



**U.S. Department of Energy
National Nuclear Security Administration**

**FY 2016
Disabled Veterans
Affirmative Action
Program (DVAAP)
Accomplishment Report**

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Report/Plan Certification

This certification indicates that the NNSA Disabled Veterans Affirmative Action Program (DVAAP) is being implemented as required by 5 CFR 720 and appropriate guidance issued by the U.S. Office of Personnel Management. Additionally, this agency has a current plan as required by the regulation.

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C. Plan Last Amended: September 28, 2016

D. Date Effective: October 1, 2016

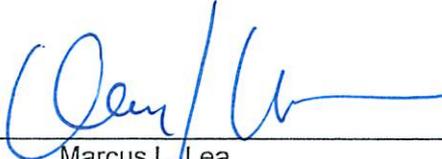
CERTIFYING OFFICIAL SIGNATURE:



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DATE: 10/25/16

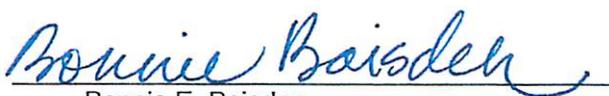
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DATE: 9/30/2016

Agency DVAAP Report Executive Summary

This report identifies and explains the FY 2016 DVAAP-relevant accomplishments for the U.S. Department of Energy (DOE), National Nuclear Security Administration (NNSA). This report employs the standardized format and content prescribed by the US Office of Personnel Management (OPM).

In 2014, DOE implemented (for all DOE elements, including the NNSA) the “*Department of Energy 2014-2016 Operational Plan and Desktop Reference for the Veterans Employment Initiative*.” The DOE worked with OPM to establish goals related to the hiring and development of veterans and disabled veterans.

NNSA Veteran and Disabled Veteran New Hires During FY 2016

Progress is measured and based on the following prescribed hiring goals, as defined within the Memorandum by Robert Gibbs (US DOE Chief Human Capital Officer), dated March 7, 2016, Subject: *Veteran Employment at the Department of Energy*.

FY 2016 Veteran Employment Goals:

Veterans = 27 percent of all new hires

Veterans with Disabilities = 13 percent of all new hires

In FY 2016, the NNSA hired 194 new employees; of these 194 new hires, 74 (38.15%) were Veterans. Of the 74 newly-hired Veterans, 25 (12.88% of the 194 new-hires) were Veterans with Disabilities, and of the 25 Veterans with Disabilities, 18 (9.27% of the 194 new-hires) were 30% or More Disabled Veterans.

As evidence above, the NNSA exceeded the 27% minimum Veterans’ new-hiring goal by 11.15%. The NNSA fell slightly short (0.12%) of meeting the prescribed Disabled Veterans hiring goal of 13%, however, this shortage is deemed negligible (as it was less than one fourth of one percent short at 12.88%).

NNSA Employee Veterans On Board

The total number of NNSA employees was 2,388 at the end of FY 2016. Of these, 794 Veterans comprised 33.25% of the 2,388 NNSA employees. Disabled Veterans comprised 10.67% of the NNSA workforce, and Disabled Veterans who are 30% or More Disabled comprised 6.57% of the NNSA’s workforce.

NNSA Organizational Structure



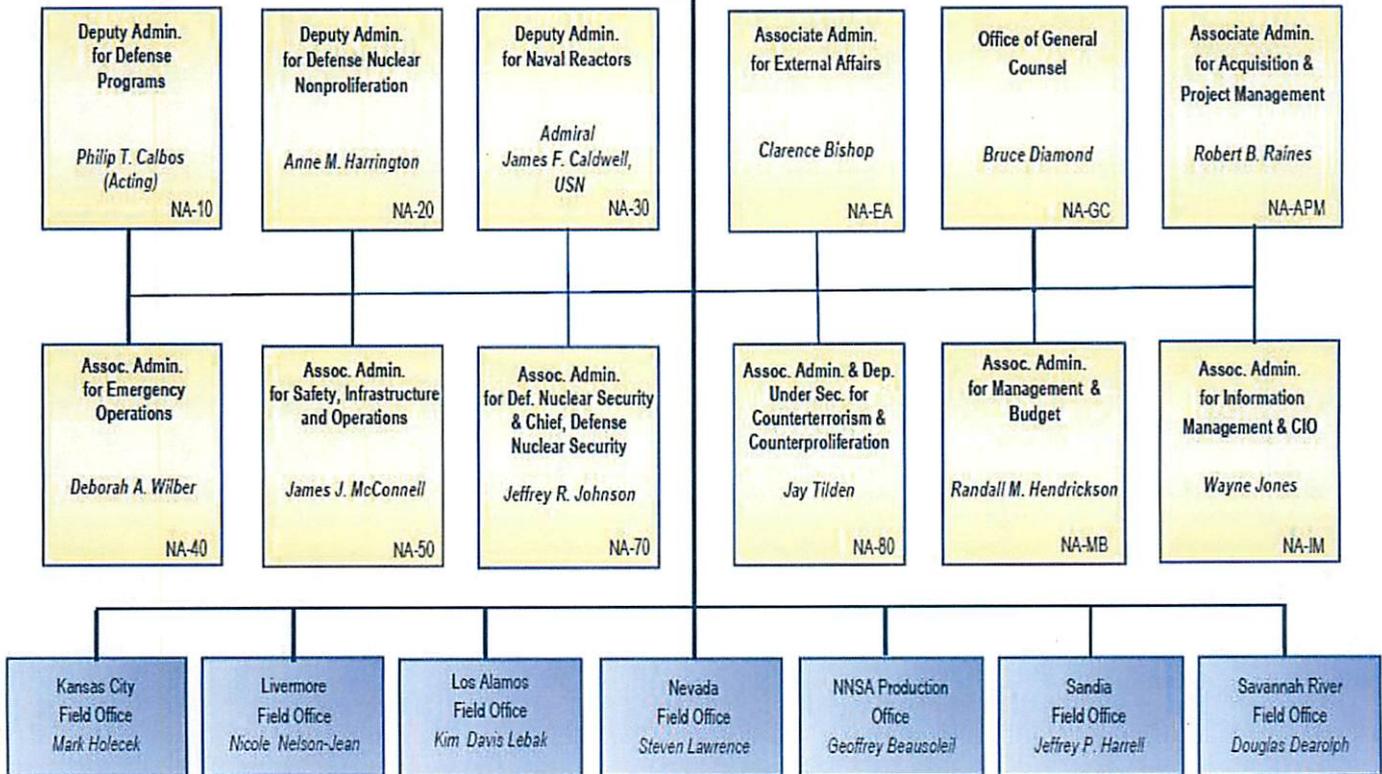
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NNSA Agency Mission Overview

The NNSA Administrator's credo of "Mission First, People Always" speaks to the enduring and essential nature of the mission of the National Nuclear Security Administration, and to the fostering of a highly capable and diverse workforce collectively committed to national security.

The NNSA's core mission pillars are to maintain a safe, secure, and effective nuclear deterrent; to prevent, counter, and respond to the threats of nuclear proliferation and terrorism worldwide; and to provide naval nuclear propulsion. To accomplish this mission, the NNSA maintains crosscutting capabilities which enable each mission pillar, including advancing world-class science, technology, and engineering (ST&E); supporting our people and modernizing our infrastructure; and developing a management culture that operates a safe and secure enterprise in an efficient manner.

DOE DVAAP Program Points of Contact (POCs):

DOE HQs Level POC:

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FY 2016 Accomplishment Report

AREA: Recruit and Employ

Progress is measured and based on the following prescribed hiring goals, as defined within the Memorandum from Robert Gibbs (US DOE Chief Human Capital Officer), Subject: *Veteran Employment at the Department of Energy*, dated March 7, 2016:

FY 2016 Veteran Employment Goals:

Veterans = 27 percent of all new hires
Veterans with Disabilities = 13 percent of all new hires

In FY 2016, the NNSA hired 194 new employees, and of these 194 new hires, 74 (38.15%) were Veterans. Of the 74 newly-hired Veterans, 25 (12.88% of the 194 new-hires) were Veterans with Disabilities, and of the 25 Veterans with Disabilities, 18 (9.27% of the 194 new-hires) were 30% or More Disabled Veterans.

As evidence above, the NNSA exceeded the 27% minimum Veterans' new-hiring goals by 11.15%. The NNSA fell slightly short (0.12%) of meeting the prescribed Disabled Veterans hiring goal of 13%, however, this shortage is deemed negligible (as it was less than one fourth of one percent short at 12.88%).

As stated above, during FY 2016, the NNSA hired a total of 194 employees from outside the NNSA. Of these new hires, the 25 veterans on-boarded were hired under the Veterans Recruitment Appointment (VRA) hiring authority, of which 17 were Nuclear Material Courier positions (with the NNSA's Office of Secure Transportation). One was hired under the 30% or More Disabled Veteran appointing authority, and 5 were hired under the Veterans' Employment Opportunity Act (VEOA) appointing authority.

The NNSA continued to utilize the Veterans Recruitment Appointment (VRA) authority to recruit for Nuclear Material Courier positions during FY 2016, and this resulted in receipt of over 2,400 applications (which subsequently resulted in 17 VRA appointments to the aforementioned Nuclear Material Courier positions).

During FY 2016, NNSA vacancy announcements (advertised through USAJobs) continued to include an explicit statement, informing applicants that vacancies are open to Disabled Veterans. The vacancy announcements also contained links to informative webpages, which assist towards further explaining and clarifying these appointment types and eligibility requirements.

During FY 2016, the NNSA's Office of Civil Rights partnered with the Department of Energy's National Training Center-led new "Vet Success Program Working Group," for the purpose of developing a program which would ensure that newly-hired Veterans (which includes disabled veterans) are provided with a better understanding of how the Agency (and all subcomponents, including the NNSA) can better support the specific and particular needs of its Veteran employees; it is anticipated this program will be fully implemented and executed during FY 2017.

AREA: Promote and Develop

In FY 2016, 17 NNSA employees (veterans) on VRA appointments completed two years of service, and they were converted to career and career-conditional appointments in the competitive service. In addition, there were 2 conversions of 30% Disabled Veterans.

During FY 2016, the NNSA Office of Learning and Career Management (OLCM), at the direction of NNSA senior leadership, fully funded all NNSA organizational training needs as identified/requested in the NNSA Annual Training Assessment. In addition, the numerous Career Development Programs offered (which the NNSA OLCM corporately funds, at no direct expense or cost to respective NNSA Programs) are open to all NNSA employees, which includes employees whom are veterans and disabled veterans. To ensure that disabled veterans are included in all training opportunities and events,

100% of all NNSA training activities provide Reasonable Accommodation for all participants, in order to accommodate all forms of disabilities.

In FY 2016, NNSA continued its internal Rotational Program (of which eligibility to participate is 100% accessible by disabled veteran employees), which is aimed at developing leadership and cross-functional skills and capabilities.

In addition, during FY 2016, the NNSA implemented the following development-centric initiatives for all employees, including disabled veterans.

NNSA New IQ (Inclusion Quotient) Initiative:

The NNSA's Office of Employee Empowerment (OEE) deployed a Federal-wide initiative, titled the "New IQ Approach," which was instituted throughout the NNSA during FY 2016 (as well as throughout the Department of Energy (DOE) and the aggregate Federal Government). The New IQ-based inclusive intelligence is deemed a critical competency for the 21st century leader, therefore, the NNSA provided managers, supervisors, and employees (including disabled veteran employees) with training and guidance on the New IQ Approach, which is an integral piece of the OEE's corporate strategy for delivering optimal employee engagement enterprise-wide. This initiative addresses the importance of inclusive diversity for all employees. NNSA secured two certified New IQ training instructors, and scheduled 40 training classes (scheduled between June to December of 2016). OEE staff collaborated with the NNSA Office of Learning and Career Management staff to implement this key NNSA initiative. Participant feedback indicated a very high level of satisfaction and value, as 96% of New IQ training-evaluations (completed by participants) were laudatory and positive. To date, there have been 23 of the scheduled New IQ training sessions conducted within the NNSA, resulting in 339 employees having been trained at 11 NNSA sites/locales. In addition, OEE staff created and launched a New IQ post-training follow-up strategy. OEE staff distributed New IQ Training post-training follow-up communications to training participants; these e-mails reinforce key learning points discussed during the New IQ training, and provided participants with tools, resources, webinars, best practices, examples of small acts of inclusion, and ideas to help them get started in creating new habits of inclusion to create an inclusive work environment throughout the NNSA enterprise.

NNSA Initial and Ongoing Training

During FY 2016, the NNSA provided training for managers, supervisors, and line-level employees, which included the *NNSA 1st-Year New Hire Orientation/Training*; the *NNSA Supervisory Role Training Course*; and the *NNSA Supervisor Refresher Training Course*, to continue its efforts to foster a fair and equitable work environment where diversity, employee engagement, and employee empowerment thrive (and, which is consistent and compliant with *Executive Order 13583: Establishing a Coordinated Government-wide Initiative to Promote Diversity and Inclusion in the Federal Workforce*; the *Secretary of Energy's EEO and Diversity Policy Statement*, and DOE requirements for training). These training initiatives

included training modules on Inclusive Diversity, Reasonable Accommodation, Veterans and Disability related hiring authorities, Equal Employment Opportunity, the NNSA Employee Concerns Program, and the NNSA Contractor Employee Protection Program. Additionally, during FY 2016, the NNSA Office of Civil Rights offered and provided annual, in-person interactive Equal Employment Opportunity (EEO) customized training to NNSA Supervisors and Managers.

NNSA Leadership Development Programs

The NNSA continued, during FY 2016, to implement a corporate approach to leadership development (and its respective selection-process) for the various training programs offered. The NNSA provided a central training and travel fund for participants (including disabled veterans) selected for participation in an NNSA approved/sponsored Leadership Development Program. During FY 2016, the NNSA funded 17 Leadership Development Programs. The selection-process provided equitable opportunity for all NNSA employees to apply for participation within the various Leadership Development Programs. It was quite evident, during FY 2016, that NNSA management had actively encouraged their staff to pursue these developmental opportunities, based on the increased number of employees selected for premier development programs, which included: *Understanding the Interagency: A Primer for National Security Professionals*, sponsored by the US Department of State; the *Senior Leader Seminar: Senior Leader Development Course*, sponsored by the US Army; and the *Senior Executive Fellows Program* at the Harvard Kennedy School. In addition, the NNSA Mid-Level Leadership Development Program (MLDP) is a tool the NNSA developed and used to build a pool of diverse and qualified personnel (i.e., women, minorities, disabled employees, and disabled veteran employees) for the purpose of preparing and enabling them to assume leadership roles within the organization.

NNSA Mentoring Program

NNSA recognizes there must exist a variety of developmental opportunities for employees (including disabled veterans), to ensure a diverse and capable workforce. The design of the NNSA's Mentoring Program is "Mentee-driven," meaning, the developmental needs and objectives are based on the Mentee. In addition, the NNSA Mentoring Program provided all employees with access to management and senior leaders not typically offered in traditional hierarchies. The NNSA Mentoring Program is also complemented by using a web-based program, which allows for mentoring relationships to occur at all NNSA locations, regardless of Mentors' and Mentees' physical location throughout the world.

AREA: Agency Oversight

During FY 2016, representatives from the NNSA's Office of Human Capital Management continued to participate in the Department of Energy's bi-monthly conference calls on Veteran and Disability related hiring, and the NNSA continued to partner with the DOE on the National Disability Employment Awareness Program.

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Promotion/selection processes were continuously reviewed by the Office of Human Capital Management, to ensure equal treatment of applicants/candidates regardless of race, sex, national origin, or disability. Quarterly reports of individual recruitment case file selection(s) were conducted, in addition to external auditing, which is conducted annually (Delegated Examining); Human Capital Management Accountability (HCM) audits are conducted approximately every four years. Although these audits are focused primarily on regulatory compliance issues, many of those compliance issues are focused on verifying fair and open competition and selection based on merit. In response to audit reports, the NNSA establishes corrective actions, which often includes development or improvement of standard operating procedures and checklists, and additional training for staff to ensure equal treatment for all applicants.

In addition to the formal audit and reporting process, the NNSA Office of Human Capital Management's Operations Division conducted internal random casefile reviews throughout the year, to ensure the recruitment and selection processes supported fair and open competition.

During FY 2016, the NNSA Office of Civil Rights developed the NNSA Workforce Diversity reports, and analyzed data for internal and external reports reflecting the diversity of the NNSA workforce and fairness in employment related actions. The NNSA Workforce Diversity reports provided a snapshot of the NNSA's posture, as it relates to Veteran status pay-plan breakdown, retirement eligibility, gender, age, years of federal service, education, disability and diversity. This information is made available to all NNSA employees every 180 days (as well as to the public), and the Office of Civil Rights also provided training to supervisors/managers, to ensure they understood the data, and more importantly, understood how to employ the data to ensure continued workforce diversity and inclusion.

The NNSA Office of Civil Rights also continued to promote and facilitate use of the EEO Observer Program. The EEO Observer Program provided the means for having a designated (and appointed) person attend particular interview/selection-panel proceedings (i.e., for new competitive hires, competitive promotions, or competitive selections for attendance at Leadership Development Programs) as requested by Selecting Officials and Selection Board Executives. During FY 2016, the Office of Civil Rights provided 13 EEO Observer appointments, and this number is expected to significantly increase during FY 2017.

AREA: Program Execution

New Hires:

- During FY 2016, NNSA hired 74 veterans of which 18 (24%) had a 30% or greater disability.
- During FY 2015, NNSA hired 68 veterans of which 10 (6%) had a 30% or greater disability.
- During FY 2014, NNSA hired 44 veterans of which 6 (7.2%) had a 30% or greater disability.
- During FY 2013, NNSA hired 55 veterans of which 13 (24%) had a 30% or greater disability.
- During FY 2012, NNSA hired 42 veterans of which 9 (21%) had a 30% or greater disability.

Promotions:

- During FY 2016, of the 157 veterans with 30% or more disability, 3 were promoted.
- During FY 2015, of the 142 veterans with 30% or more disability, 8 were promoted.
- During FY 2014, of the 142 veterans with 30% or more disability, 8 were promoted.
- During FY 2013, of the 136 veterans with 30% or more disability, 4 were promoted.
- During FY 2012, of the total 125 veterans with 30% or more disability, 8 were promoted.

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The following depicts 5-year trending of veteran employee statistical data (September 2012 through September 2016). As evidenced, the trending indicates a continual steady increase of the numbers/percentages of Disabled Veterans and 30% or More Disabled Veterans employed within the NNSA.

Veterans Statistical Data as of September 2016					
	# Employees	# Veterans	# Disabled Veterans	# 30% Disabled Veterans	% of 30% Disabled Veterans to Total Population
NNSA	2,388	794	255	157	6.57 %

Veterans Statistical Data as of September 2015					
	# Employees	# Veterans	# Disabled Veterans	# 30% Disabled Veterans	% of 30% Disabled Veterans to Total Population
NNSA	2,381	772	234	142	6.0 %

Veterans Statistical Data as of September 2014					
	# Employees	# Veterans	# Disabled Veterans	# 30% Disabled Veterans	% of 30% Disabled Veterans to Total Population
NNSA	2,502	772	237	136	5.4 %

Veterans Statistical Data as of September 2013					
	# Employees	# Veterans	# Disabled Veterans	# 30% Disabled Veterans	% of 30% Disabled Veterans to Total Population
NNSA	2,659	774	219	125	4.7 %

Veterans Statistical Data as of September 2012					
	# Employees	# Veterans	# Disabled Veterans	# 30% Disabled Veterans	% of 30% Disabled Veterans to Total Population
NNSA	2,741	790	217	123	4.5 %

Challenges

NNSA continued to experience budget constraints, along with challenges posed involving the re-shaping of the NNSA workforce, while ensuring the hiring of the right people at the right skill level; the challenge is in balancing the required skills between developmental and full performance in order to ensure agency mission accomplishment. To counter these challenges and barriers, NNSA managers have been encouraged to hire/fill positions at lower levels in order to provide developmental opportunities and support retention for all employees, including veterans, and disabled veterans.

Due to an anomalous decrease in the amount of qualified applicants for the Nuclear Material Courier positions during FY 2016, the NNSA Office of Human Capital Management partnered with the NNSA Office of Secure Transportation to evaluate the hiring and selection process, in order to increase the number of qualified candidates for Nuclear Materials Courier positions; these efforts included the following:

- Revision to the Specialized Experience Statement, to reflect experience and/or extensive training that is more inclusive than the previous specialized experience requirement, which focused on applicants' actual combat experience. This change was deemed necessary due to the dwindling number of veteran applicants with actual combat experience, recognition that past recruitment of applicants with other types of law enforcement/security work have produced highly successful agents, and the high number of initially-qualified applicants who did not subsequently meet the mandatory Human Reliability Program (HRP) requirements.
- Consideration and identification of additional recruitment sources/options in order to more widely spread the "recruitment net." This included development of a plan for increased presence at more military job fairs, and increased extensive use of the various recruitment sources available.

The NNSA will continue, during FY 2017, to perform the following:

- 1) Ensure the NNSA continues to lead by example in the promotion of the employment and retention of veterans and disabled veterans. This shall be evidenced by meeting and/or exceeding the minimum established Veteran and Disabled Veteran Employment Goals identified for FY 2017.
- 2) Continue to provide retention incentives and professional development opportunities for NNSA veteran and disabled veteran employees, which will continue to include mentoring efforts; training and development courses, with Reasonable Accommodation provided during all events and activities; increased employee engagement; and continued implementation of the New IQ initiative.
- 3) Continue to provide guidance and tools necessary to help identify and promote employment opportunities for veterans and disabled veterans. Hiring outcomes will be assessed and tracked to determine progress.
- 4) Continued use of veteran special hiring authorities and Schedule A as part of the FY 2017 Recruiting Strategy.