



How companies can capture the veteran opportunity

September 2012

Acknowledgements

Many organizations have invested significant resources to address veterans employment. These materials draw heavily from a few primary sources



Executive summary

Veterans are a great source of talent for civilian employers. Veterans bring distinctive capabilities and valuable skills developed through real-world, high pressure experience. In addition, employers have an opportunity to earn \$9,600 in tax incentives per veteran employee all while building goodwill with critical stakeholders – their customers, employees and community

After the longest two wars in our nation's history, over 2.9 million service members have returned to civilian life and an estimated 1 million more will do so over the next five years. Employers have an opportunity to capture this talent for their organization and help veterans transition by:

- Gaining a better understanding of the veteran experience and the business case for hiring vets
- Leveraging the resources available to help employers hire veterans
- Helping veterans to “sell themselves”; something which can be unnatural to the veteran population
- Building organizational understanding of veteran capabilities

Although public programs exist to assist both veterans and employers, many employers lack the understanding and capabilities to leverage veterans as a strategic source of talent

This document is intended to help employers leverage veteran talent by addressing three basic questions:

- What is the business case for hiring veterans
- What are the best practices are for finding, hiring, onboarding, and retaining veterans
- What resources are available to assist employers' veteran recruiting efforts

Agenda

- **The business case for hiring veterans**
 - Veterans opportunity overview
 - Best practices for hiring veterans
 - Available resources for employers
 - Appendix

Why hire veterans?

Many organizations recognize the value of veterans

- Employers in many **industries** value veterans for their leadership, teamwork, and problem-solving
- These employers are actively finding, developing, and retaining veteran employees

1

There is a compelling business case to hiring veterans

Distinctive capabilities

- Veterans are **performance-oriented**, have a strong work ethic, and thrive under pressure
- Teamwork, leadership and problem solving skills learned in the military are suitable for many civilian roles

Valuable skills

- Veterans receive advanced training in a **variety of technical skills**
- Military spend in these skills make veterans cost-effective employees

Tax incentives

- Employers can take advantage of federal tax credits of **up to \$9,600 per veteran**
- State tax credits are also available

2

Hiring vets builds goodwill and honors their service

- Recruiting veterans reflects the social responsibility of an employer and **builds goodwill** with customers, employees, and the community
- Hiring veterans, who have sacrificed for their communities and the nation, **is the right thing to do**

High-performing companies in many industries recognize the value of veteran employees



- Launched a veteran employee resource group (ERG) to support service members and their families
- Helped launch the 100,000 Jobs Mission initiative to hire 100,000 veterans and transitioning service members by 2020

“Veterans who contributed to **disciplined, motivated and successful teams** in the military fit right in, and feel right at home, at AT&T.”

– Randall Stephenson, Chairman and CEO



- Embraces veterans for their logistical know-how and “bias for action”
- Conducts its own military recruiting and has a dedicated military recruiting website
- Nearly 25% of all new hires are veterans, many in management and operations roles

“We value the **leadership experience** that military veterans bring to Amazon...we’re actively recruiting even more veterans to join our company”

– Dave Clark, VP of North American Operations



- Plans to hire 5,000 veterans over the next five years through its “Hiring Our Heroes” partnership to sponsor 400 veterans’ job fairs this year
- Recruits high-potential managers through its Junior Officer Leadership Program

“At GE, we are always looking for **dedicated people of character** to lead our teams. Veterans have these qualities, which is why they are a fit.”

– Jeff Immelt, Chairman & CEO



- Uses dedicated military recruiters to connect with veterans at military bases
- Provides veterans an online job match tool to relate military experience to railroad jobs
- Extends salary and benefits to employees called up to active duty

“Veterans know how to **lead effective teams** in an industry that is built on attention to detail, safety, and **putting the needs of the customer first**”

– Michael Ward, Chairman, President, and CEO

Veterans bring distinctive capabilities to civilian employers...

Teamwork & Leadership

Accountability: superior personal and team accountability. Veterans understand how policies and procedures help an organization function

Adaptability: experience operating in ambiguous situations, exhibiting flexibility in fluid environments

Team players: ability to understand the capabilities and motivations of each individual, regardless of background, to maximize team effectiveness

Experienced leadership: battle-tested leadership, from the front and by example. Ability to inspire devoted followership and lead groups to accomplish unusually high aspirations

Discipline

Self-reliance: demonstrated initiative, ownership, and personal responsibility while leveraging all available assets and team members to ensure success

Perseverance: proven resilience getting things done despite difficult conditions, tight deadlines, and limited resources

Strong work ethic: belief in the value of hard work and taking initiative

Values-driven: proven experience dedicating themselves to a cause. Veterans take pride in the mission, values and success of the organization

Solving problems

Objective-focused: ability to organize and structure resources to accomplish the mission, regardless of roadblocks

Quick learners: proven ability to learn new skills quickly and efficiently

High impact decision-makers: strong situational awareness, ability to understand complex interdependencies and make decisions using practical judgment and creativity

Diverse perspectives: experience having impact and influencing people across the boundaries of culture, language, ethnicity and personal motivation

...as well as valuable training and technical skills for a variety of roles

Logistics & Project Management



- Experience coordinating complex systems of inventories, equipment, supplies, and personnel with precision
- Other skills include driving and shipping

Information Technology



- Advanced training in analytics, information management, computing architecture, connectivity, and control systems
- Particular emphasis on cyber security skills

Medical Care



- Up-to-date medical knowledge with extensive clinical experience
- Experience conducting technical procedures in high pressure environments

Personal Security



- High level of physical fitness, personal health, and combat skills
- Mission-honed focus, discipline, and attention to detail

Engineering & Manufacturing



- Education and training in mechanical, electrical, and civil engineering
- Distinctive project experience augmented by theory learned in schools/academies

Languages & Culture



- Communication and foreign language capabilities developed through military education courses and deployment
- Special knowledge of world cultures across geographies

Value for employers

- **Expertise for specific roles and technical know-how** honed in high pressure real-world experience
- **Reduced cost to employ**
 - Fewer technical training needs
 - Expedited licensing and certification timelines (where applicable)

Employers can get more than \$9,600 in federal and state tax credits for hiring qualified veterans¹

How large are the tax credits per veteran?

- Federal: \$2,400 up to \$9,600 for first year of employment
- NY State: up to \$2,100 for second year of employment

What does the size of the credit depend on?

- Number of hours employed during first year
- Disability status (particularly service-connected disabilities)
- Unemployment status
- Receipt of vocational rehabilitation services from a state certified agency or the U.S. Department of Veteran Affairs

How can your organization take advantage of these tax credits?²

- Visit www.labor.ny.gov for the appropriate forms under Work Opportunity Tax Credit (federal) and Workers with Disabilities Tax Credit (NY state) programs
- Employers must submit IRS Form 8850 and 9061 within 28 days of hiring date
- Tax credits should then be claimed on income tax returns

¹ See appendix for details

² Stated tax credits are subject to legislative renewal

Employing veterans builds goodwill with numerous stakeholders

Community



*"We understand the **national security imperative** to keep our Guard and Reserve employed"*
– Employer, CNAS Report

"It is the right thing to do, and we like to encourage other employers to do the same"
– Vice President, Haskins Steel

Customers



*"When I see the flag at my branch, I know they are **doing a service to our community** by hiring vets"*
– Customer, retail bank

"It matters to our customers that we hire veterans, so we better be hiring veterans!"
– Executive, large retailer

Employees



*"I think hiring more veterans is a real **morale builder** to the company"*
– Employer, CNAS Report

*"To know that GE has hired and supported so many veterans – **it's very fulfilling to me**"*
– Manager, General Electric

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Who are our veterans? Meet Alan, a 24-year old post-9/11 enlisted veteran



Alan's experience is both typical of today's military and distinctive relative to civilian peers

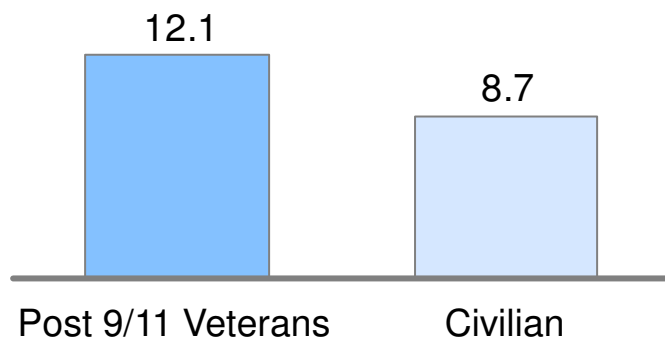
- Responsible for the training, welfare and mission performance of 12 other unit members
- Deployed overseas 3 times, leaving behind a young wife and his first child
- Executed a wide range of typical missions, day in and day out (e.g., humanitarian, security, diplomatic and governance, combat, etc.)
- Worked across culture and language barriers with both NATO and Iraq/Afghan forces
- Managed over \$25M of military supplies and equipment
- Learned to operate and maintain a numerous kinds of high-tech equipment
- Learned and employed life-saving medical skills
- Honorably upheld the US military's Code of Ethics under the most difficult of circumstances
- Put his country and his fellow service members before himself

Veterans are returning home and are currently an untapped resource

This is true nationwide...

National Unemployment Rate (2011)

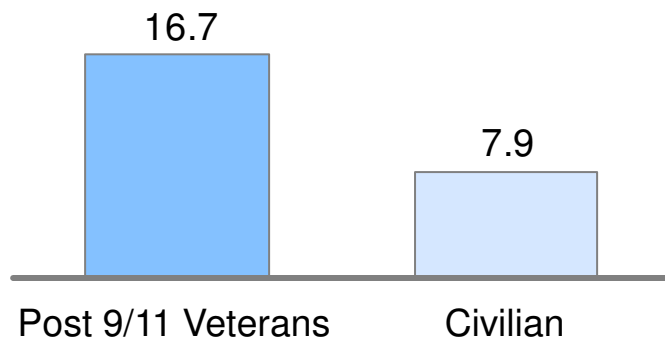
Percent



...and is particularly in New York

NY State Unemployment Rate (2011)

Percent



Facts about the veteran opportunity

- There are currently 1.9 million unemployed veterans nationwide
- 18 to 24-year old veterans are over twice as likely as their civilian counterparts to be unemployed but often times have far more real world experience
- Veterans cite “finding a job” as the greatest challenge to transitioning back to the civilian world (over 69% of veterans cited this concern)
- Veterans are looking for work that is meaningful (80% of veterans) and many are pursuing education to build more skills (44% of veterans)
- In the next five years, 9,000 post-9/11 veterans will return to New York City alone of whom 2,000 are likely to be unemployed

In the coming year even more veteran talent will be available in the domestic market

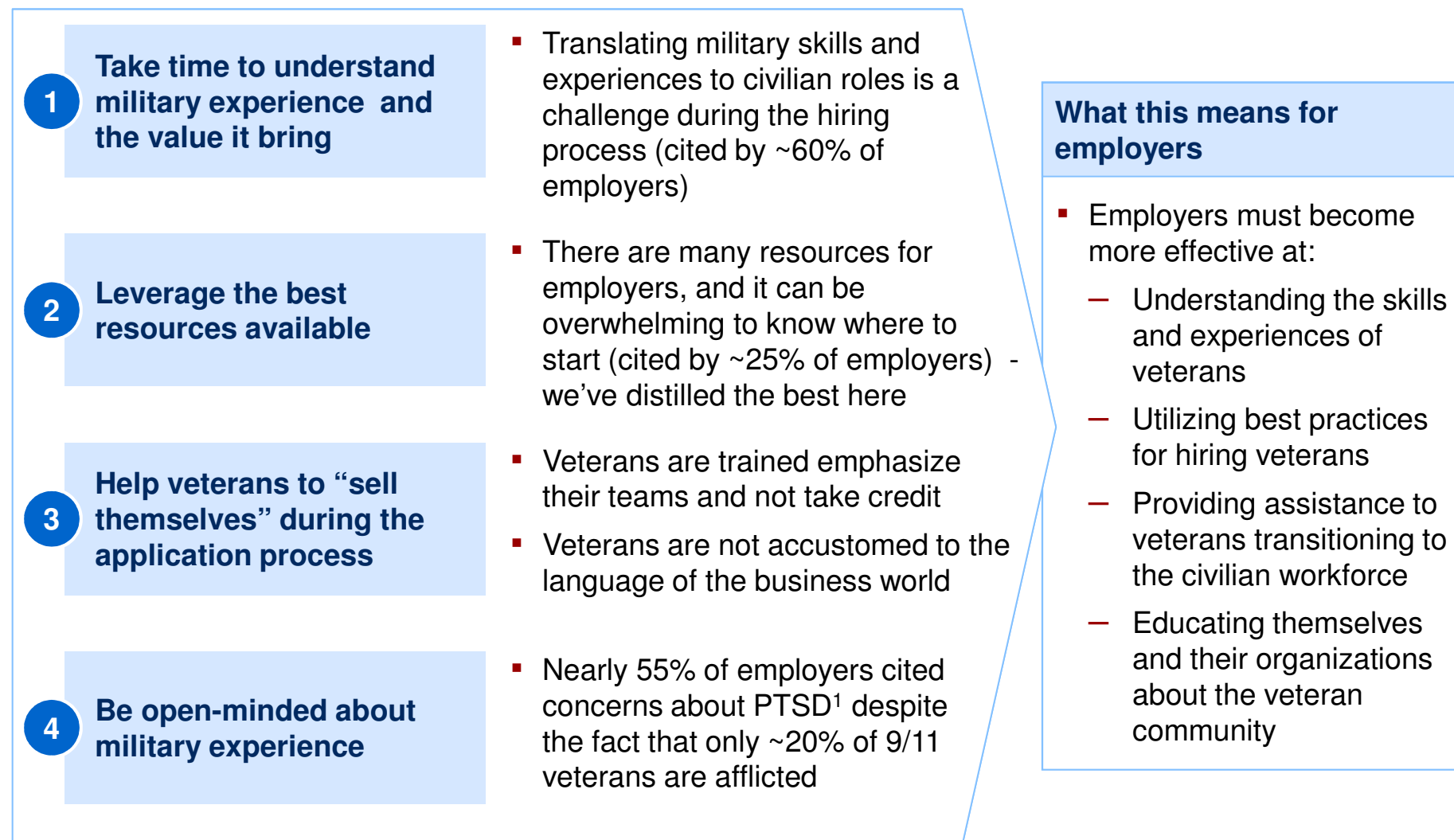
Details follow

- **More troops are coming home.** After the two longest wars in our nation's history, more than 2.9 million military personnel have returned from service, and another 1 million will make that transition over the next 5 years.
- **Many troops will leave military service due to the shirking defense budget.** Over \$492M in cuts to defense spending over the next nine years due to The Budget Control Act of 2011 will force significant reductions in force size
- **Veterans may not be where you are** as they often return home to rural areas or to their bases – **but are flexible regarding relocation.** Nearly 71% are willing to relocate versus 43% in the civilian population.

➤ **Veterans need support transitioning into industry**

Large untapped pool of military talent in the foreseeable future

Employers who help veterans make this transition will be able to most effectively capitalize on this opportunity

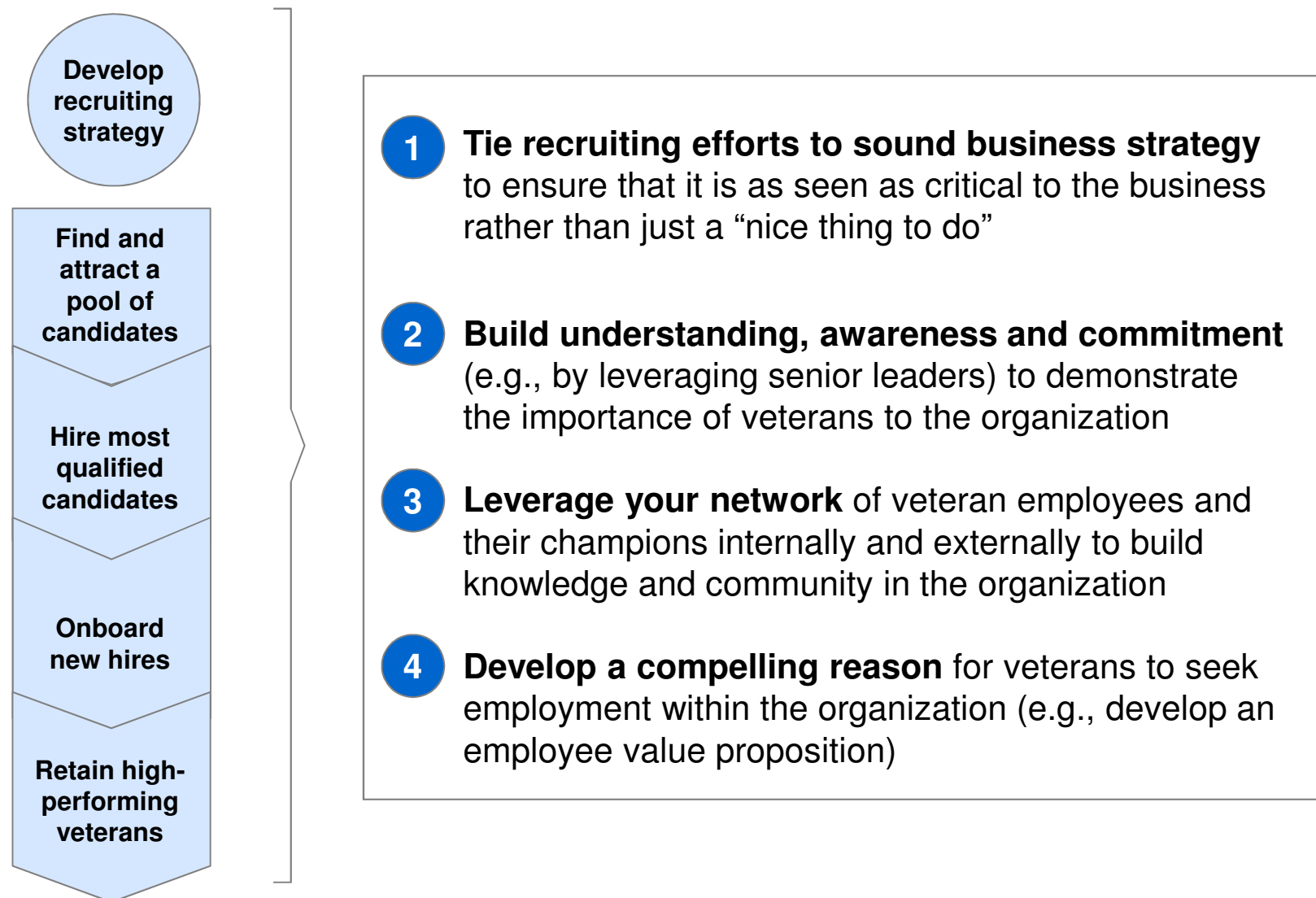


¹ Post-traumatic stress disorder: severe anxiety disorder developed after a highly stressful event resulting in psychological trauma

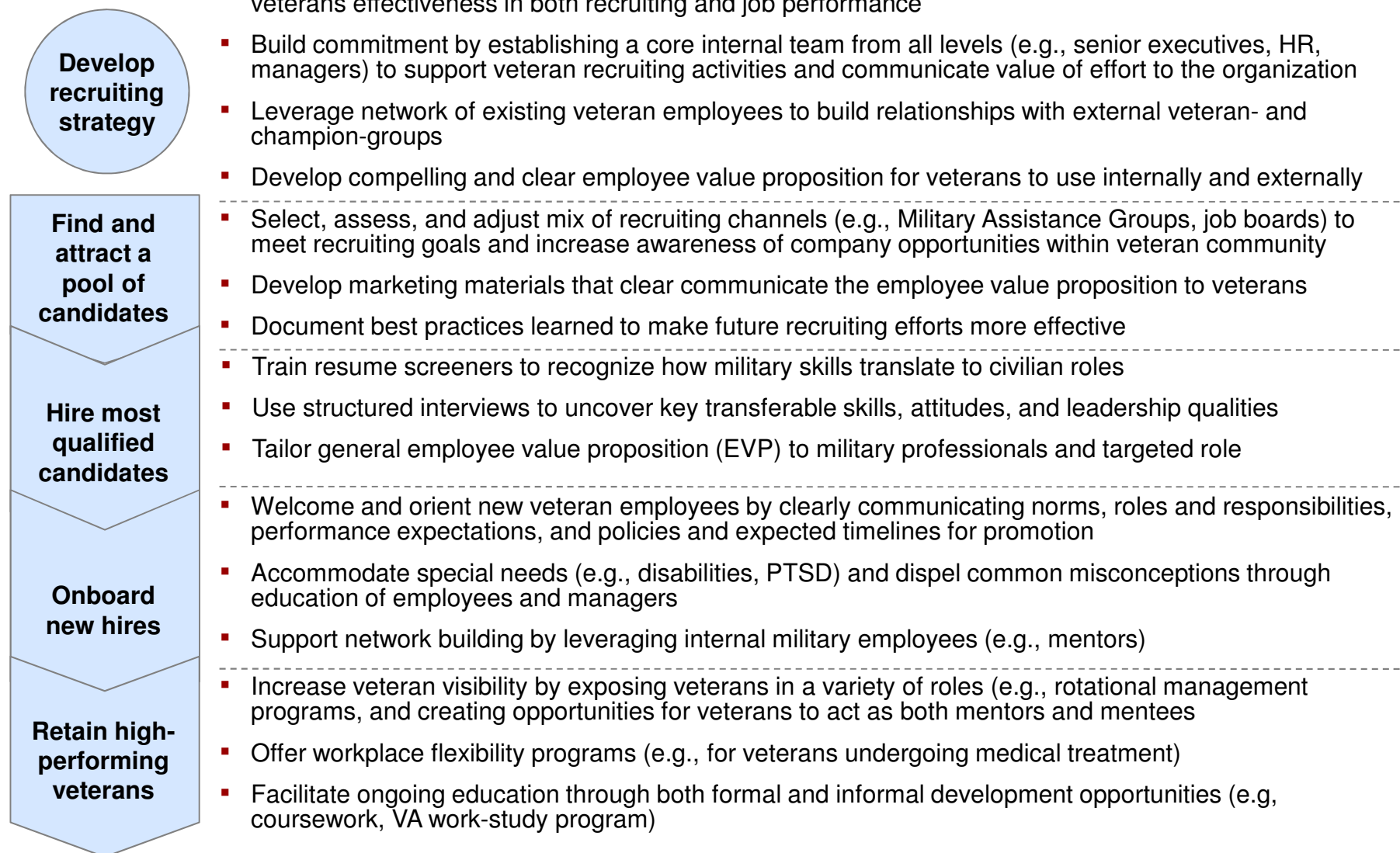
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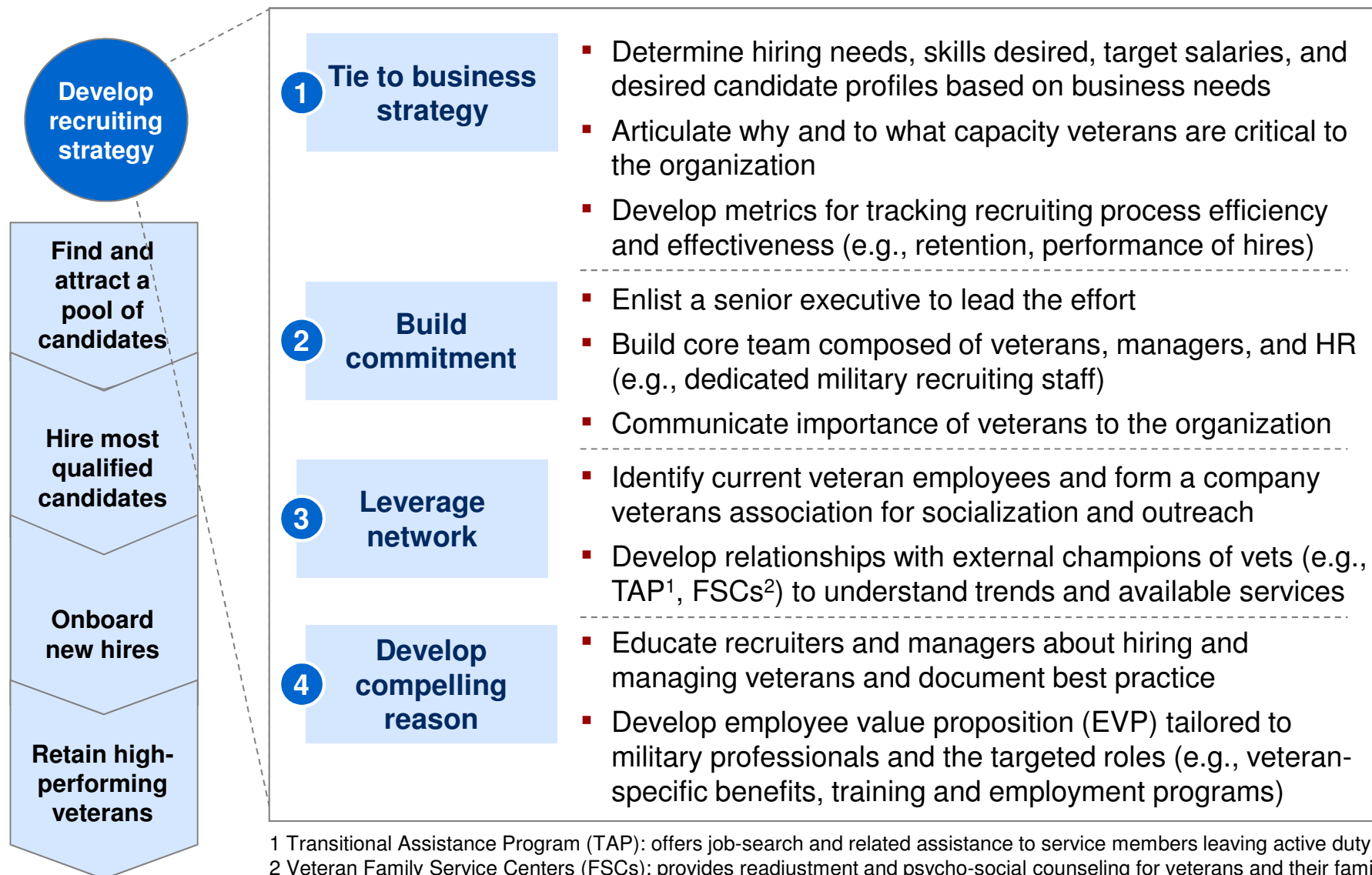
Four guiding principles for the veteran recruiting process



Best practices for employers to find, hire, on-board and retain veterans



Foundational activities should be conducted early to support later recruiting efforts



Amazon's veteran recruiting efforts successfully support its strategic objectives

Opportunity

- Recruitment of top military talent who excel in logistical, high-pressure environments aligns powerfully with Amazon's strategic goals

Best practices

- **Tie to business strategy:** Amazon's consumer-centric strategy requires efficient distribution system; military candidates with logistics experience present strong value proposition
- **Build commitment:** Military terminology and practices incorporated into Amazon's culture (e.g., conference room names, "service coins"); dedicated military recruiting website created as direct hiring channel
- **Leverage network:** Ex-military senior leaders act as advocates of veteran employee value proposition (EVP)
- **Develop compelling reason:** Amazon's website (right) communicates compelling EVP to veteran candidates

Result

- 25% of new salaried employees hired at fulfillment centers in 2011 are veterans
- Amazon ranked #1 on G.I. Jobs' top 100 military-friendly companies list
- Efforts so successful in U.S. that similar initiatives started by Amazon U.K.



Amazon & Military

Why Join Amazon?

Apply

Many veterans have grown their careers at Amazon, due in part to the similarities shared between Amazon's leadership principles and the fast-paced, dynamic environment found in today's armed forces.

If you are a passionate leader who believes in these leadership principles, then we want you!

Leadership Principles

- Customer Obsession
- Ownership
- Invent & Simplify
- Are Right, A Lot
- Hire & Develop the Best
- Insist on the Highest Standards
- Think Big
- Bias for Action
- Frugality
- Vocally Self Critical
- Earn the Trust of Others
- Dive Deep
- Have Backbone; Disagree & Commit
- Deliver Results

Why Join Amazon?

You will be challenged to lead, build, and create solutions to complex problems in a fast-paced and dynamic environment. Amazon provides a dedicated military talent program to help veterans transition into the civilian workforce and find job opportunities within the company. In addition, Amazon offers an internal network of military veterans to provide mentoring and support for new veterans entering the company.





Developing a pipeline of attractive candidates involves several key steps

Details follow



Several best practice channels exist for employers to develop a pipeline of attractive military candidates

 Details in appendix

Channel	Description	Examples	Action Items
Military Assistance Groups	<ul style="list-style-type: none"> Leverage organization aimed at helping service members find jobs in the civilian workforce 		<ul style="list-style-type: none"> Provide recruiting materials to organization Utilize groups' existing networks and recruiting experts Leverage key veteran's organizations (e.g., AUSA) similarly Obtain additional support from local Veteran's Affairs office
TAP/Family Service Centers	<ul style="list-style-type: none"> Utilize programs providing transitional assistance and counseling to returning service members and families 		<ul style="list-style-type: none"> Provide recruiting materials to TAP/FSCs Set up company-specific job fairs on base Identify opportunities for mentorship and interview training for military personnel
Job Fairs	<ul style="list-style-type: none"> Attend existing fairs to reach large pool of candidates Establish company fairs on base (can leverage TAP) 	 	<ul style="list-style-type: none"> Inquire about upcoming job fairs at local Veteran's Affairs office or Chamber of Commerce Look for industry-focused fairs to recruit veterans with specific interests and capabilities (e.g., Veterans on Wall Street)
Media / job boards	<ul style="list-style-type: none"> Deliver messages via internal and external channels to reach mass audience and facilitate candidate screening and outreach 	 	<ul style="list-style-type: none"> Identify and use key job platforms (e.g., GI Jobs, Monster) Build military-specific job portal on company site Develop social media presence Utilize print advertising (e.g., in military publications)
Recruiting Firms	<ul style="list-style-type: none"> Find candidates for specific positions required advanced experience or capabilities quickly 	 	<ul style="list-style-type: none"> Schedule a consultation with recruiters to assess service requirements Attend "hiring conferences" crafted by recruiting firms to meet candidates prescreened for hiring requirements
Referral Program	<ul style="list-style-type: none"> Acquire high-quality candidates at low cost Facilitate spread of job opportunities to veterans 	<ul style="list-style-type: none"> N/A 	<ul style="list-style-type: none"> Leverage employees to develop contacts with specific units Leverage internal veterans to spread company information to service members Identify top performers through current employees

JPMorgan Chase utilizes centralized recruitment group and other firms' best practices to find and attract veteran talent

Opportunity

- An effective search process will ensure JPMC will connect with the best veteran talent available

Best practices

- **Evaluate channels:** Centralized Military Human Resources (MHR) group manages firm-wide strategy and recruiting channel decisions
- **Assess effectiveness:** Data strategy working group tracks data to understand and improve the efficiency of recruiting tools and practices
- **Document best practices:** JPMC's 100,000 Jobs Mission (right), a partnership with more than 45 other private-sector firms, creates forum to share best practices
- **Develop marketing:** JPMC's dedicated website (chasemilitary.com), Military-specific hiring events (Ohio, 2012), and presence in partners' marketing (U.S. Veterans Pipeline) establishes veteran-supporting reputation

Result

- Improved veteran pipeline - veterans in 2011 new hire class are triple (6%) the proportion of new hires in the organization overall (2%)

JPMorganChase



JOBS

JPMorgan Chase is committed to helping transitioning servicemembers and other veterans lead successful lives after their military service.

100,000 Jobs Mission

JPMorgan Chase and other founding corporations launched the 100,000 Jobs Mission in March 2011, with the goal of hiring 100,000 transitioning servicemembers and military veterans by 2020. The coalition members are committed to working together, sharing best recruiting and employment practices and reporting hiring results.



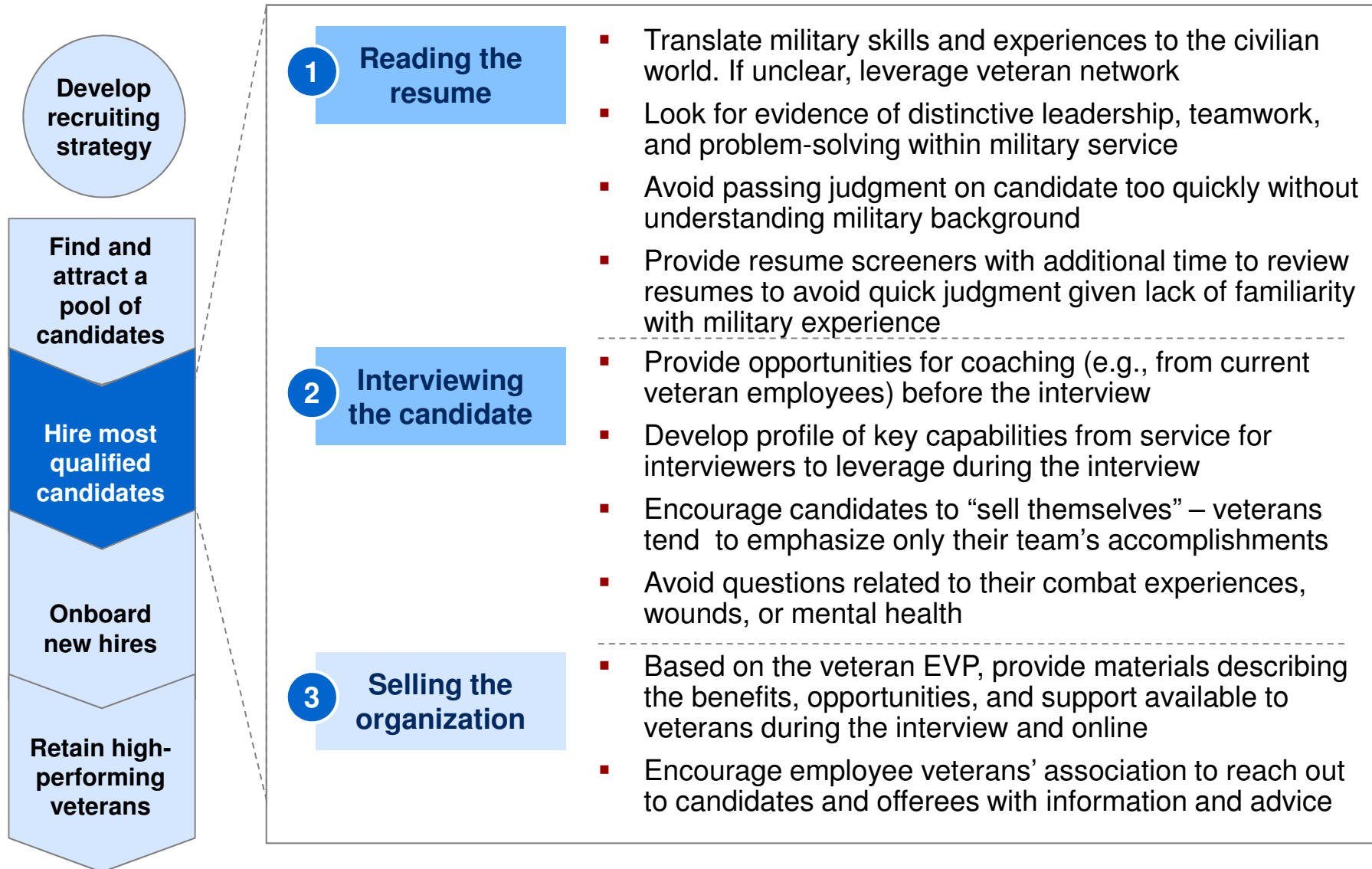
Together, the 100,000 Jobs Mission members have hired several thousand veterans and are working to expand the coalition with like-minded companies that are equally committed to hiring veterans and sharing best practices to help solve the public challenge of veteran unemployment.

Current Coalition Members:

7-Eleven	EMC Corporation	Ports America
ACADEMI	Enterprise Holdings	Securitas Security Services USA, Inc.

The hiring process can accommodate the background of veterans

■ Details follow



1 Best practices for reading veteran resumes

Translate experience to the civilian world

- **Leverage key resources for translating military roles** via military classification codes (e.g., MOS)¹. Over 80% of roles have direct civilian equivalents; however, such classifications may not reflect the candidate's full skill-set or preferences and thus you should confirm responsibilities with the candidate
- **Develop a profile of key skills and capabilities** acquired from service applicable to the role. This should be a list of core capabilities or a scorecard of desired skills matched to the evidence suggesting such capabilities
- **Focus on evidence of successful teamwork.** Even more than in the private sector, success in the military requires thriving in teams

Look for indicators of distinction

- **Seek candidates that excelled while in the military.** Potential evidence of distinction on the resume include awards, positions given only to high-performers, and terms (e.g., meritorious promotion) indicating quick hierarchal progression
- **Leverage internal veteran employees** to understand different awards, distinctions, roles, and pay grades cited on the resume

Avoid passing judgment without understanding

- **Do not mistake “military speak” for poor communication skills.** In the military, the ability to communicate quickly and efficiently in their language literally saves lives
- **Avoid confusing a lack of industry experience with a lack of the necessary capabilities** or ability to learn required skills
- **Ask a second person to read each resume** to ensure candidate is being given proper consideration and is not at risk of discrimination; if possible, have one of the reviewers be someone with a military background

¹ See appendix for details

2 Best practices for interviewing veterans

Before the Interview

- **Provide interview coaching for candidates** by phone or on-base, particularly by veteran employees
- **Study candidate's skill profile/scorecard** to determine which experiences and capabilities (strengths and weaknesses) to further explore during interview
- **Hold at least two interviews for each candidate.** If possible, a veteran employee should conduct one interview to provide insider military perspective; the other should be completed by non-veteran employee to prevent bias

During the Interview

- **Prompt candidate to “speak freely”.** Service members may have hard time “selling themselves” due to military emphasis on team (not individual) accomplishments
- **Recognize formal military communication style** may cause candidate to appear cold or distant, and erroneously suggest poor social skills
- **Avoid questions that violate candidate's privacy** or may make candidate feel uncomfortable. These include questions about:
 - Combat experience or mental health (e.g., “Did you see any action out there?”)
 - Upcoming service requirements (note that it is unlawful to discriminate on the basis of a candidate's membership in the Guard or Reserve)

After the Interview

- **Revise candidates skill profile** based on input received from interviewers
- **Leverage internal veterans** to understand accomplishments, job progression, or commendations mentioned during interview
- **Document best practice** to ensure that organizational learning is captured (e.g., what types of military roles translate to successful candidates, which questions enable the organization to best assess veteran skills)

Walmart has strengthened its hiring process by helping veterans connect their backgrounds with the company's needs

Opportunity

- Better articulated skillsets and EVPs will make veteran candidates more successful in recruiting process

Best practices

- **Resume:** Walmart's online career search (right) matches military occupations directly to roles within the company and discusses which transferrable skills are most applicable to the role
- **Selling the company:** CEO's Bill Simon leverages his public platform to communicate veteran EVP both externally and internally ("Veterans have a record of performance under pressure... quick learners, and team players")
- **Selling the company:** Walmart's Career With a Cause website explicitly connects military values and skills with opportunities in the firm through veteran employee testimonials

Result

- WalMart has recruited 150,000 to 200,000 veterans and 10,000 military spouses



We see the path to success you've chosen. Continue it with Walmart.

Select your prior military occupation from the list below to find your Walmart.

Accounting, Budget & Finance	Construction, Building & Extraction
Arts, Communication, Media & Design	Counseling, Social Work & Human Services
Aviation	Education & Training
Business Administration & Operations	Engineering & Scientific Research
Combat Operations	Environmental Health & Safety
► Communications Equipment Techs	Health Care Practitioners

Military Occupation: Communications Equipment Techs

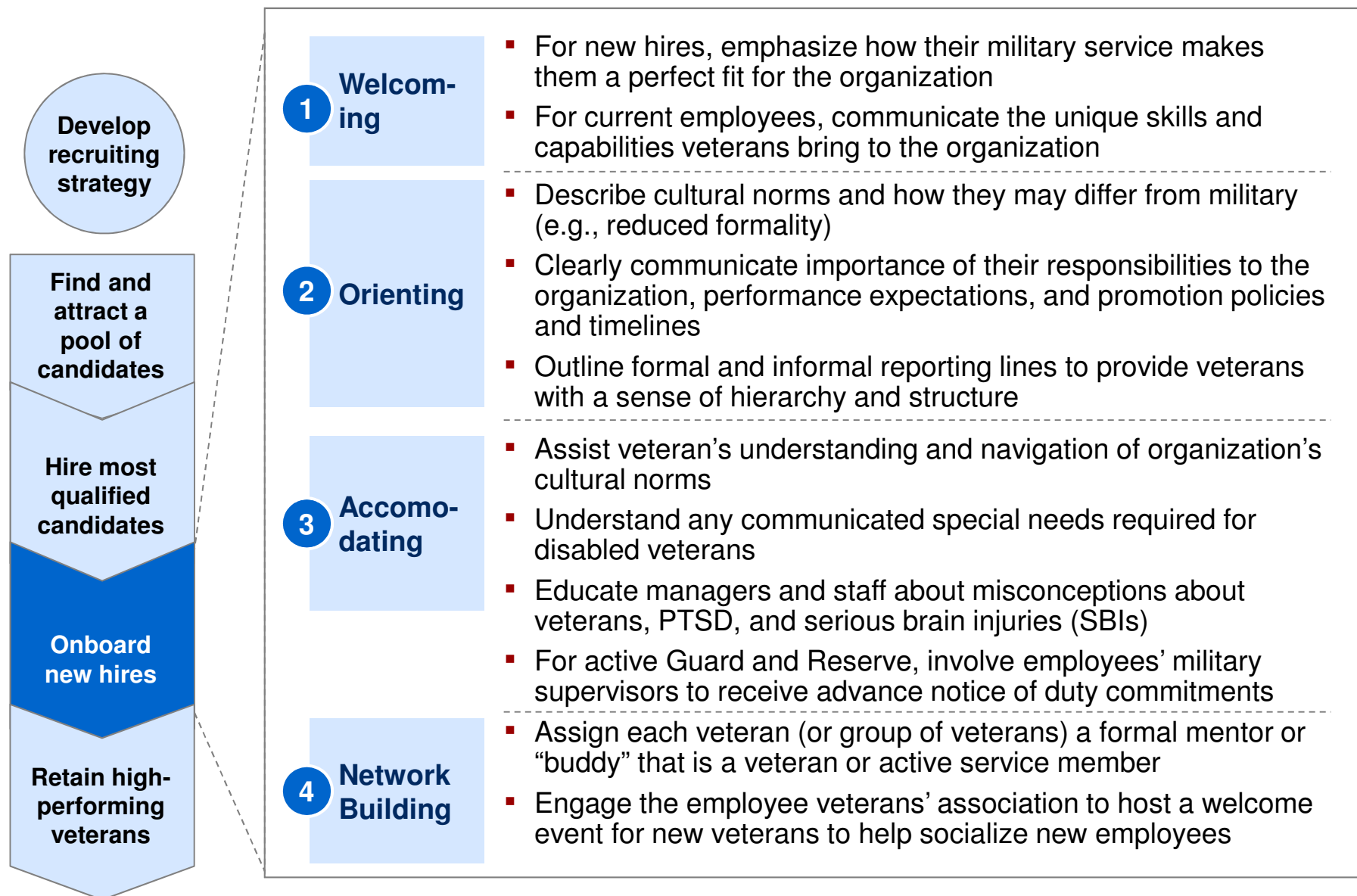


Walmart Career Path: Information Technology & Repair Techs

Jobs such as: Information Technology, Technical Support, IT Service Manager

Technology touches every part of the Walmart business every day, from data centers to self check-out lanes, satellite communications, handheld devices and electronic product codes. Bring your technological savvy and desire to make a global impact to Walmart, and we'll set you up with the tools, guidance and top teams to help you achieve your most ambitious goals.

Four ways to ensure successful onboarding of veterans



Ernst & Young facilitates onboarding process by leveraging existing internal systems and veteran employees to create strong “fit”

Opportunity

- Effective onboarding process will increase likelihood of candidates’ success and strengthen veteran contribution to Ernst & Young’s culture as a whole

Best practices

- Welcoming:** veteran employees infuse company’s culture with military experience and create “fit” proposition; they also attend networking events, career fairs and panel discussions to communicate company’s fit proposition to military candidates
- Accommodating:** Company’s existing “diversity” infrastructure embedded with veteran inclusion; Veterans Network (right) drive initiatives and gear existing practices towards veteran inclusiveness
- Network building:** Existing “career watch” mentor program adapted to support veterans and identify challenges facing new veteran employees

Result

- Ernst & Young leverages existing internal programs to improve onboarding and support of veterans



Supporting veterans

Ernst & Young LLP



From the battlefield to the board room

Our country’s veterans have earned our support and commitment as they return from service and begin the transition back into civilian life. Finding employment outside the military is just one of many steps in this journey.

At Ernst & Young, we know that hiring veterans and providing them with career opportunities is not only good for them, it’s good for companies, too. Veterans make great employees – their military experience provides them with leadership skills, confidence and teaming abilities that can be gained few other places.

They are part of Ernst & Young’s diverse workforce that includes and values all differences to bring out the best in our teams – helping us to innovate and deliver great service to our clients.

We’re proud of the work we’re doing to support veterans and their families. Through the 100,000 Jobs Mission, we’re working with other leading corporations to both hire and promote the hiring of veterans in American industries. We support the families of wounded warriors to help them succeed economically through the Entrepreneurship Bootcamp for Veterans’ Families (EBV-F). And we participate in think tank initiatives and collaborate with thought leaders to work on a broad spectrum of veterans’ issues.

The Ernst & Young Veterans Network

Inside the firm, the cornerstone of our efforts is our Veterans Network. The network was created by our veterans to help them connect and support one another. During the past several years, it’s grown substantially – from a local community to a national group with representation throughout our service lines and regions.

With executive sponsorship from our Americas Vice Chair, People, Nancy Altobello, our Veterans Network is able to:

- Spread the word about the value of veterans in the workplace. Members attend networking events, career fairs and panel discussions specifically directed toward veterans.
- Plan events and initiatives important to veterans. At bimonthly meetings, members plan communications, community projects, networking functions and professional development initiatives.



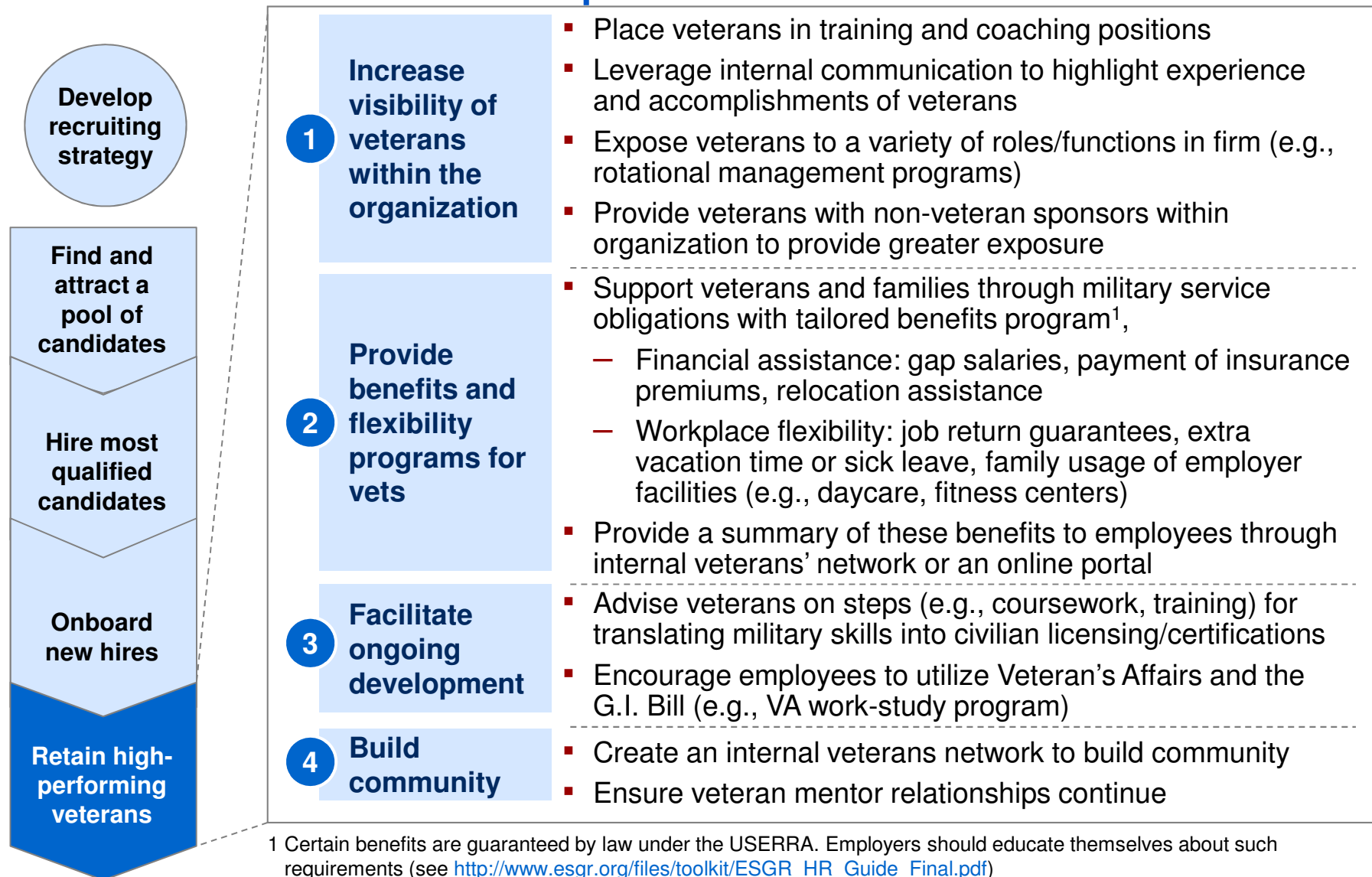
Ernst & Young and the 100,000 Jobs Mission

At Ernst & Young, we encourage the recruiting and hiring of veterans both inside and outside the firm.

In March 2012, we made a commitment to hire veterans as a part of the 100,000 Jobs Mission, a coalition comprised of leading corporations committed to hiring 100,000 transitioning service members and military veterans by 2020.

We are one of 40+ organizations actively participating in the coalition, which includes the hiring commitment, a promise to report progress quarterly, and collaboration among the corporate partners to address veterans’ issues and share lessons learned.

To reduce turnover and promote high performance, employers should take action to retain veterans and help them excel



Retain

GE's focus on continued development and retention of ex-military employees creates opportunities for both veterans and the company itself

Opportunity

- Active development of company's veteran community and skillset will improve employee performance and progression through firm

Best practices

- **Facilitate ongoing development:** Junior Officer Leadership Program's (JOLP) 2-year rotational program accelerates development of technical, business and technical skills and gives management a mechanism for identifying and nurturing top talent
- **Increase veteran visibility:** Formal mentorship by JOLP champions in each rotation creates visibility for participants to senior-level technical and business leaders
- **Build community:** GE Veterans Network creates supportive environment for ex-military employees and forum to learn about different career paths in the firm suitable for employees with military backgrounds

Result

- Over 10,000 veterans currently employed across GE's multiple business units



GE's first annual Veteran Network conference in Washington D.C. helped foster a strong veteran community within the company

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Resources (1/2)

Develop recruiting strategy

- <http://www.americaheroesatwork.gov/forEmployers/HiringToolkit/> A U.S. Department of Labor step-by-step guide for companies wishing to incorporate veteran recruiting into their strategy
- <http://www.gijobs.com/2012Top100.aspx> A resource to identify private companies who actively recruit veterans, with testimonials by senior management detailing their company's commitment
- http://www.whitehouse.gov/sites/default/files/docs/white_house_business_council_-_guide_to_hiring_veterans_0.pdf The White House's guide to hiring veterans, including economic and cultural benefits of recruiting veterans and a comprehensive list of further resources
- http://www.shrm.org/templatestools/toolkits/documents/12-0177%20behind_the_lines_toolkit_fnl.pdf The Society for Human Resource Management's 10-step process for making a firm's recruiting process more military friendly
- <http://www.herohealthhire.com/> A forum for business leaders, government officials and concerned citizens to learn and share information regarding hiring and retaining disabled veterans

Find and attract a pool of candidates

- <http://www.100000jobsmission.com/> A coalition of almost 50 private firms committed to working together to share best veteran recruiting practices and report hiring results
- <http://www.military.com/> A community-based website for active service members and veterans, including benefit resources and a job-board
- <http://www.hireveterans.com/> A job board website specifically tailored to military backgrounds
- <http://www.veteranscareerfair.com> An event that matches military-friendly employers with job-seeking veterans

Resources (2/2)

Hire most qualified candidates

- http://www.acenet.edu/content/NavigationMenu/ProgramsServices/MilitaryPrograms/Transfer_Guide.htm The American Council on Education's guide to understanding the relationship between a military transcript and the equivalent civilian training and experience
- <http://www.military.com/veteran-jobs/skills-translator/> A resource that helps both employers and job candidates translate military skills into civilian skills

Onboard new hires

- <http://www.americasheroesatwork.gov/> A U.S. Department of Labor project that provides information and tools for employers of veterans living with Traumatic Brain Injury (TBI) and/or Post-Traumatic Stress Disorder (PTSD)
- http://www.employmentincentives.com/federal_incentives/veterans/veterans.htm A website that lists services and provides guidance for companies who hire veterans with disabilities

Retain high-performing veterans

- <http://www.dol.gov/vets/programs/fact/NVTIFS09.htm> The National Veterans' Training Institute works with veterans' employment and training service providers to further develop and enhance their professional skills

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Hiring qualified veterans enables employers to take advantage of up to \$11,700 in federal and New York state tax credits

	Eligibility requirements	Size of credit (by employment period)	Maximum credit
Non-Disabled Veteran (Federal)	<ul style="list-style-type: none"> Receiving Supplemental Nutrition Assistance Program (SNAP) for at least a 3-month period during the 12 months before hiring date 	<ul style="list-style-type: none"> 40% of first \$6,000 in paid wages during first year of employment if employed for 400 hours or more (25% if employed at least 120 hours) 	<ul style="list-style-type: none"> \$2,400
	<ul style="list-style-type: none"> Unemployed for at least 4 weeks (but less than 6 months) during the 12 months before hiring date 	<ul style="list-style-type: none"> 40% of first \$6,000 in paid wages during first year of employment if employed for 400 hours or more (25% if employed at least 120 hours) 	<ul style="list-style-type: none"> \$2,400
	<ul style="list-style-type: none"> Unemployed for at least 6 months during the 12 months before hiring date 	<ul style="list-style-type: none"> 40% of first \$14,000 in paid wages during first year of employment if employed for 400 hours or more (25% if employed at least 120 hours) 	<ul style="list-style-type: none"> \$5,600
Disabled Veteran (Federal)	<ul style="list-style-type: none"> Entitled to compensation for a service-connected disability hired within 1 year of discharge or release from active duty 	<ul style="list-style-type: none"> 40% of first \$12,000 in paid wages during first year of employment if employed for 400 hours or more (25% if employed at least 120 hours) 	<ul style="list-style-type: none"> \$4,800
	<ul style="list-style-type: none"> Entitled to compensation for a service-connected disability unemployed for at least 6 months during the 12 months before hiring date 	<ul style="list-style-type: none"> 40% of first \$24,000 in paid wages during first year of employment if employed for 400 hours or more (25% if employed at least 120 hours) 	<ul style="list-style-type: none"> \$9,600
Disabled Veteran (NY State)	<ul style="list-style-type: none"> Disabled and referred to employer upon completion of or while receiving vocational rehabilitation services from a state certified agency or the U.S. Department of Veteran Affairs 	<ul style="list-style-type: none"> 35% of first \$6,000 in paid wages during the second year of employment 	<ul style="list-style-type: none"> \$2,100

To take advantage of these tax credits, visit www.labor.ny.gov for the appropriate forms under Work Opportunity Tax Credit (federal) and Workers with Disabilities Tax Credit (NY state) programs

Several best practice channels exist for employers to develop a pipeline of attractive military candidates (1/4)

Recruiting channel: Military Assistance Groups

Provide recruiting materials to key organizations

- Select organizations for outreach and make initial contact:
 - Employer Partnership of the Armed Forces
 - Employer Support of the Guard and Reserve
 - Wounded Warrior Project, Warriors to Work Program
 - HireVeterans.com, American GI Forum
- Disseminates message about opportunities in the company/industry
- Gets the company's name in front of candidates

Utilize groups' existing veteran networks and recruiting experts

- Greater access to active duty, reservists and guardsmen, and veterans
- Resources for translating military experience and qualifications into civilian qualifications
- Source of knowledgeable experts who can help guide military recruiting
- Can advise on additional resources available from local VA offices
- Many require candidates to have background checks, medical screenings, and aptitude tests taken before being aligned to employers

May similarly leverage key veteran organizations

- Marine Corps Association (MCA)
- Association of the United States Navy (AUSN)
- Association of the United States Army (AUSA)
- Air Force Association (AFA)

Several best practice channels exist for employers to develop a pipeline of attractive military candidates (2/4)

Recruiting channel: Media

Identify and leverage key job platforms

- Select platforms:
 - Military job boards: G.I. Jobs, RecruitMilitary, CivilianJobs, JSAJE
 - Support services: MOAA, Military.com, Hire Hero/Wounded Warrior
 - Online colleges (many veterans attend these school)
 - Social media: veteran-specific groups on LinkedIn/Facebook
- Use platform to search target profile and conduct initial screening

Build military-specific job portal on company site using best practices

- Provide material on why military personnel should consider company
- Deliver testimonials from current employee-veterans
- Outline career paths and potential roles
- Highlight why company is considering military personnel
- Use a military-specific online application that captures military experiences and qualifications and is targeted at veterans to improve ease of use

Utilize print advertising in military publications

- Select key print channels (preference subscription-based channels):
 - Newspapers: Stars and Stripes, Military Times Group
 - Magazines: G.I. Jobs, service-specific publications (e.g., Marine Corps Gazette)
- Leverage publications to run articles on jobs for veterans in the industry

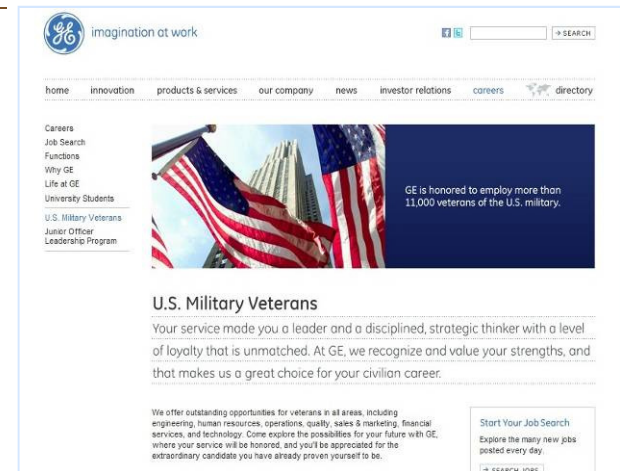
Media examples (1/3): Digital

Channel

Description

Organic company military recruiting page

- Provides information about why military personnel should consider the company
- Provides testimonials
- Outlines career paths
- Highlights why the company is considering military personnel
- Uses a military-specific online application that captures military experiences and qualifications



Facebook

- Portal that provides access to large number of candidates
- Allows direct communication with candidates



Military electronic magazines/newspapers

- G.I. Jobs
- Military Times
- Stars and Stripes

- Provides news and job information to service members and veterans



Media examples (2/3): Digital

Publication

Description

Key online platforms

- G.I. Jobs (job board)
- Monster/Military.com/N COA
- JSAJE – Joint Service Academy Jobs Electronically
- MilitaryStars
- MOAA
- CivilianJobs
- RecruitMilitary
- Hire Hero/Wounded Warrior outreach
- Linked In/Facebook

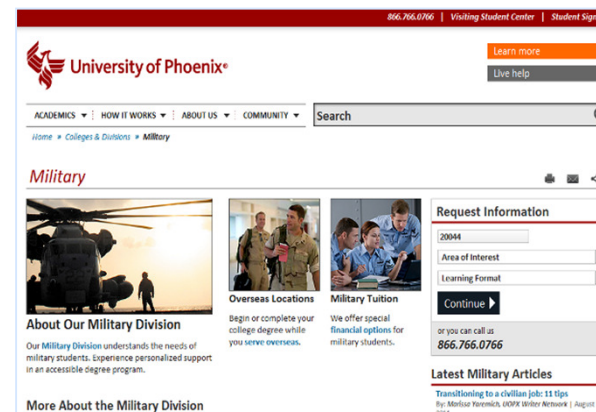
- Many veterans post their resumes online
- Provides quick way to get access to lots of resumes
- Requires time-intensive screening process



Online colleges

- University of Phoenix

- Many online colleges have job sites
- Many veterans attend online schools



Find & attract

Media examples (3/3): Print

Channel

Description

Military Times

- Marine Corps Times
- Navy Times
- Army Times
- Air Force Times

- Daily publication
- Reaches all military units and some retired veterans
- Each newspaper targets news for a specific service



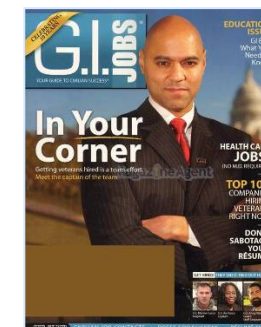
Stars and Stripes

- Daily publication
- Sent to all services
- News and articles written for all military personnel



G.I. Jobs

- Provides news and job information to service members and veterans



Several best practice channels exist for employers to develop a pipeline of attractive military candidates (3/4)

Recruiting channel: TAP/Family Service Centers (FSC)

Provide recruiting materials to TAP/FSC

- Disseminates message about opportunities in the company/industry
- Gets the company's name in front of candidates
- Place company/job brochures in on-installation offices
- Many installations have their own job boards for posting positions

Set up company/industry-specific job fairs

- Directly educates candidates on the industry and the company
- Can coordinate through TAP/FSC
- May conduct first round screening interviews on base
- Facilitates resume collection efforts

Identify opportunities for mentorship and interview training

- Provides a much needed service: many military service members lack training and coaching opportunities to prepare to finding civilian employment
- Develops a military-friendly reputation for the company and industry within the services
- Acts as a vehicle to get the company on base and in front of candidates
- Should recognize that TAP offers interview classes as well

Several best practice channels exist for employers to develop a pipeline of attractive military candidates (4/4)

Recruiting channel: Referral Program

Leverage vet employees to develop contacts with specific units

- Build relationships with active base units through introductions made by veteran employees, new hires, and contacts at TAP and veteran organizations
- Solicit referrals from base units by leveraging relationships built over time with active duty senior enlisted and officers

Leverage vet employees to spread company information to service members

- Disseminate job postings and company recruiting information through employee's personal networks and military associations
- Solicit referrals from current veteran employees
 - Offer a successful hire referral bonus
 - Leverage internal veteran's association for assistance

Identify top performers through current employees

- Involve veteran employees in recruiting and selection efforts:
 - Developing ideal candidate profiles
 - Resume reading
 - Interviewing (limit one military interviewer per candidate to limit bias)
- Leverage internal veteran's association for developing best practices (e.g., understanding jargon, rankings, awards, qualifications)

There are tools to assist employers in understanding military roles

Every role in the military has a unique code

- Each branch of the military utilizes its own system to identify a specific job
- United States Army and United States Marines use Military Occupational Specialty (MOS) codes
- U.S. Air force uses Air Force Specialty Codes (AFSCs)
- United States Navy uses naval ratings along with a system of Navy Enlisted Classifications (NEC)
- These codes (e.g., “MOS 11Z”) specify an individual’s job, rank, and often any additional qualifications (e.g., training, languages) they may have

Many tools exist online for understanding these codes

- O*Net OnLine offers a “Military to Civilian Crosswalk” that can be used to search for military classification codes that best correspond to a particular civilian job title and vice versa (<http://www.onetonline.org/crosswalk/MOC/>)
- Credentialing Opportunities On-Line (COOL) offers two websites, one for the army and one for the navy, to help you determine how military careers, ratings, and experience can translate to meet civilian certification and license requirements
- Army: <https://www.cool.army.mil/index.htm>
- Navy: <https://www.cool.navy.mil/index.htm>





















































Use best practices for leveraging classification codes

- **Modify application materials and job postings** to ask veteran applicants to specify their military classification code (and rating, if applicable) in either the application, their cover letter, or their resume
- **List the classification codes corresponding to desired military roles** for job opportunities where specific skills or qualifications are required. This will help veterans find roles for which they are best suited
- **Communicate desired classification codes** and qualifications to recruiting channels (e.g., veteran career service centers)
- **Take into account important caveats to using MOS translators:**
 - Not all military roles have direct civilian equivalents (e.g., infantry)
 - Service members have many capabilities applicable to roles other than those suggested by an MOS translator
 - MOS codes may not be an accurate reflection what jobs veterans are looking for

Military rank structure: enlisted

Pay grade	E-1	E-2	E-3	E-4	E-5	E-6	E-7	E-8	E-9	★
Navy	Seaman recruit	Seaman apprentice	Seaman	Petty officer third class	Petty officer second class	Petty Officer first class	Chief Petty Officer	Senior Chief Petty Officer	Master Chief Petty Officer	Master Chief Petty Officer of the Navy
Marines	Private	Private first class	Lance Corporal	Corporal	Sergeant	Staff Sergeant	Gunnery Sergeant	First Sergeant Master Sergeant	Sergeant Major Master Gunnery Sergeant	Sergeant Major of the Marine Corps
Army	Private	Private	Private first class	Corporal Specialist	Sergeant	Staff Sergeant	Sergeant first class	First Sergeant Master Sergeant	Command Sergeant Major Sergeant Major	Sergeant Major of the Army
Air force	Airman basic	Airman	Airman first class	Sergeant Senior Airman	Staff Sergeant	Technical Sergeant	Master Sergeant	Senior Master Sergeant	Chief Master Sergeant	Command Chief Master Sergeant

Military rank structure: officer

O-1	O-2	O-3	O-4	O-5	O-6	O-7	O-8	O-9	O-10	Special
Army										
										
Second Lieutenant (2LT)	First Lieutenant (1LT)	Captain (CPT)	Major (MAJ)	Lieutenant Colonel (LTC)	Colonel (COL)	Brigadier General (BG)	Major General (MG)	Lieutenant General (LTG)	General (GEN)	General of the Army (GA)
Marines										
										
Second Lieutenant (2LT)	First Lieutenant (1LT)	Captain (CPT)	Major (MAJ)	Lieutenant Colonel (LTC)	Colonel (COL)	Brigadier General (BG)	Major General (MG)	Lieutenant General (LTG)	General (GEN)	
Navy										
										
Ensign (ENS)	Lieutenant Junior Grade (LTJG)	Lieutenant (LT)	Lieutenant Commander (LCDR)	Commander (CDR)	Captain (CPT)	Rear Admiral Lower Half (RADM) (L)	Rear Admiral Upper Half (RADM) (U)	Vice Admiral (VADM)	Admiral (ADM)	Fleet Admiral (FADM)
Air force										
										
Second Lieutenant (2LT)	First Lieutenant (1LT)	Captain (CPT)	Major (MAJ)	Lieutenant Colonel (LTC)	Colonel (COL)	Brigadier General (BG)	Major General (MG)	Lieutenant General (LTG)	General (GEN)	
Coast guard										
										
Ensign (ENS)	Lieutenant Junior Grade (LTJG)	Lieutenant (LT)	Lieutenant Commander (LCDR)	Commander (CDR)	Captain (CPT)	Rear Admiral Lower Half (RADM) (L)	Rear Admiral Upper Half (RADM) (U)	Vice Admiral (VADM)	Admiral (ADM)	