



# Department of Defense INSTRUCTION

NUMBER 1300.25

March 25, 2013

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USD(P&R)

SUBJECT: Guidance for the Education and Employment Initiative (E2I) and Operation WARFIGHTER (OWF)

References: See Enclosure 1

1. PURPOSE. This Instruction:

a. Establishes policy, assigns responsibilities, and provides procedures for development and implementation of the DoD E2I and OWF in accordance with the authority in DoD Directive 5124.02 (Reference (a)), section 1611 of Public Law 110-181 (Reference (b)), sections 1142-1144 of title 10, United States Code (U.S.C.) (Reference (c)) and section 8111 of title 38, U.S.C. (Reference (d)).

b. Supersedes the Department of Defense Operation WARFIGHTER Program Charter (Reference (e)).

2. APPLICABILITY. This Instruction applies to OSD, the Military Departments, the Office of the Chairman of the Joint Chiefs of Staff and the Joint Staff, the Combatant Commands, the Office of the Inspector General of the Department of Defense, the Defense Agencies, the DoD Field Activities, and all other organizational entities within the DoD (hereinafter referred to collectively as the "DoD Components").

3. DEFINITIONS. See Glossary.

4. POLICY. It is DoD policy that recovering Service members (RSMs) shall have access to education and employment services as part of E2I and OWF within the Recovery Coordination Program (RCP) in accordance with DoD Instruction 1300.24 (Reference (f)). DoD efforts to ensure access to education and employment services shall:

a. Improve access to education and employment opportunities for RSMs, as defined in section 8111 of Reference (d), to assist in their rehabilitation and transition as necessary.

b. Improve standardization of policies, processes, methods, and tools to:

(1) Ensure RSMs receive uniform and integrated education and employment support services to improve career readiness.

(2) Promote a positive transition as part of an individual's comprehensive recovery plan (CRP) and his or her respective Wounded Warrior program.

c. Promote opportunities for veterans within DoD Components in accordance with Executive Orders 13518 (Reference (g)) and 13548 (Reference (h)) and DoD Directive 1332.35 (Reference (i)).

d. Add to RSMs' ability to explore education and employment options supporting DoD's goal of hiring disabled veterans, and support recruitment and retention goals.

e. Reduce reintegration times for RSMs and develop enhanced career and life skills to ensure a more effective and successful transition.

5. RESPONSIBILITIES. See Enclosure 2.

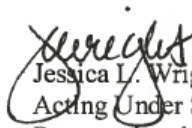
6. PROCEDURES. See Enclosure 3.

7. RELEASABILITY. UNLIMITED. This Instruction is approved for public release and is available on the Internet from the DoD Issuances Website at <http://www.dtic.mil/whs/directives>.

8. EFFECTIVE DATE

a. This Instruction is effective March 25, 2013.

b. If this Instruction is not otherwise reissued or cancelled in accordance with DoD Instruction 5025.01 (Reference (j)), it will expire effective March 25, 2023 and be removed from the DoD Issuances Website.

  
Jessica L. Wright  
Acting Under Secretary of Defense for  
Personnel and Readiness

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Glossary

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ENCLOSURE 1

REFERENCES

- (a) DoD Directive 5124.02, "Under Secretary of Defense for Personnel and Readiness (USD(P&R))," June 23, 2008
- (b) Section 1611 of Public Law 110-181, "National Defense Authorization Act for Fiscal Year 2008," January 28, 2008
- (c) Sections 1142-1144 and 1784(a) of title 10, United States Code
- (d) Section 8111 of title 38, United States Code
- (e) Charter, Operation WARFIGHTER Program, July 1, 2009
- (f) DoD Instruction 1300.24, "Recovery Coordination Program," December 1, 2009
- (g) Executive Order 13518, "Employment of Veterans in the Federal Government," November 9, 2009
- (h) Executive Order 13548, "Increasing Federal Employment of Individuals with Disabilities," July 26, 2010
- (i) DoD Directive 1332.35, "Transition Assistance for Military Personnel," December 9, 1993
- (j) DoD Instruction 5025.01, "DoD Directives Program," September 26, 2012
- (k) DoD 8910.1-M, "Procedures for Management of Information Requirements," June 1998
- (l) DoD Instruction 1400.25, Vol 1232, "DoD Civilian Personnel Management System: Employment of Family Members in Foreign Areas," January 5, 2012
- (m) Decision Type Memorandum 12-007, "Implementation of Mandatory Transition Assistance Program Participation for Eligible Service Members," November 21, 2012
- (n) DoD Instruction 1000.17, "Detail of DoD Personnel to Duty Outside the Department of Defense," April 16, 2008, as amended

ENCLOSURE 2

RESPONSIBILITIES

1. UNDER SECRETARY OF DEFENSE FOR PERSONNEL AND READINESS (USD(P&R)). The USD(P&R) shall:

a. Establish policy and provide oversight on the education and employment of RSMs, to include OWF and E2I.

b. Collaborate with the Department of Veterans Affairs (VA) to determine efficacy of transition program efforts.

2. DEPUTY ASSISTANT SECRETARY OF DEFENSE FOR CIVILIAN PERSONNEL POLICY (DASD(CPP)). The DASD(CPP), under the authority, direction, and control of Assistant Secretary of Defense for Readiness and Force Management (ASD(R&FM)), shall oversee:

a. Development and implementation of:

(1) Policies and procedures for hiring veterans using special hiring authorities and establishing internship positions using the DoD Centralized Intern Program for veterans with disabilities.

(2) Appropriate training for hiring officials and civilian personnel managers for the employment of veterans with disabilities.

b. Consistent implementation of these policies, procedures, and training across the Military Departments.

3. ASSISTANT SECRETARY OF DEFENSE FOR RESERVE AFFAIRS (ASD(RA)). The ASD(RA), under the authority, direction, and control of the USD(P&R), shall assist the Deputy Assistant Secretary of Defense for Warrior Care Policy (DASD(WCP)) with oversight of E2I and OWF in the Reserve Components, to the extent possible through the RCP.

4. DASD(WCP). The DASD(WCP), under the authority, direction, and control of the Assistant Secretary of Defense for Health Affairs (ASD(HA)), shall:

a. Manage E2I and provide oversight of its implementation and guidance for continuous process improvement.

(1) Be responsible for coordination of support programs among the Military Departments, United States Special Operations Command (USSOCOM), the VA, and the Department of Labor (DOL).

(2) Oversee the implementation of OWF, a federal government internship program for RSMs on active duty, and make policy recommendations to USD (P&R), as necessary.

b. Synchronize all programs and processes throughout the DoD that support E2I and OWF, including those provided by the Military Departments and USSOCOM. Recommend changes to policy and operational procedures to the USD(P&R), as necessary.

c. Ensure each Military Department and USSOCOM has policies and procedures in place to provide education and employment support services and resources for RSMs.

d. Coordinate the consultation and collaboration with other federal entities to maximize RSM access to all available support services and resources.

e. Establish policies and procedures for the implementation of E2I and OWF in accordance with References (a) and (f).

f. Develop methodology and standards for data collection and reporting in accordance with DoD Manual 8910.1 (Reference (k)), establishing metrics that measure effectiveness of E2I and OWF activities.

g. Oversee the execution of E2I and OWF efforts through the RCP in accordance with Reference (f), ensuring staff is appropriately trained to support RSMs throughout the range of care.

h. Serve as the principal point of contact for the DoD Components on all E2I and OWF policy matters.

i. Develop strategic guidance and program goals to ensure proper administration, outreach, and management of OSD E2I and OWF.

j. Develop standardized training for the Military Departments and USSOCOM to support the integration for E2I into current programs.

k. To the extent authorized by law and DoD regulations, engage with private-sector entities to facilitate the formation of partnerships to enhance employment opportunities.

l. Develop process to ensure compliance with Privacy Act requirements in the maintenance and dissemination of personally identifiable information of RSMs.

**5. DEPUTY ASSISTANT SECRETARY OF DEFENSE FOR MILITARY COMMUNITY AND FAMILY POLICY (DASD(MC&FP)).** The DASD(MC&FP), under the authority,

direction, and control of the ASD(R&FM), shall ensure that the policies and procedures for the programs are developed and implemented consistently across DoD in accordance with DoD Instruction 1400.25 (Reference (l)) and Reference (c) to include:

- a. Military assistance programs that support employment readiness for Service members and spouses.
- b. Voluntary education programs in support of RSMs and their spouses participating in education and employment activities while on active duty.

6. SECRETARIES OF THE MILITARY DEPARTMENTS. The Secretaries of the Military Departments shall:

- a. Ensure their respective Wounded Warrior programs provide appropriate training to the necessary personnel to support the integration of E2I into the RCP.

- (1) Maintain operational, tactical, and administrative control of their non-medical personnel providing services to RSMs to ensure execution of roles and responsibilities as specified in this Instruction.

- (2) Ensure that the DoD Wounded Warrior and the Family Support Programs execute the policies of this Instruction.

- b. Identify RSM candidates ready to participate in educational and employment activities.

- c. Provide a Service liaison, when requested, to WCP to ensure each Services' interests are addressed.

- d. Provide access to military installations in accordance with DoD regulations and the regulations of the Service-concerned, for Warrior Transition Organizations (WTOs) for OSD E2I, OWF, and other federal agency support personnel in order to synchronize education and employment resources. When requested, provide facilities for E2I and OWF support personnel on military installations, including but not limited to office space, communication, and IT infrastructure on space-available basis.

- e. Provide a Service liaison at locations where there are large populations eligible for E2I in order to facilitate government and community support relationships in that region.

- f. Ensure private sector internships, apprenticeships, and other forms of on-the-job training are identified through a fair and equitable process, allowing for equal access to organizations and RSMs through OWF, to avoid any appearance of preferential treatment and/or conflict of interest, in accordance with Decision Type Memorandum 12-007 (Reference (m)).



g. When possible, identify internal employment opportunities for transitioning RSMs. Utilize applicable civilian hiring authorities to facilitate the placement of transitioning RSMs into appropriate positions.

h. Identify and provide for internal OWF internship opportunities for RSMs.

i. Assist the DASD(WCP) in implementing E2I and OWF to Reserve Components, to the extent possible through the RCP.

j. In promulgating implementing regulations, the Secretaries of the Military Departments concerned shall authorize Commander, USSOCOM, to establish and carry out such programs for eligible Service members assigned to USSOCOM.

7. COMMANDER, USSOCOM. The Commander, USSOCOM, shall establish and carry out such programs for eligible Service members assigned to USSOCOM pursuant to Section 6 of this DoDI.

8. DIRECTORS OF DEFENSE AGENCIES AND DOD FIELD ACTIVITIES. The Directors of Defense Agencies and DoD Field Activities shall:

a. Provide a point of contact to the DASD(WCP) to assist in the identification of internships and employment opportunities within their agencies and/or activities targeted to RSMs.

b. Utilize special hiring authorities for veterans, where appropriate, in addition to other more commonly used hiring authorities.

ENCLOSURE 3

PROCEDURES

1. SCOPE

a. E2I is a collaborative effort, led by DoD, with support from federal, non-profit, and private agencies, to address the synchronization, integration, and possible expansion of existing education and employment support efforts for RSMs to improve their career readiness for placement opportunities prior to transition.

b. OWF is a non-paid internship program within the federal government for RSMs while still on active duty in accordance with DoD Instruction 1000.17 (Reference (n)). The objective of OWF is to place RSMs in a supportive work environment to assist their rehabilitation and potentially increase career readiness.

2. E2I ELEMENTS

a. E2I Eligibility Requirements

(1) RSMs may be assigned to their respective Wounded Warrior program or referred to the Disability Evaluation System.

(2) A determination must be made by the RSM's Wounded Warrior program recovery team (RT) that the RSM is ready to participate in education and employment activities. If the RSM is not supported by a DoD Wounded Warrior program, this determination will be made by their chain of command and a physician involved in the RSM's ongoing treatment.

b. E2I Operational Parameters

(1) The process is composed of six uniform steps to facilitate the RSM's transition into an education or career opportunity. These steps are executed as part of the RCP.

(a) Identify. The Service member is identified by his or her chain of command, RT, or other appropriate medical authority as ready to start education or employment activities.

(b) Assess. A comprehensive skills assessment is administered by a VA vocational rehabilitation counselor (VRC) or another individual qualified to provide vocational evaluations and/or career interest assessments.

(c) Plan. An individual career plan is developed with objectives and milestones specific to the RSM's career, educational, personal goals, and interests, as part of his or her CRP (as applicable).

(d) Prepare. The appropriate Service-specific WTO or any agency providing transition assistance for RSMs will ensure they participate in E2I activities outlined in his or her individual career plan including but not limited to:

1. Traditional and non-traditional educational opportunities.
2. Trade schools.
3. Internships, apprenticeships, and other forms of on-the-job training, as authorized by law.
4. Licensure testing.

(e) Match and Place. Ideally, within 180 days, prior to a RSM's date of separation, the RSM validates his or her career and educational goals at transition and specific opportunities are identified through a network of support organizations. The RSM is linked with professional placement assistance provided by DOL through DOL Disabled Veterans' Outreach Program (DVOP) specialists, local veterans' employment representatives (LVERs), or other organizations providing employment assistance, e.g. other federal agencies or non-profit organizations.

(f) Transition. Prior to separation, the appropriate Service-specific WTO or any agency providing RSM transition assistance will provide the RSM a copy of their individual career plan and a list of local education and employment support resources in his or her respective geographic area.

(2) The education and employment support team is composed of various professionals from DoD and other federal agencies who support E2I and OWF regionally. Members of this team may include but are not limited to:

- (a) OSD E2I Regional Coordinators.
- (b) VRCs.
- (c) DVOPs, LVERs, and REALifelines personnel.
- (d) Installation employment specialists.
- (e) Installation education counselors.
- (f) OWF Regional Coordinators.
- (g) Service WTO staff.
- (h) Recovery care coordinators (RCCs), advocates, and other non-medical care managers.

(3) The OSD E2I Regional Coordinator is designated to work regionally to coordinate with employers, communities, and the Military Services to integrate education and employment resources for RSMs who are seeking employment or continuing education after transition. Responsibilities and duties include, but are not limited to:

- (a) Serving as lead coordinator of the comprehensive education and employment support network.
- (b) Developing a regional support plan and resource requirements.
- (c) Coordinating activities of team members.
- (d) Performing outreach to community organizations to identify employment opportunities.
- (e) Liaising with other federal agencies.

### 3. OWF ELEMENTS

#### a. OWF Eligibility Requirements

(1) RSMs may be assigned to their respective Wounded Warrior program or referred to the Disability Evaluation System.

(2) A determination must be made by the RSM's Wounded Warrior program RT that the RSM is ready to participate in education and employment activities. If the RSM is not supported by a DoD Wounded Warrior program, this determination will be made by the RSM's chain of command and a physician involved in the RSM's ongoing treatment:

(a) The medical evaluation must conclude that the RSM is medically, emotionally, and physically ready to participate in an OWF internship and the internship will assist in the RSM's rehabilitation.

(b) The chain of command evaluation must conclude that the RSM demonstrates the initiative and self-discipline required to successfully participate in an OWF internship. The internship will not interfere with the RSM's ability to attend medical appointments and to complete the Disability Evaluation System.

#### b. Operational Parameters

(1) The OWF Regional Coordinator provides assistance and coordination for application, preparation, enrollment, continuance, and other administrative tasks for RSMs who wish to participate in OWF federal government internships.

(2) If the RSM's recovery does not progress as expected, the RT will assess the impact of the internship on the recovery. If the RT finds that the internship is delaying or preventing recovery, the RSM shall modify his or her involvement appropriately.

(3) Internships will range in duration and hours per week based on employer need and RSM availability.

(4) If the RT determines the internship interferes with RSM ability to attend medical appointments, is delaying progression through the Disability Evaluation System, or will delay separation, the command can modify RSM participation accordingly.

(5) Follow-on employment is not part of the OWF program, although RSMs may gain full-time employment at a federal agency in which the RSM interned after transitioning from military service.

GLOSSARY

PART I. ABBREVIATIONS AND ACRONYMS

ASD(HA)	Assistant Secretary of Defense for Health Affairs
ASD(RA)	Assistant Secretary of Defense for Reserve Affairs
ASD(R&FM)	Assistant Secretary of Defense for Readiness and Force Management
CRP	comprehensive recovery plan
DASD(CPP)	Deputy Assistant Secretary of Defense for Civilian Personnel Policy
DASD(MC&FP)	Deputy Assistant Secretary of Defense for Military Community and Family Policy
DASD(WCP)	Deputy Assistant Secretary of Defense for Warrior Care Policy
DOL	Department of Labor
DVOP	Disabled Veterans' Outreach Program
E2I	Education and Employment Initiative
LVER	Local Veterans' Employment Representative
OWF	Operation WARFIGHTER
RCC	recovery care coordinator
RCP	Recovery Coordination Program
RSM	recovering Service member
USD(P&R)	Under Secretary of Defense for Personnel and Readiness
VA	Department of Veterans Affairs
VRC	VA Vocational Rehabilitation Counselor
WII	wounded, ill, and injured
WTO	Warrior Transition Organization

PART II. DEFINITIONS

Unless otherwise noted, these terms and their definitions are for the purpose of this DoDI.

CRP. A patient-centered plan prepared by an RCC, RSM, and their family or designated caregiver with medical and non-medical goals for recovery, rehabilitation, and transition, as well as personal and professional goals, and the identified services and resources needed to achieve the goals.

DVOP specialists, LVERs, and REALifelines. Federal and State employment specialists from the DOL that provide direct services to veterans, enabling them to be competitive in the labor market. They provide outreach and offer assistance to disabled and other veterans by promoting community and employer support for employment and training opportunities, including apprenticeship and on-the-job training.

E2I Regional Coordinator. A person who works for or with the RCP to synchronize and coordinate education and employment preparation resources regionally to assist Military Departments and USSOCOM in supporting the successful transition of the RSM.

employment specialist. An individual professionally trained in the recruiting and hiring practices of the government and private sectors.

OWF internship. A DoD a non-paid federal government internship for RSMs on active duty.

OWF Regional Coordinator. A person who works for or with the RCP that provides RSMs with meaningful activity that positively impacts wellness and rehabilitation of the RSM. The RCP offers a formal means of transition back to military service or to the civilian workforce by placing them in internships, to the extent authorized by law.

RCP. A DoD program to provide non-medical case management and oversight of the resources needed to coordinate care and support to RSMs through recovery, rehabilitation, and reintegration.

RSM. A Service member who is undergoing medical treatment, recuperation, or therapy and is in an inpatient or outpatient status, who incurred or aggravated a serious illness or injury in the line of duty, and who may be assigned to a temporary disability retired or permanent disability retired list due to the Military Department's Disability Evaluation System proceedings.

RT. A team of personnel that provides individual support to an RSM. Each Service defines its respective RTs. RT members include but are not limited to:

Recovery care coordinator.

Medical case manager.

Non-medical case manager.

Transition coordinator.

Other support personnel.

separation. Also known as "transition," it is a process that may include leaving military service by way of discharge, separation or retirement, or release from active duty.

VRC. A VA civilian that provides and coordinates a wide range of rehabilitation counseling and case management services to RSMs, veterans with disabilities, and other eligible individuals.

Wounded Warrior program. A Service-specific or other DoD program that implements the DoD's RCP in order to provide support and advocacy to guide and assist RSM and family or designated caregiver through treatment, rehabilitation, return to duty, or military retirement and transition into the civilian community.

Warrior Transition Organizations. Military units within the DoD Wounded Warrior programs or other military organizations to which RSMs are assigned or attached for support during outpatient rehabilitation and transition.