



**Homeland
Security**

November 30, 2010

Ray Decker
Assistant Director for Veterans Services
Office of Personnel Management
1900 E Street, NW, Room 7460
Washington, DC 20415-9800

Dear Mr. Decker:

Enclosed are the Department of Homeland Security's FY 2010 (DHS) Disabled Veterans Affirmative Action Accomplishment Report and the DHS FY 2011 DVAAP Plan Certification.

Should you have any questions, please feel free to contact Tanya Cantrell, EEO Manager at (202) 254-8214.

Sincerely,

A handwritten signature in black ink, appearing to read "Robert Abraham", written over a horizontal line.

Robert Abraham
Acting Deputy Officer, and Director for
EEO and Diversity Programs
Office for Civil Rights and Civil Liberties
U.S. Department of Homeland Security

Enclosure

**Annual Disabled Veterans Affirmative Action Program (DVAAP)
Plan Certification--Fiscal Year 2011**

Please type or print clearly and return this sheet with an original signature to:

Ray Decker
Assistant Director for Veterans Services
Office of Personnel Management
1900 E Street, NW, Room 7460
Washington, DC 20415-9800

IDENTIFYING INFORMATION

A. Name and Address of Agency

U.S. Department of Homeland Security
Office for Civil Rights and Civil Liberties
Equal Employment Opportunity Programs
245 Murray Lane, SW, Bldg. 410, MS-0191
Washington, DC 20528

**B. Name and Title of Designated DVAAP Official (Include address, if different from above)
Telephone and FAX Numbers:**

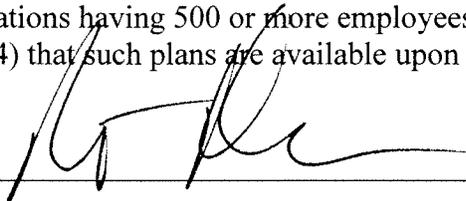
Robert Abraham Acting Deputy Officer, and Director EEO and Diversity Programs Office for Civil Rights and Civil Liberties Department of Homeland Security	Tel: (202) 254-8224 Fax: (202) 254-8241
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**C. Name and Title of Contact Person (Include address, if different from above) Telephone and
FAX Numbers:**

Tanya Cantrell EEO Manager	Tel: (202) 254-8214 Fax: (202) 254-8240
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CERTIFICATION: I certify that the above named agency: (1) has a current DISABLED VETERANS AFFIRMATIVE ACTION PROGRAM (DVAAP) plan and the program is being implemented as required by 38 U.S.C. § 4214, as amended, and appropriate regulations and guidance issued by the U.S. Office of Personnel Management; (2) that all field offices or installations having less than 500 employees are covered by a DVAAP plan; (3) that all field offices or installations having 500 or more employees are covered either by this plan or by a local plan; and (4) that such plans are available upon request from field offices or installations.

SIGNATURE _____



DATE _____

11/30/10

**DEPARTMENT OF HOMELAND SECURITY
DISABLED VETERANS AFFIRMATIVE ACTION PROGRAM (DVAAP)
ANNUAL ACCOMPLISHMENT REPORT
FY 2010**

Disabled veteran affirmative action programs (DVAAPs) are designed to promote Federal employment and advancement opportunities for qualified disabled veterans. The Department of Homeland Security (DHS) is submitting this report pursuant to 38 U.S.C. § 4214, as amended, and 5 C.F.R. Part 720, Subpart C, which requires Federal agencies to submit an annual report on the implementation of these sections.

Executive Summary

The Department of Homeland Security (DHS) is grateful for the sacrifices made by military members who defend the homeland. In 2010, U.S. Citizens Immigration Service (USCIS) naturalized more than 11,000 noncitizens serving in our military, more than any year since 1955. The Department is committed to fully utilizing the talents, skills, and work ethic of disabled veterans in meeting the DHS mission of securing the American homeland.

The Department of Homeland Security's overriding and urgent mission is to lead the unified national effort to secure the country and preserve our freedoms. This requires the dedication of more than 230,000 employees in jobs that range from aviation and border security to emergency response, from cybersecurity analyst to chemical facility inspector. The skills necessary to be successful in DHS are similar to the skills developed during military service. Our duties are wide-ranging, but our goal is clear - keeping America safe. The very nature of the DHS mission requires agility of operations. Our strategy for supporting and enabling this workforce consists of four key goals:

1. Building an effective, mission-focused, diverse, and inspiring cadre of leaders;
2. Recruiting a highly qualified and diverse workforce;
3. Retaining an engaged workforce; and
4. Solidifying a unified DHS culture of mission performance, adaptability, accountability, equity, and results.

DHS will implement these goals under a new Workforce Strategy that is in the final phase of review; when signed in FY 2011, it will supersede the extant Human Capital Strategic Plan. Both plans address the broad overall human capital strategy and goals for the Department and definitive measures that establish expectations for success which, when attained, will help move the Department towards its goal of becoming an employer of choice.

In August 2009, Secretary Napolitano signed the Veteran Coordination Strategy. The strategy outlined four strategic goals for veteran relations:

1. Increase veteran hiring – 50,000 veterans onboard by the end of 2012,
2. Increase veteran procurement opportunities,
3. Improve relations with veteran service organizations (VSOs), and
4. Improve internal coordination on veteran issues.

Closely related to the first goal is the expectation that DHS will provide career advancement opportunities to disabled veterans already on board, by providing them with sufficient training and learning opportunities to enhance their ability to effectively compete for promotion opportunities. In FY 2010, DHS added 3,192 veterans, including 820 disabled veterans, to the Department's total workforce, and promoted 2,162, an increase from 1,581 (36.7%), of which 971 were veterans with 30 percent or more disabilities, a 31.2% increase from FY 2009.

I. Methods Used to Recruit and Employ Disabled Veterans.

1. Outreach to Veterans Service Organizations

Key DHS offices are aware that the key to increased hiring and procurement opportunities is to first have disabled veterans learn of and be informed of the programs, opportunities and vacancies available at DHS. Therefore, they have engaged in a range of outreach endeavors. During FY 2010, **Secretary Napolitano chaired a VSO meeting and participated in two round table discussions with VSOs**, including one with the leadership of disabled veteran organizations. DHS Management sent regular email communications to VSOs.

The Office of the Chief Human Capital Officer (OCHCO) created the Office of Diversity, Recruitment, and Veterans Outreach (DRVO), which coordinated closely with the Office for Civil Rights and Civil Liberties (CRCL) to manage veteran/disabled veteran hiring. DHS appointed two new fulltime Departmental Veterans Program Managers (VPM) to DRVO. The VPMs were responsible for promoting intra-agency partnering and information sharing as well as the planning, oversight, marketing, and training Department-wide on all Veteran related issues, in accordance with Executive Order 13518, Employment of Veterans in the Federal Government. DRVO's Veteran Program Team participated in periodic Office of Personnel Management (OPM) Government-wide Veterans Employment Program Managers Meetings, and OPM Veterans Skill Development and Employment Workgroups. Fulltime VPMs were also placed in Immigration Customs and Enforcement (ICE), Customs and Border and Protection (CBP) and the Transportation Security Administration (TSA) with half or collateral time VPMs assigned to remaining DHS offices and Components.

At the beginning of FY 2010, OCHCO initiated monthly **Veteran Transition Support Workshops** for both veterans and their spouses. Topics covered the Federal hiring process and how to understand and apply Veterans Preferences. The workshops were advertised on the DHS Veterans webpage and through partners at various military installations and VSOs. More than 316 veterans and their spouses attended the workshops.

The **DHS Veterans Outreach and Awareness Cadre** provided presentations, mentoring and sharing of personnel experiences on behalf of the Department throughout the year. Cadre members are DHS veteran employees who promote the interests of veterans within the Department and who educate various organizations, such as Military Transition Centers and VSOs, on DHS's commitment to hiring and retaining top talent to achieve our mission.

DHS was also able to provide information about its programs and job opportunities through the **Veterans Advisory Forum**. The Forum members are representatives from veterans' service organizations, including Veterans of Foreign Wars, American Legion, Vietnam Veterans of America, and Disabled Veterans of America, and Forum meetings are an important vehicle to share information about DHS programs.

Coinciding with Veteran's Day 2009, DHS launched a new and improved updated version of the **Veteran's webpage/Email Box**. DHS received and responded to an average of 300 or more emails and over 200 phone calls per month and this resource continues to be a key channel for imparting information about DHS and the many opportunities for disabled veterans.

DHS headquarters also provided **Transition Assistance Program (TAP)** workshops to service members once a month at a DHS HQ location. Veteran workshops were also conducted in regional centers, including those listed below:

- Army Reserve/National Guard DHS Briefings, Seattle, WA
- Department of Commerce Veterans Employer Dialogue, Washington, DC
- Department of Labor Veterans Workshop, Washington, DC
- DHS Transition Support Workshops, Washington, DC 10 February 2010 – Present (2nd Wednesday of Every Month)
- Transition Employer Panel, Henderson Hall, Arlington, VA
- Transition Support Workshop, Bethesda, MD; Walter Reed Army Medical Center, Washington, DC

Additionally, the DHS's Veterans Program Managers provided a Veterans Outreach Briefing to the Veterans of Foreign Wars (VFW) and provided Veterans Program Briefings at the following national conferences and summits:

- "Lunch-and-Learn" Workshop at the College of Coastal Georgia, Brunswick, GA
- 7th Annual Society of American Indian Government Employees (SAIGE) Conference, Uncasville, CT
- 92nd Annual American Legion Convention, Milwaukee, WI
- OPM's Veterans Symposium - The Ultimate "Boot Camp," Washington, DC
- League of United Latin American Citizens (LULAC) National Veterans Summit, Los Angeles, CA
- Veterans Workforce Conference (Disabled Veterans), Augusta, GA

CRCL, in partnership with the OCHCO, sponsored two *All-Day Veterans Training Programs* held in Washington, DC, for Human Resources, Equal Employment Opportunity Specialists, and

managers from all DHS Components. The programs included sections titled: *Veterans Preference Hiring Authorities, The Uniformed Services Employment and Reemployment Rights Act of 1994, Accommodating Veterans with Traumatic Brain Injuries/Post Traumatic Stress Disorder (TBI/PTSD), Reasonable Accommodations, Computer/Electronic Accommodations Program (CAP), and Updates on the DVAAP and National Expansion of Operation Warfighter (OWF).*

DHS Headquarters (DHS HQ) participated in national, state and local conferences, exhibits, and job fairs targeting disabled veterans. DHS HQ managers and supervisors received information on available careers, and the hiring process and authorities available to disabled veterans.

2. Recruitment of Disabled Veterans

DHS officials supplemented their extensive outreach efforts with a strong recruitment program. Early on, DHS designed a veteran recruitment advertisement and contracted a one-year advertisement campaign with G.I.Jobs.com. Additionally, DHS placed web banners and ads throughout the year with various VSOs and websites, such as RecruitMilitary, Corporate Gray, Military.com and Military Stars. These efforts were rewarded at the **Second DHS Veterans Job Fair**, when over 1,604 participants attended, far exceeding expectations. Held near Virginia Beach, VA, this event targeted Active Duty, Retired, Reserve & National Guard Veterans and spouses. In preparing for the Job Fair, DHS placed job advertisements with the Military Transition Centers, DOD, Pentagon, Employment Commissions and VSOs. Advertisements were placed in two local newspapers and there was a public radio announcement about the fair. DHS actively recruited the OPM, American Heroes at Work Program, the Army Wounded Warrior Program, and Marine Corps Wounded Warrior Regiment to participate in the event. Resumes were collected and are currently under consideration by DHS Components, offices and directorates. At the job fair, DHS provided workshops on how to write resumes and on how the Federal application process works, and also served as a resource board for several of the attendees who had questions. After-event reports indicated attendees were very impressed with the workshops and nearly every aspect of the Job Fair. As a result of the Job Fair, DHS collected 841 resumes and made tentative on-the spot offers to at least 26 applicants.

DHS made progress in the national expansion of **DHS's Operation Warfighter (OWF)**. Under this program, convalescing service members are provided temporary assignments in Federal agencies as a means of transition back to the military or civilian workforce while recuperating. In FY 2010 alone, DHS more than doubled its number of OWFs; 59 were placed from 2005 to 2009, while 122 were placed in FY 2010. Twenty three permanently hired from the program. DHS also actively participated in the Department of Defense's (DOD) OWF bi-weekly events at Walter Reed Army Medical Center to place OWFs in temporary detail assignments with DHS. Additionally, USCIS provided a senior employee a six-month detail to work with OCHCO and CRCL to expand the OWF program nationally. USCIS provided a senior employee a six-month detailed assignment to work with OCHCO and CRCL with the national expansion. Through conducting briefings at Warrior Transition Centers on seven Army bases, the USCIS detailee was instrumental in establishing OWF and WWP programs, recruiting wounded warriors for internships and fulltime employment consideration for DHS Components.

DHS significantly increased participation in DHS's OWF and **Wounded Warrior Program (WWP)**, notably at the Federal Law Enforcement Training Center (FLETC), Federal Emergency Management Agency (FEMA) and ICE. The WWP seeks to place service members with 30% or more disability and who had served in the Iraq and Afghanistan wars into permanent positions. On September 23, 2010, FLETC Deputy Director Kenneth Keene and Lt. Col. William C. Reitemeyer, Commanding Officer of the U.S. Army Warrior Transition Battalion at Fort Stewart, GA., signed a Memorandum of Agreement to begin the OWF Intern Program. FLETC's Veterans Outreach Coordinator and other FLETC officials have identified more than 22 internship opportunities in a variety of fields from computer information systems to program management. The OWF Intern Program will provide participants with an opportunity to expand their skill sets and gain valuable Federal government work experience. These interns will begin their program in early FY 2011. FEMA's Administrator emphasized his commitment to the OWF and WWP program to his Regional Administrators and other senior managers, both in person and in a formal memorandum issued throughout FEMA. As a direct result, FEMA fully participated in the OWF program and was able to place 19 OWFs in detail assignments nationwide. FEMA managers also hired WWPs to quickly fill vacant positions, avoiding the time-consuming process of posting the vacancies on OPM's website. Similarly, ICE placed 30 OWFs into detail assignments nationwide, hiring four into permanent positions.

DHS was also active in the WWP. For FY 2010, USCIS, which was the first DHS Component to establish a WWP program in 2008, hired 13 wounded warriors from the WWP program, bringing the total number of WWP employees at USCIS to 37.

In sum, as of third quarter FY 2010, DHS Components participated in **225 outreach and recruitment events, some events multiple times**. Through this participation, DHS officials sought to reach disabled veterans in a variety of settings and to help them be aware of the many job opportunities and programs within DHS. For a complete listing of recruiting and outreach events, please see page 19.

3. Hiring of Disabled Veterans

In FY 2010, DHS hired 11,928 total employees to its permanent workforce, 6,633 (36%) less than in FY 2009. DHS commitment to hiring disabled veterans to the permanent workforce resulted in a larger proportion of those hired being disabled veterans. The table below presents fuller data.

	All	Disabled Veterans N (%)	30% or higher disabled veterans
FY 2010	11,928	708 (5.9%)	436 (3.7%)
FY 2009	18,561	878 (4.7%)	484 (2.6%)

Despite a reduction of overall hiring, five of eleven major departmental entities (FEMA, U.S. Coast Guard (USCG), USCIS, National Protection and Programs Directorate (NPPD), and DHS

HQ), met or exceeded the FY 2009 Federal Executive Branch average for the disabled veterans' proportion of permanent new hires, disabled veterans (9.8%), and for 30% or more disabled veterans (6.3%).

A detailed breakdown of disabled veterans recruitment and hiring activities of each Component is provided below.

U.S. Citizenship and Immigration Service (USCIS)

USCIS implemented programs and activities designed to attract and recruit veterans with disabilities, including appointing its first part-time Veterans Employment Program Manager, participating in more than 18 veteran career fairs and outreach events, establishing new partnerships with organizations that serve veterans with disabilities and providing resume writing assistance to veterans during career fairs.

USCIS established new partnerships with the Department of Army's AW2 Wounded Warrior Program Advocates and Department of Veterans Affairs, Vocational Rehabilitation and Employment Counselors located in NY, TN, NE, VT, MA and LA. USCIS also advertised in the Blinded Veterans of America's BVA Bulletin, Corporate Gray Career Fair, Fort Hood Sentinel, and military newspapers.

In support of hiring disabled veterans, USCIS used hiring authorities, including Schedule A Appointing Authority, Veterans Recruitment Appointment, 30 Percent or more disabled veterans, and the Federal Career Internship Program (FCIP). Public Job Notices were also posted to advertise external job announcements that were opened to veteran's preference eligible applicants under OPM's Veterans Employment Opportunities Act of 1998 Hiring Authority.

USCIS disseminated their *Wounded Warrior Program Informational Fact Sheet* describing the program and its requirements to potential wounded warriors, veterans, DOD Components and Department of Veterans Affairs, Vocational Rehabilitations Centers and other veteran organizations.

Customs and Border Protection (CBP)

CBP's major occupations include Border Patrol Agent, CBP Officer, Agriculture Specialist, Air Interdiction Agent (pilot), and Marine Interdiction Agent. In addition, CBP has mission support areas including Human Resources Management, Intelligence, Training, and Development, and Public Affairs. To fill these positions, CBP national recruiters participated in more than 161 recruiting events, a dramatic increase from 50 in FY 2009. Events included the American Legion Job Fair, Milwaukee, WI, Davis-Monthan Air Force Base, and Fort Monmouth, NJ. During FY 2010, CBP became a partner in the Wounded Warrior Transition Program to assist veterans with service-connected disabilities. CBP worked weekly with the military's respective Warrior Transition Programs, the Reserve 200th Military Police Brigade, and the U.S. Army Reserve and National Guard Employer Partnership Program to recruit veterans whose skills match CBP occupations. The Office of Technology Innovation and Acquisition used this

program to recruit Reservists and Guardsmen with both military and civilian skills required for some of the most technologically advanced positions.

CBP regularly briefed returning Reserve and Guard soldiers about careers in CBP as part of the demobilization process at Fort Dix, NJ, and participated in the National Guard Yellow Ribbon Program, for returning state National Guard soldiers nationwide. CBP also provided information about employment opportunities to transitioning soldiers at Army transition centers nationwide.

CBP updated its Veterans Outreach page at <http://www.cbp.gov> to include additional website links to OPM and DOL to provide veterans, their families, hiring managers, and agency personnel with information on veterans programs, including hiring, retaining, and promoting veterans. The DOL site also provided hiring officials with assistance in working with service members with Traumatic Brain Injury and Post Traumatic Stress Disorder. VPM received approximately 100 e-mails a month from veterans; replies were made within 24 hours.

Disabled veterans were 7.05% percent of the CBP permanent new hires for FY 2010.

U.S. Immigration and Customs Enforcement (ICE)

ICE participated in 13 career events to recruit disabled veterans including the American Heroes event, Navy Region Southwest Fleet & Family Support Center Spring Job Fair, and Operation Warfighter Career Fair, Walter Reed Army Medical Center.

ICE placed 30 OWFs and hired four into permanent positions, bringing its cumulative total to 40 OWFs and nine hired into permanent positions from the program.

National Protection and Programs Directorate (NPPD)

NPPD participated in two job fairs which emphasized hiring veterans for cyber security positions; one fair was a collaborative effort with OCHCO, and the other event was held at Fort Belvoir, VA. Also, NPPD used a significant portion of supervisory training sessions to educate hiring managers about veteran hiring flexibilities.

Federal Emergency Management Agency (FEMA)

In FY 2010, FEMA appointed a new Veterans Program Manager/Selective Placement Program Manager/Diversity Recruiter (VPM/SPPM/DR) responsible for FEMA's Veterans and Disabled Veterans programs and disability employment program. FEMA's VPM/SPPM/DR established FEMA's DVAAP nationwide, and also conducted the actions listed below.

- Conducted briefings for senior managers and supervisors regarding the benefits and advantages of placing recovering wounded warriors in FEMA as OWFs and noncompetitive term appointment of wounded warriors with 30 percent or more disabilities through DHS's WWP.
- Placed and trained DVAAP program points of contact in all 10 FEMA's regions.

- Used various appointing authorities and flexibilities to attract disabled veterans. For example, with strong support from FEMA's Administrator, FEMA sought to use 30 percent or more veteran appointing authority to first fill vacant positions by matching the positions with resumes from disabled veterans before announcing them to the public. Resumes received from veterans in the areas of Personnel Security, Information Technology and Emergency Management were forwarded to the appropriate FEMA program officers for consideration.
- Increased outreach and recruitment from two in FY 2009 to over 15 in FY 2010, including Fort Meade Job Fair, Military Star Job Fair, and the Congressional Black Caucus Job Fair. The VPM/SPPM/DR provided informal resume reviews for disabled veterans at career fairs to clarify elements required for positions with the Federal government.
- Recruited disabled veterans from nineteen colleges and universities, including Haskell Indian Nations University, Lawrence, KS, Spellman College, Atlanta, GA, and Colorado State University, Fort Collins, CO. Additional training provided included cross-mapping from military occupation specialties to civilian Federal job titles, continuing education, and documentation required to supplement online application submissions.

As a result of these activities, FEMA appointed 73 disabled veterans, and placed 19 OWFs.

Federal Law Enforcement Training Center (FLETC)

During FY 2010, the FLETC Recruitment Council (FRC) identified targeted recruitment events and activities to attract and employ disabled veterans. Through an FRC initiative, a Veterans Outreach Coordinator served as a liaison for veterans outreach in the community and developed FLETC's Veterans Recruitment Plan. This plan set specific strategies and objectives for veteran recruitments in FY 2010 and FY 2011. FLETC recruiters participated in the following veterans' recruitment events:

- Hiring Heroes Career Fairs (Walter Reed Army Medical Center and Camp Pendleton)
- City of Jacksonville Veterans Outreach Job Fair (Jacksonville, FL)
- The Tri-Base Job Fair (Jacksonville, FL)
- Fort Stewart, GA

Outreach visits to Walter Reed Army Medical Center and Camp Pendleton also included recruiter meetings with Military Transition Officers to share information about FLETC and the objective to hire disabled veterans.

In November 2009, FLETC hosted a "Lunch-and-Learn" Workshop at the College of Coastal Georgia in Brunswick for veterans in the surrounding communities. This workshop provided veteran attendees with information about FLETC's automated recruitment system, the hiring and interview process at the FLETC, and Federal government hiring authorities available to veteran applicants.

U.S. Coast Guard (USCG)

USCG Workforce Management Division designated a Veteran's Employment Coordinator to assist disabled veterans with career opportunities and the application process. The Veteran's Coordinator worked with the Transition Assistance Program (TAP) offices and provided training for veterans transitioning from their military career to a civilian career. Managers and supervisors received information on the CAP program. Human Resources Management courses were offered for managers and supervisors that provide information about people with disabilities. One hundred managers, 34 more than in FY 2009, received training on special hiring authorities for veterans 30% or more compensable disabled, reasonable accommodation, and veteran preferences.

USCG also issued a *Hiring Guide for Supervisors and Managers* which highlighted expedited appointing authorities, including Schedule A and 30% or more Disabled Veterans, to quickly appoint veterans and others with disabilities. Workforce profile charts highlighting demographic information regarding numbers of USCG disabled employees and the number of USCG employees identified as Veterans is also included as part of the hiring guide. USCG sponsored and/or participated in nine outreach events targeted at increasing employment of disabled veterans, including American GI Forum (Hispanic Veterans), Las Vegas, NV and the Association of Naval Service Officers (ANSO), Norfolk, VA.

U.S. Secret Service (USSS)

USSS recruited at 19 military installations and veterans' organizations, colleges, universities, and sponsored events such as *Career and the Disabled Magazine Fair*. The USSS also advertised in military magazines and in the publication *Careers and the Disabled Magazine*, and on websites.

The USSS Recruitment Program designated a Military Program Manager (MPM) responsible for establishing and maintaining relationships to ensure the USSS remains competitive in attracting applicants from this pool. To recruit the best and brightest from among the United States Armed Forces and support organizations, the MPM also distributed military recruitment posters to all Army, Air Force, Navy and Marine Reserve Units, Army career Alumni Program and Transition Assistance Program managers, college ROTC program offices, Veterans of Foreign Wars posts, and American Legions. Approximately 5,000 posters were distributed to these world-wide organizations to highlight the many careers available within the Secret Service.

As a result of these recruiting and outreach efforts, the USSS hired 11 (2.33%) disabled veterans, of which seven (1.48%) were veterans 30% or more disabled, a significant improvement from FY 2009 in which the USSS hired not one disabled veteran. No OWFs were placed in FY 2010. The USSS focused on developing policies to establish an effective OWF program for FY 2011.

Transportation Security Administration (TSA)

TSA expanded the recruitment sources and outreach efforts at local, regional, and national career seminars and job fairs to attract and hire disabled veterans. In FY 2010, TSA attended 94 military and veterans events, compared to 58 events in FY 2009. Of these, 14 were targeted at

disabled veterans such as "Wounded Warriors" career fairs and events held at Walter Reed Army Medical Center for recovering service members and veterans. TSA attended these events on a monthly, sometimes bi-monthly basis. TSA also participated in the Transition Assistance Program and in events sponsored by the Veterans Affairs Office of the Department of Labor.

TSA is covered by the Aviation Transportation and Security Act (ATSA). Therefore, TSA developed its own policy on applying veteran preferences as defined in ATSA and to those eligible under the provisions of Section 2108 of Title 5 U.S.C. TSA's policy requires all applicants, including disabled veterans, to submit resumes when applying online. TSA's attendance at these events is focused on outreach, providing information to disabled veterans and encouraging them to apply for posted vacancies. All veteran and military targeted events had a significant number of veteran candidates with an existing or pending service-connected disability of 10% or more disability.

Additionally, TSA completed a link found on <https://tsajobs.tsa.dhs.gov> that provided extensive information for veterans interested in employment with TSA. Currently, TSA is developing a method to track the success of this website.

TSA actively engaged in networking opportunities to identify, recruit and employ veterans and disabled veterans. TSA created on-line posting and advertising campaigns, including job postings, banner advertisements, targeted email blasts, newsletter and sponsorships. TSA utilized the following websites to advertise employment opportunities within the veteran and disabled veteran communities including Disaboom.com, Military.com, G.I.Jobs.com, Militarytimes.com, MOAA.org and the U.S. Defense Department Transition database. Additionally, TSA posted advertisements and job postings on Monster.com, Yahoo.com, and Careerbuilder.com, and other veteran and disability focused websites. TSA advertised career opportunities for Transportation Security Officers, Federal Air Marshals, and management, administrative and professional positions in Military and Veterans targeted publications, including: *G.I.Jobs Magazine*, *Mission: Get Hired Magazine*, *Edge Magazine*, and *Army Times Magazine*.

To capture return on investment, TSA included a short survey in the application process for all TSA positions. Responding to this survey was voluntary. Applicants were able to continue the application process without providing an answer. The survey data was analyzed and used to assist in planning recruitment strategies for FY 2011 and to eliminate unproductive events.

II. Methods Used to Provide or Improve Internal Advancement Opportunities for Disabled Veterans

DHS Components provided significant training and educational opportunities to disabled veterans for FY 2010, promoting 2,156 disabled veterans, an increase of 576 (36.46%) from FY 2009. Promotions of disabled veterans made up 3.59% of total DHS promotions. Of these, 969 or 1.61% of permanent promotions were provided to veterans with 30% or more disability, a 229 (30.94%) increase in veterans 30% or more disabled.

Components provided training and training-related opportunities to disabled veterans, included mentoring programs, leadership and executive leadership programs which were provided both in-house and by nationally recognized institutions such as Harvard University and OPM, and also tuition assistance programs.

U.S. Citizenship and Immigration Service (USCIS)

USCIS proactively worked with managers and supervisors to assist and identify training needs and resources to improve internal advancement of disabled veterans. All USCIS employees, including veterans, were encouraged to participate in the following training programs: Mentoring Program, Leadership and Education and Development, and Self-Study Workforce Development Training programs. The training opportunities were advertised on USCIS Human Capital and Training's website and USCIS Daily Broadcast. The USCIS Office of Equal Opportunity and Inclusion monitored, reviewed, and evaluated training opportunities to measure career advancement and reasonable accommodation matters to support disabled veterans on a quarterly basis.

U.S. Coast Guard (USCG)

Twelve disabled veterans participated in formal Agency-wide Career Development Programs, unchanged from FY 2009. Thirteen disabled veterans participated in formal Government-wide Career Development Programs, an increase of five from FY 2009.

Customs Border and Protection (CBP)

In addition to elective training courses, CBP provided training programs to disabled veterans with mandatory and career development training consistent with the curriculum framework for their positions.

Immigration and Customs Enforcement (ICE)

ICE provided career development programs, academic programs, and leadership training for employees, including disabled veterans. In FY 2010, employees participated in the following programs:

- New Leader Program (NLP) – Of the 34 employees who participated in the program, five (14.7%) were disabled veterans.
- Executive Leadership Program (ELP) – Of the 50 employees who participated in the program, three (6.0%) were disabled veterans.
- Tuition Assistance Program (TAP) – Of the 160 employees who participated in the program, 13 (8.0%) were disabled veterans.
- Supervisory Leadership Program (SLP) – Of the 450 employees who participated in the program, 32 (7.1%) were disabled veterans.
- Federal Executive Institute (FEI) Leadership for a Democratic Society – Of the seven employees who participated in the program, one (14.3%) was a disabled veteran.

Federal Emergency Management Agency (FEMA)

FEMA encouraged all employees, including disabled veterans (especially those who are 30 percent or more disabled), to participate in career development programs such as the Federal

Career Intern Program, the Performance Excellence Series I & II (FEMA's internal leadership development program targeted at grades GS-9 through 15), and external leadership development programs including the USDA Graduate School's Executive Potential Program, American University's Key Executive Leadership MPA Program, OPM's Federal Executive Institute, and others. FEMA also added a disability awareness section to their mandatory training program for managers and supervisors.

Federal Law Enforcement Training Center (FLETC)

FLETC offered opportunities to all employees for self development and to improve job skills through job-related training, higher education, temporary assignments, and other formal and informal career development programs.

FLETC provided college level academic career development opportunities to all permanent employees through **FLETC's Tuition Assistance Program (TAP)**. The TAP reimburses employees for mission-related college courses, and helps to improve current job performance, and to enhance skills needed in the future. In FY 2010, 41 employees participated in TAP and three were disabled veterans. Individual Development Plans (IDPs), required for certain veteran appointments, were also established to assist veterans in identifying short and long-term training opportunities.

Formal training opportunities included the following career development programs:

- **FLETC New Supervisor Training Program (FNSTP)** provided training to new supervisors and served as a refresher for existing supervisors. Of the 12 supervisors who participated in the FY 2010 FNSTP, two (16.7%) were disabled veterans.
- **FLETC Future Leaders Program (FLP)** is a competitive career development program for employees at the GS-12 and GS-13 grade level (or equivalent). The FLP's application criteria was announced for all eligible employees and provided structured leadership training to selected participants. Of the eight selected for the program in FY 2010, four (50.0%) were disabled veterans. The FLP is evaluated each year through feedback and analysis for future improvements.
- **FLETC Law Enforcement Leadership Institute (LELI)** offers leadership training courses to all managers and staff. One of the programs offered during FY 2010 was the Branch Chief Leadership Training Program. Of the 14 employees who participated in this program, in FY 2010, two (14.3%) were disabled veterans.
- **Executive Leadership Development** for managers and supervisors remained available through DHS and other governmental agency leadership development training opportunities. One person participated in the Senior Executive Leadership Program and three participated in the Federal Executive Institute-Leadership for a Democratic Society. Of the individuals who participated in both programs, two were veterans.

National Protection and Programs Directorate (NPPD)

During FY 2010, the NPPD Professional Training and Development Office offered IDP training to employees and supervisors. IDPs are required for veterans with less than 15 years of education hired under the VRA authority, which supports training agreement programs that allow for advancement to higher levels upon completion of the training.

Transportation Security Administration (TSA)

TSA's Security Officer Advancement Resources (SOAR) is a website which provides a compilation of career development resources to assist the Transportation Security Officer (TSO) workforce in planning their Federal careers. The site includes links to information about job position duties and responsibilities at various DHS Components that may be of interest to disabled veteran TSO's as they develop career plans. New opportunities for career path development are added to the web-site.

U.S. Secret Service (USSS)

USSS participated in the DHS Educational Program, which offered employees including disabled veterans, opportunities for professional expansion. These programs included the Homeland Security Master's Degree Program; Homeland Security Executive Leadership Program; the DHS Leadership Fellows Program; National Security Executive Education Program; and the Department of Defense Senior Service Schools Program.

III. Description of How Major Operating Components and Field Installations were Monitored, Reviewed and Evaluated.

U.S. Citizenship and Immigration Service (USCIS)

The USCIS Office of Inclusion and Equal Opportunity provided USCIS senior leadership a bi-weekly New Hires Report on hiring veterans, disabled veterans and disabled employees. The USCIS also maintained an activity report on all recruitment and outreach events, on actual hires and applicants of disabled veterans, and monitored new hires and training via the Edvantage System. Further, USCIS collateral duty Special Emphasis Program Managers provided quarterly reports to the USCIS Office of Equal Opportunity and Inclusion on the hiring, recruiting, training, career development and mentoring of disabled veterans nationwide.

U.S. Customs Border and Protection (CBP)

CBP's tracking system is designed to monitor the progress of recruiting and hiring of individuals with disabilities. Field offices throughout CBP are required to submit a weekly report from their areas and Border Patrol sectors detailing their progress in recruiting, outreach programs, providing reasonable accommodations, and hiring individuals with disabilities, including disabled veterans.

The field offices document their efforts, recruitment activities, outreach programs, reasonable accommodations, job placement for individuals with disabilities, and participation in disability job fairs. CBP also tracked conversions of voluntary workers into permanent employment.

Federal Emergency Management Agency (FEMA)

On a monthly basis, the VPM/SPPM/DR monitored OWF and WWP placement, and provided a status update to the Director, Human Resources for inclusion in his report to the Administrator.

Federal Law Enforcement Training Center (FLETC)

FLETC's Disability Program Manager (DPM) monitored FLETC's DVAAP objectives on a quarterly basis through collecting and analyzing workforce statistical data. This review included relevant categories of information, including disabled veteran hires, promotions, and separations, Race and National Origin, grade level, series, and targeted disability. FLETC's DPM also monitored recruiter after action reports on veteran recruiting events.

U.S. Coast Guard (USCG)

USCG Human Resources and Civil Rights officials monitored, reviewed, and evaluated progress in filling the civilian workforce, including the hiring of disabled veterans, by reviewing the monthly recruiting report. Offices within Human Resources met quarterly to discuss recruitment, hiring, and retention issues and to assess program effectiveness.

The monthly recruiting reports were prepared and analyzed by the Human Resources Operations Division issued by the Office of Civilian Human Resources to capture any trends, issues, and problems as well as accomplishments. Hiring of disabled veterans is monitored on a USCG-wide level. Also, USCG monitored, reviewed, and evaluated progress in the advancement of disabled veterans through their Human Resource Report on promotions.

U.S. Immigration and Customs Enforcement (ICE)

On a quarterly basis, ICE Program Offices provided reports analyzing recruitment, hiring, and training opportunities for veterans with disabilities to the ICE HQ Diversity Office.

Transportation Security Administration (TSA)

The Disability Employment Program Manager collaborated with the Office of Human Capital (OHC) Selective Placement Coordinator and the Reasonable Accommodation Coordinator to ensure consistent monitoring of TSA's outreach and recruitment activities. Information on strengths and weaknesses of each division was shared informally with each division during quarterly supervisory meetings. The data was collected annually and subjected to a barrier analysis process to determine avenues for TSA to increase the employment of disabled veterans.

U.S. Secret Service (USSS)

During FY 2010, People with Disabilities/Disabled Veterans/Selective Placement Program Manager monitored the overall workforce to assess and evaluate the hiring and advancement of disabled veterans throughout the USSS. The PWD/DV/SEPM assisted the agency in assuring that equal opportunity was present in all aspects of employment and that affirmative action addressed low participation. The program's goals were to eliminate discriminatory practices, ensure targeted groups were appropriately represented throughout the workforce, and sponsor special activities designed to educate and enhance diversity awareness.

IV. An explanation of progress in implementing the affirmative action plan during the fiscal year. Where progress has not been shown, cite the reasons for the lack of progress, along with specific plans for overcoming cited obstacles to progress.

During FY 2010, OCHCO provided DHS major entities with a formula to determine their annual veteran hiring goals to achieve the Secretary's objective of 50,000 veterans onboard by the end of 2012. To determine their veteran hiring targets, the major entities took the total number of veterans in the prior fiscal year and multiplied that by the separation rate for the same period then added the veteran hiring projections.

DHS is in the process of developing a Department-wide Wounded Warrior Management Directive adopted from USCIS as a best practice. This directive will provide a unified plan to recruit, hire and support severely wounded service members at DHS.

As of October 9, 2010, DHS employed 7,995 disabled veterans in the permanent workforce, an increase of 559 from 7,436 employed in FY 2009. Disabled veterans constituted 4.54% of the DHS permanent workforce, below the FY 2009 Federal Executive Branch's average of 9.8%. Veterans with 30% or more disabilities also increased from 3,683 (2.14%) in FY 2009 to 4,103 (2.33%) in FY 2010, below the FY 2009 Federal Executive Branch average of 6.3%.

In FY 2010, DHS hired 708 disabled veterans while 350 disabled veterans left employment with DHS. To address veteran retention, OCHCO Veteran Program Team sponsored three **Veteran Focus Group** sessions for veterans and disabled veterans to ascertain what they were experiencing. Data collected is currently under review. A report will be issued in FY 2011. TSA also implemented mentoring programs to assist disabled veterans in achieving success and reaching goals in their careers. Further, DHS established a working group to develop and deploy a Department-wide web-based exit survey. The survey will be deployed by the end of calendar year 2010, and will assist DHS in determining reasons for high employee non-retirement separations.

Below is a breakdown by Component of their progress in implementing the DVAAP plan in FY 2010.

U.S. Citizenship and Immigration Service (USCIS)

USCIS established and sponsored its first Veterans Day Program. During this program, officials from OPM and the Department of Veterans Affairs provided an informational overview of Veterans Hiring Authorities, Veterans Preference, Administration Health Care Eligibility and Benefits.

Federal Emergency Management Agency (FEMA)

FEMA hired a new Veterans Program Manager/SPPC/Diversity Recruiter in FY 2010 who developed and implemented a strong, targeted outreach and recruitment program. This program expanded FEMA's participation in job fairs and partnerships with disabled veteran service organizations and other entities.

Federal Law Enforcement Training Center (FLETC)

FLETC accomplished many of its DVAAP plan actions through continued outreach and recruitment. Supervisor and manager training continued regarding hiring authorities and DVAAP Plan objectives. Training modules presented in the FNSTP (see p. 12) provided information to managers about their role in veteran recruitment and hiring actions. In addition, briefings and notices to managers on special hiring authorities, and how to process requests for reasonable accommodations for applicants and employees were made available to all supervisors and managers.

National Protection and Programs Directorate (NPPD)

NPPD developed their first DVAAP Plan with quarterly reporting from internal offices to the NPPD DVAAP coordinator. NPPD looks forward to establishing working relationships with veterans' organizations and increasing the number of veteran's job fairs, and participating in special events to promote awareness of the DVAAP.

Transportation Security Administration (TSA)

During FY 2010, the Office of Human Capital developed and successfully used TSA's Veterans' Outreach and Employment Information Website. This website was developed to increase the employment of veterans and disabled veterans and included a fact sheet, links to available vacancies, and a point of contact for further assistance. In addition, the TSA website is linked to this and other veteran programs. Although in FY 2010 TSA placed no OWFs, TSA will participate in OWF events during FY 2011 to increase information to the OWFs regarding detail assignments opportunities at TSA.

FEMA, ICE, and USSS increased their FY 2010 hiring levels, USCG and TSA remained constant, while CBP and USCIS declined in total hires overall, though showed a higher rate of hires, and FLETC declined. The table below presents fuller hiring detail.

Hires					
DHS Major Entities	Permanent Workforce FY 2010 N	Disabled Veterans Hired Perm N (%) FY 2010	Disabled Veterans Hired Perm. N (%) FY 2009	30% or higher disabled veterans Hired Perm. FY 2010	30% or higher disabled veterans Hired Perm. FY 2009
DHS	176,179	708 (5.9%)	878 (4.73%)	436 (3.7%)	484 (2.6%)
CBP	58,179	195 (7.05%)	385 (4.35%)	120 (4.34%)	186 (2.10%)
USCIS	10,166	39 (12.38%)	78 (11.78%)	30 (9.52%)	51 (7.70%)
DHS-HQ	3,345	80 (10.14%)	N/A*	53 (6.71%)	N/A*
FEMA	4,539	73 (18.25%)	63 (13.79%)	46 (11.50%)	34 (7.44%)
FLETC	1,079	3 (4.62%)	15 (21.13%)	2 3.08%	10 (14.08%)
ICE	19,706	122 (9.10%)	103 (5.14%)	67 (5.00%)	62 (3.09%)
NPPD	2,457	38 (11.14%)	N/A*	23 (6.74%)	N/A*
OIG	626	2 (0.32%)	N/A*	1 (0.16%)	N/A*
TSA	61,396	49 (1.03%)	49 (1.18%)	27 (0.57%)	25 (0.60%)
USCG	7,937	96 (15.36%)	96 (11.62%)	60 (9.60%)	60 (7.26%)
USSS	6,749	11 (2.33%)	0	7 (1.48%)	0

* Due to restructuring, data is not available for comparison.

Five of eleven major entities [FEMA, FLETC,USCG, USCIS and NPPD] exceeded FY 2009 Federal Executive Branch average for promoting disable veterans, while four [FLETC, USCG, USCIS, and NPPD], exceeded the FY 2009 Federal Executive Branch average for 30% or more disabled veterans. Below is a breakdown by Component of their progress in promoting disabled veterans.

Promotions					
DHS Major Entities	Permanent Workforce FY 2010 N	Disabled Veterans Perm. N (%) FY 2010	Disabled Veterans Perm. N (%) FY 2009	30% or higher disabled veterans Hired Perm. FY 2010	30% or higher disabled veterans Hired Perm. FY 2009
DHS	176,179	2,156 (3.59%)	1,580 (3.99%)	969 (1.61%)	740 (1.87%)
CBP	58,179	1,480 (3.57%)	639 (3.48%)	610 (1.47%)	263 (1.43%)
USCIS	10,166	186 (8.81%)	275 (8.54%)	98 (4.64%)	157 (4.87%)
DHS-HQ	3,345	22 (4.67%)	N/A*	14 (2.97%)	N/A*
FEMA	4,539	33 (6.92%)	51 (8.89%)	17 (3.65%)	19 (3.31%)
FLETC	1,079	11 (12.36%)	15 (12.40%)	7 (7.87%)	8 (6.61%)
ICE	19,706	205 (4.39%)	300 (5.54%)	93 (1.99%)	120 (2.27%)
NPPD	2,457	40 (9.93%)	N/A*	24 (5.96%)	N/A *
OIG	626	0	N/A*	0	N/A*
TSA	61,396	130 (1.47%)	202 (2.14%)	74 (0.83%)	112 (1.19%)
USCG	7,937	41 (7.98%)	57 (10.11%)	26 (5.06%)	34 (6.03%)
USSS	6,749	8 (0.83)	16 (1.38%)	6 (0.62%)	10 (0.87%)

* Due to restructuring, data is not available for comparison.

The FY 2010 recruiting and outreach events are listed below.

**Department of Homeland Security
Disabled Veterans Affirmative Action Program
Outreach and Recruitment Events
FY 2010**

Events

- 2nd Annual DHS Veterans Job / Hiring Fair, Virginia Beach, VA
- 4th Annual Illinois Statewide Veterans Job Fair, Belleville, IL
- 8th Annual Military and Veterans Benefits Open House, Boston, MA
- ACAP, Fort George G. Meade, Fort Meade, MD; Fort Drum, NY
- Air Force Job Fair, Andrews Air Force Base, MD
- American GI Forum (Hispanic Veterans), Las Vegas, NV
- American Legion Hiring Heroes Job Fair, Milwaukee, WI
- Annual 29 Psalms Marine Base Career Fair, 29 Psalms, CA
- Annual Veterans Stand Down, Buffalo, NY
- Army Wounded Warrior Career Expo, San Antonio, TX
- Army Wounded Warrior Program, AW2 Career Expo, San Antonio, TX
- Association of Naval Service Officers (ANSO), Norfolk, VA
- Atlanta Recruiting Battalion Open House, Atlanta, GA
- Avila University's Veterans Student Career Fair, Kansas City, MO
- Beaufort Marine Corps Air Station, Beaufort, SC
- Biggs Army Airfield, Fort Bliss, TX
- Blacks In Government Conference (BIG), Kansas City, MO
- BRACC Career Fair, Arlington, VA
- Business Steps Up: Hiring Our Heroes-Dialogue (Asst. Sec. for Disability Employee Policy), Washington, DC
- Camp LeJeune, Marine Corps Job Fair, Camp LeJeune, NC
- Camp Pendleton Fall Career Fair, San Diego, CA
- City of Jacksonville Veterans Outreach Job Fair, Jacksonville, FL
- Cleveland Recruit Military Opportunity Expo, Cleveland, OH
- Coast Guard Career Fair, San Diego, CA
- Congresswoman Schwartz Veterans Resource Expo, Philadelphia, PA
- Corporate Gray Veteran Job Fair, San Diego, CA; Washington, DC; Jacksonville, FL; Springfield, VA; Virginia Beach, VA
- Davis-Monthan Air Force Base, Tucson, AZ
- Department of Defense, Operation Warfighter Career Fair, Washington, DC
- Department of Veterans Affairs Job Fair – Modesto, CA
- Department of Veterans Affairs, Medical Center, Outreach Meeting, White River Jct., VT
- DHS Second Annual Veterans Hiring Job Fair, Virginia Beach, VA
- Disabled American Veterans/Virginia Employment Commission Job Fair, Williamsburg, VA
- DOD and Coast Guard Heroes & Heritage Leadership Summit, San Antonio, TX

- Employment Development Department (Veterans), San Diego, CA; Modesto, CA
- Federal Hiring Event for People w/Disabilities Conference Job Fair, Washington, DC
- Felician College Veterans Career Fair, Lodi, NJ
- Fleet & Family Support Services Career Fair, National Naval Medical Center, Bethesda, MD
- Florida Works 1st Annual Veterans Job Fair, Gainesville, FL
- Fort Belvoir Job Fair, Fort Belvoir, VA
- Fort Belvoir Wounded Warrior Program, Fairfax County, VA
- Fort Benning, Fort Benning, GA
- Fort Carson Army Community Services, Fort Carson, CO
- Fort Dix, Fort Dix, NJ
- Fort Drum Army Career 7 Alumni Program Career Fair, Fort Drum, NY
- Fort George G. Meade Job Fair (Observe setup), Fort Meade, MD
- Fort George G. Meade Military Recruitment Event, Fort Meade, MD
- Fort George G. Meade Technical Job Fair, Fort Meade, MD
- Fort George G. Meade Community Career Fair, Odenton, MD
- Fort Hood Career Fair, Killeen, TX
- Fort Jackson, Columbia, SC
- Fort Lewis-McChord Joint Job Fair, Fort. Lewis-McChord, WA
- Fort McPherson, East Point, GA
- Fort Monmouth, Fort Monmouth, NJ
- Fort Stewart, Fort Stewart, GA
- Fort Worth Alliance Air Show, Fort Worth, TX
- Freedom Job Fairs, Dallas, TX; Houston, TX; San Antonio, TX
- Gallaudet University Employment Briefing, Washington, DC
- Gallaudet University Spring Career Fair, Washington, DC
- Georgia Southern University Government, Military and Non-Profit Job Fair, Statesboro, GA
- Heroes to Hometown Golf Classic (American Legion Disabled Veterans, Andrews Air Force Base, MD)
- Hiring Heroes Career Fair, Camp Pendleton, CA; Walter Reed Army Medical Center, Washington, DC; Fort Riley, KS; Kansas City, MO, Fort Sam Houston, San Antonio, TX
- Honor a Hero, Concord, CA
- Houston Military Career Expo, Houston, TX
- Hunter Army Air Field, Savannah, GA
- Inaugural Black Service Academy Graduates, Fort Washington, MD
- Info Session/Application Assistance, Fort Hood, Killeen, TX; Camp LeJeune, NC; Fort Bragg, NC; Fort Drum, NY
- Joint Air Force and Navy Job Fair, Charleston, SC
- Lakehurst Career Fair Joint Base McGuire-Fort Dix, NJ
- Luke Air Force Base, Glendale, AZ
- Marine Corps Air Station, Beaufort, TX
- Marine Corps Base Camp Pendleton, Camp Pendleton, CA
- Marine Corps Base Quantico Job Fair, Quantico, VA

- Marine Corps Career Fair, Kaneohe Bay, HI; San Diego, CA
- Marine Corps Law Enforcement Night, Fort Sam Houston
- Marine Corps Recruit Center, Parris Island, SC
- Military Members and Veterans Benefits Expo, Chandler, AZ
- Military Officers Association of America (MOAA)/Corporate Gray Job Fair, San Diego, CA; Washington, DC
- Military Star Job Fair: Virginia Beach, VA; San Antonio, TX; San Diego, CA; Jacksonville, FL; Tampa, FL; Baltimore, MD; Colorado Springs, CO; Atlanta, GA; Dallas, TX; San Antonio, TX
- Military.com: Camp Pendleton, CA; Sacramento, CA; Atlanta, GA; Fort Bragg, NC; Fort Drum, NY; Newport News/Norfolk, VA; Wright Patterson Air Force Base, OH; Las Vegas, NV
- National Counterterrorism Center Career Fair, Falls Church, VA
- National Guard, Fort Richardson, AK; Macon, GA; Providence, RI
- National IMAGE Conference, San Diego, CA
- National Naval Medical Center Career Fair, Bethesda, MD
- National Reconnaissance Office, Chantilly, VA
- Naval Weapons Station, Charleston, SC
- Navy Counselors Association, 22nd Annual Symposium, Norfolk, VA
- Navy/Air Force Job Fair, Goose Creek, SC
- New England Center for Homeless Vets , Boston, MA
- NCR Wounded Warrior Hiring & Support Conference (NA VSEA), Alexandria, VA
- Northport Veterans Affairs Medical Center Career Information Session, Northport, NY
- Operation Enduring Freedom/Operation Iraqi Freedom Job Fair, Birmingham, AL
- Operation Outreach and Welcome Home Job Fair, Phoenix, AZ
- Operation Warfighter Career Fair, Walter Reed Army Medical Center, Washington, DC; Fort Belvoir, VA
- Outreach visits to Camp Pendleton, Camp Pendleton, CA
- Outreach visits to Walter Reed Army Medical Center, Washington, DC
- Pierce County Vets Job Fair, Lakewood, WA
- Puget Sound Navy Career Day, Whidbey Island, WA
- Recruit Military Vet Opportunity: Phoenix, AZ; Denver, CO; Long Beach, CA; Oakland, CA; San Diego, CA; San Francisco, CA; Washington, DC; Atlanta, GA; Baltimore, MD; Chicago, IL; Indianapolis, IN; Raleigh, NC ; St. Louis, MO; Philadelphia, PA; Arlington/Houston, TX; Nashville, TN; Tacoma; Tacoma, WA
- SACC Job Fair, Washington, DC
- San Antonio Military Community Career Fair, San Antonio, TX
- Senator Mark Warner Federal Job Fair, Fredericksburg, VA
- TAP, Fort Meade, MD; Annapolis, MD; Anacostia, MD; Quantico, VA
- The Congressional Black Caucus Job Fair, Washington, DC
- The Department of Homeland Security Veteran Workshop, Virginia Beach, VA
- The League of United Latin American Citizens (LULAC) Conference, Albuquerque, NM
- The Tri-Base Job Fair, Jacksonville, FL
- Towson State University, Employer Summit on Returning Veterans, Towson, MD

- Training Day Warrior Transition Unit (WTU), Fort Belvoir, VA; Fort Meade, MD
- United States Military Academy, West Point, NY
- U. S. Chamber of Commerce Career Fair, Washington, DC
- U. S. Coast Guard Expo Safety Day, Oak Island, NC
- U. S. Military Service Academies' Career Conference (SACC), Washington, DC
- U. S. Navy Job Fair, Bremerton, WA
- Ultimate Warrior Career Workshop and Job Fair, Fort Dix, NJ
- Veterans Affairs Transition Unit Job Fair, Caldwell, NJ
- Veterans Administration, Boston, MA
- Veterans Entrepreneurship and Job Conference, Flushing, NY
- Veterans Information Day, Rego Park, NY
- Veterans Job Fair, Clackamas, OR; Warner Robins, GA; Auburn, MA; Chelsea, MA
- Walter Reed Army Medical Center (Job Fair), Washington, DC
- Walter Reed Warrior Transition Job Fair, Walter Reed Army Medical Hospital Washington, DC
- Welcome Home America's Heroes, Tampa, FL
- Welcome Home Celebration for American Veterans, Bowie, MD
- Welcome Home Veterans Job Fair, Charleston, SC
- Whiteman Air Force Base, Career Fair, Kansas City, MO
- Wings Over Houston 25th Air Show, 10/31/2009, Houston, TX
- Womack Army Medical Center Career Fair, Fort Bragg, NC
- Wounded Warrior Hiring and Support Conference, National Capital Region, Alexandria, VA
- Wounded Warrior Internship Fair, Walter Reed Army Medical Hospital, Washington, DC; Dept of State, Washington, DC
- Wounded Warrior Town Hall Meeting, Fort Lewis-McChord, WA
- Year of the Vet Job Fair, Newark, NJ
- Yellow Ribbon Veterans Career and Benefits Fair, Buchanan, PR; Clackamas/Eugene, OR; Warwick, RI

Publications

- American Legion Magazine
- Army Magazine
- Army Times Magazine
- Blinded Veterans of America's BVA Bulletin
- Careers and the Disabled Magazine
- Corporate Gray Career Fair
- Edge Magazine
- Fort Hood Sentinel
- G.I. Jobs Magazine
- Installation and Post Newspapers
- Leatherneck Magazine
- Military Times Newspapers

- Mission: Get Hired Magazine
- National Guard Magazine
- Reserve Officers Association Magazine
- Veterans of Foreign Wars Magazine

Web Sites

- Career Builder.com
- Corporate Gray.com
- Defense Careers.com
- Disaboom.com
- G.I.Jobs.com
- HireVetsFirst (<http://www.dol.gov/vets/>)
- Hiring Heroes
- jobs4vets.com
- Military.com
- MilitaryExits.com
- MilitaryResumes.com
- Militarytimes.com
- MOAA.org
- Monsters.com
- RecruitmentMilitary.com
- Stripes.com
- Twitter for Veterans
- US Defense Department Transition database
- USAJobs.gov
- USCIS Human Capital and Training's website
- USCIS Webcast
- USSS Career Guidance Website
- Veterans Facebook
- VetJobs.com
- Yahoo.com

Colleges & Universities

- Allen University, Columbia, SC
- Arizona State University, Phoenix, AZ
- Benedict College, Columbia, SC
- Clark Atlanta University, Atlanta, GA
- College of Menominee Nation, Keshena, WI
- Colorado State University, Pueblo, CO
- Haskell Indian Nations University, Lawrence, KS
- Metropolitan State College, Denver, CO
- Morehouse College, Atlanta, GA
- Morris College, Sumter, SC
- North Carolina Agricultural and Technical University, Greensboro, NC
- Patten University, Oakland, CA
- Prairie View A&M University, Prairie View, TX
- Shaw University, Raleigh, NC
- Spellman College, Atlanta, GA
- Texas Southern University, Houston, TX
- University of Arkansas, Little Rock, AR
- University of Arkansas, Pine Bluff, AK
- University of Colorado at Colorado Springs, CO