

U.S. DEPARTMENT OF  
**ENERGY**

2013-2014

**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

July 2013

## 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

# Table of Contents

<b>INTRODUCTION.....</b>	<b>1</b>
OVERVIEW.....	2
PURPOSE.....	2
<i>Our Mission:</i> .....	2
<i>Our Vision:</i> .....	2
Obstacles to Veterans Employment.....	4
<b>FOUR KEY FOCUS AREAS .....</b>	<b>4</b>
<b>PROGRAM COORDINATION AND MANAGEMENT .....</b>	<b>6</b>
<b>GOALS AND OBJECTIVES.....</b>	<b>7</b>
<b>ROLES AND RESPONSIBILITIES .....</b>	<b>8</b>
Role of Senior Leadership.....	8
Role of the Office of the Chief Human Capital Officer.....	8
Role of the Office of Economic Impact and Diversity (ED).....	9
Role of Human Resources (HR) Offices and DOE Veterans Employment Coordinators ....	10
Role of Hiring Managers.....	10
Role of the Office of Learning and Workforce Development (HC-20).....	11
Role of DOE Employee Assistance Program (EAP).....	12
<b>FREQUENT HIRE AND MISSION CRITICAL POSITIONS .....</b>	<b>12</b>
<b>INTEGRATING VETERAN EMPLOYMENT OPTIONS AND STRATEGIES .....</b>	<b>12</b>
<b>VETERANS PREFERENCE .....</b>	<b>12</b>
<i>Veterans Opportunity to Work (VOW) Act of 2011</i> .....	13
Family Member Preference.....	13
<b>SPECIAL APPOINTMENT AUTHORITIES .....</b>	<b>14</b>
Appropriate Veteran Appointment Citations.....	15
Family Member Appointing Authorities.....	16
<b>EMPLOYMENT PROGRAMS AND INTERNSHIPS .....</b>	<b>16</b>
Career Pathways Program (Executive Order 13562 and 5 CFR 362).....	16
Temporary (Seasonal) and Volunteer Intern Programs.....	18
<b>SIMPLIFIED HIRING THROUGH VETERANS EMPLOYMENT PROGRAMS.....</b>	<b>18</b>
VR& E On-the-Job Training Program (OJT).....	18
VR & E Non-Paid Work Experience Program (NPWE).....	18
<b>NPWE PROGRAM DETAILS .....</b>	<b>19</b>
Program Elements.....	19
Workforce Planning.....	20
Request for Referrals.....	20
Rating and Selection.....	20
Case File.....	20
Work Schedule.....	21
Reasonable Accommodation.....	21
Transition to the Workplace.....	21

Training Plan .....	22
Access to Training Systems .....	22
Badging .....	22
Monitoring Progress .....	22
Hiring the NPWE Veteran.....	23
Separation or Termination of Training Appointment.....	23
Program Evaluation and Reporting .....	23

<b>DOD OPERATION WARFIGHTER (OWF) PROGRAM DETAILS .....</b>	<b>24</b>
Program Elements .....	24
Workforce Planning .....	24
Searching for Candidates.....	25
Rating and Selection.....	25
Work Schedule .....	25
Reasonable Accommodation.....	25
Case File .....	25
Transition to the Workplace .....	25
Training Plan .....	26
Access to Training Systems .....	26
Badging .....	27
Monitoring Progress .....	27
Hiring the OWF Veteran .....	27
Separation or Termination of Training Appointment.....	27
Program Evaluation and Reporting .....	28

**KEY ELEMENTS OF THE VETERAN RECRUITMENT AND RETENTION PROCESS... 28**

Recruitment .....	28
Job Matching .....	30
Removing Barriers .....	30
Encourage Veterans to Apply.....	30
Increased Use of Hiring Flexibilities.....	30
Relatives .....	30
Reasonable Accommodation.....	31
Orientation.....	31
Mentoring .....	32
Social Networking and Mobile Technology .....	32
Training and Development.....	33
Monitoring Progress .....	33
Program Evaluation.....	33

**PROGRAM ASSESSMENT FOR DVAAP ..... 34**

Forms For NPWE Vocational Rehabilitation Program.....	Appendix A-1
Program Evaluation Questionnaire .....	Appendix B-1
Suggested Recruitment Sources .....	Appendix C-1
Useful Websites.....	Appendix D-1
List Of Additional Veterans Resources.....	Appendix E-1
FY13 Disabled Veterans Affirmative Action Program Plan (DVAAP) .....	Appendix F-1

## 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.”<sup>1</sup> 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. As of April 2013, the Veteran unemployment rate dropped to 693,000 (6.2%) and the jobless rate for post-9/11 Veterans is 7.5% percent. “Having served and defended our nation, it just doesn’t make sense that so many of these well-trained, highly skilled, motivated and disciplined Veterans can’t find a job worthy of their incredible talents.”<sup>2</sup>

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 states *“We will enrich the diversity of the Department workforce—including our technical staff—to make it more inclusive of women, minorities, Veterans, and persons with disabilities.”* This commitment is further defined by Veteran hiring goals established by senior leadership that are carried out through strategic objectives outlined in 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 almost 15,000 Federal employees with expertise ranging from engineering, mathematics, accounting, and public policy, to climate science, physics, law, and administrative positions.

DOE Elements have demonstrated a commitment to hire Veterans. Veterans from all categories represent 37.9 percent of the total workforce, preference Veterans represent 19.3 percent, and disabled Veterans have increased to 5.8 percent. In FY09 and FY10, hires for Veterans and disabled Veterans increased. Due to budgetary impacts, the Department hired less in FY11 and FY12. As a result, DOE experienced a 49.6 percent reduction in total hires and veteran employment declined by only 6 percent. To date, hires of Veterans in 2013 are 17.3 percent. Hires of Veterans with a disability of 30 percent or more have risen from 2.5 percent in FY09 to 4.6 percent in FY13 Quarter 2. Women Veterans comprise 6.3 percent of all women in the workforce, and 4.9 percent of Veteran new hires.

This Operational Plan was developed to increase DOE hiring opportunities for our Nation’s Veterans. It provides the supporting framework along with strategic goals and objectives that link with the DOE Human Capital Strategic Plan.

---

<sup>1</sup> President Obama, White House Press Release November 9, 2009

<sup>2</sup> President Obama, White House Blog November 7, 2011

## 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 which are: 1) Leadership Commitment; 2) Skills Development and Employment; 3) Marketing Veterans Employment; and 4) Information Gateway. Identified sources and services in each of the four 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 participants. 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

The government invests significant resources in the training and development of military service personnel. To maximize our investment, we must take aggressive steps to retain transitioning military service personnel within the Federal Government.<sup>3</sup>

**DOE is working with the Office of Personnel Management to establish FY13 and FY14 goals. In the interim, progress is based on the following FY12 Goals:**

**21.3% of all new hires will be Veterans, and 9.1% will be disabled Veterans.**

The accomplishments outlined in each of the four key areas below, are only the first steps 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.
- 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.

---

<sup>3</sup> The Governmentwide Veterans' Recruitment and Employment Strategic Plan for FY 2010 – FY 2012

- Human resources professionals will utilize 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

### **FOUR KEY FOCUS AREAS**

*“The Department of Energy Operational Plan and Desktop Reference for the Veterans Employment Initiative”* aligns with the following four key areas as outlined in the Executive Order for the Employment of Veterans in the Federal Government and *“The Governmentwide Veterans’ Recruitment and Employment Strategic Plan for FY 2010 – FY 2012”*. 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 four 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 – establishes 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 January 13, 2012, to Departmental Elements from the Chief Human Capital Officer and NNSA's, Associate Administrator for Management and Budget.
- The Chief Human Capital Officer issued a memorandum regarding Veteran Employment to Departmental Elements on April 12, 2013.
- 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.



- Veterans program points-of-contact in program offices, field sites, and power marketing administrations are responsible for advocating and working with managers to execute Veterans’ employment within their areas.
  - Departmental Elements are required to implement the DOE Hiring Reform Action Plan. See pg. 7 of the DOE Human Capital Strategic Plan FY 2011-2015 for a summary of action items: <http://energy.gov/sites/prod/files/DOE-Human-Capital-Strategic-Plan-2011-2015.pdf>.
2. Skills Development and Employment – focuses on training human resources professionals and hiring managers, offering programs for 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:

- Training on the use of Veteran hiring authorities and preference was provided to human resource professionals and hiring managers in FY12 and FY13.
  - 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.
  - Funded programs to train separating Veterans for careers in the energy industry include: Power4Vets; Veterans Green Jobs; Gemini Energy; Wind Powering America; and University of Nebraska-Lincoln, College of Engineering Construction Management.
  - A Veteran applicant training workshop “DOE Connected: Tips for Getting Hired” is available from the Veteran webpage at: <http://jobs.energy.gov/veterans/tips-for-getting-hired>.
  - Several program areas provided developmental opportunities to wounded warriors through vocational rehabilitation programs.
  - A Memorandum of Understanding was established with the U.S. Department of Veterans Affairs (VA), for the use of Veterans Vocational Rehabilitation and Training Programs in the DC area to support the rehabilitation of Veterans.
  - Internship or employment opportunities were shared with VA and some local Veterans Service Organizations.
  - Some field locations included the hiring goals memo with Certificates of Eligibles reminding selecting officials of agency hiring goals.
  - Systems implemented to address competency gaps, particularly in mission critical occupations; capture organizational knowledge, and offer improved professional development through e-learning and blended learning environments.
3. Marketing Veterans Employment – aligns with the government-wide marketing campaign to target Veterans and transitioning service members and inform them of the benefits in continuing their careers with 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 in use across the Department to attract Veterans were developed in alignment with the OPM marketing campaign.
  - The DOE marketing campaign has utilized a wide variety of media resources including print, and on-line military sites.
  - Participation in Veteran recruitment and outreach events was coordinated with Veteran points-of-contact in the program offices and field locations.
  - Social media was utilized to publicize employment opportunities and participation in recruitment events.
  - Outreach workshops included participation from military organizations.
  - DOE Student Ambassadors have reached out to career placement offices and Veteran groups on college campuses. Group leadership has been included in marketing networks.
  - SWPA responds to inquiries from Veterans with detailed information based on their career interests, for example: training programs to prepare to become 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.
  - Established a separate e-mail account for Veteran inquiries.
4. Information Gateway – creates a single-source webpage for receiving accurate and consistent Veteran employment information and resources for Veterans, human resources (HR) professionals, and hiring officials.

#### DOE Progress and Achievements:

- Implemented and maintain a Veteran webpage in the JobsOnePortal that includes links to benefits, training, resources, and outside Veterans' services.
- A hot link to the Office of Personnel Management's gateway to Veteran employment and training resources, FedshireVets.gov, has been established from Veterans page in the Jobs One Portal.
- Managers have electronic access to information regarding recruiting Veterans through the Policy and Guidance 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>.
- Veterans may access job opportunities through the use of internet, social media, and a newly launched mobile jobs website that includes a veterans page.

### **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

<b>Goals and Objectives</b>	<b>Milestones</b>	<b>Measure</b>	<b>Measurement Approach</b>	<b>Expected Result</b>
<b>1. Leadership Commitment</b>	<ul style="list-style-type: none"> <li>a. Veteran Employment Memorandum from Senior Leaders to Heads of Elements</li> <li>b. Revise and Distribute Standard Operating Plan for FY13-FY14</li> <li>c. Continue regular collaborations with the Veteran Employment Advisory Group</li> <li>d. Topic included in Senior Management meetings and HC monthly conference calls</li> </ul>	<ul style="list-style-type: none"> <li>a. Managers integrate Veteran recruitment and retention practices into workforce and succession plans; and Resources committed to achieving goals and objectives.</li> <li>b. Standard practices/ procedures communicated across the complex and supported by management</li> <li>c. Increased activity and attention to Veteran recruitment, hiring and retention provided</li> <li>d. Number of meetings/calls</li> </ul>	<ul style="list-style-type: none"> <li>a. Reports to track recruitment activity; data from DOEInfo</li> <li>b. Managers held accountable for results</li> <li>c. Input and accomplishments provided for annual report to OPM</li> <li>d. Increased collaboration rates</li> </ul>	<ul style="list-style-type: none"> <li>a. Increase in Veteran hires and retention rates</li> <li>b. Standardized approach implemented; and clearly defined expectations communicated across the complex</li> <li>c. Increase awareness of job opportunities within the Veteran community; increase retention rates; local outreach and partnerships established</li> <li>d. Increased awareness; increase in Veteran hires and retention rates</li> </ul>
<b>2. Skills Development</b>	<ul style="list-style-type: none"> <li>a. Participate in military vocational rehabilitation programs</li> <li>b. Managers and HR Professionals trained in use of Veteran hiring authorities /flexibilities</li> <li>c. Maintain mentoring program for Veterans</li> <li>d. Increase veteran participation in Leadership Training Programs</li> <li>e. Provide rotational opportunities for Veteran employees</li> <li>f. Include Veterans in Career Pathways Program</li> </ul>	<ul style="list-style-type: none"> <li>a. Number of participants in program, and number hired</li> <li>b. Number of HR Professionals and hiring managers trained; increased knowledge of Veteran hiring authorities and flexibilities within HR and hiring manager community</li> <li>c. Number of participants; Veteran satisfaction; and increased understanding of Departmental operations</li> <li>d. Number of workshops; number of participants; increased knowledge /skills</li> <li>e. Number of participants</li> <li>f. Veteran participation rate</li> </ul>	<ul style="list-style-type: none"> <li>a. Collaboration, evaluations, and reports</li> <li>b. Tracked through CHRIS/participation lists</li> <li>c. Surveys and exit interviews</li> <li>d. Collaboration and reports, number of hits on links</li> <li>e. Evaluations and reports</li> <li>f. DOEInfo</li> </ul>	<ul style="list-style-type: none"> <li>a. Additional Veteran staff; Veterans gain employment and development</li> <li>b. Managers and HR professionals understand flexibilities/authorities; use of flexibilities increased in accordance with regulation</li> <li>c. Helps acclimate Veterans to DOE; provides support and networking</li> <li>d. Addresses skill gaps and offers promotion potential</li> <li>e. Develops skills and promotes retention</li> <li>f. Addresses skill gaps and offers retention</li> </ul>
<b>3. Marketing Veterans Employment</b>	<ul style="list-style-type: none"> <li>a. Continue to promote outreach to Veterans through marketing campaign</li> <li>b. Market frequent hire and mission critical positions to Veterans</li> <li>c. Promote job opportunities on military bases/ sites</li> <li>d. Engage DOE Ambassadors to promote Veteran employment on college campuses</li> <li>e. Market opportunities</li> </ul>	<ul style="list-style-type: none"> <li>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</li> <li>b. Information is readily accessible; Increase in Veteran applicants</li> <li>c. Number of bases/ sites where jobs are posted</li> <li>d. Number of campus activities targeted to Veterans conducted by</li> </ul>	<ul style="list-style-type: none"> <li>a. Reports and collaboration</li> <li>b. Information available online</li> <li>c. Annual reports</li> <li>d. Agency collaboration and evaluations</li> <li>e. DOE participates/ organizes virtual job fairs. Uses Bitly or similar application to track number of views and clicks</li> </ul>	<ul style="list-style-type: none"> <li>a. Increased participation in Veteran/military recruitment; increased Veterans hires (2009 baseline)</li> <li>b. Increased visibility and transparency; increased Veteran applicants</li> <li>c. Increased knowledge of opportunities; Veterans apply to these positions</li> <li>d. Greater campus focus for DOE Veteran opportunities</li> <li>e. Increased Veteran applications</li> </ul>

	through virtual job fairs and DOE events f. Establish DOE-wide register for disabled Veterans and VRA eligibles	DOE Ambassadors; e. Activities identified f. Usage and number of hires	f. DOE Info and Reports	f. Increase in the use of hiring authorities; and Veteran hires
<b>4. Information Gateway</b>	a. Maintain updated webpage for Veterans b. Market DOE online Veteran development programs for mission critical jobs c. Utilize mobile and gaming technology, social media (Facebook, Twitter, LinkedIn) and military websites to market DOE employment d. Utilize data mining capabilities in USAJobs and military job banks to find Veterans eligible for jobs through special hiring authorities	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 e. Usage and number of hires	a. Webpage implemented b. Information Available online c. Web tracker that tracks number of visits to site d. Recruitment activity reports e. Reports; DOE Info	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. Consequently, 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) Offices and DOE 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, Facebook, Twitter, YouTube, 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.
- Load any OPM approved web based training on the DOE Learning Management System and market to the appropriate audience.
- 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	
Contract Management	Acquisition/Contract Specialist	Power Utilities
Financial Analyst	Administration	Program Management/Analyst
Budget Analyst	Budget/Finance/Accounting	Security
General Engineer	IT/IT Security	Substation Operator
Nuclear Engineer	Courier	Power Utilities
Electrical Engineer	Electrician	Program Management/Analyst
Program Management	Engineering	Security
Human Resources	Human Resources	Substation Operator
IT Specialist	Physical Science	

## 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 <http://golearn.gov/HiringReform/index.htm>.

## 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.

### **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://olc2.energy.gov>. HR Professionals and Hiring Managers across the Department are required to take the appropriate course annually.

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

### 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>.

<b>If the Person is Being Employed As</b>	<b>Nature of Action</b>	<b>NOAC Code</b>	<b>Auth Code</b>	<b>Authority</b>
<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
<b>30% or More</b> and is not on your agency rolls	Appt. NTE (date)	115	NEM	Reg. 316.302(b)(4)
<b>30% or More</b> and is on your agency rolls	Conv. to Appt. NTE (date)	515	NEM	Reg. 316.302(b)(4)
<b>Conversion of Temp Appointment Under 30% or More</b> and is on your agency rolls	Conv. to Career-Cond. Appt.	501	LZM	Reg. 315.707
<b>Conversion of Temp Appointment Under 30% or More</b> 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
<b>Schedule A</b> (Severe Physical Disabilities) no NTE and is not on your agency rolls	Exc. Appt.	170	WUM	213.3102(u)
<b>Schedule A</b> (Intellectual Disability) no NTE and is not on your agency rolls	Exc. Appt.	170	WTA	213.3102(u)
<b>Schedule A</b> (Psychiatric Disability) no NTE and is not on your agency rolls	Exc. Appt.	170	WTB	213.3102(u)
<b>Schedule A</b> (Severe Physical Disabilities) no NTE and is on your agency rolls	Conv. to Exc. Appt.	570	WUM	213.3102(u)
<b>Schedule A</b> (Intellectual Disability) no NTE and is on your agency rolls	Conv. to Exc. Appt.	570	WTA	213.3102(u)
<b>Schedule A</b> (Psychiatric Disability) no NTE and is on your agency rolls	Conv. to Exc. Appt.	570	WTB	213.3102(u)
<b>Conversion of Schedule A, Sec. 213.3102</b>	Conv. to Career Appt	500	L1M	Reg. 315.709
<b>Conversion of Schedule A, Sec. 213.3102</b>	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
<b>Benefits to Your Organization</b> <ul style="list-style-type: none"> <li>• Easy Access to quality Veterans prescreened for specific position</li> <li>• Does not require an FTE or salary dollars</li> <li>• Salary costs supplemented by Veterans Affairs up to the journeyman level</li> <li>• Offers 90-day period to assess Veteran’s fit before hiring</li> <li>• Longer Program Period – similar to internship</li> <li>• Minimal paperwork</li> <li>• New pool of candidates weekly</li> </ul>	<ul style="list-style-type: none"> <li>✓</li> <li>✓</li> <li></li> <li></li> <li>✓</li> <li>✓</li> <li>✓</li> </ul>	<ul style="list-style-type: none"> <li>✓</li> <li>✓</li> <li>✓</li> <li>✓</li> <li></li> <li>✓</li> <li>✓</li> </ul>
<b>Benefits to the Veteran</b> <ul style="list-style-type: none"> <li>• Establishes or enhances employment history</li> <li>• Provides exposure to employment opportunities in selected occupations</li> <li>• Provides training and development to build skills necessary to meet basic qualification requirements for the position of interest</li> <li>• Offers short-term opportunity to develop or strengthen job skills that will lead to employment</li> <li>• Easy access to opportunities that offer consideration toward employment (foot-in-the-door)</li> </ul>	<ul style="list-style-type: none"> <li>✓</li> <li>✓</li> <li>✓</li> <li></li> <li>✓</li> </ul>	<ul style="list-style-type: none"> <li>✓</li> <li>✓</li> <li></li> <li>✓</li> <li>✓</li> </ul>

### 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://opi.mt.gov/pdf/VeteransEd/22-8794.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 Federal 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 Office of Human Resources Services (HC-30) will provide a DOE orientation session with content specific to the needs of the Veteran. 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/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 access to CHRIS Workflow to track and report all formal training. Access to the Skill Soft library of online 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 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 Initiative 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.gov](http://www.vetsuccess.gov).

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 FedHireVets 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."<sup>4</sup> 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 for a discussion with the immediate supervisor should include: a review of the job requirements;

---

<sup>4</sup> Enforcement Guidance: Reasonable Accommodation and Undue Hardship Under Americans With Disabilities Act

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.<sup>5</sup> 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,<sup>6</sup> 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

---

<sup>5</sup> 10/11/2006 Corporate Mentoring Programs on the Upswing: Society for Industrial and Organizational Psychology

<sup>6</sup> 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

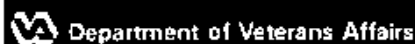
Agencies are required to submit annual reports of their progress on the Veterans Employment Initiative to the Office of Personnel Management. All DOE Elements will be required to provide input to the Office of the Chief Human Capital Officer for the annual agency report by October 30 each Fiscal Year.

### **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](http://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



<b>Department of Veterans Affairs</b>		<b>DESIGNATION OF CERTIFYING OFFICIAL(S)</b>	
<b>GENERAL INSTRUCTIONS</b>			
1. This form <b>MUST ONLY</b> be completed by a responsible official with the authority to designate certifying officials for the school or training establishment. 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.			
<b>SPECIFIC INSTRUCTIONS</b>			
1. Item 1: Enter the complete name and address of the school or training establishment. 2. Item 2: Enter the certifying official's telephone number. 3. Item 3: Enter the certifying official's fax number. 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. 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. 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. 7. Item 5C: If veterans and other eligible persons will be claiming individualized tutorial assistance, complete these blocks. 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.			
<b>PURPOSE:</b> 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.			
1. NAME AND ADDRESS OF SCHOOL OR TRAINING ESTABLISHMENT <i>(Include ZIP Code)</i>		<b>FOR VA USE ONLY</b>	
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><b>It is hereby certified that</b> 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><b>PENALTY</b> - 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><b>PRIVACY ACT NOTICE:</b> 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><b>RESPONDENT BURDEN:</b> 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 <a href="http://www.whitehouse.gov/library/omb/OMBINVA.EPA.html#VA">www.whitehouse.gov/library/omb/OMBINVA.EPA.html#VA</a>. 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)

(Title of authorized official)

(Mailing address)

**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)  
O            O                    O                    O                    O

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)  
O            O                    O                    O                    O

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

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

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)  
O            O                    O                    O                    O

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

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

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](mailto: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](mailto:kjakle@caps.ucla.edu)

#### Stanford

- Stanford GSB Veterans Club, President: Sean Koffel, [skoffel@stanford.edu](mailto:skoffel@stanford.edu); Advisor: Troy Steinmetz, [tstein32@stanford.edu](mailto: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](mailto:info@harvardVeterans.org)
- HBS Armed Forces Alumni Association, <http://hbs.campusgroups.com/afaa/home/>, [afaa@studentclubs.hbs.edu](mailto: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](mailto:umdvets@umd.edu)
- Student Organization - TerpVets: [http://thestamp.umd.edu/Veterans/terp\\_vets.html](http://thestamp.umd.edu/Veterans/terp_vets.html)

- Air Force ROTC: <http://www.afrotc.umd.edu/>, [afrotcdet330@umd.edu](mailto:afrotcdet330@umd.edu)
- Army ROTC: <http://www.armyrotc.umd.edu/>, [armyrotc@umd.edu](mailto:armyrotc@umd.edu)

#### Howard University

- Air Force ROTC, [http://www.howard.edu/howardlife/AFROTC/what\\_is\\_afrotc.htm](http://www.howard.edu/howardlife/AFROTC/what_is_afrotc.htm), Detachment 130 Recruiting Flight Commander: [det130uao@gmail.com](mailto:det130uao@gmail.com) or [det130@maxwell.af.mil](mailto: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](mailto:Tyra.sellers@howard.edu)

#### Johns Hopkins

- Cary Student Veterans Organization, Contact: April Kimble, [akimble74@gmail.com](mailto: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.
- **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/>– DOE has 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](http://www.military.net) – Offers information, and a free job posting and search engine
- **MilitaryHire.com:** [www.militaryhire.com](http://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.gov/> - 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://jobs.energy.gov/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/](http://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://www.public.navy.mil/bupers-npc/support/safe\\_harbor/Pages/default.aspx](http://www.public.navy.mil/bupers-npc/support/safe_harbor/Pages/default.aspx) - 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<sup>+</sup> 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).

**Military Crisis Line:** 800-273-8255, <http://www.veteranscrisisline.net/ActiveDuty.aspx>

**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.nrd.gov/benefits\\_and\\_compensation](https://www.nrd.gov/benefits_and_compensation).
- **Education and Training:** [https://www.nrd.gov/education\\_and\\_training](https://www.nrd.gov/education_and_training)

**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**  
**FY13 Disabled Veterans Affirmative Action Program Plan (DVAAP)**

**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 will 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:**

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

B. DOE Operational Plan and Desktop Reference for the Disability Employment Program: <http://energy.gov/hc/downloads/operational-plan-and-desktop-reference-disability-employment>.

C. DOE Operational Plan and Desktop Reference for the Veterans Employment Initiative: <http://energy.gov/hc/downloads/operational-plan-and-desktop-reference-veterans-employment-program>.

D. DOE-Headquarters (HQ) Procedures to Facilitate the Provision of Reasonable Accommodation for Individuals with Disabilities: <http://energy.gov/hc/downloads/doe-reasonable-accommodation-procedures>.

E. DOE Strategic Human Capital Plan: <http://energy.gov/hc/downloads/doe-strategic-human-capital-plan-fy-2011-2015>.

F. Section 307 of the Civil Service Reform Act of 1978.

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

H. 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 is 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 Strategic Planning and Policy (HC-1 0). 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 connected disability.

## 7. FY13 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 all vacancy announcements: "Qualified disabled veterans, especially those with 30 percent or more disabilities and Veteran Readjustment Appointment Eligible, will be considered for this position under special hiring authorities."
- (2) **Standing Registers:** DOE Elements may establish standing registers to maintain an inventory of qualified disabled veterans' applications.

### 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:

DOE 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 DVAAP.

- (1) **Training or Work Experience:** Disabled veterans may work for a DOE while in 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.

#### **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 can be used to develop and implement a targeted recruitment plan for disabled veterans with a goal of increasing overall representation.
- D. When recruiting for positions, 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 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, including disabled veterans.