Soldier's Manual:
Obtaining and Successfully Participating in an Internship

Notes: The term Warrior Transition Unit (WTU) is used throughout this manual and includes Brigade, Battalion, Separate Company and Community Care Unit (CCU) elements. The term Transition Coordinator (TC) is used throughout this manual and includes personnel serving as a TC in the Separate Company WTUs and CCUs.

Purpose. The Warrior Care and Transition Program (WCTP) is a standardized program. This manual provides requirements for WTU Soldiers participating in the internship program. The manual includes:

- Objective
- Program Overview
- Keys to Success
- Procedures
- Responsibilities
- Operation Warfighter (OWF) Documents Required
- Point of Contact
- Appendix A: Definitions
- Appendix B: References
- Appendix C: Federal Internship Interview Tips
- Appendix D: Tips for Federal Internship Success
- Appendix E: Self-Advocacy Tips for Federal Internship Success
- Appendix F: WTU Occupational Therapist (OT) Work Site Assessment
- Appendix G: Soldier's Checklist
- Appendix H: Frequently Asked Questions (FAQs)

Be Proactive!

Be proactive when searching for an internship, and ensure it aligns with your CTP track and career goal(s).

Objective. You will use the requirements set forth in this manual to obtain and successfully participate in an internship. Internship programs develop and/or reinforce skill sets you need to prepare for civilian employment. Soldiers remaining in the Army as well as those transitioning out of the Army can benefit from internship activities.

The Soldier's objectives are to:

1. Identify an internship with a Federal Agency which supports their Comprehensive Transition Plan (CTP) track and career goal(s).
2. Perform duties and requirements prescribed in the internship duty description.
3. Maintain balance with remaining CTP goals and WTU medical and military responsibilities.

The Commander's objectives are to:

1. Align the internship program with WCTP Policies and Guidance (Appendix B).
2. Properly resource the internship program.
3. Provide internship opportunities that support civilian workforce reintegration or transition to another Military Occupational Specialty (MOS) and the WCTP's Career and Education Readiness (CER) program.

Program Overview. The internship program's overarching principle is to align opportunities with your CTP track and career goal(s). An internship supports you in both the **rehabilitation and reintegration** process of the CTP. Internships help your interdisciplinary team (IDT) identify opportunities to augment your transition and provide a meaningful workday.

Start Your Internship Early

It is best to initiate your internship early rather than later due to unknown turnaround time. An internship start date can take from 30 days to 6 months as there are several variables that come in to play. Don't wait until you have minimal medical appointments to start an internship! You can start out slowly - 4-6 hours a week - and gradually build up to 3-4 days a week as your medical appointments allow. As always, your Command and Medical team must first approve the internship based upon your profile, medical treatment and military commitments.

The two approved internship programs are:

1. Department of Defense (DoD) OWF Non-Paid Federal Internship Program
2. Veterans Affairs (VA) Coming Home to Work (CHTW) Non-Paid Work Experience (NPWE) Federal Internship Program

The DoD OWF Internship Program is a Federal internship program exclusively for recovering service members (RSMs). OWF internships take place in supportive work environments that positively impact your recovery by giving you a chance to gain real-world, on-the-job employment experience throughout the Federal government. This experience will allow you to explore your career interests, build your résumé and receive additional training, experience and networking positively impacting your rehabilitation and reintegration. Once separated from the Army, the OWF internship is terminated.

The VA CHTW initiative is a part of the Vocational Rehabilitation and Employment (VR&E) program's early intervention and outreach efforts. Through this initiative, the VR&E NPWE Program is made available to VR&E eligible service members pending medical separation from the military. To be considered VR&E eligible, you must be in the Integrated Disability Evaluation System (IDES) or certified by the Army as having a severe injury or illness preventing you from performing your MOS, expect to receive an honorable discharge and obtain a rating of 20% or more from the VA. NPWE participants work with a Vocational Rehabilitation Counselor (VRC) to obtain work experience in the Federal government, which provides you with the opportunity to obtain training and practical job

experience. The NPWE can continue and expand to state and local government once you are separated from the Army. You may also earn the NPWE stipend once separated from the Army.

NPWE Stipend

In accordance with Title 38 of the Code of Federal Regulations (CFR), section 21.266(c), a Veteran participating in a NPWE must receive a subsistence allowance at the institutional rate and may be authorized for a period of 2-6 months by the VR&E case manager. Work with your VA VR&E Counselor to understand your institutional rate.

Once you are determined CER eligible (Appendix A) by the Medical Management (M2) and the WTU Commander, you may consider internship opportunities as one option to further your CTP track and career goal(s).

Outcomes of internship participation include:

- Meaningful activity that assists in wellness
- Exploring employment interests
- Developing job skills
- Reintegrating with the civilian work force
- Gaining valuable federal government work experience
- Improving your understanding of how military skills transfer into civilian employment
- Building your résumé

Keys to Success. You must be active, aggressive and accountable in meeting goals outlined in your individual CTP. Internships are part of a wellness program and do not guarantee employment with a Federal Agency, but provide valuable work reintegration experience. The primary purpose is to positively impact transition and rehabilitation, with a secondary purpose to expose you to civilian employment practices. Internships located greater than 50 miles from your place of residence are not authorized, unless an exception to the policy has been granted by the Commanding General, Warrior Transition Command (WTC). Internships are voluntary and may be terminated by your Command for any cause at any time. You may not terminate an internship without first discussing it with your interdisciplinary team (IDT).

Review and Refine Your CTP Track

Refine your CTP track if a definitive medical decision is made that differs from the original plan.

Procedures. By following specific procedures for obtaining an internship and furthering your transition goals, you will ensure a successful experience. A useful checklist summarizing the steps is located in Appendix G.

Before your internship:

1. Meet with your Company Occupational Therapist-Registered (OTR) and Career Counselor to select your CTP track within 30 days of arrival to the WTU.
2. Establish a career goal with your Company OTR that is Specific, Measureable, Actionable, Realistic and Time-bound (SMART) within 30 days of arrival to the WTU.
    a. Develop internship-specific goal(s).
    b. During your Scrimmage or Focused Transition Review (FTR) meetings, refine your career goal(s) as they are achieved or as circumstances change.
3. Complete a career assessment before your 90-day Scrimmage to determine how your skills and interests relate to the job market. Coordinate with your TC to:
    a. Schedule a career assessment with the VA VR&E Counselor OR
    b. Schedule a career assessment at the Education Center.
4. Coordinate with your TC to complete a résumé.
5. Submit a copy of your résumé to the TC and your Squad Leader (SL).
6. Once determined CER eligible by the Medical Management (M2) and WTU Commander, work with the VR&E VRC to obtain a CHTW NPWE or initiate the *OWF Approval for Participation Form* with the TC.
    a. Complete the Recovering Service Member section.
    b. Read and understand the terms and conditions.
    c. Sign and date the form.
    d. Obtain signatures from your Nurse Case Manager (NCM), OTR, SL (Platoon Sergeant in CCUs), TC and Commander.
    e. Return the form to the TC with a copy of your résumé.
    f. If you are collecting Social Security Disability Insurance (SSDI), submit a copy of the *OWF Approval for Participation Form* and the *OWF Placement Form* to your Social Security Administration (SSA) Case Manager.

Internship Myth

Soldiers may believe that if they are applying for or collecting SSDI, they cannot participate in an internship because they will stop receiving benefits. FALSE! If you are in an approved OWF internship and the appropriate paperwork is submitted to your Social Security Administration (SSA) Case Manager, your SSDI benefits are protected.

7. Meet with the TC to discuss your CHTW NPWE internship opportunity or review the *OWF Intern Request Forms* and identify an internship aligned with your CTP track and career goal(s).
8. Research and select a preferred Federal Agency and/or attend an internship fair.
9. Respond to phone calls/emails from Federal Agencies requesting an interview.
10. Coordinate and attend the interview with the Federal Agency. Review *Federal Internship Interview Tips* (Appendix C).
11. Once an internship has been identified and you and the Federal Agency worksite supervisor agree on the position and duties, inform the TC of the CHTW NPWE internship location and work site supervisor contact information or complete the *OWF Placement Form*.
    a. Complete the Service Member Information section.
    b. The Federal Agency worksite supervisor completes the Organization Information section.
    c. Work with your SL to create a weekly schedule, start date and projected end date.
    d. Read and understand the terms and conditions.
    e. Sign and date the form.
    f. Maintain a copy of the form and ensure the TC and SL receive a copy.
12. Coordinate with the TC to initiate security clearance process, as required.
13. Coordinate with the TC and SL for transportation needs to and from the internship site.

During your internship:

1. Work closely with your SL to develop a weekly clinical and non-clinical calendar to de-conflict medical appointments and internship hours.
    a. Maintain medical appointments.
    b. Adhere to military obligations and responsibilities.
2. Review *Tips for Federal Internship Success* (Appendix D).
3. Report to the work site during designated hours.
4. Dress in accordance with work site standards.
5. Observe all work site rules, including those relating to conduct, safety, honesty, integrity, confidentiality of records and upholding Army Values.
6. Within two weeks of the OWF internship start date, complete the *OWF Intern Development Plan* (IDP) with your work site supervisor.
    a. Document specific tasks associated with the internship and your internship goals.
    b. Record tasks, projects, training, certifications, etc. to be accomplished during the course of the internship.
    c. Identify development areas that will help achieve your internship goals.
    d. Individually review the IDP each week to ensure your continued progress.
    e. Discuss any barriers with your work site supervisor, TC, NCM, OTR and SL to identify methods to overcome them. DO NOT terminate your internship without Command approval.
    f. Conduct a progress review with your work site supervisor at 120 days from the internship start date.

Place of Duty

Treat the internship as a real job – if you do not have a medical appointment then your internship is your place of duty.

7. Communicate any absence/leave with your work site supervisor and SL.
8. Request OTR conduct a functional analysis if you identify a need for a reasonable accommodation at the work site. Review *Self-Advocacy Tips for Federal Internship Success* (Appendix E).
9. Develop, discuss and revise SMART career goal(s) related to your internship at your Scrimmage and Focused Transition Review (FTR).
10. Perform duties within the limits of your physical profile and the parameters of the position description.

After your internship:

1. Inform your work site supervisor of internship termination two weeks prior to end date.
2. Return any badges or equipment received in order to perform internship duties.
3. Complete OWF internship exit interview provided by the Operation Warfighter Regional Coordinator (OWF RC).
4. Receive *OWF Record of Achievement* from your work site supervisor.

Responsibilities. The Commander will define clear roles and responsibilities of Cadre members involved in the operation of the internship program. At a minimum, the internship program team is comprised of a TC, OWF RC, VA CHTW Coordinator, OTR, NCM, SL and Soldier.

1. *WTU Commander:* Holds overall responsibility for the internship program. Communicates to Cadre the importance of the internship program and the participation rate of eligible Soldiers. The WTU Commander will:
    a. Establish an internship program and communicate objectives to Soldiers and Cadre (TC, NCM, SL, OTR, etc.).
    b. Direct roles and responsibilities of Cadre members involved in the internship program.
    c. Ensure Cadre monitor your internship participation.
    d. Ensure you meet participation requirements.
    e. Establish and develop the professional relationship between the TC and the OWF RC/CHTW Coordinator.
    f. Ensure an internship fair is conducted twice a year, at a minimum.
    g. Ensure Cadre conduct an assessment of available internship opportunities within 50 miles of the WTU footprint. For CCUs, within 50 miles of the Soldier's residence.
    h. Designate a Composite Risk Management (CRM) qualified individual to conduct a job hazard analysis at each internship work site and mitigate the specific hazard(s) identified.
    i. Ensure the OTR conducts a functional analysis of each work site.
    j. Validate participation rate by incorporating the CER report into the weekly Commander's update.
    k. Provide monthly participation data to the Regional Medical Command (RMC).
    l. Highlight internship program success (i.e. run articles in the installation newspaper, host Soldier and Veteran alumni to speak at formations, etc.).

2. *Transition Coordinator (TC):* Coordinates and manages the CER activities for you and works with the OTR to ensure activities are aligned with your CTP track and career goal(s). The TC will:

a. Set expectations with Cadre and Soldiers regarding the purpose of internships.
   - Internships are part of a wellness program and do not guarantee employment with the Federal Agency once complete, but provide valuable work integration experience.
   - Internships should not be considered Borrowed Military Manpower (BMM) or a Remain in the Army Work Assignment (RIAWA).
   - Soldiers who receive SSDI are authorized to participate in internships, but must file an *OWF Approval for Participation Form* and an *OWF Placement Form* with their SSA Case Manager. Failure to comply with this procedure will initiate a Trial Work Period (TWP) as defined by the SSA and may jeopardize the consideration for, receipt of or recoupment of SSDI in the near term or longer term.

b. Provide the Commander with weekly and monthly reports on Soldier CER participation status, including internship participation rate.

c. Work directly with you to make sure you understand career goals, identify internship interests and initiate and complete required paperwork.

d. Collaborate with the OTR to understand your CER eligibility, work site limitations, work development/progress and needs for reasonable accommodation or adaptive equipment.

e. Communicate work site concerns, address and resolve performance issues and share monthly evaluations with the SL.

f. Work directly with the OWF RC/CHTW Coordinator to identify internships, process paperwork, refer Soldiers for participation, track placement and coordinate internship fairs twice a year, at a minimum.

g. Coordinates internship hand-off with new unit TC and OWF RC or VR&E VRC when/if you transfer.

3. *Occupational Therapist-Registered (OTR):* Works as a member of the CER team to assist in the vocational planning through goal-setting. The OTR will also assess your physical and psycho-social limitations and work with you on life skills (time management, organization, interview preparation, communication skills, etc.) before and during the internship. The OTR will:
   a. Collaborate with the NCM and PCM on M2 CER eligibility.
   b. Meet with you to define/refine career goals, determine eligibility and refer to the TC.

Internship Site Visits

If you have a particular interest in a federal agency not represented at an internship fair, coordinate a site visit with your TC to better understand the opportunities available to you.

c. Collaborate with the TC to communicate CER eligibility, work site limitations, work development/progress and any change in your status.
d. Work closely with the SL to track placement and any changes in your status.
e. Conduct work site assessment using the *WTU OT Work Site Assessment Form* (Appendix F) before internship begins and recommend reasonable accommodations, as needed.
f. Serve as the Computer/Electronic Accommodations Program (CAP) representative and provide assistance with adaptive equipment.
i. Coordinate internship hand-off with new unit OTR when/if you transfer.

Adaptive Equipment

The Department of Defense (DoD) Computer/Electronic Accommodations Program (CAP) can provide adaptive equipment while you are still on Active Duty. See your Company OTR for details.

4. *Nurse Case Manager (NCM):* Communicates to the CER team any changes in your medical status and update your physical profile. The NCM will:
   a. Coordinate the M2 evaluation of CER eligibility with all members of M2 and document results.
   b. Ensure you are informed of your medical appointments and anticipated final medical disposition.
   c. Ensure all Cadre understand your medical condition for internship planning purposes.
   d. Notify the TC, SL and OTR regarding any clinical issues that affect CER readiness and execution.
   e. Validate and document M2 CER eligibility.

5. *Squad Leader (SL):* The SL will coach, teach, mentor and counsel you on your roles and responsibilities while participating in an internship. The SL will talk with you once a day to ensure you are at your place of duty. The SL is responsible for coordinating with the Commander to determine and document when you are determined CER eligible from a Command perspective. The SL will:
   a. Validate and document Command CER eligibility.
   b. Ensure you have met with the OTR and TC.
   c. Collaborate with the NCM to assist you in developing a weekly clinical and non-clinical calendar to de-conflict appointments and internship hours.
   d. Ensure you are at your place of duty, daily.
   e. Call your work site supervisor once a week and visit your work site once a month.
   f. Obtain your internship monthly evaluations from the TC and use when counseling you and considering you for an award.
   g. Ensure you complete the internship exit interview using the link provided by the OWF RC.
   h. Coordinate internship hand-off with the new unit SL or Platoon Sergeant when/if you transfer.

i. Maintain work site paperwork in your Soldier file. This includes *OWF Approval for Participation Form, OWF Placement Form*, résumé, etc.

Embrace the Internship

Embrace the internship as an opportunity to maintain your job skills, learn a new skill and integrate with the civilian workforce while in a supportive environment.

6. *Soldier:* Establishing Specific, Measurable, Actionable, Realistic and Time-bound (SMART) career goals and maintaining motivation will lead to a productive internship. You will be active, aggressive and accountable in meeting goals outlined in your individual CTP. Your medical care is always the first priority and will be taken into consideration when developing a work schedule. While participating in an internship, your place of duty is at the internship work site unless you are at a medical appointment. You will:
   a. Select a CTP track (Transition from the Army or Remain in the Army).
   b. Establish SMART career goal(s).
   c. Complete a résumé.
   d. Meet with OTR to define/refine career goal, determine eligibility and communicate any reasonable accommodation requirements.
   e. Meet with TC to discuss career goals, identify internship interests and initiate and complete required paperwork.
   f. Attend an internship fair and/or research and select a preferred agency.
   g. Meet with the SL to develop a weekly clinical and non-clinical calendar to de-conflict medical appointments and internship hours.
   h. Maintain medical appointments and internship work schedule.
   i. Communicate change in status to the SL, TC, OTR, NCM and work site supervisor.
   j. Report to the work site during designated hours, dress in accordance with work site standards and perform work within the scope of your profile and the parameters of the position description.

7. *Department of Defense (DoD) OWF Regional Coordinator (OWF RC):* Not a member of WTU staff, but a part of the process working directly with the TC and the Federal Agency. The OWF RC is responsible for matching your capabilities with internship opportunities. OWF RC will support CCUs and Separate Companies by targeting internships with Federal Agencies in remote areas. As part of their job description, the OWF RC will:
   a. Develop professional relationship with Federal Agency POCs and provide on-boarding brief.
   b. Coordinate internship fairs at WTUs.
   c. Distribute *OWF Intern Request Form* from Federal Agency to promote internship opportunities.
   d. Document and track Soldier placement and provide status to the TC.
   e. Share *OWF Placement Form*, monthly evaluation and exit interview results with the TC.

f. Communicate any work site positive/negative concerns, unexplained absences or change in your status with the TC.
g. Coordinates internship hand-off with gaining region OWF RC when/if you transfer.

8. *Veterans Affairs (VA) Coming Home to Work (CHTW) Non-Paid Work Experience (NPWE) Coordinator:* Not a member of WTU staff, but a part of the process working directly with the TC and the Federal Agency. As part of their job description, CHTW Coordinators determine VA VR&E eligibility and entitlement and work with you to decide which employment track is most suitable. The goal is to assist you in obtaining and maintaining suitable employment that will not aggravate your disabilities. The CHTW Coordinator will assist with internship placement as part of the VR&E program.

OWF Documents Required. The following documents will be completed throughout the course of an Operation Warfighter internship.

1. *OWF Approval for Participation Form:* This form is initiated with the TC once you are CER eligible and an internship is identified as the best option to support your CTP track and career goal(s). The form requires your information and signature affirming your understanding of the internship opportunity. You will also be required to collect signatures from your NCM, Company OTR, SL (Platoon Sergeant in CCUs), TC and Commander. Once the form is completed you will return it, along with your résumé, to the TC. A copy will be maintained by the TC, placed in your Squad Leader's Soldier file and uploaded in the Army Warrior Care and Transition System (AWCTS).

2. *OWF Intern Request Form:* This form is completed by the federal agency that is interested in hosting an intern. The purpose of the form is to capture the internship position duties and responsibilities, desired qualifications and skills, required level of security clearance and the work environment. The form is used to effectively match you with an appropriate internship opportunity. The TC will maintain copies of the form and make them available for review when you are in the initial stages of obtaining an internship. This form does not require your signature.

3. *OWF Placement Form:* This form is completed and signed by you and the Federal Agency work site supervisor upon internship agreement and prior to the internship start date. The form is used to confirm the accuracy of the information and acknowledge the agreement with the outlined terms and conditions by both you and the work site supervisor. Once completed and signed, you will be provided a copy of the form. The work site supervisor will submit the form to the OWF RC who will in turn share it with the TC. A copy will be maintained by the TC, placed in your SL's Soldier file and uploaded in AWCTS.

4. *OWF Intern Development Plan (IDP) Form:* This form is completed by you and the Federal Agency work site supervisor within two weeks of the internship start date. The form is used to document specific tasks associated with the internship, as well as your internship goals. You and the Federal Agency work site supervisor will record tasks, projects, training, certifications, etc. to be accomplished during the course of the internship and will identify development areas that will help achieve your internship goals. A progress review will be conducted between you and the work site supervisor at 120 days from the internship start date. To ensure your continued progress you

should review the IDP each week and discuss any barriers with your work site supervisor, TC, NCM, OTR and SL to identify methods to overcome them.

5. *OWF Record of Achievement:* This document is completed by the Federal Agency work site supervisor upon completion of the internship. The work site supervisor will use the *OWF Intern Development Plan* as a base for the record of achievement and will comment on at least five of the following areas:
    - Communication skills (verbal and written)
    - Problem solving skills
    - Professional or technical skills
    - Interpersonal and teamwork skills
    - Character attributes
    - Initiative
    - Creativity
    - Dependability, punctuality and attendance
    - Major strengths

    The purpose of the record of achievement is to provide you with:

    1. Documentation of your time and accomplishments.
    2. A tool to use as you begin your transition and civilian career search.
    3. Documentation to provide to your SL to add to your NCOER, OER, monthly counseling or consideration for award.

    A copy of the form will be provided to you once completed and signed. The work site supervisor will submit the form to the OWF RC who will in-turn share it with the TC. A copy will be maintained by the TC and in your Squad Leader's Soldier file and uploaded in AWCTS.

Point of Contact. Questions, concerns or suggestions may be directed to the Warrior Transition Command (WTC) Career and Education Readiness Branch (CERB) at usarmy.pentagon.medcom-wtc.mbx.career-education-readiness-br@mail.mil.

Appendix A: Definitions

Borrowed Military Manpower (BMM): BMM is the use of Soldiers borrowed from Modified Table of Organization and Equipment (MTOE) units to perform duties within a Tables of Distribution and Allowances (TDA) activity for which a Major Command (MACOM) approved manpower requirement exists, but for which no manpower space has been authorized; or where the manpower space has been authorized but the position is unfilled.

CER Eligible: Eligibility for Career and Education Readiness (CER) activity is based on two distinct evaluations made by Medical Management (M2) and the WTU Commander. The M2 evaluation must conclude that the Soldier is medically, emotionally and physically ready to participate in a CER activity while continuing medical treatment. The Nurse Case Manager (NCM), in collaboration with the interdisciplinary team (IDT), is responsible for coordinating the evaluation of CER eligibility with all members of M2; the NCM is also responsible for documenting the results. The Commander's evaluation must conclude that the Soldier demonstrates the initiative and self-discipline required to participate in a CER activity. The Company Commander is responsible for the CER eligibility evaluation and the Squad Leader (SL) is responsible for documenting the results.

Company Commander Evaluation of CER Eligibility: Must conclude the Soldier demonstrates the initiative and self-discipline required to participate in a CER activity or activities. See "*CER Eligible*" for additional information.

Composite Risk Management (CRM): CRM is a decision-making process used to identify hazards and mitigate risks associated with all hazards that have the potential to injure or kill personnel, damage or destroy equipment or otherwise impact mission effectiveness.

Department of Defense (DoD) Operation Warfighter (OWF) Internship: OWF internships are permitted at federal agencies, to include the Department of the Army and may or may not be located on the installation. These internships include positions that would normally be filled by federal civilian employees. OWF is typically aligned with the *Transition from the Army* track. Until explicit policy is issued by WTC, OWF internships are limited to federal agencies. Soldiers are not permitted to participate in an internship, a non-paid work experience, a work-study program or any other-named program, where they spend duty hours at *any* organization other than a federal agency.

Job Safety Analysis (JSA): A Job Safety Analysis (JSA) is a method that can be used to identify, analyze and record 1) the steps involved in performing a specific job, 2) the existing or potential safety and health hazards associated with each step and 3) the recommended action(s)/procedure(s) that will eliminate or reduce these hazards and the risk of a workplace injury and/or illness.

Medical Management (M2) Evaluation of CER Eligibilitty: Must conclude the Soldier is medically, emotionally and physically ready to participate in a CER activity or activities while continuing medical treatment. See "*CER Eligible*" for additional information.

Remain-in-the-Army Work Assignment (RIAWA): Previously called On-Post Work Assignment. RIAWA is a place of duty (in addition to the Soldier's medical routine) that is rank-appropriate and that provides

a productive work therapy environment aligned with the Soldier's career track and long-term goals. To qualify as a RIAWA, the position must ordinarily be filled by a Soldier and not a civilian employee. If the position is normally filled by a civilian employee, it may be suitable for an OWF or CHTW internship. The name RIAWA was chosen to indicate alignment with the *Remain in the Army* track. Some examples of RIAWA include, but are not limited to:

- Dining Facility
- Human Resources
- Finance
- Clinics
- Army Warrior Training
- WTB/WTU/CCU Offices (S-3, S-1, etc.)
- National Guard Armories or US Army Reserve Centers
- MOS-specific training and MOS-reclassification training

SMART Goals: Specific, Measurable, Actionable, Realistic and Time-bound goals which provide the Soldier a roadmap that supports healing and transition.

Social Security Disability Insurance (SSDI): SSDI is a payroll tax-funded, federal insurance program of the United States government. It is managed by the Social Security Administration and is designed to provide income supplements to people who are physically restricted in their ability to be employed because of a notable disability, usually a physical disability. SSDI can be supplied on a temporary or permanent basis, usually directly correlated to whether the person's disability is temporary or permanent.

Social Security Administration (SSA) Case Manager: The SSA Case Manager manages the follow-up process of the SSDI application to ensure corresponding information/documentation is complete in order for you to receive disability compensation approval.

Trial Work Period (TWP): The TWP allows an individual to test their ability to work for at least 9 months while receiving full SSDI benefits regardless of how high earnings might be as long as work activity is reported. The TWP starts when the individual begins working and performing "services".

Veterans Affairs (VA) Coming Home to Work (CHTW) Internship: A CHTW internship is similar to an OWF internship but is coordinated through the VA CHTW program rather than via DoD OWF. CHTW is typically aligned with the *Transition from the Army* track. The CHTW Internship is one element of the CHTW Program, but there are other elements such as counseling. The only activity that should be reported is active participation in a CHTW Non-Paid Work Experience (NPWE), which we call a CHTW Internship.

Vocational Rehabilitation and Employment (VR&E): The VR&E program is authorized by Congress under Title 38, USC, Chapter 31 and Code of Federal Regulations, Part 21. It is sometimes referred to as the Chapter 31 Program. VR&E assists Veterans with service-connected disabilities to prepare for, find and maintain suitable jobs. For Veterans with service-connected disabilities too severe to immediately consider work, this program offers services to improve their ability to live as independently as possible.

Appendix B: References

1. Army Regulation 570-4, Manpower Management, 8 February 2006
2. Under Secretary of Defense Memorandum, subject: “Support of the DoD Operation Warfighter Program,” 18 March 2010
3. WTC Comprehensive Transition Plan Policy and CTP-Guidance (CTP-G), 1 December 2011
4. WTC Internship SOP for TCs, SL/PSGs, OTs and NCMs, 4 May 2012
5. DoDI 1300.25, “Guidance for the Education and Employment Initiative (E2I) and Operation WARFIGHTER (OWF),” 25 March 2013
6. Under Secretary of Defense Directive Type Memorandum (DTM) 12-007, Implementation of Mandatory Transition Assistance Program Participation for Eligible Service Members, 21 November 2012
7. WCTP Policy Memo 13-001, Work Site Selection, 18 March 2013
8. WTC Transition/CER Program SOP, 29 May 2013

Appendix C: Federal Internship Interview Tips

These tips were customized for WTU Soldiers from various online resources.[1,2]

1. **Prepare an elevator speech**. *Prepare a short statement that encompasses who you are and what your goals are for this internship.*

2. **Do not drink the night before, pull an all-nighter or smoke on your way to the interview.** *You do not want to smell like alcohol or smoke during the interview and you want to be well prepared to answer any questions they may ask.*

3. **Arrive 10 minutes early and make sure you know the names of the people you're meeting with.** *Leave early and conduct some research in advance.*

4. **Dress up.** *Wear a suit and tie and ensure your shoes are not scuffed. Gentlemen, you should clean under your fingernails, shave and have a fresh haircut. Ladies, you should apply a clear coat of nail polish and style your hair.*

5. **Carry a simple folder.** *Ensure you have a pen, paper and extra résumés on hand. Come prepared with a few questions pre-written and take notes during the interview.*

6. **Smile.** *Act confident and be sure to ask questions.*

7. **Focus on your accomplishments.** *Always relate your answers to your experiences. Share what you have learned from past jobs and how you may have overcome challenges. Balance talking about you and bragging.*

8. **Examples of interview questions:**

    a. *Tell me about yourself.*

    b. *What is your greatest strength?*

    c. *What is your biggest challenge?*

    d. *Tell me about a time when you showed initiative/leadership.*

    e. *How do you keep yourself organized?*

    f. *Where do you see yourself in five to ten years?*

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[1] *7 Tips on Acing an Internship Interview. (2013). Retrieved July 10, 2013, from http://blog.boundless.com/2013/02/7-tips-on-acing-an-internship-interview/*

[2] *20 Tips for Mastering an Internship Interview. (2011). Retrieved July 10, 2013, from http://www.prdaily.com/Main/Articles/20_tips_for_mastering_an_internship_interview_7287.aspx#*

Appendix D: Tips for Federal Internship Success[3]

1. **Think of internships as long term job interviews**. *Dress and act professionally and put your best foot forward every day. Nailing an internship can have the same result as nailing a job interview: a permanent position.*

2. **Take Initiative. Ask for more work if you have lots of downtime.** *Employers are always impressed by people who are willing to go above and beyond. Asking for more work helps showcase your initiative and might give you a chance to demonstrate additional skills and abilities for your employer.*

3. **Be observant and ask questions.** *Just as an internship is a chance for a company or organization to learn about you, it is also an opportunity for you to learn about them. Especially for interns who are still exploring different career options to find the best fit, paying attention and asking as many questions as possible can help narrow down the options.*

4. **Ask for regular meetings with your supervisor to ensure both of your expectations are being met.** *This is another way to show initiative and gives you an opportunity to adjust your performance if necessary. It also allows you to express concerns and raise issues before they become major problems, helping to ensure a positive internship experience for you and your supervisor.*

5. **Develop relationships and keep in touch.** *Your internship might not turn into a full-time job right away, but the people you meet and the connections you make will be invaluable as you continue your employment search. You never know when an old contact might have a job for you. So, don't let any of them get away!*

[3] *F. Johnson. (2012, January 4). Tips for Federal Internship Success. [Blog post]. Retrieved from http://warriorcare.dodlive.mil/2012/01/04/tips-for-federal-internship-success-2/.*

Appendix E: Self-Advocacy Tips for Federal Internship Success *Customized for WTU Soldiers from Equal Employment Opportunity Commission (EEOC) Training Slides.*[4]

The Americans with Disabilities Act (ADA) is a federal law that prohibits discrimination and guarantees people with disabilities the same opportunities as everyone else. The Equal Employment Opportunity Commission (EEOC) enforces the employment provisions of the ADA.
The ADA:

- Prohibits discrimination in all aspects of employment – hiring, pay, performance reviews and promotions
- Prohibits retaliation against an employee for exercising ADA rights
- Prohibits discrimination based on "association" with someone with a disability
- Limits the medical information an employer can obtain from applicants and employees
    - Pre-offer: No medical inquiries or exams allowed
    - Post Offer (conditional offer, pending a medical exam): Exams and inquiries allowed if required of all applicants for the job
    - During Employment: No inquiries or exams allowed EXCEPT when job-related and consistent with business necessity

Reasonable Accommodations. The ADA requires employers to make reasonable accommodations to allow persons with disabilities to perform a job, unless doing so would cause the employer significant difficulty or expense. A reasonable accommodation is any change in the work environment (or in the way things are usually done) that helps a person with a disability apply for a job, perform the duties of a job or enjoy the benefits of employment.

If you realize you need a reasonable accommodation, all you need to do is ask – in writing or in person – for an adjustment or change for a reason related to a medical condition. You do not need to mention the ADA or use the term "reasonable accommodation." If you do not feel comfortable making the request, it can be made by a family member, health professional, rehab counselor or other person assisting you. Reasonable accommodations include:

- Written materials in accessible formats, such as large print, Braille or on a computer disk
- Extra time to complete a test if you have difficulty concentrating or have a learning disability or TBI
- Interviews, tests and training held in accessible locations
- Assistive technology that would allow you to use a computer if you are blind or to use a telephone if you are deaf or hearing impaired
- Glare guard for a computer monitor if you have a TBI
- Modified keyboard for people with hand injuries or amputations
- Leave work in order to attend medical appointments or tend to other disability related needs
- Modified schedule
- Service animals
- Re-arrangement of office space

[4] *Equal Employment Opportunity Commission. (2013). Employment Provisions of the Americans with Disabilities Act (ADA): What Wounded Warriors Need to Know. [PowerPoint Slides]. Alexander, Sharon.*

Appendix F: WTU Occupational Therapist (OT) Work Site Assessment

Two page form is used to assess the work site and recommend reasonable accommodations.

WTU OT Work Site Assessment

Name of Organization: _____

Organization Point of Contact: _____

Job Title: _____

Telephone: E-Mail: _____

Work Environment

Wheelchair Accessible		Yes ☐	No☐	
Multitasking		Yes ☐	No ☐	
Entry-level administrative work (filing, shredding, phone messaging, etc)		Yes ☐	No ☐	
Public interaction		Yes ☐	No ☐	
Computer Work		Yes ☐	No ☐	
Office Pace	Slow ☐	Moderate ☐	Fast ☐	
Office Noise Level	Low ☐	Moderate ☐	High ☐	
Lighting	Low (dim) ☐	Bright ☐	Fluorescent ☐	Adjustable ☐
Personal Workspace	Cubicle ☐	Office ☐	Open ☐	
Social Interaction	Low ☐	Moderate ☐	High ☐	
Level of Supervision	Minimal ☐	Moderate ☐	High ☐	

PHYSICAL REQUIREMENTS				
Walking	Occasional (0-33%) ☐	Frequent (34-66%) ☐	Constant (67 -100%) ☐	Uneven Terrain ☐
Sitting	Occasional (0-33%) ☐	Frequent (34-66%) ☐	Constant (67 -100%) ☐	
Standing	Occasional (0-33%) ☐	Frequent (34-66%) ☐	Constant (67 -100%) ☐	
Running	Occasional (0-33%) ☐	Frequent (34-66%) ☐	Constant (67 -100%) ☐	

Crawling	Occasional (0-33%) ☐	Frequent (34-66%) ☐	Constant (67 -100%) ☐	
Climbing	Occasional (0-33%) ☐	Frequent (34-66%) ☐	Constant (67 -100%) ☐	
Lifting	0-10 pounds ☐	10-20 pounds ☐	Over 20 pounds ☐	
Lifting Degree	Waist high ☐	Overhead ☐	Repeated ☐	
Environment	Humidity ☐	Fumes ☐	Dust ☐	Shavings ☐
	Heat ☐	Cold ☐	Indoor ☐	Outdoor ☐

SUMMARY:

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Part G – Signature

_____ _____

Signature (Assessor) Signature (Co-signer) if applicable

_____ _____

Date Date

Appendix G: Soldier's Internship Checklist Details for each task are included in the "Procedures" section of this manual.

DATE COMPLETE	TASK
Before Internship	
	Select your CTP track Within the first 30 days of arrival meet with your Company OTR and Career Counselor
	Establish a SMART career goal Within the first 30 days of arrival meet with your Company OTR
	Complete a career assessment Before the 90-day Scrimmage with the VA VR&E or at the Education Center
	Complete a résumé Submit a copy to the TC and your SL
	Initiate the *OWF Approval for Participation Form* Complete and sign the Service Member section and obtain required signatures
	Review *OWF Intern Request Forms* Identify an internship aligned with your CTP track and career goal(s)
	Research and select preferred Federal Agency Attend an internship fair or review agencies with your TC or online
	Coordinate an interview Respond to phone calls/emails from agency POCs and set-up interview date/time
	Complete the *OWF Placement Form* Work with SL to create weekly schedule; sign and date the form; maintain a copy and provide one to TC and SL
	Initiate security clearance, if required Coordinate with TC
	Arrange transportation, if required Coordinate with TC and SL
During Internship	
	Develop weekly schedule Work with SL to create clinical and non-clinical calendar to deconflict medical appointments
	Report to work site in proper attire Adhere to designated hours and prescribed attire and communicate any absence to SL and work site supervisor in advance
	Complete the *OWF Intern Development Plan (IDP)* Within two weeks of the internship start date meet with your work site supervisor to complete IDP and conduct progress review at 120 days from the internship start date
	Discuss barriers With your work site supervisor, TC, SL and/or OTR
	Request functional analysis From OTR if a reasonable accommodation has been identified
	Develop and discuss SMART career goal(s) At your Scrimmage and Focused Transition Review (FTR)
After Internship	
	Inform work site supervisor Of termination two weeks prior to internship end date
	Return equipment Badges, equipment, etc.
	Complete exit interview Web link is provided by the Operation Warfighter (OWF) Regional Coordinator (RC)
	Receive *OWF Record of Achievement* From your work site supervisor

Appendix H: Frequently Asked Questions (FAQs)

Q1. Why are internships authorized only at federal agencies?

A1. *There is no single authoritative source prohibiting a Soldier from participating in internships at other than a federal agency. Two documents which support this prohibition are: (a) DoD 5500.07-R, Joint Ethics Regulation and (b) DoDI 1000.17, Detail of DoD Personnel to Duty Outside the Department of Defense, 5 Jan 12. The JER prohibits (1) DoD endorsement of non-federal entities and (2) interference with the employment of local civilians. DoDI 1000.17 prohibits (3) details outside of DoD when it would be the Soldier's final tour before retirement or separation and (4) provides detailed procedures to request DoD approval. The time required for processing routinely exceeds the duration of most OWF internships. Thus, the JER and DoDI 1000.17 create policy obstacles to approval of OWF internships outside of DoD. The OWF Charter which was approved by DUSD (MC&FP) in July 2009 creatively worked around these restrictions for the special circumstances of WII Soldiers pursuing an internship (detail outside of DoD) within a federal agency, but there was never any creative policy solution to permit an internship/detail outside of a federal agency.*

Q2. I'm a Soldier and believe participating in a non-federal internship is best for my long-term success. I'm considering just finding a private internship on my own. What is the risk?

A2. *A Soldier who participates in an internship outside of a federal agency is at considerable legal/medical risk, including the possibility of an adverse Line of Duty (LOD) determination in event of serious injury. This also puts the Army at risk should you intentionally or unintentionally injure another co-worker at a non-Federal Agency. Participating in a non-federal internship also puts the Commander at considerable legal and career risk.*

Q3. I've heard that NDAA'12 was supposed to include authorization for non-federal internships. When will I be able to participate in non-federal internships?

A3. *NDAA'12 authorized the service secretaries to "…carry out one or more programs to provide eligible members of the armed forces under the jurisdiction of the Secretary with job training and employment skills training, including apprenticeship programs, to help prepare such members for employment in the civilian sector." This language is very vague and is subject to wide ranging interpretations. Before WTC is able to implement the authority provided in NDAA'12, DoD and SECARMY must first create implementing guidance. DoD published Directive-type Memorandum (DTM) 12-007 – "Implementation of Mandatory Transition Assistance Program Participation for Eligible Service Members", 21 Nov 2012, which (as the title suggests) was intended to make Transition Assistance Program (TAP) mandatory for service members and was never intended to address the issue of non-federal internships. However, in its 2011-2012 Annual Report published on 31 Aug 2012, the Congressionally Chartered Recovering Warrior Task Force (RWTF) criticized DoD for its failure to publish guidance on administrative and clinical care of recovering warriors. Specifically, the RWTF said "DoD should publish timely guidance to standardize care to Recovering Warriors without delay, including the DoDI 1300.jj, Guidance for the Education & Employment Initiative (E2I) and Operation WARFIGHTER (OWF)." This instruction was published as DoDI 1300.25 on 25 Mar 2013. However, there is no reference to non-federal internships. Thus, DoD and Army implementing regulations still need to be written before WTC is able to authorize the use of non-federal internships.*

Q4. How long should a Soldier be available for internship participation?

A4. *There is no standard length of internship participation. A Soldier should plan to dedicate a minimum of four weeks to the position as a courtesy to the Federal Agency host. Internships range in duration and hours per week, however they typically last a few months with an average of 15-20 hours per week. Ultimately, the length of time and frequency depends upon the Soldier's medical appointments and the federal agency's requested participation timeline.*

Q5. Does the Soldier have to participate in an internship if it is not aligned with their CTP track and career goal(s)?

A5. *No. The goal of the internship program is to positively impact the Soldiers' recuperation process, provide an opportunity to augment their employment readiness and prepare them for the future. To the extent possible, internships should always align with the Soldier's CTP track and career goal(s). If the internship is not aligned with CTP track and career goal(s), the duties would simply be for accountability only.*

Q6. How does the Soldier learn what job options are available?

A6. *If the Soldier is interested in permanent employment with the agency they are interning with, the Soldier should discuss the option with their work site supervisor. He or she will have the most up to date information regarding the position and will be able to guide the Soldier through the process or direct the Soldier to receive assistance from the agency's Human Resources Division. If the Soldier is interested in federal employment with a different agency, they should search USAJobs and apply through the website.*

Q7. How may a Soldier benefit from participating in an internship?

A7. *An unexpected injury or illness may change the Soldier's life plans and leave them feeling lost. The Soldier is used to the Army telling them, "this is your job and this is what you are going to do," and suddenly they are faced with, "what do you want to do? What can you do?" An internship may help the Soldier see past their injuries to new possibilities within a new military or civilian career.*

Q8. What if the Federal Agency the Soldier is interested in interning with is not on the list of agencies provided by the Transition Coordinator?

A8. *If the Soldier wants to intern with a specific Federal Agency that it is not included on the list provided by the TC, the Soldier should inform the TC of their interest. The TC will then discuss the request with the OWF Regional Coordinator (RC) who in-turn will approach the agency about the program.*

Q9. What is required of the Soldier prior to internship participation?

A9. *The Soldier must be determined medically ready to participate, which depends on two factors:*

1) *A Medical Management (M2) evaluation that concludes the Soldier is medically, physically and emotionally ready to participate in an internship while continuing medical treatment.*
2) *A Mission Command (MC) evaluation that concludes the Soldier demonstrates the initiative and self-discipline required to participate in an internship.*

The Soldier must also have a résumé and a completed and signed Operation Warfighter Approval for Participation form.

Q10. Will WTC fund TDY for internship training?

A10. *No. The individual WTU may fund the internship training if funds are available and approved by the local Command. The internship agency may also fund the training through Invitational Travel Orders (ITO). However, anyone requesting a funded TDY trip outside of the 50 mile radius must request an exception to policy through the WTC. Any TDY trip must also not interfere with the Soldier's medical care, board process or other commitments they must complete while in the WTU.*

Q11. Are Soldiers required to wear Army Combat Uniform (ACUs), Army Service Uniform (ASUs) or PTs to the internship site?

A11. No. The Soldier should be dressed in attire that all other employees of the Federal Agency wear on a daily basis. The work site supervisor will communicate the proper work attire to the Command and the Soldier.

Q12. May a Commander remove a Soldier from an internship site for non-compliance?

A12. Yes. The Soldier is required to maintain discipline and professional behavior while in the WTU. If the Soldier is removed for non-compliance, the SL will counsel the Soldier on improving performance and implement corrective actions. The Command must communicate openly with the internship work site supervisor in order to maintain a collaborative relationship that will allow continued Soldier placement at the agency.

Q13. May the Soldier receive compensation for internship duties?

A13. No. The Soldier may not receive compensation or benefits from the agency as they will continue to be paid by the Army until discharge or return to duty.

Q14. Who do I notify if I am having issues with the OWF Regional Coordinator (OWF RC) or VA CHTW Coordinator?

A14. Notify your Transition Coordinator (TC) who will address the problem directly with the OWF RC or VA CHTW Coordinator. The TC will also compile trends and share issues with the WTC.

Q15. Does the WCTP provide transportation or reimburse transportation costs for internship participation?

A15. No. You can coordinate with the installation and utilize available installation transportation assets. The Army Mass Transportation Benefit Program (AMTBP) is also available at any Army installation. For more information, email the Department of the Army Program Manager at: usarmy.pentagon.hqda-asa-fm.list.mtbp-program-manager2@mail.mil

Q16. What should the unit do if the Agency is using the Soldier for menial labor (i.e. answering phones or shredding paper) and not in accordance with the position description?

A16. The unit should notify the OWF RC or VA CHTW Coordinator and communicate the issue. The OWF RC or VA CHTW Coordinator should address the issue with the Federal Agency. If the Agency

does not correct the issue, then it is permissible to remove the Soldier from the internship location and attempt to find a more productive internship opportunity.