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?**

1. **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.

2. **Hiring vets builds goodwill and honors their service**
   - 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.
   - Veterans receive advanced training in a variety of technical skills.
   - Military spend in these skills make veterans cost-effective employees.
   - Employers can take advantage of federal tax credits of up to $9,600 per veteran.
   - State tax credits are also available.

- 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

- **McKinsey & Company**
  - 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

- **Amazon**
  - 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

- **GE**
  - 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

- **CSX**
  - 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

SOURCE: G.I. Jobs’ 2012 Top 100 Military Friendly Employers
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
Business case

...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)
Business case

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

<table>
<thead>
<tr>
<th>How large are the tax credits per veteran?</th>
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<tbody>
<tr>
<td>• Federal: $2,400 up to $9,600 for first year of employment</td>
</tr>
<tr>
<td>• NY State: up to $2,100 for second year of employment</td>
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<table>
<thead>
<tr>
<th>What does the size of the credit depend on?</th>
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<tbody>
<tr>
<td>• Number of hours employed during first year</td>
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<tr>
<td>• Disability status (particularly service-connected disabilities)</td>
</tr>
<tr>
<td>• Unemployment status</td>
</tr>
<tr>
<td>• Receipt of vocational rehabilitation services from a state certified agency or the U.S. Department of Veteran Affairs</td>
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<table>
<thead>
<tr>
<th>How can your organization take advantage of these tax credits?</th>
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<tbody>
<tr>
<td>• Visit <a href="http://www.labor.ny.gov">www.labor.ny.gov</a> for the appropriate forms under Work Opportunity Tax Credit (federal) and Workers with Disabilities Tax Credit (NY state) programs</td>
</tr>
<tr>
<td>• Employers must submit IRS Form 8850 and 9061 within 28 days of hiring date</td>
</tr>
<tr>
<td>• Tax credits should then be claimed on income tax returns</td>
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1 See appendix for details
2 Stated tax credits are subject to legislative renewal

SOURCE: U.S. Department of Labor Employment and Training Administration
Goodwill case

Empowering veterans builds goodwill with numerous stakeholders

<table>
<thead>
<tr>
<th>Community</th>
<th>Customers</th>
<th>Employees</th>
</tr>
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<tbody>
<tr>
<td><img src="image1.png" alt="Flag" /></td>
<td><img src="image2.png" alt="Bracelet" /></td>
<td><img src="image3.png" alt="Manager" /></td>
</tr>
</tbody>
</table>
| “We understand the **national security imperative** to keep our Guard and Reserve employed”
  – Employer, CNAS Report                       | “When I see the flag at my branch, I know they are **doing a service to our community** by hiring vets”
  – Customer, retail bank                       | “I think hiring more veterans is a real **morale builder** to the company”
  – 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               | “**It matters to our customers** that we hire veterans, so we better be hiring veterans!”
  – Executive, large retailer                    | “To know that GE has hired and supported so many veterans – **it’s very fulfilling to me**”
  – Manager, General Electric                    |

SOURCE: “The impact of Social Responsibility on productivity and efficiency of US listed companies” (Becchetti, et al)
Agenda

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

### 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

### This is true nationwide…

<table>
<thead>
<tr>
<th>National Unemployment Rate (2011)</th>
<th>Post 9/11 Veterans</th>
<th>Civilian</th>
</tr>
</thead>
<tbody>
<tr>
<td>Percent</td>
<td>12.1</td>
<td>8.7</td>
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</table>

### …and is particularly in New York

<table>
<thead>
<tr>
<th>NY State Unemployment Rate (2011)</th>
<th>Post 9/11 Veterans</th>
<th>Civilian</th>
</tr>
</thead>
<tbody>
<tr>
<td>Percent</td>
<td>16.7</td>
<td>7.9</td>
</tr>
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</table>

SOURCE: Institute for Veterans and Military Families, Iraq and Afghanistan Veterans of America
In the coming year even more veteran talent will be available in the domestic market

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.

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

1. Take time to understand military experience and the value it bring
   - Translating military skills and experiences to civilian roles is a challenge during the hiring process (cited by ~60% of employers)

2. Leverage the best resources available
   - There are many resources for employers, and it can be overwhelming to know where to start (cited by ~25% of employers) - we’ve distilled the best here

3. Help veterans to “sell themselves” during the application process
   - Veterans are trained emphasize their teams and not take credit
   - Veterans are not accustomed to the language of the business world

4. Be open-minded about military experience
   - Nearly 55% of employers cited concerns about PTSD\(^1\) despite the fact that only ~20% of 9/11 veterans are afflicted

What this means for employers

- Employers must become more effective at:
  - Understanding the skills and experiences of veterans
  - Utilizing best practices for hiring veterans
  - Providing assistance to veterans transitioning to the civilian workforce
  - Educating themselves and their organizations about the veteran community

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

SOURCE: Center for a New American Security: “Employing America’s Veterans: Perspectives from Business (Survey), NIH PTSD statistics
Agenda

- The business case for hiring veterans
- Veterans opportunity overview
  - Best practices for hiring veterans
- Available resources for employers
- Appendix
Four guiding principles for the veteran recruiting process

1. **Tie recruiting efforts to sound business strategy** to ensure that it is as seen as critical to the business rather than just a “nice thing to do.”

2. **Build understanding, awareness and commitment** (e.g., by leveraging senior leaders) to demonstrate the importance of veterans to the organization.

3. **Leverage your network** of veteran employees and their champions internally and externally to build knowledge and community in the organization.

4. **Develop a compelling reason** for veterans to seek employment within the organization (e.g., develop an employee value proposition).
Best practices for employers to find, hire, onboard and retain veterans

- Tie veteran recruiting to overall business strategy by identifying veteran skills needed and tracking veterans effectiveness in both recruiting and job performance
- Build commitment by establishing a core internal team from all levels (e.g., senior executives, HR, managers) to support veteran recruiting activities and communicate value of effort to the organization
- Leverage network of existing veteran employees to build relationships with external veteran- and champion-groups
- Develop compelling and clear employee value proposition for veterans to use internally and externally
  - Select, assess, and adjust mix of recruiting channels (e.g., Military Assistance Groups, job boards) to meet recruiting goals and increase awareness of company opportunities within veteran community
  - Develop marketing materials that clearly communicate the employee value proposition to veterans
  - Document best practices learned to make future recruiting efforts more effective
  - Train resume screeners to recognize how military skills translate to civilian roles
  - Use structured interviews to uncover key transferable skills, attitudes, and leadership qualities
  - Tailor general employee value proposition (EVP) to military professionals and targeted role

- Welcome and orient new veteran employees by clearly communicating norms, roles and responsibilities, performance expectations, and policies and expected timelines for promotion
- Accommodate special needs (e.g., disabilities, PTSD) and dispel common misconceptions through education of employees and managers
- Support network building by leveraging internal military employees (e.g., mentors)
- Increase veteran visibility by exposing veterans in a variety of roles (e.g., rotational management programs, and creating opportunities for veterans to act as both mentors and mentees
- Offer workplace flexibility programs (e.g., for veterans undergoing medical treatment)
- Facilitate ongoing education through both formal and informal development opportunities (e.g., coursework, VA work-study program)
Foundational activities should be conducted early to support later recruiting efforts

1. Tie to business strategy
   - Determine hiring needs, skills desired, target salaries, and desired candidate profiles based on business needs
   - Articulate why and to what capacity veterans are critical to the organization
   - Develop metrics for tracking recruiting process efficiency and effectiveness (e.g., retention, performance of hires)

2. Build commitment
   - Enlist a senior executive to lead the effort
   - Build core team composed of veterans, managers, and HR (e.g., dedicated military recruiting staff)
   - Communicate importance of veterans to the organization

3. Leverage network
   - Identify current veteran employees and form a company veterans association for socialization and outreach
   - Develop relationships with external champions of vets (e.g., TAP\(^1\), FSCs\(^2\)) to understand trends and available services

4. Develop compelling reason
   - Educate recruiters and managers about hiring and managing veterans and document best practice
   - Develop employee value proposition (EVP) tailored to military professionals and the targeted roles (e.g., veteran-specific benefits, training and employment programs)

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1. Transitional Assistance Program (TAP): offers job-search and related assistance to service members leaving active duty
2. Veteran Family Service Centers (FSCs): provides readjustment and psycho-social counseling for veterans and their families
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.

**SOURCE**: http://tech.fortune.cnn.com/2012/05/07/500-amazon-veterans-hiring/
Developing a pipeline of attractive candidates involves several key steps:

1. **Evaluate various recruiting channels**
   - Evaluate channels based on recruiting needs, desired skills and capabilities, effectiveness of reaching target veterans, and cost-efficiency.

2. **Develop marketing materials**
   - Create fliers, pamphlets, job descriptions, and other media articulating the veteran EVP.
   - Tailor media to recruiting channels and desired roles.

3. **Assess effectiveness of recruiting channels**
   - Develop metrics for candidates reached, rate of hire and retention, and resources required (e.g., costs, recruiting staff time) to evaluate channel success.

4. **Adjust mix of recruiting channels**
   - Apply assessment of recruiting channels to adjust channel usage to better meet the business goals and recruiting needs of the organization.

5. **Document best practices**
   - Create documentation of channel success and failure.
   - Aggregate knowledge of veteran backgrounds (e.g., “cheat sheets” of military roles and awards).
Several best practice channels exist for employers to develop a pipeline of attractive military candidates

<table>
<thead>
<tr>
<th>Channel</th>
<th>Description</th>
<th>Examples</th>
<th>Action Items</th>
</tr>
</thead>
</table>
| Military Assistance Groups | Leverage organization aimed at helping service members find jobs in the civilian workforce | ![Employer Partnership Logo](https://example.com/employerpartnership.png) | - 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 | Utilize programs providing transitional assistance and counseling to returning service members and families | ![Military.com Logo](https://example.com/militarycom.png)  
![The New York Times Logo](https://example.com/tnewyorktimes.png) | - 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 | Attend existing fairs to reach large pool of candidates  
Establish company fairs on base (can leverage TAP) | ![Military.com Logo](https://example.com/militarycom.png)  
![The New York Times Logo](https://example.com/tnewyorktimes.png) | - 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 | Deliver messages via internal and external channels to reach mass audience and facilitate candidate screening and outreach | ![G.I. Jobs Logo](https://example.com/gijojobs.png)  
![LinkedIn Logo](https://example.com/linkedin.png) | - 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 | Find candidates for specific positions required advanced experience or capabilities quickly | ![Lucas Group Logo](https://example.com/lucasgroup.png)  
![Brady-Morris, Inc. Logo](https://example.com/bmgroup.png) | - 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 | Acquire high-quality candidates at low cost  
Facilitate spread of job opportunities to veterans | | - Leverage employees to develop contacts with specific units  
- Leverage internal veterans to spread company information to service members  
- Identify top performers through current employees |

Details in appendix
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%)
Hire candidates

The hiring process can accommodate the background of veterans

1. Reading the resume
   - Translate military skills and experiences to the civilian world. If unclear, leverage veteran network
   - Look for evidence of distinctive leadership, teamwork, and problem-solving within military service
   - Avoid passing judgment on candidate too quickly without understanding military background
   - Provide resume screeners with additional time to review resumes to avoid quick judgment given lack of familiarity with military experience

2. Interviewing the candidate
   - Provide opportunities for coaching (e.g., from current veteran employees) before the interview
   - Develop profile of key capabilities from service for interviewers to leverage during the interview
   - Encourage candidates to “sell themselves” – veterans tend to emphasize only their team’s accomplishments
   - Avoid questions related to their combat experiences, wounds, or mental health
   - Based on the veteran EVP, provide materials describing the benefits, opportunities, and support available to veterans during the interview and online
   - Encourage employee veterans’ association to reach out to candidates and offeres with information and advice

Details follow
Best practices for reading veteran resumes

1. Translate experience to the civilian world
   - Leverage key resources for translating military roles via military classification codes (e.g., MOS). 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.

2. Look for indicators of distinction
   - 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.
   - 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.

3. 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.
## 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
Four ways to ensure successful onboarding of veterans

1. Welcoming
   - For new hires, emphasize how their military service makes them a perfect fit for the organization
   - For current employees, communicate the unique skills and capabilities veterans bring to the organization
   - Describe cultural norms and how they may differ from military (e.g., reduced formality)
   - Clearly communicate importance of their responsibilities to the organization, performance expectations, and promotion policies and timelines
   - Outline formal and informal reporting lines to provide veterans with a sense of hierarchy and structure

2. Orienting
   - Assist veteran’s understanding and navigation of organization’s cultural norms
   - Understand any communicated special needs required for disabled veterans
   - Educate managers and staff about misconceptions about veterans, PTSD, and serious brain injuries (SBIs)
   - For active Guard and Reserve, involve employees’ military supervisors to receive advance notice of duty commitments

3. Accommodating
   - Assign each veteran (or group of veterans) a formal mentor or “buddy” that is a veteran or active service member
   - Engage the employee veterans’ association to host a welcome event for new veterans to help socialize new employees
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

SOURCE: http://tech.fortune.cnn.com/2012/05/07/500-amazon-veterans-hiring/
To reduce turnover and promote high performance, employers should take action to retain veterans and help them excel.

1. **Increase visibility of veterans within the organization**
   - Place veterans in training and coaching positions
   - Leverage internal communication to highlight experience and accomplishments of veterans
   - Expose veterans to a variety of roles/functions in firm (e.g., rotational management programs)
   - Provide veterans with non-veteran sponsors within organization to provide greater exposure

2. **Provide benefits and flexibility programs for vets**
   - Support veterans and families through military service obligations with tailored benefits program¹,
     - Financial assistance: gap salaries, payment of insurance premiums, relocation assistance
     - Workplace flexibility: job return guarantees, extra vacation time or sick leave, family usage of employer facilities (e.g., daycare, fitness centers)
   - Provide a summary of these benefits to employees through internal veterans’ network or an online portal

3. **Facilitate ongoing development**
   - Advise veterans on steps (e.g., coursework, training) for translating military skills into civilian licensing/certifications
   - Encourage employees to utilize Veteran’s Affairs and the G.I. Bill (e.g., VA work-study program)

4. **Build community**
   - Create an internal veterans network to build community
   - Ensure veteran mentor relationships continue

¹ Certain benefits are guaranteed by law under the USERRA. Employers should educate themselves about such requirements (see [http://www.esgr.org/files/toolkit/ESGR_HR_Guide_Final.pdf](http://www.esgr.org/files/toolkit/ESGR_HR_Guide_Final.pdf))
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

Agenda

- The business case for hiring veterans
- Veterans opportunity overview
- Best practices for hiring veterans
  - Available resources for employers
- Appendix
Resources (1/2)

- **Develop recruiting strategy**
  - [http://www.gijobs.com/2012Top100.aspx](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](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.herohealthhire.com/](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/](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/](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/](http://www.hireveterans.com/) A job board website specifically tailored to military backgrounds
  - [http://www.veteranscareerfair.com](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](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/](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.americaheroesatwork.gov/](http://www.americaheroesatwork.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](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](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
The business case for hiring veterans
Veterans opportunity overview
Best practices for hiring veterans
Available resources for employers

Appendix
### Business case

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

<table>
<thead>
<tr>
<th>Eligibility requirements</th>
<th>Size of credit (by employment period)</th>
<th>Maximum credit</th>
</tr>
</thead>
<tbody>
<tr>
<td>▪ Receiving Supplemental Nutrition Assistance Program (SNAP) for at least a 3-month period during the 12 months before hiring date</td>
<td>▪ 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)</td>
<td>▪ $2,400</td>
</tr>
<tr>
<td>▪ Unemployed for at least 4 weeks (but less than 6 months) during the 12 months before hiring date</td>
<td>▪ 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)</td>
<td>▪ $2,400</td>
</tr>
<tr>
<td>▪ Unemployed for at least 6 months during the 12 months before hiring date</td>
<td>▪ 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)</td>
<td>▪ $5,600</td>
</tr>
<tr>
<td>▪ Entitled to compensation for a service-connected disability hired within 1 year of discharge or release from active duty</td>
<td>▪ 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)</td>
<td>▪ $4,800</td>
</tr>
<tr>
<td>▪ Entitled to compensation for a service-connected disability unemployed for at least 6 months during the 12 months before hiring date</td>
<td>▪ 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)</td>
<td>▪ $9,600</td>
</tr>
<tr>
<td>▪ 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</td>
<td>▪ 35% of first $6,000 in paid wages during the second year of employment</td>
<td>▪ $2,100</td>
</tr>
</tbody>
</table>

To take advantage of these tax credits, visit [www.labor.ny.gov](http://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

<table>
<thead>
<tr>
<th>Provide recruiting materials to key organizations</th>
</tr>
</thead>
<tbody>
<tr>
<td>- Select organizations for outreach and make initial contact:</td>
</tr>
<tr>
<td>- Employer Partnership of the Armed Forces</td>
</tr>
<tr>
<td>- Employer Support of the Guard and Reserve</td>
</tr>
<tr>
<td>- Wounded Warrior Project, Warriors to Work Program</td>
</tr>
<tr>
<td>- HireVeterans.com, American GI Forum</td>
</tr>
<tr>
<td>- Disseminates message about opportunities in the company/industry</td>
</tr>
<tr>
<td>- Gets the company’s name in front of candidates</td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th>Utilize groups’ existing veteran networks and recruiting experts</th>
</tr>
</thead>
<tbody>
<tr>
<td>- Greater access to active duty, reservists and guardsmen, and veterans</td>
</tr>
<tr>
<td>- Resources for translating military experience and qualifications into civilian qualifications</td>
</tr>
<tr>
<td>- Source of knowledgeable experts who can help guide military recruiting</td>
</tr>
<tr>
<td>- Can advise on additional resources available from local VA offices</td>
</tr>
<tr>
<td>- Many require candidates to have background checks, medical screenings, and aptitude tests taken before being aligned to employers</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>May similarly leverage key veteran organizations</th>
</tr>
</thead>
<tbody>
<tr>
<td>- Marine Corps Association (MCA)</td>
</tr>
<tr>
<td>- Association of the United States Navy (AUSN)</td>
</tr>
<tr>
<td>- Association of the United States Army (AUSA)</td>
</tr>
<tr>
<td>- Air Force Association (AFA)</td>
</tr>
</tbody>
</table>
Several best practice channels exist for employers to develop a pipeline of attractive military candidates (2/4)

<table>
<thead>
<tr>
<th>Recruiting channel: Media</th>
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<tbody>
<tr>
<td><strong>Identify and leverage key job platforms</strong></td>
</tr>
<tr>
<td>- Select platforms:</td>
</tr>
<tr>
<td>- Military job boards: G.I. Jobs, RecruitMilitary, CivilianJobs, JSAJE</td>
</tr>
<tr>
<td>- Support services: MOAA, Military.com, Hire Hero/Wounded Warrior</td>
</tr>
<tr>
<td>- Online colleges (many veterans attend these schools)</td>
</tr>
<tr>
<td>- Social media: veteran-specific groups on LinkedIn/Facebook</td>
</tr>
<tr>
<td>- Use platform to search target profile and conduct initial screening</td>
</tr>
<tr>
<td><strong>Build military-specific job portal on company site using best practices</strong></td>
</tr>
<tr>
<td>- Provide material on why military personnel should consider company</td>
</tr>
<tr>
<td>- Deliver testimonials from current employee-veterans</td>
</tr>
<tr>
<td>- Outline career paths and potential roles</td>
</tr>
<tr>
<td>- Highlight why company is considering military personnel</td>
</tr>
<tr>
<td>- Use a military-specific online application that captures military experiences and qualifications and is targeted at veterans to improve ease of use</td>
</tr>
<tr>
<td><strong>Utilize print advertising in military publications</strong></td>
</tr>
<tr>
<td>- Select key print channels (preference subscription-based channels):</td>
</tr>
<tr>
<td>- Newspapers: Starts and Stripes, Military Times Group</td>
</tr>
<tr>
<td>- Magazines: G.I. Jobs, service-specific publications (e.g., Marine Corps Gazette)</td>
</tr>
<tr>
<td>- Leverage publications to run articles on jobs for veterans in the industry</td>
</tr>
</tbody>
</table>
## Media examples (1/3): Digital

<table>
<thead>
<tr>
<th>Channel</th>
<th>Description</th>
</tr>
</thead>
</table>
| 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     | - Provides news and job information to service members and veterans  
                                             | - G.I. Jobs  
                                             | - Military Times  
                                             | - Stars and Stripes |
## Find & attract

### Media examples (2/3): Digital

<table>
<thead>
<tr>
<th>Publication</th>
<th>Description</th>
</tr>
</thead>
</table>
| **Key online platforms** | - Many veterans post their resumes online  
- Provides quick way to get access to lots of resumes  
- Requires time-intensive screening process |
| G.I. Jobs (job board) | |
| Monster/Military.com/NCOA | |
| JSAJE – Joint Service Academy Jobs Electronically | |
| MilitaryStars | |
| MOAA | |
| CivilianJobs | |
| RecruitMilitary | |
| Hire Hero/Wounded Warrior outreach | |
| Linked In/Facebook | |

| **Online colleges** | Many online colleges have job sites  
Many veterans attend online schools |
| University of Phoenix | |
### Media examples (3/3): Print

<table>
<thead>
<tr>
<th>Channel</th>
<th>Description</th>
</tr>
</thead>
</table>
| **Military Times** | Daily publication  
                       | Reaches all military units and some retired veterans  
                       | Each newspaper targets news for a specific service |
| Marine Corps Times |                                                |
| Navy Times       |                                                |
| Army Times       |                                                |
| Air Force Times  |                                                |
| **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)

<table>
<thead>
<tr>
<th>Recruiting channel: TAP/Family Service Centers (FSC)</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Provide recruiting materials to TAP/FSC</strong></td>
</tr>
<tr>
<td>▪ Disseminates message about opportunities in the company/industry</td>
</tr>
<tr>
<td>▪ Gets the company’s name in front of candidates</td>
</tr>
<tr>
<td>▪ Place company/job brochures in on-installation offices</td>
</tr>
<tr>
<td>▪ Many installations have their own job boards for posting positions</td>
</tr>
<tr>
<td><strong>Set up company/industry-specific job fairs</strong></td>
</tr>
<tr>
<td>▪ Directly educates candidates on the industry and the company</td>
</tr>
<tr>
<td>▪ Can coordinate through TAP/FSC</td>
</tr>
<tr>
<td>▪ May conduct first round screening interviews on base</td>
</tr>
<tr>
<td>▪ Facilitates resume collection efforts</td>
</tr>
<tr>
<td><strong>Identify opportunities for mentorship and interview training</strong></td>
</tr>
<tr>
<td>▪ Provides a much needed service: many military service members lack training and coaching opportunities to prepare for finding civilian employment</td>
</tr>
<tr>
<td>▪ Develops a military-friendly reputation for the company and industry within the services</td>
</tr>
<tr>
<td>▪ Acts as a vehicle to get the company on base and in front of candidates</td>
</tr>
<tr>
<td>▪ Should recognize that TAP offers interview classes as well</td>
</tr>
</tbody>
</table>
### Find & attract

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

<table>
<thead>
<tr>
<th>Recruiting channel: Referral Program</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Leverage vet employees to develop contacts with specific units</strong></td>
</tr>
<tr>
<td>▪ Build relationships with active base units through introductions made by veteran employees, new hires, and contacts at TAP and veteran organizations</td>
</tr>
<tr>
<td>▪ Solicit referrals from base units by leveraging relationships built over time with active duty senior enlisted and officers</td>
</tr>
<tr>
<td><strong>Leverage vet employees to spread company information to service members</strong></td>
</tr>
<tr>
<td>▪ Disseminate job postings and company recruiting information through employee’s personal networks and military associations</td>
</tr>
<tr>
<td>▪ Solicit referrals from current veteran employees</td>
</tr>
<tr>
<td>▪ Offer a successful hire referral bonus</td>
</tr>
<tr>
<td>▪ Leverage internal veteran’s association for assistance</td>
</tr>
<tr>
<td><strong>Identify top performers through current employees</strong></td>
</tr>
<tr>
<td>▪ Involve veteran employees in recruiting and selection efforts:</td>
</tr>
<tr>
<td>▪ Developing ideal candidate profiles</td>
</tr>
<tr>
<td>▪ Resume reading</td>
</tr>
<tr>
<td>▪ Interviewing (limit one military interviewer per candidate to limit bias)</td>
</tr>
<tr>
<td>▪ Leverage internal veteran’s association for developing best practices (e.g., understanding jargon, rankings, awards, qualifications)</td>
</tr>
</tbody>
</table>
## There are tools to assist employers in understanding military roles

<table>
<thead>
<tr>
<th>Every role in the military has a unique code</th>
<th>Use best practices for leveraging classification codes</th>
</tr>
</thead>
<tbody>
<tr>
<td>▪ Each branch of the military utilizes its own system to identify a specific job</td>
<td>▪ <strong>Modify application materials and job postings</strong> to ask veteran applicants to specify their military classification code (and rating, if applicable) in either the application, their cover letter, or their resume</td>
</tr>
<tr>
<td>▪ United States Army and United States Marines use Military Occupational Specialty (MOS) codes</td>
<td>▪ <strong>List the classification codes corresponding to desired military roles</strong> for job opportunities where specific skills or qualifications are required. This will help veterans find roles for which they are best suited</td>
</tr>
<tr>
<td>▪ U.S. Air force uses Air Force Specialty Codes (AFSCs)</td>
<td>▪ <strong>Communicate desired classification codes</strong> and qualifications to recruiting channels (e.g., veteran career service centers)</td>
</tr>
<tr>
<td>▪ United States Navy uses naval ratings along with a system of Navy Enlisted Classifications (NEC)</td>
<td>▪ <strong>Take into account important caveats to using MOS translators:</strong></td>
</tr>
<tr>
<td>▪ These codes (e.g., “MOS 11Z”) specify an individual’s job, rank, and often any additional qualifications (e.g., training, languages) they may have</td>
<td></td>
</tr>
<tr>
<td>▪ Not all military roles have direct civilian equivalents (e.g., infantry)</td>
<td>▪ Service members have many capabilities applicable to roles other than those suggested by an MOS translator</td>
</tr>
<tr>
<td>▪ Service members have many capabilities applicable to roles other than those suggested by an MOS translator</td>
<td>▪ MOS codes may not be an accurate reflection what jobs veterans are looking for</td>
</tr>
<tr>
<td>▪ MOS codes may not be an accurate reflection what jobs veterans are looking for</td>
<td></td>
</tr>
<tr>
<td><strong>Many tools exist online for understanding these codes</strong></td>
<td></td>
</tr>
<tr>
<td>▪ 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 (<a href="http://www.onetonline.org/crosswalk/MOC/">http://www.onetonline.org/crosswalk/MOC/</a>)</td>
<td></td>
</tr>
<tr>
<td>▪ 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</td>
<td></td>
</tr>
</tbody>
</table>

**SOURCE:** White House Business Council: Guide to Hiring Veterans
### Military rank structure: enlisted

<table>
<thead>
<tr>
<th>Pay grade</th>
<th>E-1</th>
<th>E-2</th>
<th>E-3</th>
<th>E-4</th>
<th>E-5</th>
<th>E-6</th>
<th>E-7</th>
<th>E-8</th>
<th>E-9</th>
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<tbody>
<tr>
<td><strong>Navy</strong></td>
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<tr>
<td>Seaman recruit</td>
<td>Seaman apprentice</td>
<td>Seaman</td>
<td>Petty officer third class</td>
<td>Petty officer second class</td>
<td>Petty Officer first class</td>
<td>Chief Petty Officer</td>
<td>Senior Chief Petty Officer</td>
<td>Master Chief Petty Officer</td>
<td>Master Chief Petty Officer of the Navy</td>
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<tr>
<td><strong>Marines</strong></td>
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<tr>
<td>Private</td>
<td>Private</td>
<td>Lance Corporal</td>
<td>Corporal</td>
<td>Sergeant</td>
<td>Staff Sergeant</td>
<td>Gunnery Sergeant</td>
<td>First Sergeant</td>
<td>Master Sergeant</td>
<td>Master Gunnery Sergeant</td>
<td>Sergeant Major of the Marine Corps</td>
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<tr>
<td><strong>Army</strong></td>
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<tr>
<td>Private</td>
<td>Private</td>
<td>Private first class</td>
<td>Corporal</td>
<td>Sergeant</td>
<td>Staff Sergeant</td>
<td>Sergeant first class</td>
<td>First Sergeant</td>
<td>Master Sergeant</td>
<td>Sergeant Major of the Army</td>
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<tr>
<td><strong>Air force</strong></td>
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<tr>
<td>Airman basic</td>
<td>Airman</td>
<td>Airman first class</td>
<td>Senior Airman</td>
<td>Staff Sergeant</td>
<td>Technical Sergeant</td>
<td>Master Sergeant</td>
<td>Senior Master Sergeant</td>
<td>Chief Master Sergeant</td>
<td>Command Chief Master Sergeant</td>
<td></td>
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</tbody>
</table>

**Senior officer collar devices**

**All stars silver**
## Hire candidates

### Military rank structure: officer

<table>
<thead>
<tr>
<th></th>
<th>O-1</th>
<th>O-2</th>
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<th>O-7</th>
<th>O-8</th>
<th>O-9</th>
<th>O-10</th>
<th>Special</th>
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<tbody>
<tr>
<td><strong>Army</strong></td>
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<td><strong>Marines</strong></td>
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<td><strong>Navy</strong></td>
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<td></td>
<td>Ensign (ENS)</td>
<td>Lieutenant Junior Grade (LTJG)</td>
<td>Lieutenant (LT)</td>
<td>Lieutenant Commander (LTC)</td>
<td>Commander (CDR)</td>
<td>Captain (CPT)</td>
<td>Rear Admiral Lower Half (RADM) (L)</td>
<td>Rear Admiral Upper Half (RADM) (U)</td>
<td>Vice Admiral (VADM)</td>
<td>Admiral (ADM)</td>
<td>Fleet Admiral (FADM)</td>
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<td><strong>Air force</strong></td>
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<td><strong>Coast guard</strong></td>
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