



UNITED STATES OFFICE OF PERSONNEL MANAGEMENT
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The Director

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Memorandum for Head of Executive Branch Departments and Agencies

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Subject: **Government-wide Military-Connected Strategic Plan for Fiscal Years (FYs) 2024 – 2028**

The U.S. Office of Personnel Management (OPM) and the Office of Management and Budget (OMB) are releasing the Government-Wide Military-Connected Strategic Plan for Fiscal Years 2024 to 2028. This Plan is being issued pursuant to section 2(a) of Executive Order 14100 of June 9, 2023, which required the Director of OPM and the Deputy Director for OMB to develop and issue a Government-wide Military-Connected Strategic Plan, in consultation with the Secretaries of State, Defense, Labor, Veterans Affairs, and Homeland Security.

To ensure that the Federal Government is an employer of choice for military-connected families and caregivers, this Plan will serve as a roadmap to assist agencies with strengthening their ability to recruit, hire, develop, promote, and retain this skilled and diverse pool of talent. Agencies are encouraged to evaluate current employment policies, practices, and procedures to address the goals and actions in this Plan. Agencies must incorporate recruitment and retention goals in their Human Capital Operating Plans or other internal agency strategic plans that can record their commitments and strategies to address specific areas where there is an underrepresentation or resource deficiencies for military-connected families.

Agencies should:

- (i.) Conduct a comprehensive review of leading policies and practices to identify effective measures of success for the recruitment, hiring, and retention of military-connected families and caregivers.

- (ii.) Identify and address barriers that prevent the recruitment, hiring, promotion, and retention of military-connected families within the Federal workforce.
- (iii.) Develop strategies, including potential legislative proposals, to eliminate these barriers and promote employment opportunities.
- (iv.) Develop strategies to effectively market military-connected families' talents, experiences, and diversity to Federal agencies.
- (v.) Increase Federal job postings utilizing the Military Spouse Noncompetitive Appointment Authority.
- (vi.) Set Government-wide standards to improve the Domestic Employee Teleworking Overseas program to improve support for military spouses during transition.
- (vii.) Improve the collection of data on military-connected families in the Federal workforce.
- (viii.) Develop metrics and benchmarks that align with leading practices to ensure the success of the Plan.
- (ix.) Regularly evaluate and reassess these measures to improve recruitment, hiring, and retention efforts.

OPM and OMB will continue to develop and provide tools and resources to support agencies in meeting the goals outlined above. OPM will provide technical assistance and resources and host learning events for stakeholders, including human resources practitioners, hiring managers, and Veterans Employment Program Offices. Agencies should evaluate the impact of these new efforts to increase the employment and retention of military-connected individuals' agency-wide, and OPM and OMB will assess Government-wide progress.

We look forward to working with agencies to implement the actions outlined in this Plan. If there are any questions about this document or a need for technical assistance on any of the action items, agency headquarters-level human resources offices may contact OPM at militaryspouse@opm.gov. Component-level human resources offices should contact their agency headquarters for assistance. Employees should contact their agency human resources offices for further information on this memorandum.

Attachment: Government-wide Military-Connected Strategic Plan for FYs 2024-2028

cc: Chief Human Capital Officers (CHCOs), Deputy CHCOs, Human Resources Directors, Veterans Employment Program Offices, Chief Learning Officers, Small Agency Council

Government-wide Military-Connected Strategic Plan

Fiscal Year 2024-2028



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Introduction

On June 9, 2023, President Biden signed Executive Order (EO) 14100¹, Advancing Economic Security for Military and Veteran Spouses, Military Caregivers, and Survivors (hereafter referred to as “military-connected families” or “population”²). This EO recognizes the importance of military family economic well-being to the all-volunteer force. Additionally, this population provides untapped pools of talent the Federal Government should leverage. To ensure that the Federal Government is an employer of choice for this populations, the EO directs Executive Departments and agencies to strengthen their ability to recruit, hire, develop, promote, and retain this skilled and diverse pool of talent. Section 2 (a) calls for the Director of the U.S. Office of Personnel Management (OPM) and the Deputy Director for Management of the Office of Management and Budget (OMB), in consultation with the Secretaries of State (State), Defense (DoD), Labor (Labor), Veterans Affairs (VA), and Homeland Security (DHS) to develop and issue a Government-wide Military and Veteran Spouses, Military Caregiver, and Survivor Hiring and Retention Strategic Plan (“Military-Connected Plan”).

The Government-wide Military-Connected Plan is required to consist of:

- (i) measures of success for the recruitment, hiring, and retention of military-connected families.
- (ii) enhanced support for the retention of military spouses in Federal careers, consistent with merit system principles as defined in 5 U.S.C. 2301³.

¹ [Executive Order 14100 of June 9, 2023](#), Advancing Economic Security for Military and Veteran Spouses, Military Caregivers, and Survivors.

² The term “military-connected families or population” is intended to encompass the military caregiver, military spouse, survivor, or veteran spouse. It is essential, however, to acknowledge challenges in identifying “caregivers or survivors” in the Federal workforce.

³ [5 U.S.C. § 2301](#), Merit system principles consist of fair and open competition (under merit promotion and competitive examining procedures) to ensure that all employees and applicants receive equal opportunity determined solely on the basis of relative ability, knowledge, and skills.

- (iii) strategies — including pursuing the development of a legislative proposal, as appropriate — to eliminate, where applicable, barriers to the employment of military-connected families in the Federal workforce.
- (iv) strategies for marketing the talent, experience, and diversity of military-connected families to agencies.
- (v) a data-driven approach to increasing transparency and accountability in hiring and retention — including by encouraging agencies to set goals for hiring under the Military Spouse Noncompetitive Appointment Authority.

The Plan also builds upon the Government-wide plans required by EO 13583⁴ of August 18, 2011 (Establishing a Coordinated Government-Wide Initiative to Promote Diversity and Inclusion in the Federal Workforce⁵), and EO 14035⁶ of June 25, 2021 (Diversity, Equity, Inclusion, and Accessibility [DEIA] in the Federal Workforce⁷). The Military-Connected Plan shall be updated as appropriate and at a minimum every 4 years.

⁴ [Executive Order 13583](#), Establishing a Coordinated Government-wide Initiative to Promote Diversity and Inclusion in the Federal Workforce.

⁵ See [Government-Wide Diversity and Inclusion Strategic Plan, 2021](#).

⁶ [Executive Order 14035](#), Diversity, Equity, Inclusion, and Accessibility in the Federal Workforce

⁷ See [Government-wide Strategic Plan to Advance Diversity, Equity, Inclusion, and Accessibility in the Federal Workforce](#).

Executive Summary

The Military-Connected Plan is the first-ever Federal Government strategic plan to recognize that military-connected families face many challenges that arise from their selfless service to the American people. The Plan aims to advance career stability and expand employment resources and support for this community within the Federal Government. As a military family, the President and First Lady recognize the commitment and resilience of military-connected families as essential to the recruitment, retention, and readiness of our Armed Forces. With a 21 percent unemployment rate, this talented, diverse, and resilient untapped pool of individuals continues to face obstacles to achieve their desired career goals due to the strains of multiple deployments, frequent moves with little control over their geographic location, caring for wounded, ill, and injured service members or veterans; time apart for training, and more. These challenges are also experienced by Reserve and National Guard spouses, who must balance their careers against the unpredictable nature of the service member's schedule, activations, and deployments.

The strategies in this Plan are designed to help agencies take a comprehensive and collaborative approach to support military-connected families' employment in the Federal Government. We recognize that much work is underway and encourage agencies to leverage the capacity and resources of DoD, State, Labor, VA, DHS, and OPM to be better positioned to increase the number of employees from military-connected families in the Federal workforce and to utilize their talents to achieve its mission on behalf of the American people. The Plan outlines the following expectations for the Federal Government in order to become an employer of choice for military-connected families:

- (i) Conduct a comprehensive review of leading policies and practices to identify effective measures of success for the recruitment, hiring, and retention of military-connected families.
- (ii) Identify and address barriers that prevent the recruitment, hiring, promotion, and retention of employees from military-connected families within the Federal workforce.

- (iii) Develop strategies, including potential legislative proposals, to eliminate these barriers and promote employment opportunities.
- (iv) Develop strategies to effectively market military-connected families' talents, experiences, and diversity to Federal agencies.
- (v) Increase Federal job postings utilizing the Military Spouse Noncompetitive Appointment Authority.
- (vi) Set Government-wide standards to improve the Domestic Employee Teleworking Overseas (DETO) program to improve support for military spouses during transition.
- (vii) Improve the collection of data on military-connected families in the Federal workforce.
- (viii) Develop metrics and benchmarks that align with leading practices to ensure the success of the Military-Connected Plan.
- (ix) Regularly evaluate and reassess these measures to improve recruitment, hiring, and retention efforts.

Strategic Objectives

The strategies to recruit, hire, and retain military-connected families within the Federal Government focus on defining actions and measurable success indicators to eliminate employment barriers, strategically hiring military-connected individuals, and fostering transparency and accountability through data-driven approaches.

Goal 1. Eliminate Employment Barriers and Strengthen Military-Connected Families' Access to Agency Programs.

Strategy 1.1. Policy

Advance Human Resources (HR) policies to reduce barriers that military-connected families may face in accessing employer sponsored programs and employment opportunities.

1.1.1. Action: OPM issued the following guidance to Federal agencies⁸ to encourage:

- Reinforcement of existing alternative workplace arrangements (i.e., telework and remote work flexibility options) pursuant to 5 U.S.C. § 6502 for Federal employees, including military spouses and military caregivers, and encouraging agency leaders to consider these as options for retaining Federal military-connected employees.
- Establishment and adoption of agency-specific policies to promote up to 5 days of administrative leave for military spouses during a geographic relocation as directed by a service member's orders.
- Collaboration among agencies so that a military-connected Federal employee may be placed in another Federal agency position when arrangements to retain a military spouse or military caregiver — including following changes to support continuity of care or relocation due to permanent change-of-station orders for the active-duty service member — are unavailable to allow them to continue in their existing position.

1.1.2. Action: Federal agencies review current policies governing flexible work arrangements for consistent applicability across the agency. For example, agency policies may encourage managers to review job postings to determine if telework/remote work is appropriate for the position prior to posting the positions. When considering flexible work arrangement, agency policies could remind managers and supervisors to consider the unique needs of military spouses, caregivers, and survivors.

⁸ [Guidance in Support of Executive Order 14100](#)—Advancing Economic Security for Military and Veteran Spouses, Military Caregivers, and Survivors.

1.1.3. Action: Agencies should coordinate with the Department of State to develop agency-specific standards for the Domestic Employees Teleworking Overseas (DETO) program across Government to promote consistency and effective implementation. They should also develop a method to track DETO applications received and processed and establish timeframes for processing and approving DETO applications as required under the National Defense Authorization Act for Fiscal Year 2022 (Public Law 117-81).

1.1.4. Action: OPM shall collaborate with DOD, DHS, and VA to evaluate the impact of expanding eligibility for derived preference and, if applicable, develop a legislative proposal on recommended changes.

1.1.5. Action: OPM shall examine the eligibility criteria for the Recent Graduates Program established by Section 2 of EO 13562⁹ (Recruiting and Hiring Students and Recent Graduates); and, as appropriate, in coordination with OMB and DOD, conduct a study to identify barriers related to this program and provide recommendations to address barriers that military spouses may face in accessing the Program.

Indicators of Progress

- OPM's guidance to Federal agencies on alternative workplace arrangements was issued in the first quarter of Fiscal Year (FY) 2024.
- Publication of agency guidance highlighting flexible work arrangements to increase the percentage of military-connected families hiring and retention.
- In FY 2024, Agency leaders institute policies on 5 days of administrative leave for military relocations.
- Agency and sub-agencies have a DETO program manager and agency-specific guidance encouraging the use of the DETO program to retain military spouses moving overseas due to their servicemember spouse's order.
- DoD and OPM officially launched the Dependent Care Flexible Spending Account (DCFSA) for military personnel in August 2023.

⁹ [Executive Order 13562](#), Recruiting and Hiring Students and Recent Graduates.

- OPM’s legislative proposal on recommended changes, if any, on derived preference to Caregivers and Survivors, if warranted, provided through the formal clearance process.
- OPM’s findings and recommendations on the eligibility criteria for the Recent Graduates Program submitted to the President in FY 2025.

Strategy 1.2. Training

In collaboration with OPM and consistent with 5 U.S.C. § 4103¹⁰, agencies shall provide annual training for agency HR personnel and hiring managers concerning the employment of military-connected families and provide technical guidance to this population.

1.2.1. Action: OPM will revise the Government-wide training developed under EO 13518¹¹ for HR professionals and hiring managers to include hiring flexibilities and special authorities for military-connected families.

1.2.2. Action: Federal agencies must ensure HR professionals and hiring managers complete the annual training as required under EO 14100 and are encouraged to use and place OPM’s approved training on their Learning Management Systems (LMS) or similar platforms or develop their own training.

1.2.3. Action: OPM will distribute and promote the use of the across the Federal Government.

1.2.4. Action: All Federal agencies will expand the availability of DEIA training so that Federal HR professionals and hiring managers are provided technical support and encouraged to promote respectful, safe, and inclusive workplaces and have an increased understanding of implicit and unconscious bias.

¹⁰ [5 U.S.C. 4103](#), Establishment of training programs to assist in achieving an agency's mission and performance goals by improving employee and organizational performance.

¹¹ [Executive Order 13518](#), Veterans Employment Initiative.

Indicators of Progress

- OPM HR professionals and hiring managers' training is revised in FY 2024 and made available to Federal agencies in FY 2025.
- Number of HR professionals and hiring managers completing the mandatory training under EO 14100 reported by agencies to OPM under EO 13832.
- Number of agencies using the hiring toolkit.
- Number of Government-wide and agency-specific technical guidance provided to Federal HR professionals and hiring managers.

Strategy 1.3. Collaboration & Partnerships

Agencies should promote a culture that encourages collaboration, flexibility, and engagement with other agencies and non-federal entities to ensure a holistic approach to advancing economic security for military-connected families in the Federal Government. Agencies should:

1.3.1. Action: Create alliances with nonprofits, businesses, local communities, military support organizations (MSOs), DOD programs, and other Federal agencies to access a talent pool of qualified military-connected families to promote Federal Government and agency-specific employment opportunities and provide guidance on how to build a USAJOBS profile and resume and navigate the Federal hiring process.

Indicators of Progress

- Number of Federal agencies actively engaging with MSO and DOD programs (e.g., DoD Military Spouse Employment Partnership) to strengthen their ability to recruit from this skilled and diverse pool of talent.
- Increase in the number of military spouses hired through MSOs and other collaborations under EO 13832 reported by agencies to OPM.
- Each agency develops and executes strategy to collaborate with outside stakeholders, including MSOs, nonprofits, businesses, and local communities. Agencies assess the number of military spouse attendees, their engagement level, the subsequent applications received, and hires made after each event.

Goal 2. Increase the Number of Military-Connected Family Members Serving in the Federal Government.

Strategy 2.1. Outreach & Recruitment

Federal agencies should leverage this untapped talent pool by increasing awareness and marketing the Federal Government as an employer of choice, using a multi-faceted outreach approach via Government and non-Government stakeholder contacts, military and Federal, State, territorial, tribal, and local governments, and others to support the recruitment, hiring, and retention of the target audience covered in EO 14100. Agencies should:

2.1.1. Action: Focus on outreach, recruitment, and placement by conducting webinars and participation in hiring events that provide insights into the Federal hiring process, available job opportunities, and Federal resources.

2.1.2. Action: Create or use an existing marketing strategy specific to the military-connected community and highlight agency job opportunities, the benefits of working for the Federal Government and the various programs and initiatives available to support this population.

2.1.3. Action: Ensure all job opportunity announcements outside of the agency's internal workforce and listed on USAJOBS are open to Military Spouse Noncompetitive Appointment Authority established by 5 U.S.C. § 3330(d).

2.1.4. Action: Conduct informational sessions and workshops with military-connected employee resource groups for leadership teams and hiring managers to educate them about military spouses' unique challenges and valuable skills.

2.1.5. Action: Publicize Government-wide and agency-specific leadership training programs to Federal military-connected employees to help create a pipeline of promotion-eligible candidates.

2.1.6. Action: Incorporate recruitment goals in the agency's Human Capital Operating Plan (HCOP) or another internal agency document that can record the commitments and strategies to encourage the use of hiring flexibilities and the noncompetitive hiring authority for military spouses, like the veteran's employment goals under EO 13518.

Agencies should track these goals through their strategic human capital performance evaluation process that identifies, measures, and analyzes human capital data or another evaluation mechanism.

Indicators of Progress

- Marketing campaign performance metrics.
- Response rate and application numbers from events or career fair advertisements.
- Customer feedback surveys to assess outreach efforts.
- Number of applications from military-connected families for each job posting to assess the effectiveness of these platforms.
- Number of applications received through the Military Spouse Employment Partnership portal after utilizing their tools to post available positions to include “Hot Jobs.”
- 100 percent of the agency’s positions, when the area of consideration is outside of the agency’s workforce, announced on USAJOBS or other job posting sites, are open for consideration under the Military Spouse Noncompetitive Appointment Authority and other appointing authorities available to military spouses by FY 2025.
- Increase participation at events beginning in the second quarter of FY 2024– track the number of leads, applicants, or hires from these events to measure return on investment and potential process improvements.

Strategy 2.2. Employment

Federal agencies are encouraged to use existing hiring flexibilities, including the noncompetitive hiring authority for military spouses. Agencies should:

2.2.1. Action: Encourage hiring managers to increase the use of hiring flexibilities and the military spouse noncompetitive authority established by 5 U.S.C. § 3330(d) and set specific hiring goals to fill vacancies from this talent source.

2.2.2. Action: Develop strategies to create talent pipelines for this population in their mission-critical positions by working with MSO or DOD programs (resources available in the Appendix and [Joining Forces Hiring Toolkit](#)).

2.2.3. Action: Ensure employment information and resources provided to HR professionals and hiring managers are consistent and up to date across and within agencies to build capacity to use applicable hiring authorities.

2.2.4. Action: Improve onboarding processes that address the unique needs of military-connected employees, including relocation assistance and community integration support.

Indicators of Progress

- Increase in the number of hires made under the military spouse noncompetitive appointment authority under 5 U.S.C. § 3330(d).
- Increase in job opportunity announcements open to this talent source that allow for flexible work arrangements and remote work opportunities.
- Increase in the number of military-connected individuals employed in the Recent Graduates Program.
- Hiring managers' and employers' satisfaction with the quality of hires from this talent source.
- Feedback from military spouse hires about their onboarding experience and retention rates during their initial employment months.
- Military spouse hiring trends.

Goal 3. Create Workforce Development Opportunities to Support the Sustainability of Military-Connected Employees.

Strategy 3.1. Workforce Development

Agencies are encouraged to enhance military-connected Federal employee skills by ensuring access to available resources and opportunities that foster personal and professional growth, resilience, and self-sufficiency. Agencies should:

3.1.1. Action: Expand the use of existing programs to increase skill-building opportunities, including coaching, upskilling, reskilling, and professional development.

3.1.2. Action: Increase the establishment of Individual Development Plans to identify training opportunities within the agency, including on-the-job training or professional development opportunities to enhance military-connected employees' skills and support their career growth within the organization.

Indicators of Progress

- Number of hires from this population along with the series and grade to which they were selected.
- Number of military-connected employees participating in formal career development programs offered by the agency.
- Number of military-connected employees participating in on-the-job training or internships and their performance and subsequent contributions to the organization.
- Number of military-connected employees hired from the agency talent pipeline.

Strategy 3.2. Retention

Agencies will focus on improving retention of military-connected employees in the Federal Government through increased opportunities for growth, engagement strategies, and improving processes within its organization. Agencies should:

3.2.1. Action: Promote inclusivity of employees from military-connected families through tailored employee engagement programs, employee resource groups, and recognition initiatives that encourage best practices and focus on retention.

3.2.2. Action: Ensure the agency and sub-agencies have a DETO program manager and issue guidance encouraging the use of the DETO program to retain military spouses moving overseas temporarily due to their servicemember spouse's military orders.

3.2.3. Action: As outlined in EO 14100, section 4(a), collaborate so that a military spouse or military caregiver Federal employee may be placed in another Federal agency position when arrangements to retain a military spouse or military caregiver — including following changes to support continuity of care or relocation due to permanent change-of-station orders for the active-duty service member — are unavailable to allow them to continue in their existing position. (See guidance memo in Appendix 2).

3.2.4. Action: Increase opportunities to reduce barriers for this population to accessing workplace flexibilities, as outlined in the agency's DEIA Plan.

3.2.5. Action: Establish or use existing peer-to-peer interagency resources group or mentorship program that pairs military-connected employees with experienced employees within the organization, providing guidance and support.

Indicators of Progress

- All sponsoring agencies have agency-specific DETO Standards.
- Percentage of military-connected employees who remain employed with the same agency/component over a specific period (e.g., annually).
- Agency retention rate compared to the overall Government-wide retention rate.
- Assessment of the effectiveness of the retention strategies.

Strategy 3.3. Data Analytics

The Federal Government and each agency will develop a data-driven approach to capture and evaluate the hiring and retention of military-connected families—for example, an organizational climate survey to assess how this population experiences the policies, practices, and procedures implemented.

3.3.1. Action: OPM will evaluate and revise the questions on the Government-wide Federal Employee Viewpoint Survey (OPM FEVS) – including adding additional questions to capture this population’s organizational climate experience.

3.3.2. Action: Agencies not utilizing the OPM FEVS are encouraged to continue collaborating with OPM on opportunities to share Federal employee survey data to enable accurate Government-wide analysis and reporting relevant of this population’s employment.

3.3.3. Action: Federal agency leadership should use the agency-specific FEVS results to identify aspects of its workplace culture where improvements should be made.

3.3.4. Action: OPM will explore the establishment of a process to collect data to identify military spouses and military-connected families and a new data element/definition within its Enterprise Human Resources Integration (EHRI) Program's Data Warehouse to identify military spouses and military-connected families.

3.3.5. Action: OPM will revise the annual “Employment of Veterans in the Federal Executive Branch” Report established under EO 13518 – to include data statistics on the hiring of military-connected employees in a manner that allows for comparison and analysis of this population – renaming this report “Employment of Veterans and Military-Connected Spouses and Survivors in the Federal Executive Branch.”

3.3.6. Action: Agencies should engage with OPM to design an off-boarding process that offers an exit survey to identify trends and address issues leading to military-connected employee departure.

Indicators of Progress

- OPM FEVS questions updated.
- Increase the number of military-connected employees' responses to OPM FEVS to gauge satisfaction with the agency's flexibility and assess retention impact.
- Number of agencies identifying areas of improvement and data-driven decisions for future outreach campaigns, sources of hires tracked, and applicant pools monitored.
- OPM EHRI updated to reflect new data elements/definitions.
- Exit survey data is used to improve retention and address areas of concern.
- Data analysis of any recurring challenges or unaddressed issues affecting retention.
- Number of agencies creating off-boarding processes to identify trends.
- Reduction in hiring timeline from application to onboarding.
- Alignment of survey enhancements with VA for needed Federal employee data capture to support refined analysis and comparisons to guide hiring operations and recruitment outreach improvements.

Next Steps

This Government-wide Military-Connected Strategic Plan offers a roadmap to address the requirements of EO 14100 for the Executive Branch. Top leadership support, commitment, and accountability in advocating the value and importance of implementing this Plan is critical to the agency's success. Agencies are encouraged to evaluate current employment policies, practices, and procedures to address the goals and actions in this Plan. Agencies must incorporate recruitment and retention goals in their HCOP or other internal agency strategic plans that can record the commitments and strategies to address specific areas where there is an underrepresentation or resource deficiencies for military-connected families.

In alignment with the strategic objectives set forth in this Plan, it is essential to acknowledge the current limitations in identifying Caregivers or Survivors within the Federal workforce. Considering this challenge, all references related to derivative preference will adhere to the existing legal framework as enshrined in 5 U.S.C §§ 2108(3)(D)-(G).

Finally, in addition to the annual reporting requirements in EO 13832, section 3(f), agencies will include in their report to OPM updates on the implementation and progress in advancing this Plan. OPM will evaluate agency submissions and provide technical guidance to the agency as appropriate. In its annual report to the President, OPM will include progress regarding the implementation of this Plan and any recommendations for improving the hiring and retention of this population, including steps to enhance the effectiveness of applicable hiring authorities.

All questions or requests for technical guidance on implementing any of the recommended actions in this Plan can be submitted to OPM at militaryspouse@opm.gov.

Appendix 1: Definitions

1. The term “active duty” has the meaning set forth in [10 U.S.C. § 101\(d\)\(1\)](#),¹² except that the term also includes “active Guard and Reserve duty,” as defined in [10 U.S.C. § 101\(d\)\(6\)\(a\)](#).¹³
2. The term “agency” means any authority of the United States that is an “agency” under [44 U.S.C. § 3502\(1\)](#), other than those considered to be independent regulatory agencies, as defined in [44 U.S.C. § 3502\(5\)](#).
3. The term “derivative preference” means those who are “preference eligibles,” as defined in [5 U.S.C. § 2108\(3\)\(D\)-\(G\)](#), because they are eligible spouses and parents who use a veteran’s preference when the veteran is unable to do so.
4. The term “military-connected families” means the military caregiver, military spouse, survivor, or veteran spouse.
5. The term “military caregiver¹⁴” means the spouse, child, parent, or next of kin of a veteran who is the primary caregiver for a veteran undergoing medical treatment, recuperation, or therapy for a serious injury or illness who was a member of the Armed Forces (including a member of the National Guard or Reserves) and who was discharged or released under conditions other than dishonorable.
6. The term “military spouse,” as defined in [5 U.S.C. § 3330\(d\)](#), means a spouse of an active duty member of the armed forces; a spouse of a service member who is 100 percent disabled due to a service-connected injury at the time of separation from

¹² [10 U.S.C. § 101\(d\)\(1\)](#), The term "active duty" means full-time duty in the active military service of the United States. Such term includes full-time training duty, annual training duty, and attendance while in active military service at a school designated as a service school by law or by the Secretary of the military department concerned. Such term does not include full-time National Guard duty.

¹³ [10 U.S.C. § 101\(d\)\(6\)\(a\)](#), The term "active Guard and Reserve duty" means active duty or full-time National Guard duty performed by a member of a reserve component of the Army, Navy, Air Force, or Marine Corps, or full-time National Guard duty performed by a member of the National Guard, pursuant to an order to active duty or full-time National Guard duty for a period of 180 consecutive days or more for the purpose of organizing, administering, recruiting, instructing, or training the reserve components.

¹⁴ It is essential to acknowledge the current limitations in identifying Caregivers or Survivors within the Federal workforce, as defined in EO 14100. Please adhere to 5 U.S.C. § 2108(3)(D)-(G).

military service; or a spouse of a service member killed while on active duty; and has not remarried.

7. The term “survivor” means the spouse, child, parent, or next of kin of a service member who died while on active duty or from a service-connected disability following discharge or release under conditions other than dishonorable.
8. The term “veteran spouse” means an individual married to a retired or separated member of the Armed Forces who was discharged or released under conditions other than dishonorable, so long as the marriage occurred prior to or during the service member’s active service.
9. The term “Military Spouse Employment Partnership (MSEP)” is a DoD program that raises awareness regarding the challenges associated with military spouse employment and connects corporate, non-profit, small business, and Federal employers to military spouse talent.
10. A Military Support Organization (MSO) is any organization that supports service members and military families through aid in areas such as employment beyond the military, education, financial assistance, and overall well-being.

Appendix 2: Resources

Listed below are pertinent links and information directing agencies to trusted partners and resources to assist in implementing this Plan. The list of resources in this Plan is not complete. Additional resources are available through State and local government, private sector, MSOs, and other Federal agencies' military-connected programs.

The White House, Joining Forces

[A Guide to Recruiting and Hiring Military Spouses Forces](#)

The White House's Joining Forces initiative, led by First Lady Jill Biden, supports military and veteran spouses, caregivers and survivors, with a focus on military spouse economic opportunity, military child education, and health and well-being. To help achieve this mission, A Guide to Recruiting and Hiring Military Spouses was created to ensure Federal hiring managers are better equipped with available resources they can leverage to support the military-connected community best. This guide was informed by hiring managers and employment policy staff from Federal agencies and aims to build an understanding of the diverse skills and strengths of military spouses; and connect hiring managers to resources and tools to strengthen their recruitment of military spouses. Share leading hiring and retention practices from successful teams across the Federal Government.

Office of Personnel Management

[Guidance in Support of Executive Order 14100—Advancing Economic Security for Military and Veteran Spouses, Military Caregivers, and Survivors](#)

On November 9, 2023, OPM issued guidance encouraging Federal agencies to review and evaluate the use of telework and remote work; establish individual agency policies for Federal civilian employees accompanying a military spouse during a geographic relocation occurring as directed by a service member's orders may be provided up to 5 days of administrative leave; and, to explore the many tools available to retain current employees.

[Noncompetitive Appointment of Certain Military Spouses](#)

OPM has updated its question and answers policy guidance based on statutory provisions in the National Defense Authorization Acts (NDAAs) for FYs 2013, 2019, and

2023, and EO 13832 of May 8, 2018, Enhancing Noncompetitive Civil Service Appointments of Military Spouses.

[OPM's Talent Surge Playbook](#)

OPM's Talent Surge Playbook is intended as a reference for agency leaders, hiring managers, and HR professionals responsible for the planning, recruiting, and hiring of a diverse, dynamic, and well-qualified Federal workforce. The Playbook also contains information on HR flexibilities, authorities, actions, and other resources that will assist agencies in planning, recruiting, and hiring personnel needed to rebuild its workforce to deliver on diverse and complex agency missions for the American people.

Department of Defense

[Military Spouse Employment Partnership \(MSEP\)](#)

The Military Spouse Employment Partnership is an employment and career partnership connecting military spouses with hundreds of partner employers committed to recruiting, hiring, promoting, and retaining military spouses. MSEP has over 600 partners – hiring over 250,000 military spouses!

[DOD Spouse Education and Career Opportunities \(MySECO\)](#)

MySECO provides [Education](#) and [Career Guidance](#) to military spouses worldwide and offers comprehensive resources and tools for all stages of your career progression.

[DOD Civilian Careers—Military Spouses](#)

DOD recognizes and honors the sacrifices of the military family and supports their commitment and dedication by providing several civilian employment programs that support military spouses.

[Spouse Ambassador Network](#)

The Spouse Ambassador Network is a group of like-minded organizations dedicated to raising awareness of military spouse education and employment resources. Take advantage of these organizations' services, support, and networking opportunities while building networks inside and outside the military community.

Department of State

[Domestic Employee Teleworking Overseas](#)

A DETO arrangement is a limited-duration workplace flexibility that allows certain direct-hire employees and personal services contractors assigned to domestic positions to accomplish their duties from an overseas location when accompanying an eligible sponsoring spouse. State provides policy guidance on the DETO program in its Foreign Affairs Manual—see [3 FAM 2370](#).

Department of Education

[Information for Military Families and Veterans](#)

Provides educational resources intended to equip veterans and military families with the information that will help them to fairly compete in today's competitive job-placement environment and information on funding for education for military personnel and their families.

Department of Labor

[Veterans' Employment and Training Service \(VETS\)—Military Spouses \(dol.gov\)](#)

The VETS is committed to helping America's veterans, separating service members and military families by preparing them for meaningful careers, providing employment resources and expertise, and protecting their employment rights.

Department of Veteran Affairs

[Veteran and Military Spouse Talent Engagement Program](#)

Provides employment readiness assistance and outreach to transitioning service members, veterans, and eligible military spouses while advocating the use of special hiring authorities, employment programs, and Veteran retention strategies to help the VA become the employer of choice for veterans and military spouses.

[Veteran and Military Spouse Talent Engagement Program \(VMSTEP\)](#)

VA for Vets offers services that help agencies recruit veteran talent for the civilian workforce and ensure they acclimate to the culture and have the resources they need to continue their military service. More information is available under the HR Professional and Supervisor Tab.



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