

U.S. Department of Labor

Office of the Assistant Secretary for
Veterans' Employment and Training
Washington, D.C. 20210



May 23, 2007

DIRECTOR'S MEMORANDUM NO. 04-07

FOR: ALL REGIONAL ADMINISTRATORS AND DIRECTORS FOR
VETERANS' EMPLOYMENT AND TRAINING

FROM: F. PAUL BRIGGS 
Director, Office of Agency Management and Budget (OAMB)

SUBJECT: Agency-Wide Recruiting – Opportunities for Staff to Develop Veterans'
Employment and Training Service Manual Series

- I. **Purpose:** To solicit contributing authors and suggestions for topics to complete the Veterans' Employment and Training Service (VETS) Manual Series (VMS).
- II. **Background:** The VMS was proposed by the VETS Strategic Assessment Team (VETSAT) in response to an internal risk assessment that identified inadequate "Employee Training" as a threat to the success of agency goals and objectives. Assistant Secretary Ciccollela approved the VMS project in April, 2007. The purpose of the proposed manual series is to provide VETS' field staff the information and tools needed to manage administrative tasks and successfully evaluate and manage agency programs.

As planned, the VMS will be a comprehensive series of operations manuals similar to the VETS Administrative Handbook. They will provide concise and practical "how to" programmatic and administrative guidance and background information useful to all VETS employees. The information will be organized and written as it relates to the expected performance of the various categories of VETS employees, but will focus on the Director for Veterans' Employment and Training (DVET) role as the central figure that manages all activities within each State. The VMS will be the agency's mechanism for organizing and distributing written procedural guidance based on approved policies.

The VMS will be accessible through an electronic portal. VETS staff will be able to reference the material on their computer or download all or part of each manual. Each manual will include hyperlinks or bookmarks that cross-walk to subject matter, such as:

- Technical Assistance Guides developed by the agency Expert Clusters and Senior Investigators;
- The Transition Assistance Program Workshop Manuals;
- Policy documents; and
- Other written guidance, as deemed appropriate.

The content of the VMS will be subdivided into two main areas:

- Organizational Administration Support (day-to-day staff activities, organization direction and mission accomplishment); and
- Program Support (specific program guidance that supports positive program outcomes and goals)

III. Solicitation of Input and Volunteers: A VMS Hub team has been established to provide project leadership and coordination, and oversee production and maintenance functions. The Hub team members include Ron Benson, Cindy Collins, Pat Hecker, Joel Delofsky, Fred Mendoza, Steve Dewey and Karla Draper. The VMS Hub is seeking agency-wide input to create a comprehensive Table of Contents, i.e., the “Volumes” and “Chapters” to be included in the VMS. The initial draft of “Volumes” is included as an Enclosure to this memorandum.

The VMS Hub team is also conducting an agency-wide recruitment for volunteers to contribute written materials pertinent to each of the “Volumes.” The contributing authors will be selected by the VMS Hub team and will be provided in-depth information on the preparation of the content for review, approval, publication and distribution.

The VMS Hub Team is the only standing committee designated for this project. Therefore, each contributing author will have fulfilled his or her obligation when the content he or she authored has passed the initial editing stage. The total time commitment for any particular contributing author will vary according to the subject matter, and will be agreed upon through negotiations among the volunteers, their respective supervisors, and the VMS Hub team.

This is a huge project. Individual subject matter volumes will be published as soon as possible, recognizing that the voluntary nature of the staff commitment and other major mission requirements will affect the timetable for completion of the VMS.

IV. Required Actions:

- A.** All Regional Administrators for Veterans’ Employment and Training (RAVETs) and DVETs are to ensure that all staff under their supervision receive and read this memorandum.

- B. RAVETs will compile a list of all additional topics or other modifications suggested by their respective staff members to the proposed VMS Table of Contents. Send to Cynthia Collins via email by close of business, June 8, 2007.
- C. RAVETs will encourage and solicit staff that possess strong expertise in specific subject matters, good writing skills and a willingness to devote time to this ancillary duty. Each RAVET will compile a list of nominees cross-referenced to the particular subject matter for which the staff member wants to be a contributing author. Send to Ron Benson via email by close of business June 8, 2007.

V. **Expiration Date:** June 30, 2008.

VI. **Enclosure:**

Draft VMS Outline (next page)