Department of Energy Operational Plan and Desktop Reference for the Veterans Employment Initiative

AMERICA'S VETERAN
Valued · Experienced · Trained

Promoting Employment Opportunities for Veterans

September 2011 – September 2013

U.S. DEPARTMENT OF ENERGY

MESSAGE FROM THE CHIEF HUMAN CAPITAL OFFICER

The Department of Energy is an active member of the Interagency Council on Veterans Employment and has long been a proud employer of our Nation's 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.

The "Department of Energy Operational Plan and Desktop Reference for the Veterans Employment Initiative" provides a path forward. It supports the President's Initiative for the "Employment of Veterans in the Federal Government". I am happy to announce that the Department met its goals for Veteran employment in FY11, and hires of student Veterans climbed to 10.4% of total student new hires. Much has been accomplished since this journey began in 2009. The next phase is to improve retention of Veterans while we continue to strengthen hiring through Hiring Reform. As we move into FY12 and the next phase in this process, the primary goals and objectives have been revised.

DOE's established hiring goals for FY12 are 21.3% of all new hires will be Veterans from all categories, and 9.1% will be disabled Veterans**.** Also during FY12, we will begin exploring options to aid managers with retention opportunities within expected budget constraints. In the interim, this Plan continues to offer valuable sources and information on existing programs and hiring flexibilities that can be used in conjunction with your workforce and succession plans. Veteran employment and retention opportunities can also be achieved through vocational rehabilitation, student, and temporary employment programs referenced in this Plan.

I commend you for the improvements that continue to be made. We look forward to your creative ideas as we work to develop a dedicated, high-performing workforce and stand ready to assist you.

Michael C. Kane
Chief Human Capital Officer

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INTRODUCTION

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

Since the Veteran's Employment Initiative was launched in 2009, the Federal government has hired 120,000 Veterans. "But, over 850,000 Veterans were unemployed as of October and the jobless rate for post-9/11 Veterans was 12.1 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." [2]

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 annual 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, 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 44.5 percent of the total workforce, preference Veterans represent 19.3 percent, and disabled Veterans represent 5.4 percent. Since 2009, hires for Veterans and disabled Veterans have steadily increased despite an overall reduction in total hires. In FY11, hires of Veterans were 21.98 percent, up from 19.33 percent in FY10. Hires of Veterans with a disability of 30 percent or more have risen from 2.5 percent in FY09 to 4.1 percent in FY11. Women Veterans comprise 35 percent of all women in the workforce, and 7 percent of Veteran new hires.

This plan was developed to increase DOE hiring opportunities for our Nations Veterans in the next FY and beyond. It provides the supporting framework along with strategic goals and objectives.

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[1] President Obama, White House Press Release November 9, 2009
[2] 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 to 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. 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). 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.

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. Ideas and recommendations for practices that would best serve their needs and those of our Veterans are incorporated herein. 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 DOE and National Nuclear Security Administration (NNSA) Departmental Elements.

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.[3]

FY12 Goal: 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 regulatory requirements, policy, OPM and DOE guidance, and merit system principles.

- Hiring Managers and 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 human resources offices will market all job and applicable internship opportunities through one or more of the following:

    - Social Media;
    - Veterans employment networks (see Appendix C);
    - Vocational rehabilitation centers; and/or
    - Military transition assistance centers.

- All applicable vacancy announcements include language encouraging Veterans to apply.

- Human resources professionals will utilize data mining capabilities to achieve appropriate numbers of eligible Veteran applicants for available positions that can accommodate special hiring authorities.

[3] The Governmentwide Veterans' Recruitment and Employment Strategic Plan for FY 2010 – FY 2012

Obstacles to Veterans Employment
As the Federal Government begins 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 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 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 are being established in each of the four areas to 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:
   - Veteran employment is discussed at Senior Leader meetings with the Secretary and through monthly conference calls with Human Resource Directors.
   - The Associate Deputy Secretary is responsible for diversity, including Veterans.
   - Hiring goals were established through a memorandum issued October 31, 2011, to Departmental Elements from the Chief Human Capital Officer and NNSA, Associate Administrator for Management and Budget.
   - Continued focused attention on human capital practices and processes for Veteran recruitment, training, development and retention within the agency.
   - 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.
   - DOE participates in the Interagency Council on Veteran's Employment.
   - 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://humancapital.doe.gov/resources/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:
   - Training on the use of Veteran hiring authorities and preference was provided to some human resource professionals and hiring managers.
   - Information on Mission Critical occupations and Veteran frequently hired occupations are available on the JobsOnePortal and shared with transition assistance coordinators within the U.S. Department of Veterans Affairs and other Veterans' employment services.
   - Funded Veteran training programs Power4Vets, Veterans Green Jobs, and University of Nebraska-Lincoln, College of Engineering Construction Management to train returning Veterans for careers in the energy industry.
   - Veteran training workshop "DOE Connected: Tips for Getting Hired" is available through the Veteran webpage.
   - 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.
   - 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 – continues the 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:
   - Marketing materials and exhibit displays to attract Veterans were developed in alignment with the OPM marketing campaign and are available for use across the Department.
   - 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 doubled from FY09 to FY10 and remained at that level in FY11.

- Social media was utilized to publicize employment opportunities and participation in recruitment events.
- Outreach workshops provided, in addition to those conducted at DOE annual meetings included participation from military organizations.
- Conducted a DOE virtual information session for Veterans and persons with disabilities. The DOE virtual recruitment platform was utilized to feature DOE projects such as the solar decathlon and provided a more interactive participant experience. Workshops featured: *Tips for Landing A Federal Job; Overview of the National Nuclear Security Administration (NNSA) and Employment Programs;* and *An Overview of Bonneville Power Administration*.
- DOE Student Ambassadors are engaged in reaching out to Veteran groups on college campuses and included group leadership into their networks.
- Some DOE components continued their use of an employee Veteran referral awards program.
- Established a separate e-mail account for Veteran inquiries.
- Published employment opportunities on job boards dedicated towards the Veteran community.

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:
   - 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 Veterans through the Resources section of the Office of the Chief Human Capital Officer (OCHCO) website until the new OCHCO site is launched with its own Veteran page.
   - Veterans webpage is promoted through the use of internet and social media for recruitment and outreach.

PROGRAM COORDINATION AND MANAGEMENT

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

GOALS AND OBJECTIVES

Goals and Objectives	Milestones	Measure	Measurement Approach	Expected Result
1. Leadership Commitment	a. FY12 Goals Memorandum from Senior Leaders to Heads of Elements b. Revise and Distribute Standard Operating Plan c. Continue regular collaborations with the Veteran Employment Advisory Group d. Topic included in Senior Management meetings and HC monthly conference calls	a. Managers integrate Veteran recruitment and retention practices into workforce and succession plans; and Resources committed to achieving goals and objectives. b. Standard practices/ procedures communicated across the complex and supported by management c. Increased activity and attention to Veteran recruitment, hiring and retention provided d. Number of meetings/calls	a. Reports to track recruitment activity; data from DOEInfo b. Managers held accountable for results c. Input and accomplishments provided for annual report to OPM d. Increased collaboration rates	a. Increase in Veteran hires and retention rates b. Standardized approach implemented; and clearly defined expectations communicated across the complex c. Increase awareness of job opportunities within the Veteran community; increase retention rates; local outreach and partnerships established d. Increased awareness; increase in Veteran hires and retention rates
2. Skills Development	a. Participate in military vocational rehabilitation programs b. Managers and HR Professionals trained in use of Veteran hiring authorities /flexibilities c. Establish mentoring program for Veterans d. Deliver training opportunities geared toward Veterans e. Provide rotational opportunities for 10% of Veteran employees f. Include Veterans in Career Pathways Program	a. Number of participants in program, and number hired b. Number of HR Professionals and hiring managers trained; increased knowledge of Veteran hiring authorities and flexibilities within HR and hiring manager community c. Number of participants; Veteran satisfaction; and increased understanding of Departmental operations d. Number of workshops; number of participants; increased knowledge /skills e. Number of participants f. Veteran participation rate	a. Collaboration, evaluations, and reports b. Tracked through CHRIS/participation lists c. Surveys and exit interviews d. Collaboration and reports, number of hits on links e. Evaluations and reports f. DOEInfo	a. Additional Veteran staff; Veterans gain employment and development b. Managers and HR professionals understand flexibilities/authorities; use of flexibilities increased in accordance with regulation c. Helps acclimate Veterans to DOE; provides support and networking d. Addresses skill gaps and offers promotion potential e. Develops skills and promotes retention f. Addresses skill gaps and offers retention
3. Marketing Veterans Employment	a. Continue to promote outreach to Veterans through marketing campaign b. Market frequent hire and mission critical positions to Veterans c. Promote job opportunities on military bases/ sites d. Engage DOE Ambassadors to promote Veteran employment on college campuses e. Market opportunities through virtual job	a. Participation levels in: job fairs; military recruitment activities and workshops; outreach to Veteran groups at colleges and universities; and activities conducted at military job and transition assistance centers b. Information is readily accessible; Increase in Veteran applicants c. Number of bases/ sites where jobs are posted d. Number of campus activities targeted to Veterans conducted by DOE Ambassadors;	a. Reports and collaboration b. Information available online c. Annual reports d. Agency collaboration and evaluations e. DOE participates/ organizes virtual job fairs. Uses Bitly or similar application to track number of views and clicks	a. Increased participation in Veteran/military recruitment; increased Veterans hires (2009 baseline) b. Increased visibility and transparency; increased Veteran applicants c. Increased knowledge of opportunities; Veterans apply to these positions d. Greater campus focus for DOE Veteran opportunities e. Increased Veteran applications

	fairs and DOE events	e. Activities identified		
4. Information Gateway	a. Maintain updated webpage for Veterans; establish page for Veteran employees b. Market DOE Veterans development programs for mission critical jobs c. Utilize social media (Facebook, Twitter, LinkedIn) and military websites to market DOE and jobs 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 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.

Role of the Office of the Chief Human Capital Officer

The role of NNSA's Office of Human Capital aligns with the following in program execution and management of NNSA Elements. This requires collaboration and partnership with the Office of the Chief Human Capital Officer.

- 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.

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 across the Department. ED has responsibility for the oversight of Affirmative Employment across DOE. 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 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 policy 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 SCEP, STEP and CIP.
- 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.

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 promotion 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, student employment, or internships 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, regulation, DOE policy and established procedures to give qualified Veterans, especially disabled Veterans appropriate consideration and preference.
- 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.
- 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.
- Ensure that disabled Veterans engaged in training are provided with appropriate reasonable accommodations and can physically access facilities.
- 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.
- Collaborate with the Office of Learning and Workforce Development on the mentoring program and promote Veteran participation within the organization.
- In accordance with law, assure assistive technologies are provided as needed, and special needs are addressed through the Employee Assistance Program.
- Integrate Veteran training needs with Individual Development Plans and as appropriate with vocational rehabilitation training plans, and track completion.

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 Employee Assistance Program

- Provide services to assist Veterans and transitioning Military Service Personnel with becoming acclimated to the work environment.
- Collaborate with managers to address workplace and organizational challenges and needs of Veterans seeking assistance.

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

- Contract Management
- Financial Analyst
- Budget Analyst
- General Engineer
- Nuclear Engineer
- Electrical Engineer
- Program Management
- Human Resources
- IT Specialist

Veterans Frequent Hire Occupations

- Acquisition/Contract Specialist
- Administration
- Budget/Finance/Accounting
- IT/IT Security
- Courier
- Electrician
- Engineering
- Human Resources
- Physical Science
- Power Utilities
- Program Management/Analyst
- Security
- Substation Operator

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. Additional information on Veterans Preference and the special appointment authorities listed in the table below may be found in the Veterans Guide developed by the Office of Personnel Management. See: http://www.opm.gov/staffingPortal/Vetguide.asp.

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 Vets Guide for more specific information, http://www.opm.gov/StaffingPortal/vetguide.asp). Eligible Veterans are granted extra points that are added when rating applicant qualifications under a numerical rating and ranking system.

Preference applies in hiring from: civil service examinations, for most excepted service jobs, and when agencies make temporary appointments or use direct hire and delegated examining authorities from the U. S. Office of Personnel Management. 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).

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 consider utilizing the various special appointment authorities available to streamline the recruitment and hiring of Veterans. The following table provides a quick glimpse of these authorities.

Special Appointment Authorities for Veterans		
Appointment Authority	**Benefits for Hiring Managers**	**Eligibility**
Veterans Recruitment Appointment (VRA) **Public Law 107-288, 5 C.F.R. Part 307** • Appointments Up to GS-11 or equivalent • Hired into excepted service to positions otherwise in competitive	•Can appoint eligible Veteran without competition •Fill positions quickly •No Vacancy Announcement needed; or use of open continuous announcement	•Veteran with disability •Served on active duty in Armed Forces during a war declared by Congress •Served in a campaign or expedition for which a Campaign Badge/ Expeditionary Medal is authorized

service • Non-competitive conversion after 2 years satisfactory performance • Use if separated from active duty within the last 3 years		•Served in a military operation for which an Armed Forces Service Medal was awarded
30% or More Disabled Veterans **5 U.S.C. 3112; 5 C.F.R. 316.302, 316.402, 315.707** • Appointments at any grade level • Appointment to any position where Veteran meets qualification requirements • Time-limited: Appointments min. 60 days • Non-Competitive Conversion at any time during time-limited appointment	•Fill positions quickly •No Vacancy Announcement needed	•Disabled Veterans with a rating of 30% or more compensable service-connected disability
Veterans Employment Opportunity Act (VEOA) **VEOA Act 1998; Public Law 106.117; 5 .S.C. 3304(f); 5 C.F. R. 315-611; 5 C.F.R. 335-106** • Access to external merit promotion jobs otherwise available to status eligibles • Veterans not granted preference • Career or career-conditional appointment • Can be used with merit promotion announcements • Can only be used once	•Access to highly qualified non-status Veterans	•Preference eligibles (includes spouses and mothers entitled to derived preference) •Veterans who served honorably for 3^+ years of continuous active military service
Scheduled A Appointments **5CFR 213.3102(u)** • Non-competitive conversion after 2 years satisfactory performance	•Can appoint without competition •Fill positions quickly •No Vacancy Announcement needed	•Persons with disabilities

Family Member Appointing Authorities

Family Member Appointing Authorities are not an entitlement. Vacancy announcements should clearly state "Who May Apply." 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. For additional information visit: http://www.fedshirevets.gov/job/shams/index.aspx.

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. Please see the "Desktop Reference for Managers, Supervisors and Human Resource Professionals" for additional program information and specific operating procedures.

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

An innovative employment program that supplements the competitive hiring process for students and recent college graduates. As part of the Federal government hiring reform, regulation eliminates the use of the Student Educational Employment Program (STEP and SCEP). Executive Order 13562 establishes an Internship Program and a Recent Graduates Program that along with the current Presidential Management Fellows Program will be collectively known as the Career Pathways Program. The Executive order also establishes a new excepted service Schedule D, in 5 CFR 213. Upon completion of program requirements, participants may be eligible for non-competitive conversion to a Federal career or career conditional position. Additional information can be found at: http://www.opm.gov/hiringreform/pathways/.

Intern Program

The intern program allows students taking at least a half-time course load in an accredited high school, home schooling program, technical school, vocational school, two- or four- year college or university, or graduate or professional school to be part of a cooperative-learning environment. The program offers flexible work schedules, competitive pay, and the ability to gain experience while still completing their academic pursuits.

Recent Graduate Program

The Energy/NNSA Career Pathways Recent Graduate Program offers developmental opportunities for applicants who have recently graduated within the last two years from qualifying educational institutions. Veterans prevented from applying during the 2 year timeframe due to a military service obligation have up to 6 years after completion of their education to apply. This one year program will offer training opportunities, mentorship, and the ability to gain meaningful work experience with the Department of Energy. After completing the program, participants are eligible for conversion to full time permanent employees.

Presidential Management Fellows Program

The Presidential Management Fellows (PMF) Program is designed to attract qualified candidates to the Federal service. This program is designed to attract outstanding applicants that are pursuing a professional or graduate degree and have a clear interest in, and commitment to, excellence in the leadership of public policies and programs. 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 more viable option for managers looking to recruit and hire

Veterans. These programs are short term and offer a option to recruit and evaluate Veterans for the workforce without the need for an FTE. 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://humancapital.doe.gov/jobs/internships.htm.

Intern Programs (Professional Development)

Intern programs are a valuable recruitment tool for attracting Veterans into the workforce. Intern development programs are designed to provide conversion strategies that facilitate hiring. Managers are strongly encouraged to integrate the use of intern programs as a recruitment vehicle to achieve workforce and succession planning objectives.

Presidential Management Fellows Program (PMF)

This program is another viable opportunity to hire Veterans. The PMF program is a 2-year leadership and career development and training program that attracts outstanding individuals at the graduate degree level who have an interest in and commitment to a career in public service. PMF candidates are Master's degree candidates, who are nominated by their colleges or universities, to apply for the program. Finalists must complete a rigorous and competitive process administered by the Office of Personnel Management (OPM) which will subsequently approve a list of PMF finalists in mid-March to early April to be considered and hired into the Federal workforce. Additional information on the Program may be found by visiting http://www.pmf.opm.gov.

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

Affairs Employment Coordinators to establish a Memorandum of Understanding for participation in their areas.

Quick Comparison of Veterans Affairs Vocational Rehabilitation Programs		
	OJT	**NPWE**
Benefits to Your Organization		
• Easy Access to quality Veterans prescreened for specific position	✓	✓
• Does not require an FTE or salary dollars		
• Salary costs supplemented by Veterans Affairs up to the journeyman level	✓	✓
• Offers 90-day period to assess Veteran's fit before hiring		✓
• Longer Program Period – similar to internship		✓
• Minimal paperwork	✓	
• New pool of candidates weekly	✓	✓
	✓	✓
Benefits to the Veteran		
• Establishes or enhances employment history	✓	✓
• Provides exposure to employment opportunities in selected occupations	✓	✓
• Provides training and development to build skills necessary to meet basic qualification requirements for the position of interest	✓	
• Offers short-term opportunity to develop or strengthen job skills that will lead to employment		✓
• Easy access to opportunities that offer consideration toward employment (foot-in-the-door)	✓	✓

NPWE PROGRAM DETAILS

Program Elements

- Veterans matched with jobs by U.S. Department of Veterans Affairs (VA) Vocational Rehabilitation Counselors based on position information provided
- May be full or part time
- DOE manager interviews and makes final selection
- VA checks progress through periodic evaluations
- VA provides training and counseling services to prepare the Veteran for the workplace and assist with transition
- VA pays for tools, equipment, and supplies normally required to be furnished by an employee prior to entering on duty
- VA pays uniform rental for Veteran trainees requiring uniforms

Workforce Planning

Placements under the NPWE vocational rehabilitation program may be used to supplement short-term workforce staffing needs and skills gaps in order to provide training and development opportunities for Veterans. While there is no obligation to hire the Veteran at the end of the appointment, the goal is to find employment for the Veteran.

Organizations should assess workforce plans and identify viable options for integrating high performers into the workforce at the end of the appointment period.

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

- Job Analysis
- A Position Description
- List of Qualification Factors
- VA Form 22-8794 Designation of Certifying Official(s) (See Attachment A, or http://www.gibill.va.gov/School_Info/once/forms/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-20) will provide a group 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 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 military service personnel who are convalescing at military treatment facilities. Appointments are a non-reimbursable detail, 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). The program is designed to provide training that will help the Veteran find employment later on. It is important that participants be put in an environment that will help them grow and develop additional job skills. Currently, opportunities under this program are in the DC Metropolitan area with plans to expand the program to seven additional locations once DoD program monitors have been established.

Program Elements

- 3 – 5 month appointments
- Veterans selected through OWF Department of Defense (DoD) password protected on-line resume database environment
- 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 quality Veterans and transitioning military service personnel
- Does not require an FTE or salary dollars
- Offers 3 – 5 Month trial period to assess Veteran's fit before hiring
- 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 may be used to supplement short-term workforce staffing needs and skills gaps. This program was designed to provide training and development opportunities for recuperating military service members. There is no obligation to hire the OWF participant at the end of the appointment, although the goal is to find employment when they are ready. 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

After notifying the servicing Human Resources Office, the hiring manager will review Veterans'/ service members' resumes through the on-line resume system for possible matches.

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.

Reasonable Accommodation
DoD will provide reasonable accommodations deemed necessary for 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 Learning and Workforce Development (HC-20) will provide a group 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. 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. Recruitment messages that resonate focus on the importance of the agency mission for the future of our country. Veterans are looking for challenging jobs with opportunity for development and advancement. 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. In addition to the DOE virtual recruitment platform (Unity3D), Facebook can be used to create interactive sessions that will attract candidates by teaching them about the DOE mission and employment opportunities nationwide.

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.

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. Most often, job applications are written for the military and do not reflect the Veteran's knowledge, skills, and abilities as they relate to Federal positions. This results in Veterans having difficulty in finding jobs that match their skills and aspirations.

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.

Remove 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.

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. A Hiring Flexibility Decision Tool is available on the OPM website to help managers match the potential flexibilities with workforce needs. See:
https://www.opm.gov/Strategic_Management_of_Human_Capital/fhfrc/FLX01010.asp

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.[(5)] 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."[4]

For more information on reasonable accommodation see:
http://www.eeoc.gov/policy/docs/accommodation.html.

Orientation

In addition to undergoing the agency orientation, as is true with any new employee, an office orientation is necessary to help the Veteran become acclimated to the office and provide every 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 requirements of position; the performance evaluation process; and a question and answer session. DOE participants of military vocational rehabilitation programs should have already undergone the office orientation and this step would be unnecessary unless hired into a different office within DOE.

Coaching

Each Veteran new hire below the full performance level will be assigned a coach to offer individualized assistance that can help them quickly assimilate into the DOE environment and become a highly effective member of the workforce. The coach should be someone other than the manager 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. [5] 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, 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. Also check with your local training office for a mentoring program that can provide an additional

[4] Enforcement Guidance: Reasonable Accommodation and Undue Hardship Under Americans With Disabilities Act
[5] 10/11/2006 Corporate Mentoring Programs on the Upswing: Society for Industrial and Organizational Psychology

level of mentoring. In Headquarters, the Office of Learning and Workforce Development (HC-20) manages the Department's Mentoring Program. This service can work with your office to find a match.

Social Networking

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 social media sites to search for job information is commonplace while progressive organizations are using it 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 has started to use this service for the purpose is expanding outreach to Veterans and affinity groups.

The Office of the Chief Human Capital Officer has implemented the use of Unity, and has utilized 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 networking 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 establishes 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 are encouraged to feel they have contributed to the mission are generally more enthusiastic and motivated. More importantly, frequent interactions allow management to identify barriers that can prove to be an obstacle to the employee's success and address these issues through timely adjustments of resources, training, or assignments necessary for the Veteran to be successful. 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 also leads 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

<u>Tracking Program Performance</u>

DOE Elements are responsible for collecting, tracking and reporting data associated with their efforts under the Veterans Employment Initiative. Managers will be 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.

<u>Reporting Requirements</u>

Agencies are required to submit annual reports of their progress on the Veterans Employment Initiative to the Office of Personnel Management beginning November 2010. 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 disabled Veterans 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).

FORMS FOR NPWE VOCATIONAL REHABILITATION PROGRAM

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

Department of Veterans Affairs

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 your 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 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/OMBINV.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.

VA FORM 28-1904
OCT 2005

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

OMB Approved No. 2900-0262
Respondent Burden: 10 Minutes

Department of Veterans Affairs

DESIGNATION OF CERTIFYING OFFICIAL(S)

GENERAL INSTRUCTIONS

1. This form MUST ONLY 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.

SPECIFIC INSTRUCTIONS

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.

PURPOSE: This form is used to provide the names and signatures of those individuals who are authorized to certify enrollment information to the Department of Veterans Affairs.

1. NAME AND ADDRESS OF SCHOOL OR TRAINING ESTABLISHMENT *(Include ZIP Code)*

FOR VA USE ONLY

2. TELEPHONE NUMBER(S) OF CERTIFYING OFFICIAL(S) *(Include Area Code)*

3. FAX NUMBER OF CERTIFYING OFFICIAL(S) *(Include Area Code)*

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)	

VA FORM JAN 2007 **22-8794**

EXISTING STOCKS OF VA FORM 22-8794, NOV 2003, WILL BE USED.

(See Reverse)

5. THE FOLLOWING ARE DESIGNATED AS CERTIFYING OFFICIALS OF THIS SCHOOL OR TRAINING ESTABLISHMENT *(Continued)*

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

It is hereby certified that the Department of Veterans Affairs will be notified of any changes in the designations shown on this form as they occur.

7. SIGNATURE AND TITLE OF DESIGNATING OFFICIAL	8. DATE

PENALTY - The law provides that whoever makes any statement of a material fact knowing it to be false shall be punished by fine or imprisonment or both.

PRIVACY ACT NOTICE: VA will not disclose information collected on this form to any source other than what has been authorized under the Privacy Act of 1974 or Title 38, Code of Federal Regulations 1.576 for routine uses as identified in the VA system of records, 58VA21/22, Compensation, Pension, Education and Rehabilitation Records - VA, and published in the Federal Register. An example of a routine use (e.g., VA sends educational forms or letters with a veteran's identifying information to the veteran's school or training establishment to (1) assist the veteran in the completion of claims forms or (2) for VA to obtain further information as may be necessary from the school for VA to properly process the veteran's education claim or to monitor his or her progress during training). Your obligation to respond is required to obtain or retain education benefits. VA cannot recognize you as the proper certifying official unless the information is furnished as required by existing law (38 U.S.C. 3680(g)). The responses you submit are considered confidential (38 U.S.C. 5701). Any information provided by applicants, recipients, and others is subject to verification through computer matching programs with other agencies.

RESPONDENT BURDEN: We need this information to identify you as the certifying official for your school or job training establishment when reporting pursuit of training for veterans and other eligible persons (38 U.S.C. 3684). Title 38, United States Code, allows us to ask for this information. We estimate that you will need an average of 10 minutes to review the instructions, find the information, and complete this form. VA cannot conduct or sponsor a collection of information unless a valid OMB control number is displayed. You are not required to respond to a collection of information if this number is not displayed. Valid OMB control numbers can be located on the OMB Internet Page at www.whitehouse.gov/library/omb/OMBINV.VA.EPA.html#VA. If desired, you can call 1-888-GI-BILL-1 (1-888-442-4551) to get information on where to send comments or suggestions about this form.

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 who signature appears below is authorized to sign this assurance.

_____	_____
(Date)	*(Signature of authorized official)*
_____	_____
	(Title of authorized official)
_____	
(Mailing address)	

VA FORM MAY 2006 **20-8206**

Supersedes VA Form 27-8206, FEB 1992, which will not be used.

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_____

NATIONAL VETERANS EMPLOYMENT COORDINATORS

REGIONAL OFFICE	Name	Title	Address	Phone #	Email Address
ALBUQUERQUE	Ellen Rudykoff	VR&E Officer	Department of Veterans Affairs VR&E (28) 500 Gold Ave, Albuquerque, NM 87103	505-346-4849	ellen.rudykoff@va.gov
ALBUQUERQUE	Keith Rollins	EC	Department of Veterans Affairs VR&E (28) 500 Gold Ave, Albuquerque, NM 87103	505-346-3984	keith.rollins2@va.gov
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BUFFALO	Ramona Estrada	EC	Department of Veterans Affairs VR&E (28) 130 W. Elmwood Ave, Suite. 643 Buffalo, NY 14202	716-857-3322	ramona.estrada@va.gov
CHICAGO	Melinda Wilson	EC	Department of Veterans Affairs VR&E (28) 2122 W. Taylor Street Chicago, IL 60612	312-980-4453	Melinda.Wilson@va.gov
CLEVELAND	Timothy Krumheuer	EC	Department of Veterans Affairs VR&E (28), Federal Building 1240 East 9th Street Cleveland, OH 44199	216-522-3530 Ext. 3813	Timothy.krumheuer@va.gov
CLEVELAND (CINCINNATI)	Tom Jones	EC	Department of Veterans Affairs VR&E Division, CBLD Building Suite 210A, 36 East 7th Street Cincinnati, OH 45202	513-684-6901	Thomas.jones6@va.gov
COLUMBIA	Lori Ehlers	EC	Department of Veterans Affairs VR&E (28) 1801 Assembly Street Columbia, SC 29201	803-255-4178	Lori.ehlers@va.gov
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INDIANAPOLIS	Barbara Booher	EC	Department of Veterans Affairs VR&E (28) 575 N. Pennsylvania Street Indianapolis, IN 46204	317-916-3749	Barbara.booher@va.gov
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LINCOLN (OMAHA)	"Dave" William Shatka	EC	Department of Veterans Affairs Central Plains Health Network 4101 Woolworth Avenue Omaha, NE 68105-1873	402-346-8800 Ext. 4323	william.shatka@va.gov
LITTLE ROCK (N.L. ROCK)	Diane Hogg-Clayton	EC	Department of Veterans Affairs VR&E (28) 2200 Fort Roots Dr., Bldg. 65 N. Little Rock, AR 72114-1756	501-370-3780	Diane.clayton@va.gov
LOS ANGELES	Darlene Theragood	EC	Department of Veterans Affairs VR&E (28) 11000 Wilshire Blvd. Los Angeles, CA 90024	310-235-7288	Darlene.theragood@va.gov
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SUGGESTED RECRUITMENT SOURCES

COLLEGE AND UNIVERSITY VETERANS GROUPS

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

UCLA

- Main website: http://www.Veterans.ucla.edu/, Veterans Resource Office, B44 Student Activities Center, (310) 206-6915
- Google Group: Military Veterans Organization at UCLA, http://groups.google.com/group/mvobruins?hl=en, 82 members
- Facebook Group: Military Veterans Organization at UCLA, http://www.facebook.com/group.php?gid=2256183374, 45 members
- UCLAW Veterans Society, http://law.ucla.edu/Veterans/, Chairman: Peter Bartle bartle2005@lawnet.ucla.edu
- UCLA AROTC, http://www.milsci.ucla.edu/, Professor of Military Science: Lieutenant Colonel David Kramer, dkramer92@milsci.ucla.edu
- UCLA NROTC, http://www.navy.ucla.edu/UCLA_NROTC.html, Commanding Officer Colonel Alvah Edward Ingersoll III, Student Activities Center, Suite 120T, (310) 825-9075
- There is a class called "Boots to Bruins," Contact: Matt Nichols, Ph.D., mnichols@caps.ucla.edu

Stanford

- Stanford GSB Veterans Club, President: Sean Koffel, skoffel@stanford.edu; Advisor: Troy Steinmetz, tstein32@stanford.edu
- Stanford University Army ROTC, http://www.stanford.edu/group/armyrotc/, Contact: CPT Alexander Kerkow, (408) 554-4034, alexander.kerkow@scu.edu

UNLV

- UNLV Student Veterans Organization, President: Vaughn L. Assencoa; Advisor: Dr. Bob Ackerman

Harvard/MIT

- Harvard Veterans Alumni Organization, http://www.harvardVeterans.org/, info@harvardVeterans.org
- HBS Armed Forces Alumni Association, http://hbs.campusgroups.com/afaa/home/, afaa@studentclubs.hbs.edu, Contact information for 2009-2010 Officers at: http://www.studentclubs.hbs.edu/afaa/officers.html
- HLS Armed Forces Association, http://www.law.harvard.edu/students/orgs/afa/, President: Kurt White, kwhite@jd10.law.harvard.edu

- 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://web.mit.edu/afrotc/www/

University of Maryland

- Veterans Programs Office, http://www.Veterans.umd.edu/, umdvets@umd.edu
- Student Organization TerpVets: http://thestamp.umd.edu/Veterans/terp_vets.html
- Air Force ROTC: http://www.afrotc.umd.edu/, afrotcdet330@umd.edu
- Army ROTC: http://www.armyrotc.umd.edu/, armyrotc@umd.edu

Howard University

- Air Force ROTC, http://www.howard.edu/howardlife/AFROTC/what_is_afrotc.htm, Unit Admissions Officer: Capt Malakia K Thomas, (202) 806-6791, rotc_af@howard.edu
- Army ROTC, http://www.armyrotc.com/edu/howard/index.htm, Contact: LTC Landy D. Dunham, Professor of Military Science, ldunham@howard.edu

Johns Hopkins

- Defense and Intelligence Club, Andrew Rothgaber, William Upshur
- 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 (866) 320-3826 or contact@studentVeterans.org
- Holds 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.

- **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 (JOFDAV):** http://www.jofdav.com/ - Posts job openings by employers for a small fee. Provides information on employers, assistance with cover letters, and interview tips.

- **O*Net Resource Center:** http://www.onetcenter.org/ – Assistance in matching skills to jobs

- **MilitaryConnection.com:** http://www.militaryconnection.com/virtualfairs.asp - virtual job fairs, and job board

- **Military.net:** www.military.net – Offers information, and a free job posting and search engine

- **MilitaryHire.com:** www.militaryhire.com – Professional resume writing source and job search engine

- **National Veterans Foundation:** http://nvf.org.–Information and resources including free job posting and job search

- **Student Veterans of America:** http://www.studentVeterans.org/ - A coalition of student Veteran groups across the U.S. Site includes a chapter locator, featured employer, and job postings.

- **TAOnline.com:** http://www.taonline.com/ – Provides transition assistance resources including a job search engine and career fair listings

- **TurboTap.org:** http://www.turbotap.org/ – DoD website providing transition assistance resources including an employment hub, benefits information, etc.

- **VA Vocational Rehabilitation and Employment Service:** http://www.vba.va.gov/bln/vre/

- **Vetsuccess.gov:** http://www.vetsuccess.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 is planning 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 will be coordinating 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/ - 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://www.aw2.army.mil/ - 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/employpilot/ **-** 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.npc.navy.mil/CommandSupport/SafeHarbor/ - Helps severely injured sailors with injuries that occurred after September 10, 2001, develop skills before returning to duty or transitioning to Veteran status.

College Recruitment and Referral Program:

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

Contractor Support for Military Recruitment:

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

Vital Program for Navy wounded warriors: http://www.smartsolutionscorp.com/navy-wounded-warrior-project.htm (Disabled Veteran owned, small business located in Fairfax, VA)

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/.

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.