



LEADING PRACTICE



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JPMorgan Chase & Co., Founding Partner

Leading Practices Brief #1: Veteran Recruiting and Onboarding

The Challenge: Many firms continue to struggle with recruiting efforts, and face obstacles inherent in their corporate culture, lack of know-how by hiring

managers, and other factors. Many companies are not aware of the effective hiring practices represented by those firms that have found success recruiting and onboarding veterans. Keys to successful veteran recruitment and onboarding include the following:

TriWest identified a key veteran contact staff member to place within HR, with an ongoing service commitment. This person understands military and corporate culture, and TriWest re-educated them to provide HR training. Once this individual was placed on the HR team, it helped transform and impact the department, and assisted people in HR to understand military

Leadership: Visible and proactive commitment of business leadership is crucial to veteran recruiting and onboarding because it sends three messages: 1) Leadership conveys to staff that recruiting, hiring and supporting veterans is a priority and good for business; 2) Leadership sends a message to veterans serving and veteran employment agencies that they are receptive to considering qualified veterans as employees; and 3) leadership



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lets its customers and business partners know that it has a commitment to honoring veterans' service to their country by providing opportunities for employment. Leadership can demonstrate their commitment in a number of ways, for example: BAE Systems (BAE) created the position of VP of Strategic Acquisition, who reports directly to the CEO and the executive board. This employee is also a veteran. This new high profile position is responsible for acting as an advocate and action officer for veterans' issues in the firm, and is physically assigned to the corporate headquarters. The VP of Strategic Acquisition supports firm-wide recruitment goals related to veterans by visiting company sites and educating managers, line workers, and supervisors about veterans and the valuable skills they offer in the workplace. Using internal success stories of past veteran hires, the VP of Strategic Acquisition helps non-veteran employees to understand the important role that military candidates can play within the company.

Prudential has developed a feature film that is a three-part instructional video for hiring managers that addresses issues of PTSD, what vets bring to

Staff Training and Support: Companies that have successfully recruited veterans and military family members have created new HR positions, such as military recruiters, and have often hired veterans into these positions. Some companies have gone even further and created stand-alone veteran initiative departments or groups whose role extends across the company, impacting HR training, the company's philanthropy efforts, culture development, and much more. These innovations have allowed the companies to create a veteran welcoming culture, supported through career development opportunities for veteran employees, mentoring, affinity groups, HR training, and addressing specific veteran issues, such as PTSD.



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Data Driven Approach to Recruitment: Some companies are using multiple portals and venues for their recruitment efforts with some overlap among their

KPMG recruiters go beyond identifying veterans to hire, and assist veterans in their general job search efforts by providing resume writing and interview guidance. Lockheed produces a Wounded Warriors Live Chat, a monthly two-hour wounded warrior virtual chat session hosted by their military relations team, to connect with injured/disabled transitioning service

sites. The goal of these multiple portals is to reach different veterans, military families, and employers in slightly different ways. For example, AT&T has its military-specific recruitment website,

<http://att.jobs/military.aspx> , while they also have a Veteran Talent recruitment platform

at <http://www.military.com/jobs-in/employer/att/>.

Similarly, CINTAS Corporation utilizes multiple platforms to publicize jobs for veterans, including its homepage and <http://www.monster.com>.

JPMorgan Chase & Co. (JPMC) created an integrated but distinct human resource practice, specifically focused on veteran

employment. Its Military Human Resources (MHR) group is centralized with a single, firm-wide director that reports up through the firm's CAO in close coordination with the firm's Global HR team. The MHR team is responsible for developing firm-wide strategy and process related to JPMC's veteran-focused recruitment and employment goals. JPMC has instituted a "High-Touch Gold Desk," where JPMC recruiters respond to any veteran applicant within five days of receiving the individual's application for employment. This high-touch approach is positioned to support veterans in finding the right opportunity at JPMC, based on the applicant's experiences and qualifications. The program utilizes integrated, regional teams that map veteran applications against available positions at the firm. Using those maps, the MHR teams are able to identify positions across the firm that best match the veteran's skills profile. This aligns the veteran with an



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opportunity where he or she is most likely to find success and also facilitates recruitment and hiring that looks across lines of business, as opposed to within a given organizational silo.

A number of companies including Microsoft use social media in their recruiting efforts. Microsoft uses LinkedIn to establish a group, “We Still Serve at Microsoft”, which includes discussions about military and veteran experiences, open positions, mentoring, and more.

Collaborations: Partnerships with veteran-support organizations offer employers the opportunity to participate in programs and ceremonies that recognize the contributions of veterans and their families without being responsible for their organization. Employers can help collect funds from their employees; encourage them to volunteer with these organizations, and/or sponsor events or awards for veterans. For example, the Hyatt Regency partners with the local VA office to attend job fairs and do community service.

Another example is the Lockheed Martin Corporation, which participates in the Army Partnership for Youth Success Program (PaYS), to allow veterans to explore private-sector job opportunities. The program gives new soldiers the opportunity

Many companies have created military specific recruitment websites, examples include:

- ▶ JPMorgan Chase & Co.
<https://www.chase.com/online/military/military-jobs.htm>
- ▶ AT&T: Support for the Troops
<http://att.jobs/military.aspx>
- ▶ Disney: Heroes Work Here
<http://disneycareers.com/en/working-here/heroes-work-here/>
- ▶ Microsoft: We Still Serve
<http://www.microsoft-careers.com/content/military/we-still-serve/>
- ▶ Sodexo: Sodexo Hires Heroes
<http://www.SodexoHiresHeroes.com>
- ▶ T-Mobile: Military Talent Network
<http://www.tmobile.jobs/talent-network/military/>
- ▶ Walmart: Careers with A Mission
<http://walmartcareerswithamission.com/>



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to select a job with a PaYS partner during the time of enlistment. After the position has been selected, a Statement of Understanding is signed, and the PaYS employer/partner promises to interview the returning soldier, as long as he or she receives an honorable discharge, is otherwise qualified, and a job vacancy exists. BAE leadership has also used its influence and recognized the efforts of

JPMC led efforts to create and launch the 100,000 Jobs Mission in March 2011. The 100,000 Jobs Mission represents collaboration with more than 50 other private-sector firms (and growing), together committing to the goal of hiring 100,000 transitioning service members and military veterans by 2020. The coalition members are committed to working together, sharing best recruiting and employment practices, reporting hiring results on monthly practice-sharing calls and quarterly meetings, and collaborating on job fairs and other hiring events. This collaborative approach confers to all participating firms scale and efficiency, with regard to recruiting veterans, and also accelerates the learning and education process



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