



# U.S. Department of Transportation



**VETERANS**

Employment Operational Plan

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## A Message of Support from the Assistant Secretary for Administration and Chief Human Capital Officer



“The Department of Transportation views service men and women as an exceptional talent pool with skills uniquely suited for many of our mission critical occupations. We intend to make DOT an employer of choice by assisting them in applying their skills to civilian jobs. This Plan sets forth our strategy for employing retired and transitioning service men and women.”

- Linda Washington



## Veterans Employment Operational Plan

### Executive Summary

On November 9, 2009, President Obama issued Executive Order 13518 on the Employment of Veterans in the Federal Government. The Executive Order establishes the Veterans Employment Initiative and the Council on Veterans Employment (Council). This interagency executive Council is co-chaired by the Secretaries of Labor and Veterans Affairs with the Director of OPM serving as the Vice Chair. Secretary Ray LaHood represents the Department of Transportation (DOT) on the Council which includes members from across the Federal Government. The Council has been tasked with advising and assisting the President and the Director of the Office of Personnel Management (OPM) in establishing a coordinated Government-wide effort to increase the number of veterans employed by the Federal Government through enhanced recruitment and training.

As part of the Department's response to the Executive Order, and in support of the Council on Veterans Employment, DOT has developed a Veterans Employment Operational Plan. The Operational Plan highlights the strategies, partnerships and new initiatives DOT plans to implement in order to capitalize on the broad talent pool represented by the veteran community. The Operational Plan identifies key roles and responsibilities for the head of each Operating Administration (OA), Human Resource Directors, hiring managers, Veterans Employment Program Officer, training coordinators, human resource specialists and recruitment personnel, requiring a commitment from each to ensure success. The Operational Plan is aligned with existing human resource policies and recruitment strategies to ensure that veteran recruitment complies with the ongoing effort to improve the DOT hiring process. The Operational Plan outlines a repeatable planning process OAs can follow to identify employment opportunities for eligible veterans by capitalizing on many of the proven initiatives currently underway. DOT has a proven record in the recruitment and hiring of veterans and this Operational Plan looks to capitalize on that past success. The table on the next page provides a snapshot of DOT's record of veteran hiring.

Executive Order 13518 sets a clear direction for all Federal agencies represented on the Council. As directed, each agency shall:

- Develop an agency-specific Operational Plan for promoting employment opportunities for veterans;
- Establish a Veterans Employment Program Office, responsible for enhancing employment opportunities for veterans within the agency;
- Provide mandatory annual training to agency human resources personnel and hiring managers concerning veterans' employment;
- Identify key occupations for which the agency will provide job counseling and training to better enable veterans to meet agency staffing needs;
- Coordinate with the Departments of Defense and Veterans Affairs to promote further development and application of technology designed to assist transitioning service members and veterans with disabilities.



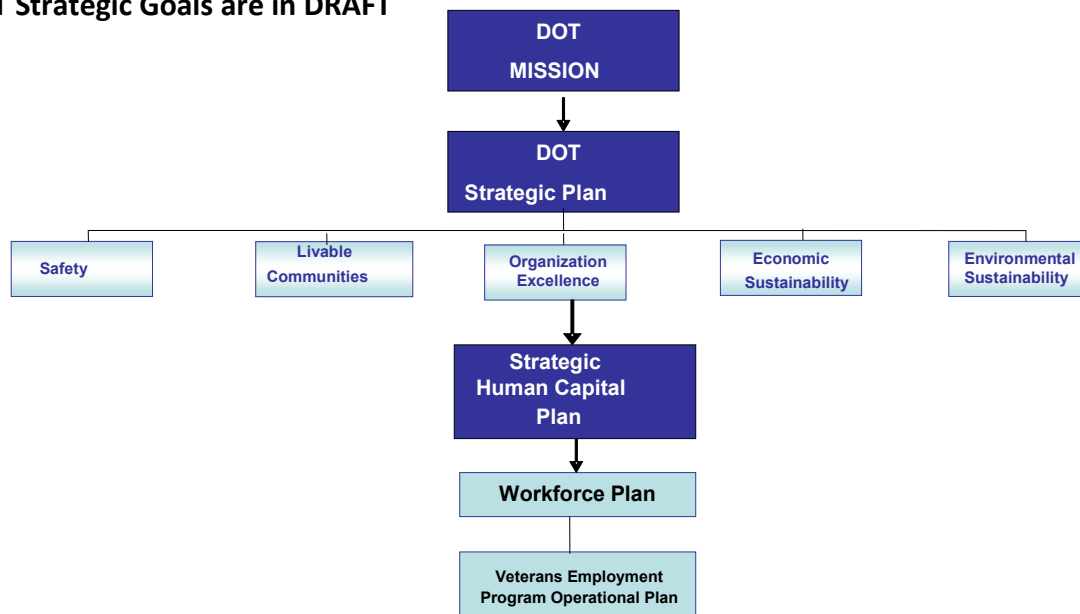
## DOT Veteran Employment Data

Fiscal Year	Overall Employment	Overall Veterans' Employment	All New Hires	Overall Employment of Disabled Veterans		Overall Employment of 30% or more Disabled Veterans	
				On Board	New Hires	On Board	New Hires
FY 2008	55,589	26.90%	23.58%	4.90%	6.15%	2.60%	3.40%
FY 2009	57,793	26.65%	27.65%	5.10%	7.20%	2.30%	4.10%

This Operating Plan is aligned with the DOT Strategic Goals. As a result, the Operational Plan links directly with the Goal of Organizational Excellence. Implementing the strategies identified in this plan will help the Department tap into a pool of well trained, qualified potential applicants and continue to move DOT in the direction of achieving the desired outcome of a workforce of highly qualified individuals from diverse race/national origin/gender groups. Additionally, the skill sets common to many veterans, such as engineering, safety inspectors and air traffic controllers, are uniquely suited to support other DOT Strategic Goals, including Safety and Sustainable Transportation.

## Strategic Alignment of the Veterans

\*DOT Strategic Goals are in DRAFT





# Veterans Employment Operational Plan

## Detailed Requirements for OAs

### Program Goals

Successful implementation of the Operational Plan will achieve three primary goals; help DOT attract and retain qualified applicants into mission critical occupations; educate managers and supervisors on the inherent benefits of hiring veterans; and establish a Veterans Employment Program Office to promote veterans employment within DOT.

### Program Goals

#### Talent Search

- DOT has already had success recruiting veterans into mission critical occupations. The Operational Plan builds on that success by capitalizing on the unique relationship between the jobs and training veteran applicants received during their service career and the mission of DOT.

#### Hiring Reform

- The Operational Plan includes strategies for increased outreach and information sharing with hiring managers on the veteran hiring process. The Plan also highlights some of the hiring flexibilities available that can result in reduced recruitment time and help DOT meet time sensitive mission requirements.

#### Veterans Employment Initiative

- DOT will build partnerships with other agencies and Veteran Service Organizations to better capitalize on the talent available in the veteran community.

Talent Search - Like most federal agencies, DOT has been experiencing increased competition for needed talent. Applicants with backgrounds in engineering, information technology and acquisition management are highly sought after, both in the public and private sector. In order to compete for this talent, DOT has taken steps to improve our branding as an employer of choice through increased recruitment activities and an internal focus on strengthening work-life programs designed to improve employee satisfaction. Through the strategies identified in the Operational Plan, DOT aims to continue to strengthen its position as a leader in veteran recruitment and hiring. By strengthening and expanding existing partnerships with Veteran Service Organizations, DOT can market itself as an employer whose mission and skill needs closely align with the abilities of many service men and women. DOT has had success recruiting veterans into mission critical occupations and the Operational Plan builds on that success by capitalizing on the unique relationship between the jobs and training veteran applicants received during their service career and the mission of DOT.

Hiring Reform - The recruitment of veterans offers a potential solution to another government-wide concern, the time needed to fill identified vacancies. DOT is undergoing a hiring reform initiative with a goal of reducing the time needed to hire employees by 15 percent, in FY 2010. The flexibilities available to hiring managers during the recruitment of veterans can significantly reduce the time between when a vacancy is announced and when a new hire is in place. The Operational Plan includes strategies for increased outreach and information sharing with hiring managers on the veteran hiring process. It also highlights some of the hiring flexibilities available that can result in reduced recruitment time and help DOT meet time sensitive mission requirements.





Veterans Employment Initiative - The Veterans Employment Program Office will help to put a face to the work currently under way to promote veteran hiring as well as champion the new strategies and initiatives identified to expand on the Department's success. Implementation of the Operational Plan throughout the OAs will be coordinated through the Veterans Employment Program Office and DOT will build partnerships with other agencies and Veteran Service Organizations to better capitalize on the talent available in the veteran community.

## Leadership Commitment

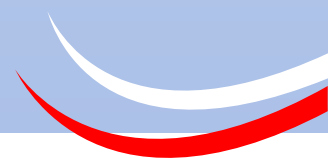
- The Operating Plan relies on the continued support of senior leaders, hiring managers and supervisors to create a Veterans Employment Program that lives up to the vision announced in the Executive Order.

## Leadership Commitment

DOT has a proven history of supporting veteran employment and training programs. Through existing partnerships with Veteran Service Organizations the Department has been able to successfully recruit veterans to fill mission critical needs. The Operational Plan relies on the continued support of senior leaders, hiring managers and supervisors to create a Veterans Employment Program that lives up to the vision announced in the Executive Order. The Operational Plan contains long term strategies that require a long term commitment of senior leaders.

Specifically, the Operational Plan requires each OA to identify specific annual employment opportunities for veteran applicants. OAs should focus on their mission critical occupations and those occupations where they experience high turnover, such as acquisition, IT and human resources. OAs will be held accountable for ensuring that the commitment they make through identifying employment opportunities is upheld with actual hiring commitments shared with senior leaders on an annual basis.

The Operational Plan calls for an expansion of the successful Federal Aviation Administration (FAA) Veterans Training Program, to be offered Department-wide, in addition to other training programs designed to enhance the career development opportunities of service men and women. Career development is a critical piece of President Obama's vision for the Veterans Employment Initiative requiring a commitment in both training resources and staff time.



## Accountability

- *Annual Reports* - As described in the Executive Order, DOT will document the results of the strategies and initiatives described in the Operating Plan in an annual report to be shared with the Council on Veteran Employment for a report to the President.
- *Hiring Commitments* - Since the purpose of the Operational Plan is to increase veteran recruitment and hiring, one clear measure of program effectiveness will be to evaluate the number of actual hires compared to the number of employment opportunities identified by the OAs.

## Legal Authority

According to U.S. Code Title 38, Subsection 4214, the United States has an obligation to assist veterans of the Armed Forces in readjusting to civilian life.



## Accountability

*Annual Reports* - The Department's effectiveness in meeting the goals and strategies identified in the Operational Plan and in supporting the President's vision of increasing the employment opportunities for America's veterans will be evaluated on an annual basis.

As described in the Executive Order, DOT will document the results of the strategies and initiatives described in the Operational Plan in an annual report to be shared with the Council on Veteran Employment for a report to the President. DOT regularly appraises its success in veteran recruitment and human capital management through the Disabled Veterans Affirmative Action Program accomplishment report and the Department's human capital accountability program. Any reporting requests stemming from the Council will be coordinated with these ongoing efforts and included in the agency Human Capital Management Report submitted to the Office of Personnel Management each December.

*Hiring Commitments* - Since the purpose of the Operational Plan is to increase veteran recruitment and hiring, a clear measure of program effectiveness will be to evaluate the number of hires made on an annual basis. Data from this evaluation will be critical in identifying needed improvements in the recruitment and evaluation of future veteran candidates.

## Legal Authority

According to U.S. Code Title 38, Subsection 4214, The United States has an obligation to assist veterans of the Armed Forces in readjusting to civilian life. The Federal Government is also continuously concerned with building an effective work force, and veterans constitute a uniquely qualified recruiting source.







## Hiring Flexibilities

- Affirmative Action for Certain Veterans Under Title 38
- Veterans Recruitment Appointment (VRA)
- Disabled Veterans (30 Percent or More Disabled) Hiring Authority
- Veterans Employment Opportunities Act of 1998 (VEOA)
- Veterans Employment, Training and Outreach
- H.R. 2002 – FY 1996 Department of Transportation Appropriations Act - Public Law 104-50, Section 3308-3320.



It is, therefore, the purpose of this section to promote employment and job advancement opportunities within the Department of Transportation for qualified veterans.

Veterans Preference, legal authorities and eligibility, and hiring flexibilities for this program are listed below:

Veteran Preference - To receive preference, a veteran must have been discharged or released from active duty in the Armed Forces under honorable conditions (i.e., with an honorable or general discharge). As defined in 5 U.S.C. 2101(2). The Defense Authorization Act of Fiscal Year 1998 (Public Law 105-85) of November 18, 1997, contains a provision (section 1102 of Title XI) which accords Veterans' preference to **everyone** who served on active duty during the period beginning August 2, 1990, and ending January 2, 1992.

Affirmative Action for Certain Veterans Under Title 38 - Section 4214 of title 38, USC, was enacted as part of the Veterans Readjustment Appointment Act of 1974. The law also requires a separate affirmative action program for disabled veterans as defined in 38 USC 4214. The program is part of agency efforts to hire, place, and advance people with disabilities under the Rehabilitation Act of 1973 [29 USC 791(b)].

Veterans Recruitment Appointment (VRA) – The VRA is a special authority by which agencies may appoint an eligible veteran without competition, in accordance with the provisions of 38 USC 4214 and 5 CFR part 307.

Disabled Veterans (30 Percent or More Disabled) Hiring Authority – Pursuant to 5 USC 3112; 5 CFR 315.707, 316.302, and 316.402, this is a special hiring authority used by an agency to hire veterans with a compensable service-connected 30 percent or more disability.

Veterans Employment Opportunities Act of 1998 (VEOA) - The Veterans Employment Opportunities Act (VEOA) of 1998 as amended by Section 511 of the Veterans Millennium Health Care Act (Pub. Law 106-117) of November 30, 1999, provides that agencies must allow preference eligible's or eligible veterans to apply for positions announced under merit promotion procedures when the agency is recruiting from outside its own workforce.

Veterans Employment, Training and Outreach – All Federal agencies are responsible for cooperating in providing continuous employment and training opportunities for eligible veterans. 38 USC 4105, 4213, and 4214.

DOT Appropriations Act - Public Law 104-50 - Veteran hiring in FAA will comply with existing personnel laws under On-the-Spot Hiring Authority.



## Roles and Responsibilities

- The Departmental Office of Human Resource Management (DOHRM)
- Human Resource Council (HRC)
- Operating Administrations (OA)
- Hiring Managers
- Human Resource Specialists
- Human Resource Recruiters
- Veterans Employment Program Officer
- Veteran Employment Coordinator
- Training Coordinators
- The Disability Resource Center

## Roles and Responsibilities

- a. The Departmental Office of Human Resource Management (DOHRM): DOHRM, in collaboration with the Office of Civil Rights, General Counsel, and HR offices within each Operating Administration (OA), will provide HR advice, policy guidance, and oversight on all matters related to the employment of veterans.
- b. Human Resource Council (HRC): The HRC, in collaboration with the HR offices within each OA, are responsible for providing advice, HR policy guidance, and all applicable policies to senior executives, hiring managers, human resource specialists, recruiters, selective placement coordinators, and training coordinators within their operating administrations. This information will include information on the hiring process, hiring options, flexibilities, and the use of the Special Appointing Authority.
- c. Operating Administrations (OA): Each OA will comply with all applicable Departmental policies and consistent with the Executive Order. OAs will be responsible for ensuring that all hiring managers, HR Specialists, recruiters and selective placement coordinators are trained under the Department-wide training curriculum.
- d. Hiring Managers: Hiring managers have a major responsibility for supporting the employment of veterans by giving fair and equal consideration to veterans in making job selections, providing training opportunities for veteran hires, and actively participating in Departmental programs and initiatives that promote the hiring of veterans.
- e. Human Resource Specialists: The DOHRM, in collaboration with the HR offices within each OA, are responsible for ensuring that *HR specialists* are provided the necessary HR policy guidance and all applicable policies, tools and resources and other employment aspects for employing veterans.
- f. Recruiters: The DOHRM, in collaboration with the HR offices within each OA, is responsible for ensuring that *DOT recruiters* are provided the necessary tools and resources and other employment aspects for employing veterans.
- g. DOT Veterans Employment Program Officer: The DOHRM is responsible for ensuring that the Veterans Employment Program Officer is provided the necessary tools and resources and other employment aspects for employing service men, women, and veterans. The DOT Veteran Employment Program Officer is responsible for providing HR policy advice and guidance, building and expanding partnerships within the Veteran Service Organizations, identifying HR best practices for hiring veterans, and promoting the expansion of the Veterans Training Program.
- h. Veteran Employment Coordinator – The OA Veteran Employment Coordinator has lead responsibility for responding to job and informational inquires from potential veteran applicants, as well as coordinating veteran employment initiatives for their individual OAs.





## Veterans Employment Program Strategies and Initiatives

### Government Strategic Goal: Leadership Commitment

- DOT Strategies/Initiatives:
  - Participate in the Council on Veterans Employment
  - Develop a Communication Strategy for senior leaders
  - Establish the Veterans Employment Program Office
  - Participate in Government-wide Workgroups and Councils



i. **Training Coordinators:** The DOHRM, in collaboration with the HR offices within each OA, are responsible for partnering with the training coordinators to develop, implement, and execute specific course curriculums for training to senior executives and hiring managers on employing veterans.

j. **Disability Resource Center (DRC):** The DRC provides services to current DOT employees and new applicants on issues related to reasonable accommodations requests, as specified in DOT Order 1011.1 (<http://www.dotcr.ost.dot.gov/>). This includes providing assistive technology, information and resources on the requirements for job accommodations, determining job needs assessments, advice on selecting equipment or obtaining the services needed for accommodations.

### Veterans Employment Program Strategies and Initiatives

Veteran employment strategies are in place in each of the OAs resulting in a veteran employment rate of 27 percent for all of DOT. Several OAs have been particularly successful at recruiting and retaining qualified veterans; a key element of the Operational Plan is to capitalize on the programs and practices utilized in the most successful OAs and implement similar programs on a Departmental level. The strategies and initiatives presented represent the most successful programs from within DOT and across federal government and support the four Strategic Goals identified in the Government's Veterans' Recruitment and Employment Strategic Plan for FY 2010-FY 2012.

**Government Strategic Goal: Leadership Commitment** - ensure Federal leaders advocate the value and importance of hiring veterans in the Federal Government.

### DOT Strategies/Initiatives:

- Participate in the Council on Veterans Employment
  - The Secretary of Transportation serves on the Council and represents DOT's commitment to the President's vision for veteran hiring in the federal government.
- Develop a Communication Strategy for senior leaders
  - Use the established human capital, human resources and executive management councils already in existence to promote the Veterans Employment Program.
  - Identify Veterans Employment Champions in each of the OAs.
  - Establish corporate branding on the DOT web site.
- Establish the Veterans Employment Program Office
  - Each OA will identify a Point of Contact to serve as the Veteran Employment Coordinator with lead responsibility for responding to job and informational inquires from potential veteran applicants.
  - Veterans Employment Program Officer will serve as the face of veteran's employment within DOT by promoting DOT as an employer of choice in the veteran's community and encouraging veteran hiring throughout DOT.





## Veterans Employment Program Strategies and Initiatives

### Government Strategic Goal: Skill Development and Employment

- DOT Strategies/Initiatives:
  - Continue and expand FAA Veteran Training Program
  - Increased Attention to Job Fairs and Outreach



- Participate in Government-wide Workgroups and Councils
  - Engage in knowledge sharing on veterans' recruitment issues and efforts as part of the OPM Chief Human Capital Officer (CHCO) Council.
  - Attend and support OPM sponsored workshops and panel discussions on veteran recruitment.
- **Government Strategic Goal: Skill Development and Employment** - *align Veterans' and transitioning service members' skills and career aspirations to Federal employment opportunities.*

### DOT Strategies/Initiatives:

- Continue FAA Veteran Training Program
  - FAA has established an on-the-job training program for selected positions that will allow veterans to take advantage of Department of Veterans Affairs' educational and vocational rehabilitation benefits while training for positions within the Department.
  - Air traffic control specialist, airway transportation system specialist and aviation safety assistants have been approved for the veterans' training program. The Veterans Training Program will be expanded to include other DOT mission critical occupations.

### Expand FAA Veteran Training Program

- The FAA Veterans Training Program will be expanded to include other DOT occupations with a high demand and/or a high turnover rate. The human resource specialists and acquisition specialists have been identified as two recommended occupations because of their clear developmental career path and importance to the DOT mission.





## Veterans Employment Program Strategies and Initiatives

### Government Strategic Goal: Skill Development and Employment

- DOT Strategies/Initiatives:
  - Promote Veteran Employment Opportunities
  - Standardize the Veteran Hiring Process

- Increased Attention to Job Fairs and Outreach
  - Increase participation in targeted recruitment fairs sponsored by Veteran Service Organizations.
  - Introduce “Information Gateway” recruitment strategies: (1) participate in Virtual Job Fairs at colleges and universities and other networking audiences; (2) distribute email blasts; (3) expand partnerships; and (4) publicize DOT sponsored events and sponsorships in a variety of formats.
- Promote Veteran Employment Opportunities
  - Require each OA to identify employment opportunities targeted for veteran hires as part of their annual workforce planning and staffing plan activities.
  - Hold hiring managers accountable for fulfilling the veteran hiring commitment identified in their staffing plans through annual evaluations conducted by the Veteran Employment Program Office.
- Standardize the Veterans Hiring Process
  - Implement an annual planning process to identify employment opportunities for veterans
  - Include vacancies targeted for veteran hires on OA staffing/hiring plans
  - Update OA and DOT recruitment web sites with current job postings
  - Share job opportunities with external partners and Veteran Service Organizations
  - Advertise in applicable local and state publications and newsletters







## Veterans Employment Program Strategies and Initiatives

### Government Strategic Goal: Marketing Veterans Employment

- DOT Strategies/Initiatives:
  - Establish ONEDOT Marketing Campaign
  - Increase Training for Managers and Supervisors on Veteran Hiring

**Government Strategic Goal: Marketing Veterans Employment** - ensure Federal agencies view Veterans' skills and dedication as essential in meeting mission objectives.

#### DOT Strategies/Initiatives:

- Establish ONEDOT Marketing Campaign
  - Develop a "tag line" and "slogan" for careers web page and corporate recruitment handouts (flyers, brochures, etc.) that are consistent throughout DOT. Prepare corporate recruitment handouts - specific to target audiences when representing ONEDOT at corporate recruitment events and identify HR specialists, recruiters, hiring managers, and subject matter experts.
  - Introduce "mobile marketing" recruitment strategies for agency web sites and social networking web sites (Student Veterans.org; Student Veterans of America.org; VetSuccess.org) for promoting nontraditional recruitment strategies in an effort to gain competitive edge.
- Increase Training for Managers and Supervisors on Veteran Hiring
  - Expand the use of veteran employment courses in DOT's electronic learning management system, eLMS, for managers and supervisors
  - Promote "Education and Awareness" for the employment of veterans with an emphasis on women, minorities, students, people with severe/targeted disabilities, and veterans to address the agency's human capital needs by attracting a broad-based applicant pool.
  - Communicate the value of Veterans' critical skills and dedication as essential to meeting mission objectives.



## Veterans Employment Program Strategies and Initiatives

### Government Strategic Goal: Information Gateway

- DOT Strategies/Initiatives:
  - Develop and implement standardized job opportunity announcements for targeted recruitment of veterans that include clear descriptions of all applicable hiring flexibilities and legal authorities for veteran preference.
  - Expand outreach to Veteran Service Organizations

### Measuring Results

Success will be measured against the performance metrics established for each planned action and a summary of accomplishments will be provided to the Office of Personnel Management as required in The Government-wide Veterans' Recruitment and Employment Strategic Plan for FY 2010-FY 2012.

**Government Strategic Goal: Information Gateway** - ensure Veterans, transitioning service members and their families, HR professionals, and hiring managers receive accurate and consistent information regarding Veterans' employment.

### DOT Strategies/Initiatives:

- Develop and implement standardized job opportunity announcements for targeted recruitment of veterans that include clear descriptions of all applicable hiring flexibilities and legal authorities for veteran preference.
- Expand outreach to Veteran Service Organizations
  - Share veteran employment opportunities for advertisement on constituent message boards
  - Participate in job training/professional development programs and employer Executive Transition Assistance Program (ETAP) panels

An implementation timeline and lead responsibility have been established for each of the strategies and initiatives identified in this Plan are provided in greater detail in Appendix A.

- Success will be measured against the performance metrics established for each planned action and a summary of accomplishments will be provided to the Office of Personnel Management as required in the Government wide Veterans' Recruitment and Employment Strategic Plan for FY 2010-FY 2012.
- Reporting requirements include mandatory reports on Veterans hiring. Each Operating Administration is required to submit an annual report to the Departmental Office of Human Resource Management's Veterans' Employment Coordinator using data from the Federal Personnel and Payroll System (FPPS).
- This data, along with the data generated through the program evaluation methodology will be compiled for inclusion in the annual Human Capital Management Report.
- Results will be analyzed for potential program improvements to be implemented annually, or as needed.



## Appendix A: Implementation and Evaluation Timeline

### Government Strategic Goal: Leadership Commitment

Strategy/ Initiative	Implementation Timeline	Lead Responsibility	Performance Metric	Evaluation Methodology
Participate on the Council of Veterans Employment	On-going	Departmental Office of Human Resource Management (DOHRM)	Meetings attended	Updates/postings of Council initiatives in senior level meetings and DOT web postings
Develop a Communication Strategy	Q2 FY 2010	DOHRM /Veterans Employment Program Office	Senior Leadership knowledge and understanding of Veterans Employment Initiative	Senior manager focus group feedback
Establishment of a Veterans Employment Program Office	Q2 FY 2010	DOHRM	Number of days until fully operational	Date the new Office is fully operational
Participate in OPM CHCO Meetings on Veterans Employment	On-going	DOHRM	Meetings attended	CHCO focus group discussions and adopted recruitment strategies

### Government Strategic Goal: Skill Development and Employment

Strategy/ Initiative	Implementation Timeline	Lead Responsibility	Performance Metric	Evaluation Methodology
Continue the FAA Veteran Training Program (VTP)	On-going	FAA	Feedback on training evaluation forms  Feedback of supervisor responses on training evaluation form  Number of veterans enrolled in VTP	eLMS annual review of training program  eLMS annual review of training program  Annual review of OA staffing data

Expand the FAA Veteran Training Program (VTP) to include Acquisition Specialist and Human Resource Specialist occupations	Q1 FY 2011	FAA	Feedback on training evaluation forms Feedback of supervisor responses on training evaluation Number of veterans enrolled in VTP	eLMS annual review of training program eLMS annual review of training program Annual review of OA staffing data
Promote ONEDOT corporate presence at Job Fairs	On-going	DOHRM	Quality of potential applicants Number of hires made as a result of job fair	Survey of recruiters Annual review of new employee survey responses related to how the applicant was informed of job opportunities with DOT
Promote veteran employment opportunities	On-going	Veteran Employment Program Office	Number of veterans hired vs. number of targeted vacancies identified	Annual review of OA Staffing Plans and hiring data
Standardize the veterans hiring process	On-going	Veteran Employment Program Office	Number of targeted vacancies identified on OA Staffing Plans	Annual review of OA Staffing Plans

### Government Strategic Goal: Marketing Veterans Employment

Strategy/ Initiative	Implementation Timeline	Lead Responsibility	Performance Metric	Evaluation Methodology
Establish ONEDOT marketing campaign	Q4 FY 2010	Veteran Employment Program Office	Increased applications from veterans  Number of "hits" to the Careers In Motion webpage  Number of "hits" to social media sites	Annual review of OA applicant data  Annual review of applicant survey responses related to how the applicant was informed of job opportunities with DOT
Implement manager/supervisor training module	Q1 FY 2011	DOHRM/ Training Coordinators	Feedback on responses on training evaluation forms  Number of Managers/ Supervisors trained	eLMS annual review of training program  Annual review of OA training data

### Government Strategic Goal: Information Gateway

Strategy/ Initiative	Implementation Timeline	Lead Responsibility	Performance Metric	Evaluation Methodology
Implement standardized Job Opportunity Announcements (JOA) for veteran employment	Q4 FY 2010	Veteran Employment Program Office/OAs	Number of JOAs used for recruitment  Number of applications each JOA receives	Annual review of OA hiring actions  Annual review of OA applicant data  OPM Manager Satisfaction Survey
Expand Outreach to Veteran Service Organizations	On-going	Veteran Employment Program Office	Number of active partnerships	Annual review of applicant survey responses related to how the applicant was informed of job opportunities with DOT



## Appendix B: DOT Veteran Employment Statistics

DOT currently ranks second among non Department of Defense/Department of Veteran Affairs agencies in veterans employment.

### DOT Veteran Employment Statistics

Operating Administration	# of Veterans	% of Total Employees	Operating Administration	# of Veterans	% of Total Employees
Office of the Secretary of Transportation	86	12%	Federal Aviation Administration	13,900	29%
Federal Highway Administration	286	10%	Federal Railroad Administration	265	32%
Saint Lawrence Seaway Development Corporation	62	47%	Federal Transit Administration	40	7%
National Highway Transit Safety Administration	57	9%	Research and Innovative Technology Administration	64	9%
Office of Inspector General	45	10%	Maritime Administration	185	24%
Pipeline and Hazardous Materials Safety Administration	58	15%	Federal Motor Carrier Safety Administration	246	23%
<b>Total Veteran Employment</b>				<b>15,294</b>	<b>27%</b>

\*Data as of March 2010



DOT Veterans Employment Program Officer:

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