

The Wounded & Injured Veterans' Summit

2006



"The cost of service to country is often very high and with lasting consequence for those that go and loved ones that remain. Therefore, let us honor our returning service members and their families, not simply with a smile or a clap on the back, but with sensible policy and the mindful execution of our duties and responsibilities."

Governor Bob Riley



THE WOUNDED & INJURED VETERANS SUMMIT
SEPTEMBER 20-21, 2006
AUBURN, ALABAMA

10 Habits of Highly Effective Programs

Uncomplicated access

Users quickly find the help they need

Responsive

Follows through on promises and follows up on requests and actions taken

Accepts Responsibility

Solutions are sought at the immediate point of contact

Proactive

Seeks ways to breach barriers, to integrate services and to bridge gaps

Culture of Collaboration

Facilitates interstate or intercommunity collaboration, and seeks to support like efforts

Creates Awareness

Partners and stakeholders know what is happening, users know what to expect

Opportunity Driven

Utilizes benefits and support systems to lead individuals toward greater opportunities

Addresses the full range of needs

Understands the multiple factors that surround and support a successful career and integrates services to assure support in complimentary areas

Reaches its audience

Is highly utilized, is the preferred choice, and is well known among users and partners

Enabled by Leadership

Driven by policy and leadership that breaks down barriers when they are discovered

DRAFT STATEMENT OF COMMITMENT TO OPPORTUNITY FOR WOUNDED & INJURED VETERANS

WE RECOGNIZE THE HIGH COST OF SERVICE TO COUNTRY, AND THE LASTING CONSEQUENCE FOR THOSE THAT SUFFER WOUNDS AND INJURIES ON BEHALF OF THE UNITED STATES OF AMERICA AND THE CAUSE OF FREEDOM.

WE RECOGNIZE THE DEEP DESIRE OF ALL AMERICANS TO SUCCEED, AND THE CHALLENGE THAT SEVERE INJURIES POSE TO A LIFE OF OPPORTUNITY, AND TO THE ACHIEVEMENT OF THE AMERICAN DREAM.

THEREFORE, WE COMMIT AS ONE NATION TO HONOR OUR WOUNDED AND INJURED SERVICE MEMBERS AND VETERANS WITH SENSIBLE POLICY, AND THE MINDFUL EXECUTION OF OUR DUTIES AND RESPONSIBILITIES, AND JOIN TOGETHER IN PLEDGING:

1. TO BUILD UNITY AND COLLABORATION BETWEEN PROGRAMS NATIONWIDE.
2. TO ASSURE PRIORITY SERVICE DELIVERY TO WOUNDED AND INJURED VETERANS AND THEIR PRIMARY CARE PROVIDERS.
3. TO ALIGN PROGRAMS AND SERVICES TOWARD OPPORTUNITY OUTCOMES.
4. TO INSPIRE AND ENGAGE EMPLOYERS AND COMMUNITY INSTITUTIONS TO DEVELOP AND IMPLEMENT MODEL PRACTICES IN HIRING AND ACCOMMODATING WOUNDED AND INJURED VETERANS.
5. TO ESTABLISH POLICIES AND INITIATIVES THAT ENABLE WOUNDED AND INJURED VETERANS TO FIND AND ACHIEVE THEIR ECONOMIC AND CAREER ASPIRATIONS.



Tuesday, September 19, 2006

Travel Day:

6:00 p.m. - 8:00 p.m. Registration

Wednesday, September 20, 2006

7:00- 8:30 a.m. Registration

8:30 a.m. Welcome: Purpose of Summit and Goals (Auditorium)
Posting of the Colors: Auburn University Reserve officer Training Corps joint Color Guard
National Anthem: Sergeant William Glenn, Alabama National Guard
Invocation: Jim Spivey, President, Military Chaplains Association

8:45 a.m. Welcome: Purpose of Summit and Goals (Auditorium)
Charles "Chick" Ciccolella, Assistant Secretary of Labor for Veterans' Employment & Training

9:00 a.m. Official Greeting (Auditorium)
Governor Bob Riley

9:30 a.m. REAL IMPACT KeyNote Address (Auditorium)
Major General Kenneth L. Farmer, Jr. M.D., Former Commanding General, Walter Reed Army Medical Center

10:15 a.m. BREAK

10:30 a.m. Wounded & Injured Testimonial
Ed Salau and Matt Bacik (Auditorium)
Moderator: John Melia, Executive Director, The Wounded Warrior Project

11:00 a.m. The Value of Veterans In The Workplace
Mike Quinn, Vice President, Customer Assurance, Cisco Systems

11:20 a.m. The National Scope (Auditorium)
Leslye Arsht, Deputy Undersecretary for Military Community and Family Policy, Office of the Secretary of De-

fense; Charles "Chick" Ciccolella, Assistant Secretary for Veterans' Employment & Training, U.S. Department of Labor; Judith Caden, Director, Vocational Rehabilitation & Employment Service, U.S. Department of Veterans Affairs

12:10 p.m. Ribbon Cutting and Opening of the, "State of Technology & Resource Fair" (Main Ballroom)
W. Roy Grizzard, Jr., Ed.D., Assistant Secretary for Disability Employment Policy, U.S. Department of Labor

12:20 p.m. Governor's Luncheon
- by invitation only

12:20 p.m. Lunch
(Food court on premises)

12:15 – 2:00 p.m. Technology Demonstrations
(Main Ballroom)

2:00 Governor's Panel (Auditorium)
Commissioner, Clyde W. Marsh, Alabama Department of Veterans Affairs

Mr. Will Webb, Still Serving Veterans

Mr. Steve Shivers, Rehab Services, Rehabilitation Integration Resources

Don A. Wood, Executive Coordinator, Operation Grateful Heart

2:45p.m. Force Health Protection and Readiness
Michael E. Kilpatrick, M.D.
Deputy Director for Force Health Protection and Readiness Programs, Office of the Assistant Secretary of Defense for Health Affairs

3:10 p.m. BREAK

3:30- 5:30p.m. Military & Federal Transition Response (Auditorium)

Colonel Mary Carstensen, United States Army, Director, U.S. Army

Wounded Warrior Program

Commander David Julian, United States Navy, Director, Military Severely Injured Center, Department of Defense

Colonel William Lake, United States Marine Corps, Marines For Life Program Manager

Colonel William O'Brien, United States Marine Corp, Department of the Navy Severely Injured Marines and Sailors (SIMS) Program

Peggy R. Rayfield, Director, Personnel Operations, U.S. Air Force Palace HART

Michael Wardlaw, Director, Navy Casualty & Safe Harbor Program, U.S. Navy

Helen Parker, Regional Administrator, U.S. Department of Labor, Employment & Training Administration

Moderator: Daniel Nichols, Chief of Staff, Office of the Assistant Secretary for Veterans' Employment & Training, U.S. Department of Labor

6:00 p.m. - 8:30 p.m. Evening Networking Reception
The Wounded Warrior Project (WWP)
Music provided by the 313th U.S. Army Band
(Main Ballroom)

Thursday, September 21, 2006

6:30 a.m. - 8:00 a.m. Continental Breakfast

8:30 a.m. Overview of the Day, Top answers and solutions (Auditorium)
Assistant Secretary Charles "Chick" Ciccolella
Introduction of Group Facilitators

9:00 a.m. Concurrent Sessions A/B/C

A – Breaking Down the Wall

(Auditorium)
Jim Arrington, REALifelines Coordinator
Angel Alvarez, REALifelines Coordinator,
Cynthia Morrison, USDOL, VETS
Facilitator: Gordon J. Burke, Jr., Director, Operations & Programs, U.S. DOL, Veterans Employment & Training Service

B - Idealized Design Session (Meeting Room)

Facilitators : James L "Scotty" Scott, Director, Individual and Family Support Policy, DOD
Daniel Nichols, Chief of Staff, U.S. Department of Labor, Veterans Employment & Training Service
George Alston, GE, Junior Officer, Leadership Program;

C - Effective Practices Demonstration (Ball Room)

Danny Sample, Operations Recruiter, State Farm Insurance,
Nancy Glowacki, Employment Coordinator, VR&E, U.S. Department of Veterans Affairs,
Dr. Michael E. Witzky, Executive Director, Mental Health Board, Union County, Ohio;
Ilene Morris-Sambur, CEO, Creating Opportunities by Recognizing Abilities (CORA, Inc.)
Moderator: Ron Drach, Director of Legislative & Government Programs, U.S. DOL-Veterans Employment & Training Service

10:45 Break

11:00 a.m. Conference Closing Charge and steps forward (Auditorium)
Assistant Secretary Charles "Chick" Ciccolella

Path to recovery: challenges and opportunities

Newsweek recently headlined an article on the rising cost of unemployment benefits for disabled military personnel, highlighting a rise in the total number of veterans deemed, “unemployable,” from 71,000 in 1996 to 220,000 this past year.

While the story focused on the escalating costs now exceeding \$3 Billion, up from \$871 Million in 1996, the story highlighted a more pressing reality in terms of the human toll suffered by severely injured veterans and their families: lost opportunity. Wounded Army veteran Ron Dickey, interviewed in the article, offered extraordinary insight into the mind set of this newest generation of severely injured veterans. His statement in the Newsweek article accurately captures the sentiment of the thousands of transitioning wounded and injured service members today, “There were a thousand options to collect a check ... but I wanted to be a functioning member of

“There were a thousand options to collect a check ... but I wanted to be a functioning member of society. I had to come up with a new way to be productive.”

society. I had to come up with a new way to be productive.”
(Newsweek 6/14/2006 by Martha Brant)

According to Department of Defense casualty reports (“U.S. Military Casualty Statistics: OIF and OEF,” CRS Report for Congress. June 8, 2006), over 30,000 service members have been medically evacuated from operational theatres, with total traumatic brain injuries exceeding 1,100 and amputees exceeding 670.

In 2004, Secretary of Labor Elaine L. Chao launched a gateway program to employment for transitioning wounded and injured service members returning from





active duty service titled the Recovery & Employment Assistance Lifelines (REAL-lifelines) program. Working hand in hand with federal, state and local partners, a person to person employment and reemployment assistance network has increasingly connected the returning wounded and injured to the kind of productivity and opportunity Ron Dickey expressed. To date, hundreds of the most severely injured have found the assistance they need to address the long term economic and lifestyle challenges they face on the long road to recovery, rehabilitation and employment.

Alabama Governor Bob Riley, one of the first governors to develop a comprehensive state initiative working in full partnership with federal efforts, joins the Departments of Labor, Defense and Veterans Affairs in hosting a national Wounded & Injured Veterans' Summit on Recovery, Rehabilitation and Employment at Auburn

University in Auburn, Alabama. Representation at this summit from federal, state, and other public and private entities encompasses over 39 states and includes the senior federal officials with responsibilities over the major federal transition programs.

The purpose of this Summit is to establish national program continuity from federal to state to community organizations, and to initiate the drafting of a National Commitment to Opportunity for Wounded & Injured Veterans. The signing of this Statement of Commitment, and its replication and adoption in all 50 states, will be a focal point of this summit and symbolic of the nation's commitment to assuring that our returning wounded and injured service members never lose the opportunity to realize the American dream.

Your participation in this Summit is a critical step in developing sustainable, collaborative

strategies to assure the successful transition of returning wounded and injured service members and their primary caregivers.

It is our hope as the Summit organizers, that you are fully engaged during the course of this event. Your ideas, questions, criticisms, knowledge, and connections are vitally important to delivering quantifiable outcomes, and ultimately to improving opportunity for our nation's wounded warriors.

Thank you,

And welcome to the Summit

State of Technology & Resource Fair

During the Summit, we encourage you to visit with the exhibitors who are at the forefront of enabling technology and employment related accommodation services. The Summit committee extends its gratitude and appreciation to the organizations represented throughout the course of the Summit. Our hope is that participants will engage in deep discussions with industry experts, devising new and creative solutions to open doors of opportunity for our returning wounded & injured and their families.

Our special thanks to:

Job Accommodation Network

Office of Disability Employment Policy, U.S. Department of Labor

Employer Assistance Recruiting Network

Office of Personnel Management

Employment & Training Administration Apprenticeship Training

Severely Injured Marines and Sailors Initiative, U.S. Navy

Alabama Assistive Technology Program

Alabama Department of Industrial relations

CVS / Pharmacy

Creating Opportunities by Recognizing Abilities program (CORA)

The Wounded Warrior Project

Technology Assistance for Special Consumers (T.A.S.C.)

U.S. Army TSGLI

Alabama Department of Rehabilitation Technology Specialists

Computer/Electronics Accommodations Program (CAP), U.S. Department of Defense

Disabled Sports USA

iBOT, Independence Technology, Johnson & Johnson Co.

Army Wounded Warrior Program (AW2), U.S. Army

The Lakeshore Foundation

Military Severely Injured Center, U.S. Department of Defense

Office of Vocational Rehabilitation & Employment Services, U.S. Department of Veterans Affairs

Interview USA

U.S. Air Force Palace HART



Featured Presenters:

GOVERNOR BOB RILEY was sworn into office as Alabama's 52nd chief executive on Jan. 20, 2003, after representing the state for six years in the United States Congress. Riley is responsible for the good care of Alabama's more than 4.5 million people and \$10-plus billion dollar budget.

MAJ. GEN. KENNETH L. FARMER, U.S. ARMY (ret) served as the Commanding General, North Atlantic Regional Medical Command and Commanding General of Walter Reed Army Medical Center since June 2004 until retiring this past August.

LESLYE A. ARSHT is the Deputy Under Secretary of Defense for Military Community and Family Policy. In this role, she is responsible for policy, advocacy and oversight for all community support to service members and their families i

CHARLES S. (CHICK) CICCOLELLA is the Assistant Secretary for the Veterans' Employment and Training Service (VETS) at the U.S. Department of Labor. VETS is the agency responsible for helping veterans make the transition from the military to good civilian jobs and for protecting their employment rights and benefits.

JUDITH CADEN is the Director of the Vocational Rehabilitation and Employment Service. Her agency administers programs that help veterans, with service-connected disabilities, develop skills to obtain and maintain suitable employment. This includes the counseling, rehabilitation, training and employment services needed to achieve the veterans' employment objectives.

SGT. WILLIAM GLENN is the winner of the first ever Military Idol competition. The competition is a conglomerate effort between Business Programs, Community Recreation (Army Entertainment) and the American Idol franchise to provide a competitive program for active duty military singers.

MICHAEL E. KILPATRICK, M.D., is the Deputy Director for Force Health Protection and Readiness Programs in the Office of the Assistant Secretary of Defense for Health Affairs. His responsibility is to ensure the Defense Department has the medical facts and supporting information to answer health concerns of military leaders, service members and their families before, during or after deployments. He also leads initiatives to provide seamless transition from military medical care to Department of Veterans Affairs care.

DR. WILLIAM C. POWELL is an Associate Professor of Music and Assistant Director of Choral Activities at Auburn University. Powell conducts the University Men's Chorus, Women's Chorus and Gospel Choir, and is an assistant director of the Concert Choir. In addition to his conducting duties, Powell teaches both undergraduate and graduate courses in choral conducting, choral techniques, and music skills.

MIKE QUINN is the Vice President of Cisco Systems' Customer Advocacy's engineering effort,. In this capacity, he operates the Global Customer Assurance Delivery Operations for Cisco Systems. These delivery services are "Critical Accounts", Product Security, Security Intel, Incident Response for Security and Corporate Crisis Management . CCIE programs and certifications as well as a Core of Advanced Engineering Teams tasked with Advanced Technology development focus.

JAMES T. SPIVEY, JR. is a senior Fellow and Professor of Christian Heritage at the B.H. Carroll Theological Institute. Chaplain Spivey served as the Deputy Director of the Pentagon Family Assistance Center in Washington D.C. before retiring from the Army Reserve in 2003.

Key Panelists

COLONEL MARY CARSTENSEN, U.S.

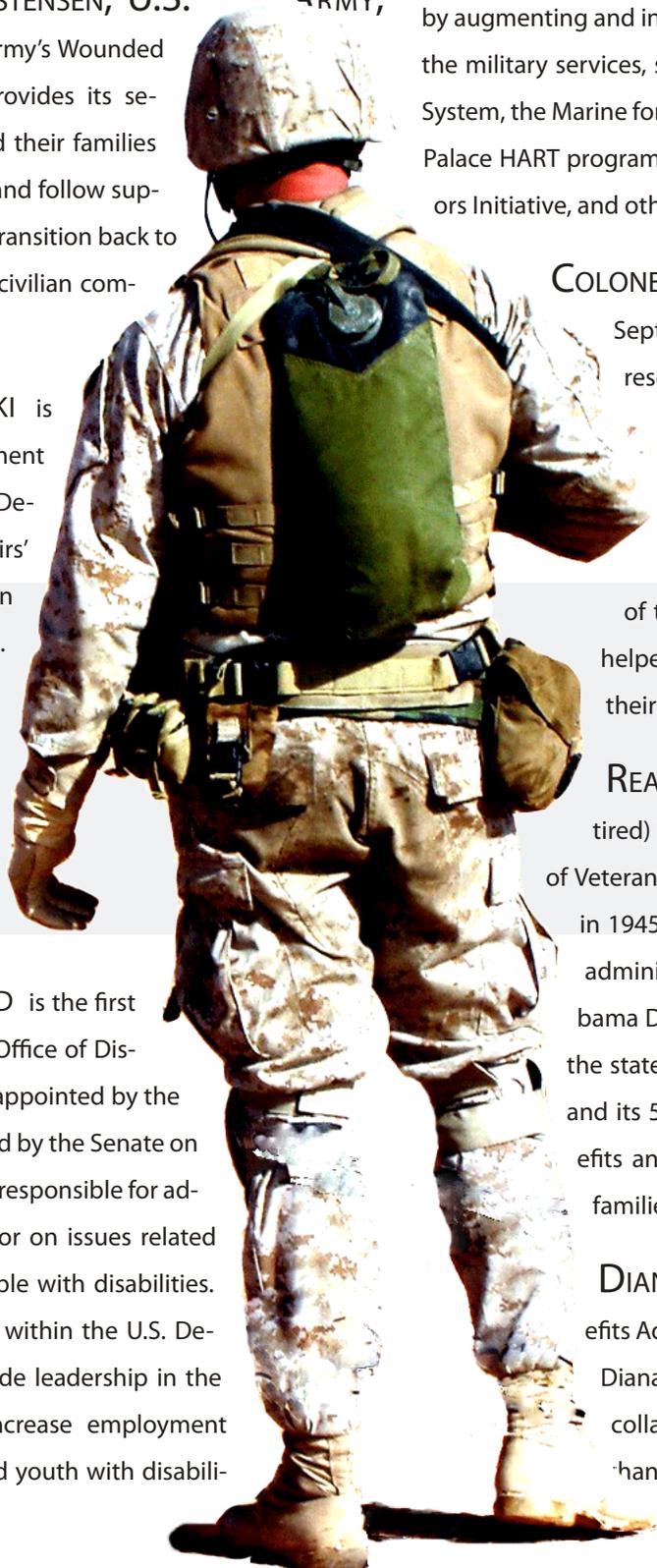
is the director of the U.S. Army's Wounded Warrior Program, which provides its severely disabled soldiers and their families with a system of advocacy and follow support to assist them as they transition back to military service or into the civilian community.

NANCY A. GLOWACKI is

a member of the Employment Service Team under the Department of Veterans Affairs' Vocational Rehabilitation & Employment Service. The agency is responsible for the Veterans Benefits Administration's Vocational Rehabilitation and Employment Benefit Program.

DR. W. ROY GRIZZARD is the first Assistant Secretary for the Office of Disability Employment Policy, appointed by the President and was confirmed by the Senate on July 26, 2002. Dr. Grizzard is responsible for advising the Secretary of Labor on issues related to the employment of people with disabilities. He works with all agencies within the U.S. Department of Labor to provide leadership in the Department's efforts to increase employment opportunities for adults and youth with disabilities.

ARMY,



CDR. DAVE JULIAN is the first director of the Department of Defense's Military Severely Injured Center. The MSIC ensures that all severely injured service members and their families receive support as they transition back to active duty or into civilian life by augmenting and integrating programs currently sponsored by the military services, such as the Army Disabled Soldier Support System, the Marine for Life Injured Support Program, the Air Force Palace HART program, and the Navy Wounded Marines and Sailors Initiative, and other government programs.

COLONEL WILLIAM M. LAKE, USMC

On September 23, 2004, Colonel Lake commenced research and development of the Marine For Life Injured Support Program and continues to serve as the director of the Marine Corps' Marine For Life Program. He has coordinated the research and development of the program which, since its inception, has helped hundreds of injured Marines, Sailors and their families.

REAR ADMIRAL CLYDE MARSH, USN, (Retired)

is the 6th Commissioner of the Department of Veterans Affairs since the department was created in 1945. As Commissioner, he is responsible for all administrative and executive duties of the Alabama Department of Veterans Affairs. He manages the state agency's operations (140 state employees and its 53 million dollar budget) as well as all benefits and services for Alabama Veterans and their families.

DIANA NORTHAM is the Alabama State Benefits Advisor for the Alabama Military Department.

Diana represents a new statewide approach to collaborative planning and one of the system changes developed through the Governor's Operation Grateful Heart initiative for returning service members and families.

ILENE MORRIS-SAMBUR is the CEO and Founder of Corporate Financial Wellness (CFW) and CORA – Creating Opportunities by Recognizing Abilities. She is a former Director and Senior Turnaround Consultant for one of the top ten national turnaround consulting firms.

COLONEL WILLIAM J. O'BRIEN JR., USMC (RET.) is the Director of the Department of the Navy's Severely Injured Marines and Sailors Initiative. He is helping facilitate the full reintegration of injured service members into the Marine Corps and Navy or to assist in their transition into the private sector. Col. O'Brian retired from the Marine Corps in 2003 after serving 30 years as an infantry and logistics officer. He was recalled to active duty in 2004 to carry out the duties of his current role.

MS PEGGY RAYFIELD is the Chief of Family Programs Operations, Directorate of Personnel Services, Headquarters Air Force Personnel Center, Randolph Air Force Base, Texas. She formulates, proposes, and implements policies/procedures and provides planning, direction, implementation guidance, in-depth training and resource documentation for family programs including Transition Assistance and Palace HART (Helping Airman Recover Together), Personal Finance and Air Force Aid, Relocation, Spouse Employment, Family Life and Volunteer Resources in support of Air Force personnel and their families.

DANNY W. SAMPLE, JR. is an Operations Recruiter for State Farm Insurance Company. He has over 12 years of comprehensive human resources experience including recruitment and retention, conflict resolution, change management, labor relations and overseeing benefit administration in various business sectors. He also has over 20 years of military service in the Army National Guard, most recently serving with the 1st Cavalry Division in Baghdad, Iraq as part of Task Force Baghdad from 2004 to 2005.

STEVE SHIVERS is commissioner of the Alabama Department of Rehabilitation Services, the state agency that provides — from birth through old age — a unique continuum of services to

more than 62,000 Alabama children and adults with disabilities and their families each year.

WILL WEB, is representing the collaborative non-profit service organization, Still Serving Veterans, which is committed to long term career development and life skills support for severely wounded veterans and their spouses.

MICHAEL WARDLAW, is the Director of the Navy Casualty Assistance and Retired Activities Division, and the Safe Harbor Program, U.S. Navy. Mr. Wardlaw supervises the worldwide management and operation of Navy's Casualty Assistance Program, Prisoner of War and Missing in Action Program, Navy Retired Activities and SAFE HARBOR, a program for support for the severely wounded.

DR. MICHAEL E. WITZKY is an Ohio trainer in the Behavioral Health Needs of People Following a Natural Disaster to Terrorist Event. He is a co-author of the Reintegration Action Plan (RAP) Workbook which was developed under the direction of the Ohio Cares Committee, and has been an active member of the Ohio Cares Committee since its beginning in 2004.

INFORMATION ON MEMBERS AND PANELISTS NOT APPEARING IN THIS LIST WILL BE INCLUDED IN FINAL SUMMIT MATERIAL. WE APOLOGIZE FOR ANY OVERSIGHT AND THANK ALL OUR SPEAKERS AND FACILITATORS FOR THEIR TIME AND COMMITMENT TO THE SUCCESS OF THIS SUMMIT.

Summit Facilitators:

GEORGE ALSTON is a member of the GE Junior Officer Leadership Program, a program designed to provide an accelerated start to career opportunities for officers choosing to separate from the active duty armed forces. While on-program at GE, he has worked as a Project Manager in both GE Energy's Communications function and in Corporate Citizenship.

ANGEL ALVAREZ is the deputy director of the Department of Labor's REALifelines Program under the Veterans Employment and Training Service. Alvarez helps coordinate employment assistance for wounded and injured service members returning from Operations Enduring and Iraqi Freedom, and also serves as a liaison between the military services and REALifelines.

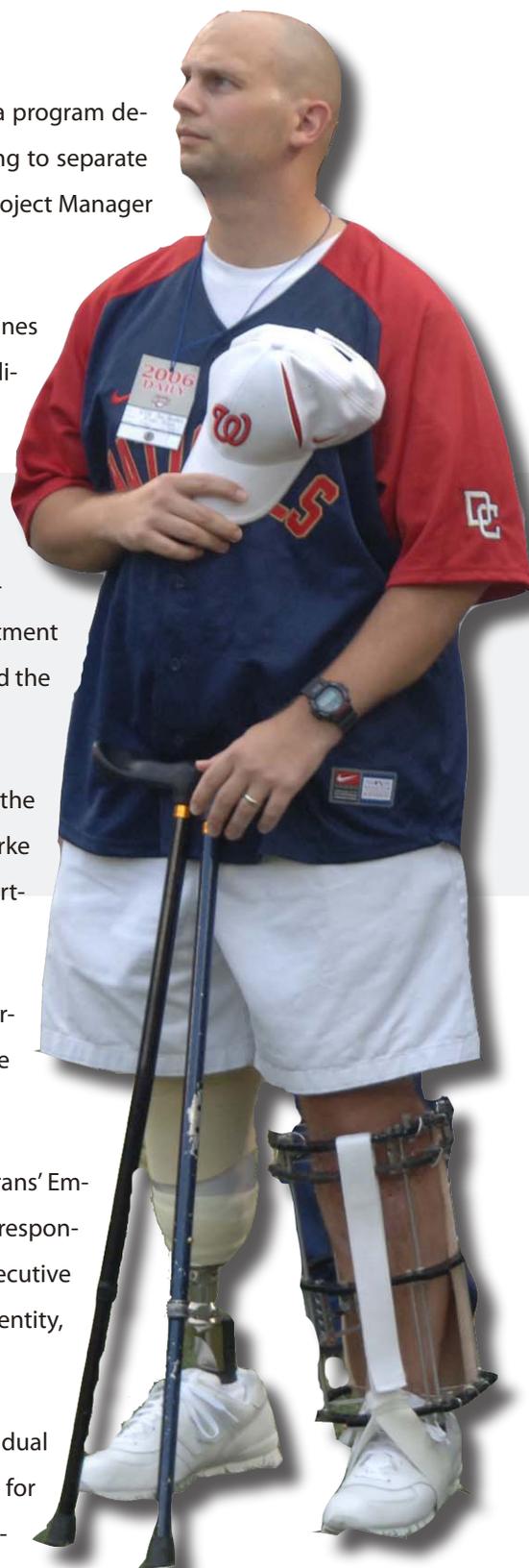
RON DRACH is the director of governmental and legislative affairs for the Department of Labor's Veterans Employment & Training Service. Drach is the Department of Labor's main liaison between federal agencies, veteran service organizations and the public on severely injured veteran employment issues.

COL. GORDON BURKE, (Ret.), is the Director of Operations and Programs for the Department of Labor's Veterans Employment and Training Service. In this role, Burke oversees the agency's state and competitive grants programs as well as the department's transition assistance and USERRA compliance programs.

JOHN A. MELIA is the founder and Executive Director of the Wounded Warrior Project, a non-profit organization dedicated to assisting severely injured service members.

DANIEL M. NICHOLS is the Chief of Staff to the Assistant Secretary of Veterans' Employment and Training in the U.S. Department of Labor with additional leadership responsibilities encompassing: Information Technology and systems management, executive correspondence, special employment initiatives, strategic planning, corporate identity, and policy and legislative writing.

COLONEL JAMES "SCOTTY" SCOTT, USA (RET.) is the director of Individual and Family Support Policy under the Office of the Assistant Secretary of Defense for Reserve Affairs (Manpower and Personnel). The program aims to strengthen support services to National Guard and Reserve families.



Workshop highlights: Breaking Down the Wall

The, "Breaking Down the Wall," exercise has been successfully implemented in workforce system planning session at many levels over the past several years.

THERE ARE THREE PHASES TO THE EXERCISE.

PHASE 1: Identification of barriers and challenges: In this phase, the facilitator will address a specific question to participants such as, "why do recently injured veterans have difficulty accessing public services after discharge from the armed services?" Input from this solicitation will physically be constructed into a wall of barriers.

PHASE 2: Real life solutions: Participants, and panelists, will be asked to identify an individual or program as a specific example that addresses a particular barrier, or multiple barriers. These suggestions will be written on post-it notes and posted to portions of the wall by participants. As participants post, the facilitator will read off sugges-



GOAL: To facilitate an interactive peer-problem solving exercise that identifies challenges and/or barriers that create a specific problem, and to capture solutions to the problems through interactive dialogue and discussion.

tions, and session organizers will begin to capture specific solutions and contact names for those solutions.

PHASE 3: Industry and individual solutions: From a table and individual level, participants will then be challenged to consider how they could approach specific barriers or sets of barriers from a solutions perspective. Strategies will not be attached to specific individuals, but will be shared with the group at large and collected as part of the take away package.

Workshop highlights: Idealized Design

Idealized design is an interactive planning process developed by renowned business strategist, Dr. Russel L. Ackoff, who has given us his permission to utilize the technique during this summit. Highlighted information is excerpted from his text, "A brief guide to interactive Planning and Idealized Design,"

May 31, 2001

Idealized Design is an interactive planning process developed by Dr. Russell L. Ackoff, and attributed most prominently to the pioneering innovations of Bell Labs in the 1950's. Since that time, Dr. Ackoff has successfully integrated his unique approach to problem resolution and system redesign in numerous industries.

Unlike other planning approaches, which focus on identifying the issues and problems and taking a systematic approach to address system gaps, the Idealized Design process assumes that the system or organization under consideration was completely destroyed, but that the environment and problems remain exactly as they are.

Participants in this session will be working together to design a system or structure, which they would replace the existing organizations with today given only two restraints, technological feasibility and operational viability, and the requirement that the new structure have the ability to learn and adapt rapidly and effectively to changes and challenges.

TECHNOLOGICAL FEASIBILITY: The design must not incorporate any technology not currently known to be feasible. This does not preclude new uses of available technology. It is intended to prevent the design from becoming a work of science fiction.

OPERATIONAL VIABILITY. The organization should be designed so as to be capable of surviving in the current environment, but it need not be implementable in the current environment.

Russell Ackoff, 2001

According to the Idealized Design process, participants are not seeking to establish the ideal system, but rather, an ideal-seeking system that could be implemented today.

Participants will work with facilitators through three steps: the formulation of a mission statement, the specification of the properties that the new system / organization should have, and then a design for an organization that meets those properties.

Participants will work to refine the draft, "Statement of Opportunity," found at the front of this text. Part of the goal, will be to hone this

statement into a product that can be recommended by the conference for adoption at the gubernatorial level nationwide. Following this initial discussion, small table-based groups will work together on a system design that would meet those specifications.

State planning teams are encouraged to participate together in the design of mission statements and organization properties for their own respective states, but will also be engaged to work on intra-state and national system ideas.

Results from the group at large, and individual groups will be collected and disseminated for comment to conference participants.

When designing the new system, participants will work from a mock case of a wounded service member. As a guide to the design process, participants will look at the following system issues as the foundation for the design framework:

- What kinds of users will benefit? and how will those relationships be initiated and sustained?
- What services will be provided, and how will quality measures be taken?
- What services should be delivered as a core competency of the organization, and how should partnerships be enacted, and to what end?
- What is the ideal management structure for the organization/program, and how is leadership determined?
- What personnel skill sets should be sought, and how should work be distributed, recognized and rewarded?
- What types of resources will be required, and what strategies can be used to acquire or pool resources from multiple partners?
- How should public relations and cross-organizational

Restraints

LEARNING AND ADAPTATION. The organization should be designed so as to be able rapidly to learn from and adapt to its own successes and failures, and those of relevant others. It should also be capable of adapting to internal and external changes that affect its performance, and of anticipating such changes and taking appropriate action before these changes occur. This requires, among other things, that the organization be susceptible to continual redesign by its internal and external stakeholders.

Russell Ackoff, 2001



Summit Challenge:

During this conference, let us work together to address some of the readily identifiable issues surrounding the successful recovery, rehabilitation, and employment of our wounded and injured service members. Guiding questions to keep in mind through the course of this summit are listed below. If you are aware of a successful solution, or have in mind a means of addressing one of these issues, please engage summit participants either by posting your thoughts on a card on the provided idea boards. Your full engagement over the next two days is much appreciated.

Leadership Issues

1. How can we assure priority service delivery to wounded and injured veterans in relevant public and private services?
2. What strategies can be used to enable conscientious data sharing and program integration across traditional barriers?
3. How can benefits and services be aligned toward opportunity outcomes?
4. How best can we inspire and motivate employers to develop and implement model practices in hiring and accommodating wounded & injured veterans?
5. In what ways can we engage employers and community institutions in developing broad partnerships to support the economic recovery of wounded and injured veterans and their families?
6. How do we improve employer access to qualified wounded and injured job applicants?
7. How can we best encourage the development of unique state and local solutions?
8. How best do we improve access to promising careers for wounded and injured veterans?
9. In what ways can we work to extend the capacity of workplace accommodations to expand the career fields of veterans with barriers to employment?
10. How can the system adapt to enable returning wounded and injured veterans to find and achieve their economic and career aspirations?

We are better together ...



Envisioning the future...

“In 2007, all 50 states adopted a statement of Commitment to Opportunity..”

“Federal, state, local, and private institutions worked together to establish a national operations center, which collects, disseminates, and shares successful collaborative practices and resource information benefitting wounded and injured service members and their families ...”

“... historic public and private partnership launched a state of the art online solution mapping system to address common barriers at the state and local level and aid employers in successfully hiring veterans wounded and injured during active service...”

“... we’ve reached a new age in responsible government as service providers across disciplines have systematically broken down the traditional barriers between government and public and private entities by establishing a unique and comprehensive service provider network with timely data sharing and continuity of care ...”

How do you envision the future?

Selected Resources:

THE WOUNDED WARRIOR PROJECT:

www.woundedwarriorproject.org

The mission of the Wounded Warrior Project (WWP) is to raise public awareness and enlist the public's aid for the needs of severely injured service men and women, to help severely injured service members to aid and assist each other, and to provide unique, direct programs and services to meet their needs.

WWP accomplishes this mission by providing programs and services to severely injured active service members and their families during the critical time between their initial rehabilitation while on active duty and their eventual transition to civilian life. WWP employs staff with over 55 years of combined experience in providing direct services to active duty service members and disabled veterans, including benefits counseling, representation before the department of veterans affairs, bringing public attention to the needs of wounded service members, and advocating for regulatory and statutory changes beneficial to veterans and active duty service members.

Military Services

MILITARY SEVERELY INJURED CENTER:

24/7 Family Support: 1-888-774-1361: www.military.com/support

A comprehensive career services website that includes em-

ployment information for wounded Service members and veterans. Among the information and services provided:

- A "Wounded Veteran Job Search" data base

- A listing of "Veteran-Friendly" Employers

- A "Tool Box" which includes a Skills Translator, Resume Builder, and Salary Calculator

- Various links to other Veteran Resources

- Articles and information regarding career events, transitional services, etc.

OPERATION WARFIGHTER:

www.militaryhomefront.dod.mil/operationwarfighter

Operation Warfighter (OWF) is a temporary assignment or internship program for Service members who are undergoing therapy at military treatment facilities in the United States. Operation Warfighter is designed to provide recuperating Service members with meaningful activity outside of the hospital environment that assists in their wellness and offers a formal means of transition back to the military or civilian workforce.

THE U.S. ARMY WOUNDED WARRIOR PROGRAM:

www.AW2.army.mil

The Department of the Army's Wounded Warrior Program (AW2) provides its severely disabled Soldiers and their families with a system of advocacy and follow-up to provide personal support that assists them in their transition from military service and into the civilian community.

The AW2 website includes Disabled Soldier News, Links, FAQ's, and resource information for service members.

MARINE FOR LIFE: www.m4l.usmc.mil/

The mission is to provide transition assistance to Marines who honorably leave active service and return to civilian life and to support injured Marines and their families.

M4L offers help for wounded marines while they are waiting to return to service, in addition to supporting marines and their families during the transition process to civilian employment.



DEFENSE AND VETERANS BRAIN INJURY CENTER:

www.dvbic.org/

The mission of the Defense and Veterans Brain Injury Center (DVBIC) is to serve active duty military, their dependents and veterans with traumatic brain injury (TBI) through state-of-the-art medical care, innovative clinical research initiatives, and educational programs.

Transitional Services

SEAMLESS TRANSITION - OPERATION ENDURING FREEDOM/ IRAQI FREEDOM: www.seamlesstransition.va.gov/

This is the Department of Veteran Affairs site that offers assistance to veterans of Operation Enduring Freedom and Operation Iraqi Freedom while they transition into civilian life. The areas of interest are: Benefits, Medical, Dependents, Transition Assistance, Active Duty and Reservists/National Guard.

DoD TRANSPORTAL: www.dodtransportal.org/dav/lsnmedia/LSN/dodtransportal

“The DoD Web Portal for the Military Transitioner”

This site is designed specifically to assist service members leaving active duty. The four main areas of the website are:

Transition Assistance – general information regarding benefits and services available to transitioning individuals

Preseparation Guide – a DoD publication that presents information regarding transition services, resources, and options to service members

At Your Service – provides contact information for all Transition Assistance Offices, as well as links to other transition related websites

Your Next Career – provides several different areas of information relating to job searches

DISABLED TRANSITION ASSISTANCE PROGRAM (DTAP): www.dol.gov/vets/programs/tap/main.htm

The Transition Assistance Program (TAP) was established to meet the needs of separating service members during their period of transition into civilian life by offering job-search assistance and related services.

Service members leaving the military with a service-connected disability are offered the Disabled Transition Assistance Program (DTAP) from the Veterans Affairs representatives. DTAP includes the normal three-day TAP workshop, plus additional hours of individual instruction to help determine job readiness and address the special needs of veterans with disabilities.

Reemployment

VETERANS EMPLOYMENT AND TRAINING SERVICE

(VETS): www.dol.gov/vets/

The Mission statement for VETS is to provide Veterans with the resources and services to succeed in the 21st century work force by maximizing their employment opportunities, protecting their employment rights and meeting labor-market demands with qualified Veterans.

REALIFELINES, U.S. DOL

Recovery and Employment Assistance Lifelines:

www.dol.gov/vets/programs/REALifelines

REALifelines is a new program dedicated to providing individualized job training, counseling, and reemployment services to wounded service members. Their website provides contact information for enrollment, as well as FAQ's.

HIRE VETS FIRST: www.hirevetsfirst.gov/

This comprehensive career website is designed to help employers find qualified veterans, as well as help veterans to make the most of a national network of employment resources. The website includes a job search database, military skills translator, resume writer, helpful links, and contact information for employment specialists.

EVETS: WWW.DOL.GOV/ELAWS/EVETS.HTM

The e-VETS Resource Advisor assists veterans preparing to enter the job market. It includes information on a broad range of topics, such as job search tools and tips, employment openings, career assessment, education and training, and benefits and special services available to veterans.

AMERICA'S CAREER INFONET: www.acinet.org

America's Career InfoNet is an online resource for making informed career decisions to support a demand-driven workforce investment system. Career infoNet combines a multitude of

powerful tools and online utilities including the Career OneStop service locator, America's Job Bank, and host of online coaches and tools useful for making informed decisions regarding re-warding careers.

ALWAYS A SOLDIER: WWW.AMC.ARMY.MIL/ALWAYS-SASOLDIER/

The "Always A Soldier" program provides service-connected disabled veterans opportunities to seek employment, career advancement, job mobility, family economic well-being, and greater financial security.

The program is an Army Material Command based initiative, and the website provides information regarding the program, employment opportunities, and important links.

Vocational Services

VOCATIONAL REHABILITATION AND EMPLOYMENT SERVICES: www.vba.va.gov/bln/vre/index.htm

This website provides a variety of resources for Veterans, including information regarding employment and vocational services and assistance.

STATE VOCATIONAL REHABILITATION SERVICES: jan-web.icdi.wvu.edu/SBSES/VOCREHAB.HTM

This website lists vocational rehabilitation services for each state and U.S. territory. Vocational Rehabilitation, a state-supported division of services, assists individuals with disabilities who are pursuing meaningful careers. VR supports individuals in securing gainful employment commensurate with their abilities and capabilities through local job searches and awareness of self-employment and telecommuting opportunities.

Accommodations & Assistive Technology

COMPUTER/ELECTRONIC ACCOMMODATIONS PROGRAM (CAP): WWW.TRICARE.OSD.MIL/CAP/

The Computer/Electronic Accommodations Program (CAP) is committed to providing assistive technology to returning wounded service members. Accommodations are available for service members with injuries that have caused vision or hearing loss, dexterity impairments, including upper extremity amputees, as well as communication and cognitive difficulties.

CAP works with the Department of Defense (DoD) and the Department of Veterans' Affairs to assist in the "reemployment process." If a service member remains on active duty or becomes a civilian within DoD or another Federal agency, CAP can provide the work related accommodation to the agency free of charge for internship and/or permanent employment.

JOB ACCOMMODATION NETWORK (JAN): WWW.JAN.WVU.EDU

JAN is a free consulting service designed to increase the employability of people with disabilities by:

- 1) providing individualized work site accommodations solutions

- 2) providing technical assistance regarding the ADA and other disability related legislation

- 3) educating callers about self-employment options.

DISABILITYINFO.GOV: WWW.DISABILITYINFO.GOV is the federal government's one-stop Web site for information of interest to people with disabilities, their families, employers, service providers and many others.

To support the goals of the New Freedom Initiative President George W. Bush directed federal agencies to create DisabilityInfo.gov in order to connect people with disabilities to the information and resources they need to pursue their personal and professional ambitions - delivering on America's promise of equal access to opportunity for all.



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www.HireVetsFirst.gov/realifelines