



## LEADING PRACTICE

### Leading Practice Examples: Recruitment and Onboarding

There are many programs and practices in place across private industry, having a significant impact on the employment situation of veterans. The following are summarized additional recommendations and key findings, based on a broad review of private-sector initiatives, focused on recruiting and onboarding veterans into the civilian workforce.

- Leverage veteran referral opportunities by engaging existing veteran employees, and asking them to disseminate employment information to veteran networks. For example, Ernst & Young made use of word-of-mouth efforts to promote their Veterans Network. The network, which started as a grassroots effort in one of the practice areas, has already grown to include participants from other geographies and offices, provides networking and professional development opportunities, supports the firm's veteran recruiting and onboarding efforts, and supports veterans in the community.
- Attend Chamber events, which include specialized jobs at particular locations, and which provide significant pre-event preparation for veterans to effectively seek meaningful employment.
- Leadership involvement and getting leadership on the ground, at company sites, to talk with HR about veterans' issues. The VP of Strategic Acquisition at BAE speaks at their annual HR conference, giving an in-depth presentation to all HR managers and providing results, showing how hiring veterans works and is good for the company. Companies, such as BAE, believe that senior-level leadership needs to drive the veteran recruitment initiative, and educate and empower managers to hire veterans and provide career growth opportunities.
- Internal empowerment: 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.



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Once this individual was placed on the HR team, it helped transform and impact the department, and assisted people in HR to understand military culture and service.

- Hiring veterans as HR recruiters: Similar to TriWest and BAE, the Combined Insurance Company of America hired a Navy veteran<sup>1</sup> to lead their efforts to recruit high-potential candidates transitioning from military service to the private sector. Since then, the company has hired more than 100 military veterans.
- 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 the table, benefits, and much more. They are interested in sharing these tools with others.
- PLC-Global Solutions focuses on veterans' needs and skills, in order to match them with the best positions in the company. Before looking at resumes, hiring managers remove three things: sex, race, and school name. This is to ensure that they are only looking at job qualifications and are accordingly placing veterans. Additionally, they re-organized the company, removed the 9 to 5 focus, and stressed the importance of managers needing to know about their people so that they can be best accommodated, in order to get the job done.
- Leverage collaboration and networking with other firms. For example, Northrup Grumman created a Network of Champions, consisting of nearly 100 other companies who have committed to assisting severely injured service members and their families with gaining employment in the civilian sector. In the event that Grumman is unable to provide a service member or member of their immediate family with a position, they will send the applicant's resume to all other companies in the network, to identify the right opportunity.
- Many companies have created military specific recruitment websites, examples include:
  - JPMorgan Chase & Co.  
<https://www.chase.com/online/military/military-jobs.htm>



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- 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/>
- On GE's website, the company posts jobs for veterans, leadership programs, schedules of career fairs the company will be attending, invitations to join their talent community, as well as advice from recruiters such as interview tips and tips for veterans thinking about career transition into GE, <http://www.ge.com/careers/veterans/index.html>. In a similar manner, Health Net identifies career fairs the company will attend, <http://www.careersathealthnet.com/events.asp>.
- Some companies are using multiple portals and venues for their recruitment efforts with some overlap among their 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<sup>2</sup> and <http://www.monster.com>.<sup>3</sup>



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- Connect with industry specific initiatives: for example, Dominion Resources Inc. announced a pilot program, Troops to Energy Jobs,<sup>4</sup> which is part of the National Center for Energy Workforce Development and has a mission to link thousands of future job openings in the energy industry with troops leaving military service. Through a partnership of energy industry companies, their associations, unions, the military, and institutions of higher education, the program combines outreach, recruiting, education, assistance with skills transfer, training, and career coaching and mentoring they create a roadmap<sup>5</sup> for entry into skilled utility and engineering positions in the energy industry.
- 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 those who serve our country to plan in advance to explore private-sector job opportunities. The program gives new soldiers the opportunity 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.<sup>6</sup>
- Creating mentoring opportunities helps veterans identify marketable job skills they have developed in the military, assist them in search for civilian jobs that require their most advanced skills, help with resume writing that features their marketable skills in terms to match civilian job descriptions, and train them to develop dynamic interview skills that can be used in a variety of workplace cultures. For example, KPMG recruiters go beyond identifying veterans to hire, and assist veterans in their general job search



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efforts by providing resume-writing and interview guidance. Lockheed<sup>7</sup> 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 members about career opportunities.

- Leverage existing practices, such as military assistance groups. AlliedBarton produced a military assistance group case study<sup>8</sup> that can be used as a tool to guide other companies in identifying, recruiting, and retaining military employees. Overall, the study recommends the formation of military assistance groups, which are an incredible resource to employers, veterans and active service members. AlliedBarton cites this, the formation of military assistance groups, as a best practice for employers recruiting veterans, Reservists, and Guardsmen.
- Use of social media to further recruiting efforts: companies, like Microsoft, have been using LinkedIn to establish a group, We Still Serve at Microsoft, which includes discussions around military and veteran experiences, open positions, mentoring, and more.
- Identify those work roles within your organization that require state/federal licensure or certification, and concurrently identify those military occupations that assume similar skills, training, and experience. Many of the available Military Occupational Specialty (MOS) translator tools can assist with mapping civilian work roles to military occupations.<sup>9</sup>
- Assign the firm's human resources team to stay up-to-date and informed as to state-specific policies, programs, and initiatives focused on licensing and certification programs impacting veterans—particularly as those initiatives relate to work-roles in demand at your organization.
- Create awareness of employment opportunities targeted to military members, prior to separation, to encourage job applications from candidates with a good potential employment fit.



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- When the veteran is hired, make sure they understand how the company works, its policies, and its procedures. Give them a thorough orientation designed to help them to fit in easily and quickly, and to immediately contribute to the company.
- Compensation is important, but in many cases veterans are also focused on benefits related to their family and their well-being, given disability issues and family concerns. Highlight such benefits at the time of hire, and continue throughout their tenure.
- 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. In addition, this personal response to each and every applicant has the benefit of helping JPMC’s HR personnel to become better educated as to how military skills and experiences correlate to the firm’s different work roles.
- At JPMC the Military Human Resources group has dedicated full-time resources to support veterans during the onboarding process and beyond, positioned to facilitate successful assimilation and professional development of newly hired veterans. These efforts include training for JPMC managers to help them understand the unique strengths veterans bring to the workplace, as well as training for newly hired veterans focused on the unique aspects of the firm’s corporate culture, norms, and processes.
- A challenge JPMC identified relates to geography; that is, the firm’s national recruitment strategy has sometimes been at odds with the fact that many large concentrations of veterans are in locations where the firm does not have a significant number of employment opportunities
- JPMC has found a high-touch recruitment strategy opens the door to matching veterans to employment opportunities that best match their skills, and results in high levels of satisfaction among veterans with regard to their recruitment process experience (even among those that are not eventually hired).



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- Leverage internship/apprenticeship opportunities. Training and experience programs targeted to veterans and run, or supported by, business and industry provide opportunities to veterans to gain entry into the civilian workforce, and to engage with potential future employers. Creating internships may enable companies to enhance the training and preparation of these veterans, who will be positioned as qualified applicants once they complete the internship/apprenticeship experience.
- Companies, including Walmart, leverage campus recruiting and veteran service organizations, such as the SVA,<sup>10</sup> to provide internship opportunities to veterans.
- Ernst & Young suggests the creation of half-day internship fairs at schools for veterans, only. The schools can leverage existing job fairs, when companies are on campus and can provide specific time slots for veterans to attend. Furthermore, companies can inquire with universities on how to adjust their career sites and allow students to self-identify as veterans, as well as how to add a veteran-preferred option on their internship and job postings.
- AT&T has been working on an initiative to invite veterans to join the company through internships, job shadowing, and partnerships with the Chamber, encouraging veterans to utilize these shadowing opportunities in order to test different career tracks within AT&T. They have been utilizing meet-and-greet events on university campuses and military bases. Recently, the company had 20 veterans attend a development workshop, where they provided them with training on how to market themselves. AT&T offers 12 leadership programs, although the company believes that it can do more, and has been exploring opportunities to develop a Junior Officer Training Program, to better and more effectively train and hire veterans.
- BAE offers internship opportunities for service-disabled veterans to develop individual professional skills while undergoing medical treatment and/or physical rehabilitation at a Military Treatment Facility.<sup>11</sup>



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- As part of the White House's Joining Forces initiative, Intel piloted the Intel Veteran Employment Training (VET) program, which provides technology training and jobs for veterans and their partners. Intel is leveraging the Computer Clubhouse Network,<sup>12</sup> which is a valuable resource that is available for learning about computers and technology. While currently focused as an after-school program for children, Intel has worked with their clubhouse partners to open this resource to veterans and their partners prior to after-school hours; this provides an opportunity to learn job-readiness and computing skills essential in today's labor market. The clubhouse's three-day training program is made available once each month for veterans and their partners. Training includes:
  - One-on-one coaching and training on resume writing with military to civilian occupation skills translation.
  - Behavioral interview training and mock interviews with real-time feedback.
  - Job search techniques.
  - Intel veteran mentor matching.
  - Access to free industry certification training (Project Management Professional, MCSE, etc.) and job placement programs to those eligible.
- Sodexo leverages its Sodexo University<sup>13</sup> to offer veterans the training they need to succeed and grow through tuition reimbursement, self-study training modules, instructor-led classes and online learning opportunities. The program leverages online tools that assist the veterans with career development, keep track of their performance goals, and make use of thousands of resources within the company that allow them to shape their own future and grow with the company. Tools such as real-life work scenarios and online simulations link the veterans immediately to other resources within Sodexo, and the training opens opportunities for internal mentoring and growth development.



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- Finally, some veterans may need additional skills training to round out their skill sets or to refresh existing skills weakened through inactivity while in the military. Many employers already offer skills training programs to other employees and can extend such programs to include veterans. These initiatives can be employed for new hires or to help prepare veterans for a job search. As with most training programs, offering them in a variety of media (e.g., live, written, recorded, online) and at multiple times may be necessary to provide the most effective support for veterans, who have to fit these developmental efforts into their other reintegration activities. For example, SunGard Public Sector provides live and on-request skills refreshers for veterans returning from deployment.<sup>14</sup>
- Veteran hiring falls often under diversity initiatives, due to compliance requirements, related to USERRA, VEVRAA, the Rehabilitation Act of 1973, and the ADA. An additional reason for location in diversity initiatives is the ability to respond to varied and differing needs of veterans, particularly wounded veterans, or to diverse veteran populations. Leveraging this infrastructure may provide facilitated entry, assimilation and employee assistance. However, because in some businesses the diversity function is less integrated into the hiring manager's regular process, this may create barriers to assimilation.
- An internal network of military veterans<sup>16</sup> at Amazon offers mentoring and support for new veteran employees.
- GE offers a specialized USERRA Advisor, who helps military employees to understand their eligibility, job entitlements, employer obligations, benefits and the remedies available to them under USERRA. In addition to this, GE, through its Work/Life Connections,<sup>17</sup> provides its employees and its management with specialized checklists, which prepare them for potential deployments. These checklists contain a wealth of information on deployment-related topics and provide assistance with managing daily responsibilities, while one spouse is deployed.



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- A challenge that many companies face is lack of knowledge of federal and state program eligibility for their employees. Companies, like TriWest, recommends creating information packages for employees on what eligibilities are, for whom, and what resources exist within and outside of the company.
- Provide phase-in employment for veterans transitioning from the military, which eases their transition into civilian life by having them start working part-time and increase their hours slowly to full-time employment.
- The Associate Military Network<sup>18</sup> is in place at the Sears Holdings Corporation to welcome aboard new veteran hires, provide additional transition assistance, enable them to stay involved in the veteran communities, and allow them to maintain the camaraderie through their military experiences.
- BAE provides career pathways for wounded warriors through its Warrior Integration Program (WIP), which is specifically designed to identify, hire and develop qualified wounded warriors into valuable employees. The availability of mentors through the program helps recruits and their families to navigate the transition from military to civilian life.<sup>19</sup>
- Accenture has been collaborating with the Kauffman Foundation to fund Fast Track,<sup>20</sup> working with NPower<sup>21</sup> to help veterans start careers in IT, and has partnered with American Corporate Partners<sup>22</sup> to provide mentoring services and leverage these services for program participants. The company places great value in the synergy and plans to expand these programs and partnerships to locations throughout the U.S.
- Microsoft's Elevate America Veterans Initiative<sup>23</sup> helps our country's veterans and their spouses acquire the skills and resources they need to be successful in today's workplace. Through this initiative, Microsoft is convening a coalition of public, private, and non-profit organizations that are interested in contributing expertise, cash, and in-kind resources to help veterans and their spouses build their skills through resources, such as technology training and certification, job placement, career



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counseling, and other support services, such as childcare, transportation, and housing to help in their successful transition to civilian life.

- Additionally, AT&T launched two new online resources: a custom military skills translator, which enables servicemen and women to use their current Military Occupation Code or Military Occupation Specialty to find corresponding civilian career opportunities at AT&T, and the Careers4Vets program, which connects interested veterans with mentors within AT&T. These new platforms will support AT&T's ongoing veteran initiatives, including supplier diversity initiatives like Operation Hand Salute, a mentoring program that is designed to help disabled veteran businesses develop the tools and expertise to win large corporate contracts.<sup>24</sup>
- JPMC has seeded the development and launch of the GET-VET program at Syracuse University, a non-credit certificate program offered by the School of Information Studies. This program is available to both employed and unemployed, post-9/11 veterans with a minimum of a high school diploma, and is comprised of four certificates. The program is presently underwritten in its entirety by JPMC. It is free of charge to all admitted veterans and military personnel who have served on active duty post-9/11.
- Prudential's VETalent Program, a collaboration with Workforce Opportunity Services (WOS), is expanding with the goal to help veterans gain employment through information technology training. Veterans who participate in the program first go through the WOS academic component and after completing training have the opportunity to work with Prudential. The VETalent Program is looking to expand and work with other businesses and government agencies to give the veteran community more opportunities to find work. To learn more, visit <http://www.wforce.org/index.php/veterans/program-overview>.
- Intel Veteran's Employment Training Program is a new program designed to provide veterans with training and mentoring services as they transition from a military career



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to employment in the private sector.

- G.I. Jobs issues an annual Top 100 Military Friendly Employers List. Companies that make the list are those putting forth the most effort to recruit veterans. According to G.I. Jobs, corporate America already employs 10.3 million veterans, including 1.7 million recently separated veterans. Companies on the list represent the top 2% of the 5,000 eligible companies that earn at least \$500 million in annual revenues. To view the 2012 list, visit <http://www.gijobs.com/2012Top100.aspx>.
- The Hospital Corporation of America (HCA) launched a new site in Dec. 2011 dedicated to hiring veterans and active duty personnel as part of a national campaign aligned with the Chamber of Commerce's Hiring Our Heroes program. The website details HCA's hiring initiative to help military veterans transition back into civilian employment. To help get the initiative under way, HCA held several hiring fairs in 20 states from Dec. 2011 through May 2012. To learn more, visit <http://www.veteransathca.com/Events.aspx>.
- UBM Studios' Milicruit, a provider of virtual career fairs for veterans and military spouses, set a goal to hire 10,000 veterans and military spouses in 2012. With over 240 industry leading employers participating in virtual career fairs and having helped 4,400 veterans find employment in 2011, Milicruit and its employer partners plan to build on 2011 successes by pushing for a higher target of 10,000 hires and hosting more events throughout the year. To learn more, visit <http://www.veteranscareerfair.com>.
- Comcast Corporation launched Hire A Veteran On Demand, a pilot program with the goal to ease the transition of returning soldiers by connecting them to jobs. The program posts video profiles of returning soldiers who are looking for work, available to prospective hiring managers and recruiters for 90 days after the initial posting date. To learn more, visit <http://www.boston.com/Boston/businessupdates/2012/01/comcast-launches-hire->



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[veteran-service/48mThSLHizBk1ZGCqv48wO/index.html](http://veteran-service/48mThSLHizBk1ZGCqv48wO/index.html).

- A five-year apprenticeship program is being offered by the United Association's Veterans in Piping Program, which trains men and women in challenging trades while upholding the ideals of trade unionism. Veterans may receive training in plumbing, pipefitting, sprinkler fitting, HVAC service, or welding. To learn more visit, <http://uavip.org/veterans.asp>.
- Ryder System Inc., a company providing commercial transportation and supply chain management solutions, has launched a new military recruiting website to help veterans easily match their military skills with open positions at Ryder. The new website is part of Ryder's military recruiting efforts, which includes a commitment to hire 1,000 military veterans by 2013. To learn more visit, <http://www.ryder.com/military>.
- Disney announced the Heroes Work Here initiative. Over the next three years, the company has pledged to provide at least 1,000 jobs and career opportunities for returning U.S. veterans. This program will support troops and their families as they transition to civilian life, and will also launch a national public awareness campaign to encourage job opportunities for veterans. The employment offerings range from internships to leadership roles, spanning all segments of the Walt Disney Company. To recruit veterans, the corporation hosts Casting Our Veterans career expos and will participate in events showcasing jobs for returning troops. Disney also announced plans to invest in nonprofit organizations that offer training and support services for veterans. To learn more visit, <http://disneycareers.com/en/working-here/heroes-work-here/>.
- General Electric Co. (GE) announced a commitment to hire 5,000 military veterans over the next five years, double its engineering internships, and partnering with the U.S. Chamber of Commerce to provide hiring training for veterans in 50 U.S. cities. In total, the company will invest \$580 million into aviation manufacturing, research, and development. The company said its multi-pronged plan is part of an effort to address



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U.S. competitiveness. GE will work with the chamber at 400 veterans job fairs this year as part of the “Hiring our Heroes” initiative, and at 50 of those fairs, will offer extra hiring training and services. To learn more visit, <http://www.genewscenter.com/Press-Releases/>.

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## LEADING PRACTICE

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