



SYRACUSE UNIVERSITY

**INSTITUTE *for* VETERANS
and MILITARY FAMILIES**

JPMorgan Chase & Co., Founding Partner

Training and Professional Development- *Proven Practices and 'How-Tos'*

Rotational Experience and Professional Development:

- Provide veterans with a broad range of developmental experiences working in various positions throughout the company on a rotational basis. Meet with worksite supervisors to determine which jobs lend themselves best to the rotational structure, provide tools and support for effective supervision and evaluation of rotational candidates, and develop processes for their placement into the specific departments that best match their skills to company needs.
- Foster personal development by integrating mentoring and coaching throughout the rotational assignments that provide valuable contacts and experience that accelerate the development of technical skills, awareness, and acclimation to the culture of the company.
- To the extent possible, leverage existing veteran employees in a mentorship role. These individuals represent exemplars, and uniquely understand the socialization challenges facing new veteran hires.
- Consider how certifications and credentials obtained in the military can be relevant to credentialing requirements needed for professional development, including those specific to any departments participating in the rotation.
- Throughout the rotational process provide broad-based experience, but also assign the veteran specific tasks that are meaningfully related to the organization's mission. Make explicit the connection between the veteran's role on the team, and the positive impact they make on the organization.
- Assessment and evaluation throughout the program is critical. Evaluations should provide insights into the veteran's strengths, talents, and skills, making the linkages between those skills, strengths and prospective work roles evident.

Collaborative and Proactive Workforce Development:

- Learn more about effective practices by closely collaborating with other companies who have already realized success in developing veteran talent, and that have replicable approaches to ongoing training and education.
- Leverage programs and resources that provide employment-related benefits to veterans that are available through the VA. More about these programs is available on their website at http://www.va.gov/landing2_vetsrv.htm.

- Partner with a local community college or university and not-for-profit organizations to link formal education and credentialing programs they provide with on-the-job training opportunities that your business may provide. The college or university Career Services office or Office of Student Disability Services, or their Student Veterans Association is a good place to start. Often, communities publish a directory of non-profit human services organizations with descriptions that you can review to determine which agency may train and place veterans.
- Consider providing a scholarship to the veteran, which covers the cost of formal training provided by a college or university partner. The goal is to help the veteran achieve certification, obtain experience, and open the door to the opportunity for full-time employment.
- A collaborative approach to workforce development can also include making training and professional development for veterans a priority for the Local Workforce Investment Board (LWIB) and its network of Department of Labor (DOL) One Stop Career Centers. Representatives of your business may already be a member of the LWIB. Find your local area One Stop to develop collaborations for training and employment. More information can be found at <http://www.careeronestop.org/reemployment/jobsearchhelp/change Careers/findcareeronestopcenter.aspx>. Most One Stops are also staffed by a Disabled Veterans' Outreach Program specialist (DVOP) or Local Veterans Employment Representative (LVER/Vets Rep). More about these veterans' staff can be found at: http://www.dol.gov/vets/programs/fact/Employment_Services_fs01.htm.

Internship and Mentoring:

- Leverage and partner with existing campus recruiting and veteran's service organizations, such as the Student Veterans of America (SVA) to provide internship opportunities to veterans.
- Create opportunities for company internships, mentoring and job shadowing by working with the Chamber of Commerce and veterans services organizations as a source for marketing the effort to veterans.
- Provide meet-and-greet events at the firm to introduce mentoring and peer-to-peer development opportunities to veteran employees.

Want to read more about this topic?
 Download our free **Guide to Leading Policies, Practices & Resources:**
Supporting the Employment of Veterans & Military Families at:
<http://vets.syr.edu/pdfs/guidetoleadingpractices.pdf>