



CHECKLIST

Checklist for Employers: Veteran Recruiting and Onboarding

When developing a program of HR practice to support the recruitment of veterans, consider the following:

- ▶ Secure executive level support for the initiative.
- ▶ Consider the most appropriate framework through which to organize the initiative within the HR structure of the firm. For example, depending on firm size, structure, diversity of business practice, etc., should the initiative be integrated into existing HR practice or a separate organization? Should the initiative fall inside or outside of diversity practice? Consider the pros and cons of these and other alternatives.
- ▶ Create relationships with trade organizations and other industry collaborations, focused on veteran employment. Examples include the Direct Employers Association, U.S. Chamber of Commerce, and the 100,000 Jobs Mission.
- ▶ Participate in veteran-focused career fairs and hiring events, where practical and appropriate.
- ▶ Leverage existing veteran employees to help in recruitment efforts through formal referral and mentoring of new veteran hires.
- ▶ Develop educational programming, focused on hiring managers, emphasizing the firm-specific business case for hiring veterans.
- ▶ Internally empower veteran employees and promote them within HR positions. ▶ Create a military-specific recruitment website. Consider examples such as AT&T, Microsoft, Sodexo, and Walmart.
- ▶ Develop and/or participate in industry-focused veteran initiatives, such as Troops to Energy Jobs, a pilot program developed by Dominion Resources Inc., or the Veterans on Wall Street (VOWS) program, founded by Citigroup.
- ▶ Provide training and education about PTSD to all employees, including senior-level leadership and managers.
- ▶ Engage in inter- and intra-industry collaboration to identify and utilize the most comprehensive resources in veteran recruiting and onboarding.
- ▶ Collaborate and network with other companies to identify employment opportunities for veterans, across industry sectors.
- ▶ Utilize comprehensive military skills translators for more effective placements within the company. Exercise caution that these tools are not used in isolation, but



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instead as part of a broader set of metrics, positioned to identify linkages between a veteran's knowledge, skills, and abilities, and a potential employment opportunity.

- ▶ Provide “high-touch” support for veterans throughout the recruitment and onboarding process.
- ▶ Capture data to aid in the measurement of process effectiveness and the relevance of veteran skills and talents, compared to career opportunities within the company.
- ▶ Foster a veteran-engaged culture within the company, through programs and ceremonies that recognize the contributions of veterans and their families to the organization. Consider aligning with veteran organizations for awards and recognition.
- ▶ Use social media to establish groups that discuss military and veteran experiences, open positions, mentoring, and more. For example, reference Microsoft's We Still Serve group on LinkedIn.
- ▶ To the extent possible, leverage existing veteran employees in the firm's recruitment strategy and messaging.
- ▶ To the extent possible, employ “high-touch” recruiting practices, positioned to confer insight into the potential linkage between a veteran's knowledge, skills, and abilities, and the demands of the firm's unique work roles.
- ▶ Reach out to universities and colleges and specifically ask career center managers to highlight student veterans seeking employment.
- ▶ Provide paths for non-traditional veteran students into career hiring tracks, such as experiential learning and internship opportunities



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