional information about these regulations you may visit <http://www.oge.gov/Topics/Use-of-Government-Position-and-Resources/Remaining-Impartial/>.

Reasonable Accommodation

In accordance with regulation, before bringing on a Veteran with disabilities, managers must determine and address any known need for reasonable accommodation. Inquiries should relate only to the accommodation necessary to successfully perform the job and not the condition or how it was obtained. "Title I of the Americans with Disabilities Act of 1990 (the ADA), requires an employer to provide reasonable accommodation to qualified individuals with disabilities who are employees or applicants for employment, unless to do so would cause undue hardship."

"In general, an accommodation is any change in the work environment or in the way things are customarily done that enables an individual with a disability to enjoy equal employment opportunities."

There are three categories of "reasonable accommodations":

- "(i) modifications or adjustments to a job application process that enable a qualified applicant with a disability to be considered for the position such qualified applicant desires; or
- (ii) modifications or adjustments to the work environment, or to the manner or circumstances under which the position held or desired is customarily performed, that enable a qualified individual with a disability to perform the essential functions of that position; or
- (iii) modifications or adjustments that enable a covered entity's employee with a disability to enjoy equal benefits and privileges of employment as are enjoyed by its other similarly situated employees without disabilities."

Reasonable accommodation is available to qualified applicants and employees with disabilities through the employee accommodations programs managed within the Office of Chief Human Capital Officer. Information on the Headquarters Accommodation Program can be found at: <http://energy.gov/hc/wellness-program/headquarters-accomodation-program>. Reasonable accommodations must be provided to qualified employees regardless of whether they work part-time or full-time, or are considered "probationary." Generally, the individual with a disability must inform the employer that an accommodation is needed."³ For more information on reasonable accommodation, see: <http://www.eeoc.gov/policy/docs/accommodation.html>.

Orientation

The DOE orientation is available online at: <http://energy.gov/hc/services/new-employee-orientation>. Following the DOE orientation, it is important for the assigned office to provide an orientation for new employees, including Veterans. The office orientation will help acclimate the employee to the office and offers greater opportunity for success. Be prepared to discuss the mission of the office and its program areas, office environment and management expectations, offer information on where to find available resources, and introduce the staff. Suggested topics

³ Enforcement Guidance: Reasonable Accommodation and Undue Hardship Under Americans With Disabilities Act

for a discussion with the immediate supervisor should include: a review of the job requirements; explanation of the performance evaluation process; and a question and answer session. A one-year onboarding program is being developed to integrate new employees into their organization. The program will provide employees with the tools, resources, and knowledge to become successful and productive.

Mentoring

Each Veteran new hire below the full performance level will be assigned a mentor to offer individualized assistance. A mentor can help them quickly assimilate into the DOE environment and become a highly effective member of the workforce. The mentor should be someone other than the supervisor who can answer day-to-day questions and provide that essential link between training and real life application. Mentored employees have a stronger commitment to the organization and are less likely to leave.⁴ While many employees expect to change jobs within 2 to 3 years, this timeframe can often be extended with good coaching and mentoring. According to information provided by the Value of A Veteran Consulting Service,⁵ coaching and mentoring is especially important in the retention of Veterans. Whenever possible, this should be another Veteran within the program office who can identify with the needs of the new Veteran.

Check with your local training office for a mentoring program that can provide an additional level of mentoring. In Headquarters, the Office of Learning and Workforce Development (HC-20) manages the Department's Mentoring Program and is available to work with your office to match Veterans with mentors. For the Mentoring Program Guide, and Tools for the mentor and mentee, see: <http://energy.gov/hc/mentoring-program>. In addition, the Office of Personnel Management 2008 booklet *Best Practices in Mentoring* can be found at: <http://www.opm.gov/policy-data-oversight/training-and-development/career-development/bestpractices-mentoring.pdf>.

Social Networking and Mobile Technology

A new level of transparency has been created within government and the use of social networking sites such as Facebook and Twitter have changed the way we communicate. The use of mobile technology and social media sites is commonplace in the search for job information. Progressive organizations are using social media and mobile technology to stimulate conversation and community around their products and services. For example, the LinkedIn job board received the most visits and is one of the most used job boards in recruitment. DOE uses social media sites to expand outreach to Veterans and affinity groups.

The Office of the Chief Human Capital Officer has implemented the use social media sites including: Facebook, Twitter, and LinkedIn for the purpose of marketing DOE and attracting top talent. Information of importance for Veterans has been shared. This is particularly important since the military is accustomed to utilizing electronic communication for their day-to-day operations. Whenever these capabilities are established within DOE elements, use of social

⁴ 10/11/2006 Corporate Mentoring Programs on the Upswing: Society for Industrial and Organizational Psychology

⁵ Value of A Veteran Consulting is a HR training and consulting firm that teaches organizations how to recruit and retain veterans and military spouses through workshops, webinars, blogs, and an employer guide to developing military recruitment programs. See: <http://www.thevalueofaveteran.com/>.

media and mobile technology for marketing and recruitment is encouraged to assist managers to attract and retain top talent.

Opportunities for Socializing

Positive business impact and retention result from enabling collaboration and fostering community among employees. Managers are encouraged to provide opportunities for Veterans to participate in outside Veteran activities and collaborate with the local Department of Energy Veteran employee group. These practices help to establish a broader knowledge base, and often result in increased confidence and job satisfaction.

Training and Development

DOE policy stipulates that employees will have Individual Development Plans (IDP). Managers will offer additional assistance, as needed for Veteran employees to establish an IDP that addresses their individual skills gaps and helps to prepare them for advancement opportunities. A broad range of developmental options including participation in leadership development programs must be integrated into succession planning and IDPs to enhance the knowledge and skills of all employees. Where training resources are limited, look for low or no cost options. Consult your local training administrator for assistance.

Headquarters offices desiring to establish a training (intern) program specifically for Veterans may contact the Office of Learning and Workforce Development (HC-20) for guidance. Training consultants can also provide assistance Veterans and managers to identify DOE training opportunities that will meet skills needs. Offices outside of Headquarters should consult their local training office for information and assistance.

Monitoring Progress

DOE Order 331.1C, Employee Performance Management and Recognition Program established requirements and responsibilities for performance management at GS-15 and below, or equivalent. In addition to these requirements, good management practices include frequent on-going communication with the employee. Progress should be monitored throughout the year as opposed to only when performance evaluations are due. Through regular observation and feedback, managers can increase employee motivation and success. Communications become stronger and the employee is given an opportunity to provide input. Employees who feel they have contributed to the mission are generally more enthusiastic and motivated. More importantly, frequent interactions allow management to identify barriers and obstacles to the employee's success, and address these issues through timely adjustments of resources, training, or assignments. This is particularly important in the case of Veterans with disabilities.

In addition, frequent communication creates opportunities for managers to provide timely, informal recognition for a job well done, outside of the formal awards process. This contributes to a higher level of job satisfaction, performance and retention.

Program Evaluation

Program Performance Measures

- Veteran recruitment and retention practices are integrated into recruitment and succession plans

- Veteran standards established across the Department
- Information and sources are readily available for Veterans and managers
- HR Professionals and managers are trained in the use of hiring authorities and flexibilities
- Resources are dedicated to Veteran recruitment and retention
- Increased activity in Veteran recruitment events, job fairs, and workshops
- Veteran groups at colleges and universities provide referrals
- Increase in number of Veterans hired and well matched to jobs
- Development opportunities provided for Veterans and disabled Veterans
- Wide use of sources, media and networks to attract Veterans
- Mentors established and effectively matched
- Opportunities are created for Veterans to socialize and network with other Veterans

Tracking Program Performance

DOE Elements are responsible for collecting, tracking and reporting data associated with their efforts under the Veterans Employment Initiative. Managers are held accountable for results through the 3 year accountability audits. In addition, managers are required to provide any requested data to the Office of the Chief Human Capital Officer in a timely fashion. Periodically, analyses and reviews will be conducted to determine the efficacy of the program. Improvements will be made as necessary to remove identified barriers and enhance opportunities for Veterans.

Reporting Requirements

Agencies are required to submit annual reports of their progress on the Veterans Employment Initiative to the Office of Personnel Management. All DOE Elements will be required to provide input to the Office of the Chief Human Capital Officer for the annual agency report by October 30 each Fiscal Year.

PROGRAM ASSESSMENT FOR DVAAP

Each DOE field facility is required to submit a plan certification and report on accomplishments related to the Disabled Veteran Affirmative Action Program Plan (DVAAP) to the Office of the Chief Human Capital Officer and Office of Economic Impact and Diversity. Reports are reviewed, evaluated and benchmarked against previous years. In addition, the Office of Economic Impact and Diversity conducts an analysis of the workforce in the areas of accessions, separations, promotions, awards, and training in conjunction with the Federal Agency Annual EEO Program Status Report (MD-715). See Appendix F-1 for the DOE DVAAP Plan.

Forms For NPWE Vocational Rehabilitation Program

OMB Approved No. 2900-0678
Respondent Burden: 15 Minutes



AGREEMENT TO TRAIN ON THE JOB DISABLED VETERANS (Chapter 31, Title 38, U.S. Code)

Privacy Act Notice: VA will not disclose information collected on this form to any source other than what has been authorized under the Privacy Act of 1974 or Title 38, Code of Federal Regulations 1.576 for routine uses identified in the VA system of records, 58VA21/22, Compensation, Pension, Education and Rehabilitation Records - VA, published in the Federal Register. Your obligation to respond is required to obtain or retain benefits. The requested information is considered relevant and necessary to determine maximum benefits under the law. Payment of accrued benefits cannot be made unless the information requested is furnished as required by existing law (38 CFR 3.1000 and 3.1001). The responses you submit are considered confidential (38 U.S.C. 5701). Any information provided by applicants, recipients, and others may be subject to verification through computer matching programs with other agencies.

Respondent Burden: We need this information to determine, establish or verify your eligibility for VA Vocational Rehabilitation and Employment benefits (38 U.S.C. 5902). Title 38, United States Code, allows us to ask for this information. We estimate that you will need an average of 15 minutes to review the instructions, find the information, and complete this form. VA cannot conduct or sponsor a collection of information unless a valid OMB control number is displayed. You are not required to respond to a collection of information if this number is not displayed. Valid OMB control numbers can be located on the OMB internet Page at www.whitehouse.gov/omb/library/OMB/VA_EPA.html#VA. If desired, you can call 1-800-827-1000 to get information on where to send comments or suggestions about this form.

THIS AGREEMENT, entered into as of the _____ day of _____, 20____, between (Legal Name and Address of the Establishment) _____

(hereinafter referred to as the Establishment) and the Department of Veterans Affairs for the purpose of implementing the provisions of Chapter 31, Title 38, U.S. Code with reference to training on the job of disabled veterans, provides:

A. That the Establishment will:

1. Accept, from time to time and within its own discretion in each case, disabled veterans for a course of training on the job which will render each employable in accordance with the provisions of law for the following job objectives:

JOB OBJECTIVE	LENGTH IN MONTHS

2. Maintain in its file a detailed course of training for each occupation for which training will be made available to veterans.
3. Provide competent instruction to each veteran in accordance with his or her individual training program prepared by the Department of Veterans Affairs in collaboration with the Establishment, subject to such subsequent modifications as may be mutually agreed upon as being necessary to effect the successful rehabilitation of each veteran.
4. Provide close supervision of each veteran while he or she is undergoing training in order that the employment objective may be reached within the time limits stated in his/her individual training program.
5. Furnish, at the Establishment's expense, to each veteran such books, tools, equipment, and material as are customarily furnished without cost by the Establishment to all other trainees in the same course.
6. Maintain adequate progress reports which will at any time disclose the performance of each veteran in training.
7. Report to the Department of Veterans Affairs Regional Office serving the area in which each veteran is receiving training in such form and at such times as may be required, information as to the conduct and progress of each veteran in training and the amount of wages plus any other remuneration paid to him or her by the Establishment.

8. Report immediately to the Regional Office of the Department of Veterans any situation regarding each veteran in training which indicated the need for attention of the Department of Veterans Affairs.
9. Cooperate with the Department of Veterans Affairs in the carrying out of any supervisory function required for the Department of Veterans Affairs by law and Veterans Affairs regulations.
10. Upon completion of the training issue to each veteran a signed statement or certificate which will indicate the length and type of training provided, and the fact that he or she has satisfactorily completed his or her individual training program.


B. That the Department of Veterans Affairs will:

1. Enter veterans as they are eligible and available into those training programs in which the Establishment will accept them.
2. Exercise supervision of the veterans in training to the extent necessary to protect the interest of the Federal Government and the veterans.
3. Furnish to each veteran, at the expense of the Department of Veterans Affairs, such books, tools, equipment, and materials, in addition to any supplied by the Establishment, commonly required by the Establishment to be supplied and personally owned by other trainees, not under the Veterans Affairs jurisdiction, pursuing the same training in the Establishment.
4. Assume the responsibility of keeping the Establishment currently informed of any and all modifications of the law and Veterans Affairs regulations affecting the training program for disabled veterans.
5. Remove from training status any veteran whose personal conduct, lack of application to his or her training, or unsatisfactory quality of work is such as to jeopardize the interest of the veteran, the Establishment, or the Veterans Affairs, provided, however, that when a veteran is being trained under terms of apprentice indenture, the terms of such indenture shall control insofar as such terms are not incompatible with the provision of the law governing the veteran's training, or with the interests or policies of the Department of Veterans Affairs.

C. Further, that:

1. Each veteran in training under this Agreement will be under the control and supervision of the Establishment and will be subject to the same rules and regulations governing the conduct of other comparable employees of the Establishment.
2. This Agreement may be terminated by the Establishment or the Department of Veterans Affairs on fifteen (15) days notice.

FOR THE ESTABLISHMENT		
DATE	SIGNATURE	TITLE
FOR THE DEPARTMENT OF VETERANS AFFAIRS		
DATE	SIGNATURE OF VOCATIONAL REHABILITATION AND EMPLOYMENT REPRESENTATIVE	NAME AND LOCATION OF VA REGIONAL OFFICE DEPARTMENT OF VETERANS AFFAIRS

 Department of Veterans Affairs		DESIGNATION OF CERTIFYING OFFICIAL(S)	
GENERAL INSTRUCTIONS			
<p>1. This form MUST ONLY be completed by a responsible official with the authority to designate certifying officials for the school or training establishment.</p> <p>2. This form must be completed whenever there is a change in any of the information. Include the names, titles, and signatures of all certifying officials, not just the changed information.</p>			
SPECIFIC INSTRUCTIONS			
<p>1. Item 1: Enter the complete name and address of the school or training establishment.</p> <p>2. Item 2: Enter the certifying official's telephone number.</p> <p>3. Item 3: Enter the certifying official's fax number.</p> <p>4. Item 4: Enter the certifying official's e-mail address. As an alternative, you may enter the e-mail address for the office where the certifying official works.</p> <p>5. Item 5A: Enter the complete name and title for each designated certifying official. Have each person sign the form on the same line as his or her name and title. If any of the certifying officials have limited jurisdiction, note such limitations in Item 6, "Remarks". Use space below if needed.</p> <p>6. Item 5B: If facsimile (e.g., rubber stamp) signatures will be used for any certifying officials, enter a sample in the appropriate block. In addition, have the individual initial next to the sample.</p> <p>7. Item 5C: If veterans and other eligible persons will be claiming individualized tutorial assistance, complete these blocks.</p> <p>8. Items 7 and 8: Sign and date the form. The person signing the form must be a person of significant authority, i.e., registrar, academic dean, or higher.</p>			
<p>PURPOSE: This form is used to provide the names and signatures of those individuals who are authorized to certify enrollment information to the Department of Veterans Affairs.</p>			
1. NAME AND ADDRESS OF SCHOOL OR TRAINING ESTABLISHMENT <i>(Include ZIP Code)</i>		FOR VA USE ONLY	
2. TELEPHONE NUMBER(S) OF CERTIFYING OFFICIAL(S) <i>(Include Area Code)</i>		3. FAX NUMBER OF CERTIFYING OFFICIAL(S) <i>(Include Area Code)</i>	
4. E-MAIL ADDRESS OF CERTIFYING OFFICIAL(S)			
5. THE FOLLOWING ARE DESIGNATED AS CERTIFYING OFFICIALS OF THIS SCHOOL OR TRAINING ESTABLISHMENT			
A. OFFICIALS DESIGNATED TO SIGN VA ENROLLMENT CERTIFICATIONS, CERTIFICATIONS OF CHANGE IN STUDENT STATUS, CERTIFICATIONS OF DELIVERY OF ADVANCE PAYMENTS, CERTIFICATIONS OF PURSUIT, ATTENDANCE, FLIGHT TRAINING, ON-THE-JOB OR APPRENTICESHIP TRAINING (AS APPLICABLE), OTHER CERTIFICATIONS OF ENROLLMENT ARE:			
NO.	NAME	TITLE	SIGNATURE
(1)			
(2)			
(3)			
(4)			
B. THE USE OF THE FOLLOWING FACSIMILE (e.g., rubber stamp) SIGNATURES FOR THE OFFICIALS LISTED IN ITEM 5A ABOVE ARE AUTHORIZED.			
(1)		(2)	
(3)		(4)	

5. THE FOLLOWING ARE DESIGNATED AS CERTIFYING OFFICIALS OF THIS SCHOOL OR TRAINING ESTABLISHMENT <i>(Continued)</i>			
C. FOR POSTSECONDARY EDUCATIONAL INSTITUTIONS ONLY - OFFICIALS DESIGNATED TO SIGN THE SCHOOL PORTION OF VA FORM 22-1990T, APPLICATION AND ENROLLMENT CERTIFICATION FOR INDIVIDUALIZED TUTORIAL ASSISTANCE, ARE:			
NO.	NAME	TITLE	SIGNATURE
(1)			
(2)			
(3)			
6. REMARKS			
<p>It is hereby certified that the Department of Veterans Affairs will be notified of any changes in the designations shown on this form as they occur.</p>			
7. SIGNATURE AND TITLE OF DESIGNATING OFFICIAL			8. DATE
<p>PENALTY - The law provides that whoever makes any statement of a material fact knowing it to be false shall be punished by fine or imprisonment or both.</p>			
<p>PRIVACY ACT NOTICE: VA will not disclose information collected on this form to any source other than what has been authorized under the Privacy Act of 1974 or Title 38, Code of Federal Regulations 1.576 for routine uses as identified in the VA system of records, 58VA21/22, Compensation, Pension, Education and Rehabilitation Records - VA, and published in the Federal Register. An example of a routine use (e.g., VA sends educational forms or letters with a veteran's identifying information to the veteran's school or training establishment to (1) assist the veteran in the completion of claims forms or (2) for VA to obtain further information as may be necessary from the school for VA to properly process the veteran's education claim or to monitor his or her progress during training). Your obligation to respond is required to obtain or retain education benefits. VA cannot recognize you as the proper certifying official unless the information is furnished as required by existing law (38 U.S.C. 3680(g)). The responses you submit are considered confidential (38 U.S.C. 5701). Any information provided by applicants, recipients, and others is subject to verification through computer matching programs with other agencies.</p>			
<p>RESPONDENT BURDEN: We need this information to identify you as the certifying official for your school or job training establishment when reporting pursuit of training for veterans and other eligible persons (38 U.S.C. 3684). Title 38, United States Code, allows us to ask for this information. We estimate that you will need an average of 10 minutes to review the instructions, find the information, and complete this form. VA cannot conduct or sponsor a collection of information unless a valid OMB control number is displayed. You are not required to respond to a collection of information if this number is not displayed. Valid OMB control numbers can be located on the OMB Internet Page at www.whitehouse.gov/library/omb/OMBINVA.EPA.html#VA. If desired, you can call 1-888-GI-BILL-1 (1-888-442-4551) to get information on where to send comments or suggestions about this form.</p>			

VA FORM 22-8794, JAN 2007



**Department of
Veterans Affairs**

**STATEMENT OF ASSURANCE OF COMPLIANCE
WITH EQUAL OPPORTUNITY LAWS**

(hereinafter called the "Signatory")

(Name of Organization, Institution, or Individual)

HEREBY AGREES THAT

it will comply with Title VI of the Civil Rights Act of 1964 (42 U.S.C. 2000d et seq.), Title IX of the Education Amendments of 1972, as amended (20 U.S.C. 1681 et seq.), Section 504 of the Rehabilitation Act of 1973 (29 U.S.C. 794), the Age Discrimination Act of 1975 (42 U.S.C. 6101 et seq.), and all Federal regulations adopted to carry out such laws. This assurance is directed to the end that no person in the United States shall, on the ground of race, color, national origin (Title VI), handicap (Section 504), sex (Title IX, in education programs and activities only), or age (Age Discrimination Act) be excluded from participation in, to be denied the benefits of, or be subjected to discrimination under any program or activity of the Signatory receiving Federal financial assistance or other benefits under statutes administered by VA (Department of Veterans Affairs), the ED (Department of Education), or any other Federal agency. This assurance applies whether assistance is given directly to the recipient or indirectly through benefits paid to a student, trainee, or other beneficiary because of enrollment or participation in a program of the Signatory.

The Signatory HEREBY GIVES ASSURANCE that it will promptly take measures to effect this agreement.

If any real property or structure thereon is provided or improved with the aid of Federal financial assistance extended to the Signatory by VA or ED, this assurance shall obligate the Signatory, or in the case of transfer of such property, any transferee, for the period during which the real property or structure is used for the purpose for which the Federal financial assistance is extended or for another purpose involving the provision of similar services or benefits. In all cases, this assurance shall obligate the Signatory for the period during which the Federal financial assistance is extended to any of its programs by VA, ED or any other Federal agency.

THIS ASSURANCE is given in consideration of and for the purpose of obtaining Federal financial assistance, including facilities furnished or payments made under sections 104 and 244(1) of Title 38, U.S.C. Also, sections 1713, 1720, 1720a, 1741-1743, 2408, 5902(a)(2), 8131-8137, 8151-8156 (formerly 613, 620, 620a, 641-643, 1008, 1008, 3402(a)(2), 5031-5037, 5051-5056 respectively) and 38 U.S.C. chapters 30, 31, 32, 35, 36, 82, and 10 U.S.C. chapter 106. Under the terms of an agreement between VA and ED, this assurance also includes Federal financial assistance given by ED through programs administered by that agency. Federal financial assistance is understood to include benefits paid directly to the Signatory and/or benefits paid to a beneficiary contingent upon the beneficiary's enrollment in a program or using services offered by the Signatory.

The Signatory agrees that Federal financial assistance or other benefits will be extended in reliance on the representations and agreements made in this assurance; that VA or ED will withhold financial assistance, facilities, or other benefits to assure compliance with the equal opportunity laws; and that the United States shall have the right to seek judicial enforcement of this assurance.

THIS ASSURANCE is binding on the Signatory, its successors, transferees, and assignees for the period during which assistance is provided. The Signatory assures that all contractors, subcontractors, subgrantees, or others with whom it arranges to provide services or benefits to its students or trainees in connection with the Signatory's programs or services are not discriminating against those students or trainees in violation of the above statutes.

The person whose signature appears below is authorized to sign this assurance.

(Date)

(Signature of authorized official)

(Mailing address)

(Title of authorized official)

Program Evaluation Questionnaire for All DOE Use of Vocational Rehabilitation Programs

1. How satisfied were you with the candidates referred under the program?

1 (Least) 2 3 4 5 (Most)

2. How effective was the program in helping you to find a Veteran well qualified for the job?

1 (Least) 2 3 4 5 (Most)

3. How satisfied were you with the ease of the placement process?

1(Least) 2 3 4 5 (Most)

4. What improvements would you recommend for the placement process?

5. Were training and development services promised through the program delivered in a timely fashion?

1 (Least) 2 3 4 5 (Most)

6. Were the training workshops and development services provided by the program effective?

1 (Least) 2 3 4 5 (Most)

7. Did the Veteran receive transportation to the jobsite? Yes_____ No_____

8. If yes, how reliable was the transportation? Reliable_____ Often Late_____

9. If there were issues during the placement period, were they addressed to your satisfaction?

Yes_____ No_____

If no, please explain _____

10. Were the issues addressed in a timely manner? Yes_____ No_____

11. Are you going to hire the Veteran? Yes_____ No_____

Program Evaluation Questionnaire for All DOE Use of Vocational Rehabilitation Programs (Continued)

12. If Veteran will not be hired, indicate the reason why?

Funding _____ No FTE Availability _____ Candidate Not Right for Job _____
Intent was to train only _____ Other _____

13. What was your overall satisfaction level with the program?

1. (Least) 2. 3. 4. 5. (Most)
O O O O O

14. Would you participate in the program again in the future? Yes _____ No _____

15. Would you recommend the program to others?

Yes _____ No _____ Maybe _____

Suggested Recruitment Sources

COLLEGE AND UNIVERSITY VETERANS GROUPS

The following links were shared by the Office of Personnel Management with a couple of additions. This list is not all inclusive and is meant as a starting point for offices to find local groups. Check with the local colleges and universities within your area for additional Veteran groups and Student Veterans of America chapters.

UCLA

- Main website: <http://www.Veterans.ucla.edu/>, Veterans Resource Office, B44 Student Activities Center, (310) 206-6915
- Google Group: Military Veterans Organization at UCLA, <http://groups.google.com/group/mvobruins?hl=en>, 82 members
- Facebook Group: Military Veterans Organization at UCLA, <http://www.facebook.com/group.php?gid=2256183374>, 45 members
- UCLAW Veterans Society, <http://law.ucla.edu/Veterans/>, Chairman: Peter Bartle bartle2005@lawnet.ucla.edu
- UCLA AROTC, <http://www.milsci.ucla.edu/>
- UCLA NROTC, <http://www.navy.ucla.edu/>
- There is a class called “Boots to Bruins,” Contact: Katy Jakle, at kjakle@caps.ucla.edu

Stanford

- Stanford GSB Veterans Club, President: Sean Koffel, skoffel@stanford.edu; Advisor: Troy Steinmetz, tstein32@stanford.edu
- Stanford University Army ROTC, <http://www.stanford.edu/group/armyrotc/>

UNLV

- UNLV Student Veterans Organization, <http://news.unlv.edu/unlvtoday/student-veterans-organization-svo>

Harvard/MIT

- Harvard Veterans Alumni Organization, <http://www.harvardVeterans.org/>, info@harvardVeterans.org
- HBS Armed Forces Alumni Association, <http://hbs.campusgroups.com/afaa/home/>, afaa@studentclubs.hbs.edu, Contact information for Officers at: <http://hbs.campusgroups.com/afaa/officers/>
- HLS Armed Forces Association, <http://www3.law.harvard.edu/orgs/armed/>,
- MIT has 3 ROTC Units: Army- <http://web.mit.edu/armyrotc/about.html>, Navy- <http://web.mit.edu/navyrotc/>, Air Force (one of the first 5 AFROTC units established in 1920)- <http://afrotc.mit.edu/>

University of Maryland

- Veterans Programs Office, <http://www.Veterans.umd.edu/>, umdvets@umd.edu
- Student Organization - TerpVets: http://thestamp.umd.edu/Veterans/terp_vets.html

- Air Force ROTC: <http://www.afrotc.umd.edu/>, afrotcdet330@umd.edu
- Army ROTC: <http://www.armyrotc.umd.edu/>, armyrotc@umd.edu

Howard University

- Air Force ROTC, http://www.howard.edu/howardlife/AFROTC/what_is_afrotc.htm, Detachment 130 Recruiting Flight Commander: det130uao@gmail.com or det130@maxwell.af.mil
- Army ROTC, <http://www.armyrotc.com/edu/howard/index.htm>, Contact: LTC Tyra Sellers, Professor of Military Science, Tyra.sellers@howard.edu

Johns Hopkins

- Cary Student Veterans Organization, Contact: April Kimble, akimble74@gmail.com
- This is a small campus, inquire to find Veterans. However, there are a number of national organizations you could connect with if you have the time.

Student Volunteers of America

- Coalition of student Veterans groups from college campuses across the United States. Founded in January of 2008, SVA is a 501(c)(3) tax-exempt organization. See: <http://www.studentVeterans.org/index.php>
- Contact: Phone number (202) 223-4710 or <http://www.studentveterans.org/index.php/contact-us.html>
- Hold regional conferences

Reserve Officer Training Core (ROTC) at Local Colleges and Universities

- Same quality as military junior training officers
- Build relationships before they enter the military with potential to attract them to DOE/NNSA upon release from military

Useful Websites For Veteran/Military Recruitment and Hiring

Many of the following websites provide free services for employers looking to hire Veterans and transitioning military service members.

- **Army Wounded Warrior Program (AW2):** <http://wtc.army.mil/aw2/index.html> - official site for the DoD program for the severely wounded interested in employment.
- **Clearedjobs.net:** <http://clearedjobs.net/> - Fee for service, includes job search engine, job fairs and marketing services to attract professionals with security clearances.
- **CareerOneStop Centers:**
<http://www.careeronestop.org/militarytransition/jobsearchresources.aspx> - Provides links to Career One-Stop Centers in 50 states. Includes: Veteran and government job and resume banks; military to civilian resume writing assistance; transition assistance; interview tips; and disaster recovery services.
- **Department Of Labor Veterans Employment and Training Service:** <http://www.dol.gov/vets/> - National Veterans jobs bank. Includes: hiring Veterans tool kit, skills translators, hiring our heroes job fairs, e-benefits, and U.S.E.R.R.A. information.
- **FedsHireVets.gov:** <http://www.fedshirevets.gov/> – OPM’s one source website to promote Veterans and their employment within Federal Government. (Provides resources for Veterans and HR Professionals)
- **HireVeterans.com:** <http://www.hireVeterans.com/>– Can purchase annual membership for job postings. Includes information on job fairs, and resume search capabilities.
- **Job Opportunities for Disabled American Vets (JOFDV):** <http://www.jofdav.com/> - Posts job openings by employers for a small fee. Provides information on employers, assistance with cover letters, and interview tips.
- **O*Net Resource Center:** <http://www.onetcenter.org/> – Assistance in matching skills to jobs
- **MilitaryConnection.com:** <http://www.militaryconnection.com/virtualfairs.asp> - virtual job fairs, and job board
- **Military.net:** www.military.net – Offers information, and a free job posting and search engine
- **MilitaryHire.com:** www.militaryhire.com – Professional resume writing source and job search engine
- **National Veterans Foundation:** <http://nvf.org>.–Information and resources including free job posting and job search
- **Student Veterans of America:** <http://www.studentVeterans.org/> - A coalition of student Veteran groups across the U.S. Site includes a chapter locator, featured employer, and job postings.

- **TAOnline.com:** <http://www.taonline.com/> – Provides transition assistance resources including a job search engine and career fair listings
- **TurboTap.org:** <http://www.turbotap.org/> – DoD website providing transition assistance resources including an employment hub, benefits information, etc.
- **VA Vocational Rehabilitation and Employment Service:** <http://www.vba.va.gov/bln/vre/>
- **Vetsuccess.gov:** <http://www.vetsuccess.simplicity.com/> - VA Vocational Rehabilitation and Employment website provides job fair information, job posting, and job search engine.

Publications:

There are numerous military publications that can be used to attract talent. The Veterans Employment Initiative has conducted a joint marketing campaign and advertisement for Federal agencies. The following two selected publications have wide distribution and readership among the military community:

GI Jobs – <http://www.gijobs.com/>

Military Times: Edge – Distributed in Military Times paper. See: <http://www.militarytimesedge.com/>.

Military Job Fairs:

The Office of the Chief Human Capital Officer coordinates participation in a number of military and Veteran job fairs. The job fairs are included in the DOE recruitment calendar that can be found by visiting: <http://www.energy.gov/jobs/calendars/events>.

For a more comprehensive listing of military job fairs, see: <http://vetjobs.com/media/upcoming-military-related-career-fairs/>.

List Of Additional Veterans Resources

Assistive Technologies:

Computer Electronic Accommodations Program (CAP): www.tricare.mil/cap/ - this program provides free assistive technology and accommodations for the newly recruited college students. Submit a request form, complete needs assessments, browse assistive technology, or get your questions answered at the CAP web site.

Additional Vocational Rehabilitation Programs:

Army Wounded Warrior Program (AW2): <http://wtc.army.mil/aw2> - Helps severely injured soldiers develop job skills before returning to duty or transitioning to Veteran status.

America's Heroes at Work: <http://www.americasheroesatwork.gov/employipilot/> - Department of Labor (DOL) program for returning service members with Traumatic Brain Injury (TBI) and Post-Traumatic Stress Disorder (PTSD).

Air Force Wounded Warrior Program (AFW2): <http://www.woundedwarrior.af.mil/> - Helps severely injured airmen develop job skills before returning to duty or transitioning to Veteran status.

Compensated Work Therapy (CWT): <http://www.cwt.va.gov/index.asp> - VA Source for temporary and permanent employees through this "temp to hire" transitional work program. CWT provides job matching and reasonable accommodation services and are located in most large metropolitan areas as well as many local communities.

Marines for Life U.S. Marine Core Wounded Warrior Regiment:

<http://www.woundedwarriorregiment.org/> - Helps severely injured Marines develop job skills before returning to duty or transitioning to Veteran status.

Safe Harbor – Navy Severely Injured Support: <http://safeharbor.navylive.dodlive.mil/> - Helps severely injured sailors with injuries that occurred after September 10, 2001, develop skills before returning to duty or transitioning to Veteran status.

College Recruitment and Referral Program:

Workforce Recruitment Program (WRP)

<https://wrp.gov/LoginPre.do?method=login> - a recruitment and referral program that connects federal sector employers nationwide with highly motivated postsecondary students and recent graduates with disabilities who are eager to provide their abilities in the workplace through summer or permanent jobs. Co-sponsored by the Department of Labor's Office of Disability Employment Policy (ODEP) and the Department of Defense with the participation of many other federal agencies, the WRP has provided employment opportunities for over 5,000 students since 1995.

Contractor Support for Military Recruitment:

Recruit Military, LLC: <https://www2.recruitmilitary.com/> (Veteran owned and operated) - Fee based membership services include recruitment events across the U.S., job board, magazine and e-mail blasts to 400,000⁺ registered candidates. Member organizations become known as Veteran-friendly through being highlighted on television, radio, and in newspaper interviews at Expos.

Credentialing Resources:

Credentialing Opportunities On-line (COOL): Offers information for army or navy service members to meet civilian certification and license requirements. For Army see: <https://www.cool.army.mil/index.htm>, and for Navy see: <https://www.cool.navy.mil/>.

Supportive Resources:

eBenefits: <https://www.ebenefits.va.gov/ebenefits-portal/ebenefits.portal> - a one-stop-shop for benefits related tools and information for Wounded Warriors, Veterans, Military Service Members, and their families.

Gold Card: <http://www.dol.gov/vets/goldcard.html> - provides unemployed post-9/11 era veterans with 6 months of intensive and follow-up services they need to succeed in today's job market. The Gold Card initiative is a joint effort of the Department of Labor's Employment and Training Administration (ETA) and the Veterans' Employment and Training Service (VETS).

National Call Center for Homeless Vets: 877-424-3838,
<http://www.va.gov/HOMELESS/NationalCallCenter.asp>

National Resource Directory: Connects Wounded Warriors, Service Members, Veterans and their families with National, State, and Local Services, <https://www.nrd.gov/>. Services are searchable by state.

- **Benefits and Compensation:** Provides information and links to help locate benefits and compensation resources by state: <https://www.ebenefits.va.gov/ebenefits/nrd>.
- **Education and Training:** <https://www.ebenefits.va.gov/ebenefits/nrd>

Veterans Crisis Line: 800-273-8255, <http://www.veteranscrisisline.net/>.

Resources for Traumatic Brain Injury (TBI) and Post-Traumatic Stress Disorder (PTSD):
<http://www.americasheroesatwork.gov/> - Site information and tools for employers to help returning service members succeed in the workplace. DOL will work with employers to provide accommodation. This can be as simple as a quiet work space, and the ability to take a 15 minute break twice a day.

**Department of Energy
FY15 Affirmative Action Program Plan
For Disabled Veterans**

1. PURPOSE:

This Affirmative Action Program Plan for Disabled Veterans (Plan) establishes policy and procedures, identifies responsibilities, and in connection with the *Department of Energy Operational Plan and Desktop Reference for the Veterans Employment Initiative* sets objectives for the Department of Energy (DOE). It has become an attachment to the Operational Plan.

2. SCOPE:

The Plan is to serve as the guide for the Disabled Veterans' Affirmative Action Program (DVAAP) for all elements of the Department of Energy (DOE).

3. REFERENCES:

Equal Employment Opportunity Commission (EEOC) Management Directive (MD) 715 and Guidance: <http://www.eeoc.gov/federal/directives/md715instruct.cfm>.

DOE Operational Plan and Desktop Reference for the Disability Employment Program: <http://energy.gov/sites/prod/files/2013/08/f2/Final%20Signed%20SOP%20Disability%20Employment.pdf>.

DOE Operational Plan and Desktop Reference for the Veterans Employment Initiative: <http://energy.gov/sites/prod/files/2013/08/f2/Final%20Signed%20SOP%20Veterans%20Employment%20Initiative.pdf>.

DOE-Headquarters (HQ) Procedures to Facilitate the Provision of Reasonable Accommodation for Individuals with Disabilities: <http://energy.gov/sites/prod/files/CAP%20Program%20Guidance.pdf>.

DOE Human Capital Management Strategic Plan: <http://energy.gov/sites/prod/files/DOE-Human-Capital-Strategic-Plan-2011-2015.pdf>.

Section 307 of the Civil Service Reform Act of 1978.

Section 501 of the Rehabilitation Act of 1973, as amended.

Section 2014, Title 38 United States Code.

4. DIRECTION:

DOE is committed to providing equal employment opportunities to employees and applicants in recruitment, hiring, advancement, training, career development, promotions, reassignments, awards, and all other terms, conditions and /or privileges of employment regarding disabled veterans, with an emphasis on veterans who are 30% or more disabled.

5. PROGRAM RESPONSIBILITY:

Overall responsibility for the program falls under the general direction of the Office of the Chief Human Capital Officer (OCHCO) with program management and implementation responsibilities being vested in the Office of HC Policy, Accountability, and Technology (HC-10). Roles and responsibilities are defined within the *Department of Energy Operational Plan and Desktop Reference for the Veterans Employment Initiative*.

6. DEFINITIONS

A. Disabled Veteran.

- (1) A veteran who is entitled to compensation under laws administered by the Veterans Administration; or
- (2) A person who was discharged or released from active duty because of a service-connected disability.

7. FY14 RECRUITMENT GOALS FOR PERSONS WITH DISABILITIES AND DISABLED VETERANS

A. External Recruitment.

(1) **Vacancy Announcement.** Employing offices are required at all times to accept applications from persons eligible for consideration under special hiring authorities (including VRA, appointment of veterans who are 30 percent or more disabled, etc.). DOE elements are to encourage veterans, especially those with 30 percent or more disabilities, to apply for existing vacancies. All DOE elements are required to add the following statement to vacancy announcements open to Schedule A hiring: “Individuals with intellectual disabilities, severe physical disabilities, or psychiatric disabilities may apply for appointment through the Schedule A hiring authority. [Certified verification of a disability](#) from a licensed medical professional; a licensed vocational rehabilitation specialist; or any Federal, state, or District of Columbia agency or U.S. territory that issues or provides disability benefits will be required.”

(2) **Standing Registers:** DOE Elements may establish standing registers to maintain an inventory of qualified disabled veterans’ applications or utilize the DOE Nation-wide register.

B. Internal Recruitment:

DOE elements shall take steps to ensure that all employees, including disabled veterans are notified of vacancies or developmental opportunities that will be filled through internal procedures. Vacancy announcements should be well publicized and strategically posted in highly visible locations.

C. Special Appointment Authorities:

Staffing specialists, managers, and supervisors should be aware of the special appointment authorities that can be used to hire disabled veterans. Servicing Personnel Offices should expand the use of these authorities and provide on-the-job training to staffing specialists on the use of the special appointing authorities.

D. Special Events:

Servicing HR offices will participate in recruitment and outreach events, e.g., career days, veteran job fairs, partnerships with military hospitals, employer seminars.

conferences, etc., that promote awareness of the Disabled Veterans' Affirmative Action Program (DVAAP).

(1) Training or Work Experience: Disabled veterans may work for DOE while in vocational development training, as addressed under 38 U.S.C. Chapter 31 (Veterans Administration Vocational Rehabilitation). Subsequently, any veteran may receive a noncompetitive appointment to a vacancy for which he or she is qualified when training is completed. See 5 CFR 316.302(b)(3) or 5 CFR 316.402(b)(3).

8. GENERAL OBJECTIVES:

- A. Achieve full commitment to program goals, objectives, and planned activities in the *Department of Energy Operational Plan and Desktop Reference for the Veterans Employment Initiative*. Delegate appropriate authority to direct and accomplish program goals.
- B. DOE elements will establish inclusive practices for leadership, career development, and training for disabled veterans. This includes a review of leadership and career development programs to assess any barriers to access for disabled veterans.
- C. To place more emphasis on recruitment of disabled veterans, DOE elements will follow the Operational Plan that includes a variety of marketing avenues that may be used to develop and implement a targeted recruitment plan for disabled veterans with a goal of increasing overall representation.
- D. When recruiting for open positions, servicing HR offices will notify resource groups that service/represent persons with disabilities and disabled veterans and utilize social media as appropriate to market DOE vacancies.
- E. Provide focused attention to ensure that veterans with disabilities receive equal opportunity in hiring, placement, advancement opportunities, and retention.
- F. Ensure that program policies and procedures for merit promotion, awards, career ladder promotions, and training programs provide equal opportunity for the participation of veterans and individuals with disabilities.
- G. Utilize available sources to provide accessibility to DOE buildings and facilities for individuals with disabilities.

- H. DOE elements will maintain data collection systems for purposes of program assessment and planning.
- I. Provide ready access to the DOE-wide DVAAP Plan and *DOE Operational Plan and Desktop Reference for the Veterans Employment Initiative* to establish a better understanding of the goals and objectives of the Plan.

9. PROBLEM/BARRIER STATEMENT:

Triggers indicated low participation rates in training and development programs. They were not definitive in identifying barriers to the employment or advancement of disabled veterans.

Objective: Managers are encouraged to establish an inclusive environment that promotes leadership development, training and advancement opportunities to all members of the workforce.