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December 14, 2021

The Honorable Martin J. Walsh, Secretary
U.S Department of Labor
Frances Perkins Building
200 Constitution Ave., NW
Washington, DC 20210

Secretary Walsh:

On behalf of the Department of Labor’s Advisory Committee on Veterans Employment, Training, and Employer Outreach (ACVETEO), it is my honor to present you with the committee’s report for 2021.

A great deal of time and energy was spent on creating these recommendations, whether it was in the debate and fine tuning of previous recommendations or creating new ones. With every effort our Transitioning Service Members (TSM), Veterans and their family’s wellbeing was our top priority and never left our minds.

The work of the committee could not be done without the diligent support of DOL VETS and multiple other agencies, who presented data, practices, and processes. The Committee feels the absolute best effort was given in support of our work and every request for assistance was given. The DOL is to be commended on the high level of professionalism and diligence provided to the committee and its work.

Sincerely,

Darrell L Roberts
Chair, Advisory Committee on Veterans Employment, Training, and Employer Outreach
Director of Organizing, Sheetmetal, Air Rail and Transportation Workers Union
PART I

Executive Summary

Congress established the Advisory Committee on Veterans’ Employment, Training, and Employer Outreach (ACVETEO) in 2007 under the authority of Section 4110 of Title 38, U.S. Code. ACVETEO is a non-discretionary federal advisory committee and is subject to the Federal Advisory Committee Act (FACA), 5 U.S.C. App.2.

ACVETEO consists of 14 members - a diverse group of veterans from each military branch, as well as the value-added experiences from civilian subject matter experts with extensive experience in employment policy, veterans’ services, and workforce development. The committee receives extensive expert support not only from DOL, but also from a number of additional ex-officio members from the Department of Veterans Affairs (VA), Department of Defense (DOD), Small Business Administration (SBA), and Office of Personnel Management.

ACVETEO assesses the employment and training needs of our veterans. Such needs may include transition assistance, protection of employment and reemployment rights, education, skills training, and integration into the workforce, among others, as well as assisting the DOL Assistant Secretary of Veterans’ Employment & Training Service (VETS) in outreach activities to employers. ACVETEO is responsible for evaluating the effectiveness with which existing DOL programs deliver required services to America’s veterans and, where deficiencies are detected, to recommend appropriate remedial action.

The 2021 report of ACVETEO provides ten recommendations and supporting rationales to the Secretary of Labor and Congress to address concerns and issues relevant to employment, training and transition assistance for the military and veteran communities. This year’s report focused on three specific areas under the purview of the Department of Labor (DOL):

- Underserved Populations,
- Innovative Veteran Training and Employment, and
- Service Delivery.

The committee determined from the onset to continue our focus with these three subcommittees. As the pandemic continues so does the underemployment and unemployment of our military veterans and spouses.

Our report has three main parts including: (1) this executive summary; (2) a summary of our 2021 recommendations; and (3) a review of the 2021 recommendations with their supporting rationales. We look forward to continuing our important work together on behalf of our veterans and their families.
PART II
Summary of 2021 Recommendations

Underserved Populations

1. The Secretary of Labor should advocate for congressional changes to expand eligibility for Disabled Veteran Outreach Program (DVOP) Specialists to provide individualized career services to:
   a. Spouses of veterans, for a maximum of five years post transition. Veteran spouses should be considered “covered persons,” and eligible for priority of service, after all other eligible veterans and eligible persons are served.
   b. Veterans who are unemployed as a result of a natural disaster or national emergency, such as the COVID-19 pandemic, but who do not have a Significant Barrier to Employment and are not part of a targeted population.
   c. Transitioning Service Members, Reservists and National Guard personnel.

2. DOL should develop and release a new annual report assessing unemployment, labor force participation, and other key measures for veterans in traditionally underrepresented populations such as Native Americans and LGBTQ+.

Innovative Veteran Training and Employment

3. DOL VETS should consult subject matter experts from relevant government agencies, for-profit companies and not-for-profit organizations to identify the training needs that are necessary (hard and soft skills) in the current economy and the ‘next’ economy, and how training should be delivered.

4. DOL VETS should lead an effort with DOD, VA, Trade Associations, the Services, and the relevant business community to transform the current programming offered to alleviate unemployment to include preparing TSMs for critical roles needed in the economy where the available workforce is understrength.

5. DOL VETS should compile and share best practices and platforms learned as a result of past and current success with apprenticeships, on-the-job training (OJT), online workshops, online learning, and use of virtual technology.

6. The Secretary of Labor should support an extension of the Work Opportunity Tax Credit (WOTC) to match the timeline of the GI Bill to benefit protected class veterans who may choose education right after service and in many other ways.

7. DOL VETS and VA work together to support military spouses through information sharing and collaboration to create a resource list of DOL and VA programs and eligibility throughout service, transition and post transition. Additionally, the information shared in TAP and TEAMS needs to be more consistent and OJT/Apprenticeship needs to be covered in both.
Service Delivery

8. DOL VETS should accelerate the expansion of the Employment Navigator and Partnership Pilot (ENPP).

9. DOL should conduct a retrospective study of American Job Center (AJC) implementation of Workforce Innovation & Opportunity Act (WIOA) services to veterans to determine the following: (1) Why veterans are not fully utilizing the WIOA assistance; and (2) Why veterans using WIOA are not achieving successful employment placements into high-demand occupations at sustainable wages. The study should include National Association of State Workforce Agencies (NASWA), State, and AJC input and participation.

10. DOL VETS should recommend that the Department of Veterans Affairs extend the Veterans Rapid Retraining and Assistance Program (VRRAP) beyond the December 11, 2022, deadline to allow more veterans and disabled veterans who do not have access to VA education benefits and are not receiving services through the AJCs to obtain training for high-demand occupations.
PART III
Recommendations and Rationales by Specific Areas: Underserved Populations, Innovative Veteran Training and Employment, and Service Delivery

Underserved Populations

As referenced in previous reports, different subpopulations in the broader veteran community experience a variety of barriers and challenges that hinder their abilities to fully participate in the civilian workforce. This has been acknowledged in the past by a variety of organizations. For example, Congress established Centers and Advisory Committees on women veterans and minority veterans in the Department of Veterans Affairs, and the Department of Labor established a women veterans’ program. This Committee holds the opinion that broad and sweeping efforts to address economic and employment concerns among veterans should be supplemented by strategies and programs that specifically target various subpopulations, particularly those that have been traditionally underserved, including but not limited to spouses and minority veterans. Accordingly, the Committee makes the following recommendations to advance impactful service delivery to other underserved subpopulations that are experiencing additional barriers to employment.

Recommendation 1. The Secretary of Labor should advocate for congressional changes to expand eligibility for Disabled Veteran Outreach Program (DVOP) Specialists to provide individualized career services to:
   a. Spouses of veterans, for a maximum of five years post transition. Veteran spouses should be considered “covered persons,” and eligible for priority of service, after all other eligible veterans and eligible persons are served.
   b. Veterans who are unemployed as a result of a natural disaster or national emergency, such as the COVID-19 pandemic, but who do not have a significant barrier to employment, and are not part of a targeted population.
   c. Transitioning Service Members, Reservists and National Guard personnel.

Rationale: Congress has already identified spouses serving as caretakers of wounded, ill, or injured service members receiving treatment in military treatment facilities or warrior transition units as eligible for DVOP services. Making all veteran spouses eligible for individualized career services for five years post transition would build on the recognition that spouses play an important role in a veteran’s military service and are both assets to our national defense and their communities across the nation.

The DOD estimated unemployment among active duty military spouses at 24 percent in 2020, three times higher than the national unemployment rate for August 2020 reported by the Bureau of Labor Statistics. This is despite the fact that 40 percent of military spouses have college degrees, compared to only 29.7 percent of the general population.


The challenges that drive higher unemployment rates among Active Duty military spouses are likely to persist in the first few years after the service member has transitioned to veteran status, impacting the financial stability of the entire family. Providing career services to this population would help reduce unemployment, promote career opportunities and family-sustaining wages, and positively affect the economy.

The VOW Act requires DVOP Specialists to place maximum emphasis on assisting veterans who are economically or educationally challenged. Veterans who are included in groups of high unemployment would meet the economic standard but may not have a Significant Barrier to Employment (SBE). Prior to the COVID-19 pandemic, many states reported they had the capacity to serve additional eligible persons. Since the pandemic forced temporary closures of most AJCs, many states adapted their service delivery models to provide a variety of virtual services for veterans and other persons, creating more efficiencies and opportunities without impacting capacity. Most of those centers have reopened either for walk-ins or on an appointment basis. All states continue to conduct relationship building, outreach and recruitment activities with other service providers to seek out new Significant Barriers to Employment and priority category veterans, and make referrals to non-Jobs for Veterans State Grants (JVSG) funded programs such as Workforce Innovation and Opportunity Act (WIOA), State Vocational Rehabilitation, Goodwill, Supplemental Nutrition Assistance Program (SNAP) and Temporary Assistance for Needy Families (TANF). Adding veteran spouses, and veteran subgroups experiencing high unemployment would not detract from their ability to serve SBE veterans and other eligible populations. Since these groups may already be accessing the services of their local AJC, DVOP Specialists would be able to focus on providing services at the center to individuals who want and need assistance and do so in a cost-effective manner.

Adding these new groups could have a positive effect on the Uniform National Threshold Entered Employment Rate (UNTEER). According to DOL VETS, the UNTEER was 58.4% in 2020. Eleven states and territories failed to meet 90% of the threshold (equating to 52.6%), and were subject to review and a potential corrective action plan. In several low-population areas, the number of individuals who have left the program was very low, and the impact of adding more eligible persons to the formula could mean the difference between success and failure.

Recommendation 2. DOL should develop and release a new annual report assessing unemployment, labor force participation, and other key measures for veterans in traditionally underrepresented populations such as Native Americans and LGBTQ+.

Rationale: After focused efforts by partners in the public, private, and nonprofit sector, unemployment rates for veterans as a whole are equal to or lower than unemployment rates among non-veterans. However, this positive news obscures variations in veteran unemployment among various subpopulations. For instance, unemployment among African American veterans averaged 7.5 percent in 2020, higher than the 6.1 percent unemployment

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3 NASWA AJC Status Report August 2021
rate among their white counterparts. In addition, unemployment is significantly higher among Native Americans, who serve in the military at higher rates; specific reporting on the rate of unemployment among Native American veterans will help DOL determine whether specific, targeted programming would benefit this population. It appears that these trends may be exacerbated in the general population during the pandemic. However, while VETS releases detailed annual reports on women veterans’ rates of unemployment, labor force participation, employment by sector, and more, similarly detailed analyses are not published for veterans of underserved communities.

Targeted and effective interventions to improve employment outcomes rely upon having access to accurate, detailed information. With access to detailed demographic breakdowns of key metrics, the Department of Labor itself, as well as its partners in the public, private, and nonprofit sectors, can improve outreach and programmatic strategies toward specific segments of the veteran population whose outcomes are lagging behind others. Fulfilling this recommendation will also support Recommendation 1, which relies on having an awareness of which subpopulations are experiencing higher levels of unemployment. The factsheets and webinars produced by the VETS Women Veteran Program provide an excellent example of the sort of timely, in-depth, and relevant analyses and presentation upon which to model this expanded reporting.

**Innovative Veteran Training and Employment**

Over the last several years much has been done to reshape the way in which transitioning service members secure careers after military service. From DOD SkillBridge to technical training programs to professional development programs the private and public sectors have created and executed a host of programs to deliver greater opportunities to service members and their families. This subcommittee examined these programs to better understand how they meet the current need of TSM’s given COVID as well as the rapidly changing landscape in the employment space due to virtual work, AI, Automation and broader technological and workplace change.

**Recommendation 3:** DOL VETS should consult subject matter experts from relevant government agencies, for-profit companies and not-for-profit organizations to identify the training needs that are necessary (hard and soft skills) in the current economy and the ‘next’ economy, and how training should be delivered.

**Rationale:** The recent and on-going COVID-19 pandemic has caused abrupt changes to the economy, employment and education. Which of these many facets will be temporary and which long-lasting have yet to be determined. What has not changed are the many veterans who transition out of the military each day and are stepping into a civilian market that looks very different from when they first entered the military. They have questions on what career or business opportunities to pursue in this changing environment, what types of education and training is necessary and how will it be delivered, what new opportunities are there that could benefit from someone with skills honed in the military, who can help them navigate the changing waters and, ultimately, what it best for them and their families. Each one of these questions is significant and deserves further investigation, however, the specific scope

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of this proposed recommendation is to focus on state and local delivered education and training efforts directly related to veterans’ employment. Essentially, how will training/education delivery models delivered at a local level respond to the changing economic environment and meet the needs of veterans?

Each year, approximately 200,000 service members leave military service equating to almost 1,300 new veterans and their families every day. Some pursue higher education, some seek jobs consistent with military experience, some seek something new and some are unsure of which path to take. Transitioning service members and veterans seek information from a variety of entities to make their best choice and many find that that decision leads to a training or educational experience to meet their ultimate goal.

State and local communities are very well connected to the businesses in their areas and often have specifically focused training, employment and hiring programs tailored to their needs. As businesses respond to the” new normal” or “new economy” they are looking for employees to fill a variety of open positions; while businesses may need to make modifications to their business model (safe distancing, telework, distributed team building, etc.), so, potentially, do the programs that support them. Local training and educational efforts are typically able to respond very quickly to developing local business needs and can be attractive to those seeking employment.

The potential range of skills necessary for employment is wide and varied. Some transitioning service members and veterans need additional training for a specific career path to meet local guidelines and licensure, some need a new skill set, some need soft skills, some need resume writing and interviewing techniques, some need a little and some need a lot. With the uncertainties of the recovering economy, flexibility is key.

Fortunately, while the needs are potentially wide-spread and varied, there is an amazing number of public and private efforts, labor unions, trade organizations, philanthropic organizations, veterans organizations, task forces, for-profit and not-for-profit educational institutions, businesses and many others who offer assistance, providing degrees, certificates, endorsements, on-the-job training, workshops, seminars and other valuable information, all determined to meet the need. The questions to be explored is there new skills that will be necessary, how will they continue to meet the needs of both veterans and businesses, how will training be delivered? How are institutions viewing in-person, virtual, self-paced learning and other methods to ensure veterans gain necessary skills to meet the needs? What new ideas are being explored? How are they adapting? What additional resources and policies are needed?

**Recommendation 4:** DOL VETS should lead an effort with DOD, VA, Trade Associations, the Services, and the relevant business community to transform the current programming offered to alleviate unemployment to include preparing TSMs for critical roles needed in the economy where the available workforce is understrength.

**Rationale:** DOL VETS has an opportunity to collaborate with the military services and the Department of Defense to build and sustain training and education opportunities and pathways for service members from the military to civilian employment. Importantly, rather
than only seeing this as an opportunity to reduce unemployment for transitioning service members (and spouses) this presents an opportunity to assist in building the workforce important to our national competitiveness, including in the Defense Industrial Base (DIB), the National Security Innovation Base (NSIB), and in high-demand areas including computer science, STEM, advanced manufacturing, cybersecurity, and more.

Preparing service members and military spouses for civilian career opportunities, DOD offers training and education opportunities for their service members, including tuition assistance, the Community Colleges of the Air Force and the Navy, and additionally trains for roles with equivalents in the civilian community that require certifications and licensure. While the purpose of these training opportunities is to build expertise to be applied in service, the vast majority of service members spend only part of their working lives in service. Most service members do not understand the relationship between training and education received in military service and workforce opportunities in the national economy, particularly those that, while not directly related to their roles in the military, make use of transferable skills and knowledge. Working with DOL and with trade associations such as the National Defense Industry Association (NDIA), the National Association of Manufacturers (NAM), and others would allow the DOD and service branches to present information to service members and their family members that would help them make informed decisions about training and education and their post-service careers. Importantly, because many service members and family have service to nation as a priority, preparing them for careers in the DIB and NSIB sectors may prove the most expeditious way to meet workforce shortages while meeting the individuals’ ongoing desire to serve the nation.

As part of the Transition Assistance Program (TAP) through DOD SkillBridge, there are opportunities for internships, apprenticeships, and fellowships which could be applied in companies that are part of the DIB and NSIB or related to those sectors. This would have the effect of building knowledge and bridging gaps between corporate America and the military, and perhaps enable more effective contracting, meeting national security goals, and enabling more effective communication between DIB and NSIB companies and the DOD and service branches. These linkages can promote workforce development needs being met.

Making service members and their family members aware of civilian certifications and reciprocity in states that they may be eligible for based on their roles, their education and military training, as well as their internships, apprenticeships, and fellowships could strengthen their participation in the national security workforce. It would also strengthen their ability to contribute to the military and DOD missions, and to increase the return on investment of education and training funds as it builds capacity in the military and the civilian workforce.

Post-service Collaboration with the Department of Education and the Department of Veterans Affairs
With advising and information from the Department of Education and Department of Veteran Affairs veterans and family members could take maximum advantage of education benefits, education counseling, planning education to career transition, internships, work experience, including work study from VA and Department of Education that prepares for
workforce entry. In collaboration with companies in the DIB and NSIB, the agencies could prepare transitioned service members and family members for work in high demand, high skill, and high wage sectors of the DIB and NSIB, and build the workforce our national security needs to compete with peer and near-peer strategic competitors. These individuals who have already served our nation know the threat we are facing, and with the right education and training, they will add to the workforce we need. Right now, we do not focus on the needs of the economy, particularly the defense sector and national security sector, and how those needs may be filled by veterans and family members. Focusing on high demand roles and the education necessary to bridge the gap from military service to these occupations will build the ROI on our already completed training and education along with military service and even attainment of security clearances. Familiarity with the ways and means of conducting our national defense prepares them to contribute in the civilian sector. But we need a focus on this in order for the Department of Education and the Department of Veterans Affairs to successfully help guide transition, education, and career choices if we are to be successful in this effort. The interagency process already existing for TAP is the right place for this collaboration to begin.

The Department of Labor Veteran Employment and Training Service Role
With the Department of Labor, a member of the interagency TAP, and its goal of minimizing unemployment and the accompanying bill to DOD, the DOL has the incentive to coordinate this effort. It should bridge all stakeholders within DOD, the service branches, and executive agencies with its responsibility to serve our nation’s employers through the Public Workforce System. A focus on high demand occupations in the DIB and NSIB sectors would provide ample opportunities for careers and build skills that are later transferable into other high demand occupations that require STEM skills, computer skills, and cyber skills. The experiential education available through DOD authorities may provide key opportunities to NSIB companies they have not previously consider for recruiting high skill veterans with the resources to further upskill through education and training provided by the GI Bill.

AJCs, working with TAP programs and located near military installations and colleges, and in collaboration with college career offices, local education providers, and the business community workforce development resources, provide the glue that could bind these efforts together. Understanding the need, the opportunities for education, the benefits and guidance that facilitate these workforce opportunities, and the ability to collaborate with national associations like NDIA, NAM, Aerospace Industries Association (AIA), and many others, would build the workforce for our defense and national security sectors, strengthen our military, build the perception of opportunity to aid in recruitment, and result in lower unemployment. This is an area for focus with the opportunity to improve our nation’s workforce to the benefit of our nation’s working veterans and family members.

Recommendation 5: DOL VETS should compile and share best practices and platforms learned as a result of past and current success with apprenticeships, on-the-job training (OJT), online workshops, online learning, and use of virtual technology.

Rationale: Pathways for TSMs to their civilian lives and careers can be tumultuous at the best of times. The apprenticeship and registered apprenticeship avenues are ones that tens
of thousands of transitioning military service members have used successfully. The current situation dictates less to no face-to-face time and severely restricts how training under the registered apprenticeship model has been done in the past. Of particular interest is the ‘experiment’ provided by COVID which has forced the mass use of virtual learning, training, recruiting, meeting, etc. This resource we recommend would capture this great learning and allow it to be leveraged and useful for many TSMs now and in the future.

Portions of training that require hands on training have been halted until social distancing requirements and training center reopening process are solidified. Some classroom subjects are being moved to online course participation.

The Department of Labor could assist in this time by doing the following:

- Provide best practices or examples of platforms or companies who are completing online training in successful manner. What are the best learning trends or programs being used?
- Provide guidance to apprenticeships for best proven methods of effort and structure.
- Provide online workshops for these online teaching methods and or processes.
- Identify who is doing this work with higher levels of success and can expose issues and solutions that have been discovered.
- Identify whether there is a potential loss of GI bill benefits should the veteran not be completing tasks under the OJT Model for apprenticeship on the GI Bill.

The opportunity to capture and codify what has been learned over the last year is invaluable. Creating a resource guide or manual of best practices will allow this to be broadly disseminated and even when the world moves back to more in-person learning and training, these best practices will still be valuable for anyone who is remote. Service members stationed overseas, wounded ill or injured and many others will have more access than ever before and efforts to reduce unemployment and prepare TSMs for critical jobs in the economy will be leveraged by this resource.

Recommendation 6: The Secretary of Labor should support an extension of the WOTC to match the timeline of the GI Bill to benefit protected class veterans who may choose education right after service and in many other ways.

Rationale: Regarding tax credits and protected veteran status many companies only hire within 3 years of separation in the veteran programs they have as they get credit for hiring protected veterans in that time frame. Similarly, WOTC also has a timeline for hiring that’s relatively shorter or requires unemployment. Both of these ignore that some veterans enter training (including apprenticeships), 2-year education, or 4 year degrees and then fall outside those 3 year limits that companies use based on the status or shorter for WOTC. Is there the potential to toll that time period for the period of use of GI Bill benefits potentially? Easy to coordinate with VA because they know when benefits are used and stopped. At a minimum a study should be conducted to see how the WOTC may be more useful to veterans through the various paths they choose to employment.
Recommendation 7: DOL VETS and VA work together to support military spouses through information sharing and collaboration to create a resource list of DOL and VA programs and eligibility throughout service, transition, and post transition. Additionally, the information shared in TAP and Transition Employment Assistance for Military Spouses (TEAMS) should be more consistent and OJT/Apprenticeship needs to be covered in both.

*Rationale:* The VA continues to expand their efforts to assist TSMs and their spouses. A collaborative effort between the DOL and the VA would assist in filling areas or gaps where there is potential for information to made available to the military spouse. Spouses often act as information gatherers and gatekeepers within the family unit. Collaboration between DOL VETS and VA, would allow for more informed decisions at crucial times.

**Service Delivery**

Recommendation 8. DOL VETS should accelerate the expansion of the Employment Navigator and Partnership Pilot (ENPP).

*Rationale:* The ENPP is a game changer for TSMs, for employers, and for the communities where both thrive. The pilot has potential for demonstrated success through metrics and outcomes. The ENPP should not only be expanded to employee service programs, but more importantly to community partners who can assist veterans with navigating their communities.

Recommendation 9. DOL should conduct a short-term retrospective study of American Job Center (AJC) implementation of Workforce Innovation & Opportunity Act (WIOA) services to veterans to determine the following: (1) Why veterans are not fully utilizing the WIOA assistance; and (2) Why veterans using WIOA are not achieving successful employment placements into high-demand occupations at sustainable wages. The study should include National Association of State Workforce Agencies (NASWA), State, and AJC input and participation.

*Rationale:* According to the Employment and Training Administration's (ETA) annual State Data Books for WIOA/Wagner Peyser, AJCs in nearly every state are indicating low outcomes when it comes to veterans and especially disabled veterans.

WIOA is a mechanism by which veterans can receive needed training and/or job search assistance to qualify for sustainable wages and careers. With many veterans and disabled veterans registering for employment assistance in AJCs and few being enrolled in WIOA, greater attention should be paid to achieving a more effective integration of services for veterans and especially disabled veterans in local AJCs.

Recommendation 10. DOL VETS should recommend to the Department of Veterans Affairs extend the Veterans Rapid Retraining and Assistance Program (VRRAP) beyond the December 11, 2022 deadline to allow more veterans and disabled veterans who do not have access to VA education benefits and are not receiving services through the American Job Centers to obtain training for high-demand occupations.

*Rationale:* VRRAP provides an opportunity for pre-9/11 veterans or those no longer eligible for traditional GI Bill Benefits to pursue education, training, and certifications necessary to get ahead.
in the job market. VRRAP was a part of the American Rescue Plan of 2021 and intended to help veterans offset the impact of unemployment due to the COVID-19 pandemic but will expire in December 2022. Under VRRAP, veterans receive training for high-demand occupations while also receiving a monthly housing allowance for each month in training for up to 12 months. However, a veteran is only allowed to enroll in one program during the 12-month period. For schools with short-term programs, access to multiple programs may be needed.

**PART IV**

Appendix

**ADVISORY COMMITTEE MEMBERSHIP:**

**Appointed members:**

- Jim Lorraine
  America’s Warrior Partnership
  Recognized Authority (Training)

- Gary Harter
  Utah Department of Veteran Affairs
  Recognized Authority (Employment)

- Pamela Johnson
  Goodwill Industries
  Recognized Authority (Rehabilitation)

- Keith Nattrass
  General Motors
  Recognized Authority (Business)

- Joe Wynn
  National Association of Black Veterans (NABVETS)
  Veteran Service Organization Representative

- Jeff Hall
  Disabled American Veterans (DAV)
  Veteran Service Organization Representative

- James Schmeling
  National Defense University Foundation
  Veteran Service Organization Representative

- Wendi Safstrom
  Society for Human Resource Management Representative (Mandated Organization)

- M. Eric Eversole
  U.S. Chamber of Commerce Representative (Mandated Organization)
Lori Adams  
National Association of State Workforce Agencies (NASWA) (Mandated Organization)

Stephen Parker  
National Governors Association (NGA) (Mandated Organization)

Michael McDermott  
Arcadia Group  
Business Roundtable Representative (Mandated Organization)

Anthony Lowe  
Veterans of Foreign Wars (VFW) (Veteran Service Organization)

Darrell L. Roberts (Chair)  
Sheet Metal, Air, Rail and Transportation Workers Union  
Labor Union or Organization Representative (Mandated Organization)

**Ex-officio, Nonvoting Members:**

- Secretary of Veterans Affairs
- Secretary of Defense
- Director, Office of Personnel Management
- Assistant Secretary of Labor (VETS)
- Assistant Secretary of Labor (ETA)
- Administrator, U.S. Small Business Administration