

SUPPORTING VETERAN STAFF AT PNNL

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OUR COMMITMENT

At Pacific Northwest National Laboratory (PNNL, or Laboratory), we are committed to solving the world's most challenging problems and answering its most elusive questions. Diversity of people and thought is part of our unique social fabric and a key to our research success. It is also a daily personal commitment and an expectation. We strive to encourage and enhance an inclusive, professional environment where everyone respects and values individual differences. Each employee has a role to play and a responsibility to act. By providing a work environment of respect, trust, collaboration, and cooperation, PNNL can fulfill its mission of conducting great science and fostering technological advancement.

AN INCLUSIVE WORKPLACE

At PNNL, we have immense respect and appreciation for veterans, active-duty service members, reservists, and National Guard members for the sacrifices they and their families have made to protect our nation and defend our freedom. These individuals have put country before self, bravely defended against adversaries who threaten our nation and our allies, and have spent years far from the comfort and safety of home, separated from family and friends.

There are veterans from all branches of the Armed Forces employed at PNNL.

We not only honor and appreciate these service members and the contributions they make at PNNL, but we also recognize that they may face unique challenges that can affect all areas of their lives. Therefore, PNNL has embedded a range of support services into our culture and processes to help our veterans and service members. From the initial hiring stages, through to active-duty time off and National Guard deployments, there is a comprehensive effort to help throughout their different career stages.

BENEFITS

Military-service-savvy staff in the PNNL **Benefits Office** understand the rules and requirements associated with differing service circumstances that veteran and service member staff might face during their employment and assure that things like disability ratings, reserve and National Guard deployments, and military leaves of absence do not negatively affect pay, employee status, promotability, or other benefits. The support and programs offered to our veterans are a small exchange for the extraordinary contributions and sacrifices they have made for their country. At PNNL, we are proud to work alongside our veterans, active-duty, reserve, and National Guard employees to tackle the most pressing scientific and technological challenges we face as a nation. We learn from their varied experiences, expertise, and insights; benefit from their well-developed ability to collaborate with and support their teams; and rely upon their leadership to deliver on the important missions of the Laboratory. We are fortunate that they have chosen to share their talents with us at PNNL.

VETERANS EMPLOYEE RESOURCE GROUP

To assure that PNNL feels like home even before new service members arrive, PNNL has a Veterans Employee Resource Group (VERG) made up of veterans (including retired, reserve, and National Guard staff members and, occasionally, transitioning SkillBridge military staff) as well as veteran allies. VERG identifies and addresses challenges faced by veterans and uses our collective network to mentor and provide solutions at an institutional level.

PNNL offers programs, such as new-hire "sponsors," to facilitate initial connections and introductions to PNNL and the culture, as well as mentorship to guide service members as they navigate the transition between U.S. Department of Defense (DoD) employment missions and the broader mission spaces at PNNL. VERG mentors also support veteran applicants, SkillBridge participants, and veteran new hires as they work through recognizing and translating their military skills that matches the needs of PNNL.

Learn more about VERG at: TBD (working on this website)

VERG seeks to create a sense of community and belonging among our service members and all staff at PNNL. Incorporating our unique skills and contributions, we continue focusing on service, community, purpose, and paying it forward. We will identify and address challenges faced by veterans and use our collective network to mentor each other and provide solutions at an institutional level.

Veterans are diverse by nature, coming from all walks of life and spanning genders and orientations, races, ethnicities, and religions as well as socioeconomic and experiential backgrounds. In addition, veterans bring with them a wealth of experience leading and developing team members, holding the responsibility for managing complex, and often critical, project responsibilities, and having direct experience technically dealing with challenges in topic spaces that bridge logistics, infrastructure, security, intelligence, defense, and many others.

The VERG charges us with being the foundation where veterans can find common understanding and resources, but also the platform from which they can scaffold integration into PNNL and demonstrate the unique skills that they can contribute to the future success of the organization. The VERG aspires to be the face of PNNL to veteran organizations, other veteran-related services, and activities across our region and more broadly. The VERG takes a strong interest in both recruiting and retention of veterans, supporting laboratory recruiting efforts at military and veteran-specific events as well as engaging through a variety of internship programs, university-specific veteran service centers, and the military SkillBridge program. Additionally, the VERG offers a welcoming community for veteran staff and interns whether they are simply trying out PNNL for a possible fit or have chosen PNNL for the next step in their career. The VERG supports both opportunities through a new-hire "sponsor" program, VERG mentoring, and other professional engagement and development services.

PURPOSE OF THIS GUIDE

Veterans can face unique challenges at PNNL because the work environment differences between PNNL and the military can be quite considerable. The intent of this guide is to help assure a smooth transition from the military experience to life at PNNL.

Since PNNL's inception in 1965, veterans have been a part of the fabric of the Laboratory; however, there is opportunity to be more intentional about the way we recruit, onboard, support, develop, and retain veteran staff. PNNL is committed to creating an inclusive culture that bridges military experience and the Laboratory environment to optimize the experience of veteran staff.

This guide provides a tool for both the employer and veteran to highlight potential challenges, remove obstacles, and assure opportunity for a successful career at PNNL. Our hope is that through this handbook, laboratory leaders and managers as well as veteran staff can access the information needed to effectively recruit, hire, utilize, and optimize the development of veteran staff at PNNL.

POLICY

This guide supports PNNL's Non-Discrimination & Anti-Harassment Policy. Every person makes a unique contribution in establishing PNNL as a place where people can grow and succeed. All PNNL staff members enable these contributions by maintaining a professional workplace environment that embraces diversity and fosters creativity and innovation. Accordingly, fairness and equity are defining characteristics of our workplace environment.

PNNL'S NON-DISCRIMINATION & ANTI-HARASSMENT POLICY STATES:

"We strive to create and maintain a culture that enables the achievement of the highest levels of innovation, creativity, and problem solving. Consistent with all state and federal anti-discrimination laws, we will not tolerate discrimination, including harassment, in any form based on race, color, religion, sex, sexual orientation, gender identity, national origin, age, marital status, pregnancy, genetic information, veteran status, perceived or actual disability, or any other status or characteristic protected by federal, state, or local law. Allegations of discrimination will be thoroughly, and promptly investigated and appropriate disciplinary action will be taken."

GETTING TO KNOW A VETERAN

WHO OR WHAT IS A VETERAN?

A veteran is an individual who has served in the U.S. Armed Forces, to include the U.S. Army, Navy, Air Force, Marines, Coast Guard, and/or Space Force. The U.S. Veterans Administration also adds the following caveat to the definition: "and who was discharged or released from that service under conditions other than dishonorable." Vetting of military discharge status is the responsibility of the PNNL Human Resources (HR) team in the hiring process and is not the responsibility of the hiring manager.

Veterans come to PNNL with a wide variety of backgrounds and experiences because of their service. Some veterans have significant technical training and expertise, while others have expertise that resides more in the policy and diplomacy areas. Additionally, based upon the rank and responsibility structure of DoD, most veterans come with some form of leadership experience, whether it is leading small groups, teams, or large organizations or complex structures supporting specific missions.

The type of service a veteran may have experienced can vary per individual; these may include prior active-duty service (full-time commitment), or part-time service obligations that include both reservist and National Guard. Veterans at PNNL fall into one or more of the three primary categories of service in the U.S. Armed Forces:

- Retiree: A veteran who completed at least 20 years' service in the U.S. Armed Forces.
- Separated: A veteran who completed a "tour of duty"/"contractual obligation" and separated from the U.S. Armed Forces before completing 20 years' service. Separation can be due to a variety of reasons, including military reductions in force or elimination of technical specifications, end of contracted service obligation, personal decision, or other reasons that do not negatively reflect upon the member's service. Separation is not indicative of a negative discharge status. Discharge status is reviewed by HR in the hiring process.
- National Guard/Reserve: A veteran who served or continues to serve part-time in the U.S. Armed Forces either directly for the U.S. government or in support of a U.S. state. While reservists typically only support the federal government, a member of the National Guard has a dual mission to support both the state and the federal government.
 - Reserve forces: Serve part-time in their respective service branch, typically one weekend a month and a two-week training event per year. Their mission is no different than active-duty forces, although their duty is fulfilled in a part-time basis. Much of their career will be as a civilian unless activated for national security or service obligation purposes.
 - National Guard forces: National Guard service members are like the reserves regarding their part-time status, training requirements, and federal mission. However, unlike active duty and the reserves, the National Guard has a dual mission to respond to national emergencies within the United States (e.g., wildfires, earthquakes, and significant domestic disturbances). Each U.S. state has a National Guard force that is primarily responsible for supporting the state government in addition to supporting federal requirements.

In addition to these categories, there are veterans who fall into the disabled category. Disability can be evaluated from a partial to a total disability, none of which prevents these veterans from contributing to the mission of PNNL.

Retired or separated veteran staff have no remaining contracted commitment to additional military service, but this is not the case for reservists or National Guard personnel. While these personnel do have scheduled commitments, they may also be activated for longer-term service support in the case of emergencies like pandemic response, wildfire fighting support, hurricane response, and others. In some cases, they may also be activated for combat support. These reservists and National Guard personnel are not considered active-duty forces.

 Active-duty forces: Serve full-time in their respective service branch. Their sole purpose is supporting the federal government and defending the national security interests of the United States.

NOTE: Active-duty personnel do not work full-time at PNNL.

THE BRANCHES OF SERVICE

Not all branches of the U.S. Armed Forces are the same. In addition to the functional distinctions that separate each branch of the military, each branch has its own unique culture and subcultures that define what it means to serve in that organization. While each branch of the U.S. Armed Forces is unique, they combine to support DoD and answer to the Joint Chiefs of Staff. The descriptions in Appendix A provide a unique general background of each branch of service. In addition to the summary below, more information on the U.S. Armed Forces can be found at defense.gov.



UNDERSTANDING MILITARY LIFE AND EXPERIENCE

Life in the U.S. Armed Forces can vary considerably depending on the branch of service, career choice, assigned unit, and duty station. The military has its own language, culture, subcultures, and work-life. Home life can be somewhat unstable because active-duty service members are usually required to move to a new unit/military base roughly every 3–5 years. In addition, there are long-term training requirements, absences from home, and deployments that are common features of military commitments. Military requirements concerning physical fitness and customs and courtesies create a structured environment where military discipline and readiness are maintained and specific behaviors are instilled and expected.

Separately, the National Guard and Reserve components have their own unique life experiences, existing somewhere between a civilian and an active-duty service member while at the same time being completely unique. National Guard and Reserve service members conduct most of their work

and requirements during drill weekends, which means that they are working at least one weekend each month. For team leaders and upper ranks, there are often additional requirements between drill weekends that must be addressed as they come up. This means the service member is likely working additional evenings and weekends to assure requirements are being met.

Service members are experienced with working on projects, managing resources, and meeting mission requirements in a timely manner. This experience can be leveraged in their work at PNNL. Both PNNL staff and service members work to identify capability gaps and seek improvements that can support the continued success of their organizations.

HIRING A VETERAN

IDENTIFYING YOUR VETERAN NEED

The PNNL life cycle interaction with veterans starts with recruiting and hiring followed by onboarding and retention.

- Recruiting/Hiring: This area focuses on both attempting to market PNNL to veterans looking for employment, as well as having our recruiters and hiring line managers understand what the veteran's experience equivalencies are when they review resumes and/or interview potential candidates.
- SkillBridge Program: PNNL participates in the DoD SkillBridge Program, which aims to provide paid internships for exiting service members for the maximum duration of their final 180 days of their military commitment. While participating at a host site such as PNNL, participants are paid directly from DoD, so PNNL would not incur labor or relocation costs. While on site or working virtually, participants are working "with" PNNL in an extended visitor capacity, which allows us to transfer DoD clearances to DOE security clearance management if warranted. At the end of the participation period, PNNL will have no obligation to hire or retain the participant, but if possible, encouraged.

Our recruiting office SkillBridge representative provides information about service members looking for an internship and their intended start date and period of availability. If interested, hiring managers can connect directly to identified candidates and then let the SkillBridge representative know if they are a good fit for opportunities. The recruiting office SkillBridge representative secures the candidate's participation, which includes agreement between PNNL and the parent Command. Once the arrangements are made, the recruiting office creates the computer account, enters a badge request, and provides the necessary information to the sponsoring group.

To read more about the program, visit *dodskillbridge.usalearning.gov*





THE IMPACT OF CULTURAL DIFFERENCES: PNNL & THE MILITARY

As veterans hire into the Laboratory, they will likely experience some cultural differences coming from the military to PNNL. This section attempts to identify some of the common differences and challenges that veterans may experience and provides tips to navigate through them.

FUNCTIONAL VS. MATRIX ORGANIZATION



Military: The military utilizes a very traditional organizational structure that is strongly arranged around functions. The structure is typically highly inflexible and easily reproduceable such that every command in the branch of service often has very similar organizational structures. If military members are transferred from one command to another, they will typically find their new command to be organized very similarly to their previous one.



PNNL: The Laboratory is set up as a matrix organization that often instills both a project manager and line manager with levels of authority.



Impact: Military members will be accustomed to a highly regimented environment. They may be very loyal to and focused on their direct line manager and associated management chain to provide direction and feedback, and may believe that their manager and management chain have greater authority and autonomy than could be the case. To best support the staff member, thoroughly explain the authorities of the project manager and line manager as well as any staff members who might be giving daily direction.

LINES OF AUTHORITY/DECISION-MAKING



Military: For the most part, the organizational structure in the military is quite rigid and intentionally hierarchically designed to facilitate quick decision-making and execution. The line of authority is derived from the President of the United States and flows down to the service member.



PNNL: The Laboratory has a highly complex and technical scope of work that is designed to resolve a customer problem or question. Due to the complex nature of the PNNL work and mission, there are often situations where the decision-making and lines of authority become blurry for a staff member.

Additionally, due to the nature of the PNNL business and funding model, the staff member who did the work to obtain the funding often has significant influence with the sponsor. Also, some of the work being performed may have safety and quality concerns that necessitate additional levels of subject matter expert reviews. The sheer number of stakeholders, and points of review or approvals, are likely to be significantly different than the military experience.



Impact: Military members are accustomed to a highly regimented environment. They may be loyal to and focused on their direct line manager and associated management chain to provide direction and feedback. However, at PNNL there are likely many official and unofficial stakeholders, reviewers, and points of authority. You can help staff avoid mishaps and confusion by clarifying roles and responsibilities that we often take for granted.





SPONSORS AND STAKEHOLDERS



Military: The military is nearly exclusively accountable to DoD for accomplishing its mission. As previously described, the line of authority is derived from the President of the United States and flows to the service member. Due to this direct relationship, the number of external stakeholders that an individual service member must deal with is typically minimal. It's worth noting that the level of external stakeholder interaction can greatly increase depending on the rank of the individual and the nature of their job. Senior enlisted leaders or high-ranking officers in command positions may often be involved with other government entities, regional entities or military commands.



PNNL: Due to the high number of sponsors and the complexity of the work at PNNL, the high number of stakeholders that a staff member may interact with and/ or manage is challenging. There are situations where the decision-making and lines of authority may become blurry for a staff member.



Impact: Most military members will come from an environment where they interact with a relatively minimal number of stakeholders, most of which are still under the overall DoD umbrella. This environment is characterized by having a single set of rules, a well-defined mission/job, and the ability to make many decisions without worrying about stakeholder involvement.

The lack of clarity about who can make various decisions at the Laboratory and how much weight to attribute to each stakeholder can be a challenge for military members. The number of stakeholders, both internally and externally, that PNNL must deal with can also be overwhelming. You can help by clarifying sponsor and stakeholder roles.

SUPERVISOR/EMPLOYEE INTERACTION



Military: The interaction between a service member and their supervisor is often more formal than a civilian one. The military is built upon protocols and a hierarchy of rank. This is instilled by mandating that everyone wear uniforms and visible ranks and that they are treated accordingly. As the ranks get higher, there are more protocols, including rendering hand salutes and vocally adding salutations such as "Sir" or "Ma'am." Additionally, there is a mentality in the military of taking care of the leader at all costs. This often means taking great strides and measures to assure the leader's needs and wishes are taken care of and fully addressed.



PNNL: The Laboratory is set up as much more of a collegial environment. As you interact with other staff, there is no way to visually ascertain what job level anyone has as you interact with them.



Impact: The veteran service member may lean on the safe side of interactions with staff members they may consider senior or in a supervisory position to them. They may interject protocols such as "Sir/Ma'am" as an instinctual response to these interactions. While receptive to the guidance that this protocol is not required at PNNL, but they may instinctually return to it occasionally—this should not be taken as not listening or refusal because it is simply an instinctual response. You can share Hub as a resource for staff to find someone's job title, rank, pronouns, and more. They can also update their own profile to represent themselves.





SUPPORTING VETERANS

TIPS FOR SUCCESS FOR VETERANS

In general, most veterans desire pleasant, inclusive interactions with their co-workers and supervisors and to be asked questions that demonstrate an interest in them and their background. They are likely willing to share about their military experiences and will probably entertain their fellow staff members with some incredible stories that originate from the often extremely unique experiences as a military member. Every veteran's background and experience will be unique, and the intersectionality of their identity is core to who they are.

Due to the unique nature of a veteran's military experiences, there are a few more nuances and pitfalls to avoid when engaging them with conversation. This list of **Tips for Success, and Suggestions** on how to approach them about their service is provided as a helpful guide to a successful interaction with them. It is not an all-encompassing list but is intended to capture some of the potential topics and to possibly help you approach a veteran on non-work-related topics.

TIPS FOR SUCCESS

ALTERNATIVES & SUGGESTIONS

DO NOT assume that all veterans are
the same. Veterans will have varied
experiences based on multiple factors,
including their upbringing, military
specialty, duty locations, and overall
military experiences.

Learn about the veteran by asking general questions about their military experience/career. Observe their responses to gauge whether this is a topic they like to share/discuss. In most cases Usually, the veteran will be more than happy to share about their military experiences.

DO NOT ask a veteran about their
combat experience. Regardless of the
veteran's actual experiences, this question
has the potential to cause discomfort.

It is best to avoid this area of the veteran's military experience. The veteran may not have ever been in combat, but it's best not to ask. Asking general and open-ended questions about their military experience career is a great place to start.

Like non-veteran staff, political and religious beliefs are topics

that should be approached carefully and avoided if possible.

Veterans are a diverse group, and to assume anything about

their beliefs and positions is not fair to them.

DO NOT make assumptions about a veteran's political, religious, or other beliefs based on their veteran status, branch of service, or military occupational background.

DO NOT assume that a veteran has posttraumatic stress disorder (PTSD). More so, DO NOT suggest to a veteran that they have PTSD, even if you believe you are being understanding or sympathetic.

DO NOT ask or suggest that a veteran has a disability.

DO NOT ask a veteran if they felt or feel guilty about leaving their family while deployed.

DO NOT assume a veteran is more likely to be a dangerous or violent person because they were in the military.

Like non-veteran staff, medical conditions like PTSD are not required to be shared with the employer unless the individual has a need for accommodation, including, for example, a need for a medical leave. There is no need to ask the veteran about this condition.

Just like PTSD, it is not appropriate to ask or suggest that a veteran has a disability. They can contact our disabilities and leaves specialist for assistance if needed.

This may be a sensitive issue with some veterans and may be the reason they left the military. This topic may best be approached with empathy and relating that it must have been tough to be so far away on deployment (not even mentioning family).

Each veteran has experienced unique and different situations in their careers. Try not to make any assumptions about how they may react to certain work environments and/or people simply because they were in the military.

VETERAN DO'S

DO be interested in their military experience. Ask questions.

DO compliment and thank them for their military service and especially on veteran-specific events and holidays.

DO ask them if there's anything in their military experience that might help PNNL improve.

DO support and encourage their participation in any military groups at PNNL or externally.

DO ask if they'd be willing to talk with anyone regarding joining the military (e.g., co-worker's child is considering joining).

CONVERSATION STARTERS

What branch of service were you in?

What was your job or specialty?

How has your experience at PNNL been different than the military?

How do you feel that your service prepared you for your work at PNNL?

What did you like most about the military?

What originally inspired you to join the military?



PNNL VETERAN SUPPORT RESOURCES AND BENEFITS

The Veterans Employee Resource Group

VERG is the employee group dedicated to supporting PNNL and community veterans with additional resources and support. Participation is completely voluntary, but doing so provides additional up-todate information on PNNL resources and activities not available elsewhere. See Section 1.2 for more information.

Military Leave of Absence

Military leave is when a member of the National Guard or Reserve must take a temporary leave of absence to support DoD by participating in unique missions and training.

Military leave is available in two formats:

- Extended leave to support a recall to active duty (over 60 days; this form of leave is rare)
- Temporary timecard coding to cover periodic absences to meet annual training requirements (under 60 days, typically up to 2 weeks; this form of leave is more common). Full details can be found under the PNNL benefits page.

Regardless of the type of leave, the staff member/National Guard/Reserve service member must complete a Military Leave of Absence form. The form must be filled out and signed by a service member's PNNL management, the first commissioned officer in their chain of command, and approved through PNNL HR. With the Military Leave of Absence form, the staff member must also provide verifying documentation that reflects the need for absence (e.g., official unit drill schedule, electronic copy of orders, etc.). For questions concerning a military leave of absence, please contact the disabilities and leave specialist.

Military leave can be paid or unpaid. PNNL provides a salary differential for staff at PNNL who earn more salary at PNNL than while serving in the National Guard/Reserve.

VERG Mentoring

PNNL offers mentoring opportunities and the ability for newly-hired veterans to be mentored. This program matches a newly-hired veteran with another veteran who has been successful at PNNL and is interested in sharing their experience and the important steps they took in a successful transition from the military and into the Lab culture. For more information <u>click here</u>.

APPENDIX A: BRANCHES OF SERVICE

Not all branches of the U.S. Armed Forces are the same. In addition to the functional distinctions that separate each branch of the military, each branch has its own unique culture and sub-cultures that define what it means to serve in that organization. While each branch of the U.S. Armed Forces is unique, they combine to support the Department of Defense and answer to the Joint Chiefs of Staff. The following descriptions provide a general background of each branch of service. In addition to the summary below, more information on the U.S. Armed Forces can be found at defense.gov.

AIR FORCE, AIR FORCE RESERVE, AND THE AIR NATIONAL GUARD

- The Air Force was the youngest military service before the recent creation of the U.S. Space Force. Prior to 1947, it was a component of the U.S. Army, called the Army Air Corps. Today, the primary mission of the Air Force is to defend the United States and its interests via air- and space-based capabilities. It accomplishes this task via air-based assets (e.g., fighter jets and bombers), missile defense assets, and space-based assets (e.g., satellites).
- The Air Force is composed of the Active Duty as well as Reserve and National Guard components.

ARMY, ARMY RESERVE, AND THE ARMY NATIONAL GUARD

- The Army is the oldest and largest branch of the U.S. Armed Forces. Its primary purpose is to protect U.S. national interests through land-based assets (e.g., combat power). The Army is the primary branch concerned with conducting warfare on land in conjunction with other branches of the Armed Forces.
- The Army is composed of the Active Duty as well as Reserve and National Guard components.

MARINE CORPS AND THE MARINE CORPS RESERVE

- The Marine Corps is an expeditionary force that is amphibious in nature and designed to provide combined arms combat power to support the operations on land that are necessary for the prosecution of a naval campaign. Although the traditional mission of the Marine Corps is heavily amphibious, it is often called upon to operate in land campaigns in conjunction with the Army.
- The Marines are composed of the Active Duty as well as Reserve components.

NAVY AND THE NAVY RESERVE

- The Navy is the premier sea power of the U.S. Armed Forces. Their mission is to maintain U.S. access to sea routes and protect U.S. interests at sea. In addition to naval vessels, the Navy utilizes air power in partnership with the U.S. Air Force.
- The Navy is composed of the Active Duty and Reserve components.

COAST GUARD AND THE COAST GUARD RESERVE

- The Coast Guard, like the Navy, is a maritime force focused on protecting U.S. interests via naval assets. However, their focus resides on combating issues that affect U.S. coastal waters and borders (e.g., smuggling) and providing support to natural disaster relief. Due to the unique nature of their mission, while they are a member of the U.S. Armed Forces, they work primarily under the Department of Homeland Security.
- The Coast Guard is composed of the Active Duty and Reserve components.

SPACE FORCE

• The Space Force is the newest branch of the U.S. Armed Forces and is closely aligned with the U.S. Air Force. Like the Air Force, the Space Force utilizes military space systems (e.g., satellites) to protect U.S. national interests and support other branches in the Armed Forces with their ongoing missions and activities.

APPENDIX B: PNNL & DOD ACRONYMS

DOD Acronyms

PNNL Acronyms

APPENDIX C: OTHER VETERAN SUPPORT RESOURCES

RESOURCES

U.S. Department of Veterans Affairs: www.va.gov

QUESTIONS OR CONCERNS:

If you have questions or concerns, please reach out to the Diversity, Equity, & Inclusion/ Equal Employment Opportunity Manager: <u>Diversity.Inclusion.EEO@pnnl.gov</u> <u>pnnl.sharepoint.com/sites/dei</u>

VETERANS EMPLOYEE RESOURCE GROUP

<u>PNNLvets@pnnl.gov</u> pnnl.sharepoint.com/sites/VETS_

PACIFIC NORTHWEST NATIONAL LABORATORY BENEFITS OFFICE

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