



## CASE STUDY

### **Leading Practices Model: JPMorgan Chase & Co.-Military Human Resources Department**

As a large and diverse firm, JPMC is well aware of the inherent challenges and inefficiencies associated with integrating a veteran-focused hiring initiative into the unique HR practices, characteristic of the firm's disparate operating locations and lines of business. As such, the firm made the novel and innovative decision to create an integrated but distinct human resource practice, specifically focused on veteran employment.

#### **Approach & Innovations: An Integrated & Collaborative Model of HR Practice**

At JPMC, the 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. Specific innovations, characteristic of the MHR approach at JPMC, are the following:

#### **High-Touch Recruitment:**

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. The program functions by utilizing 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 results in a process that aligns the veteran with an opportunity where he or she is most likely to find



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success and also facilitates an approach to recruitment and hiring that looks across lines of business, as opposed to within a given organizational silo.

### Data Driven Approach to Recruiting:

The MHR created a data strategy working group, responsible for continuously studying the recruitment process, in order to ascertain the efficacy of the tools and practices used by hiring managers. Assessment is also focused on retention/attrition, as a means to understand the correlation between military work roles and those characteristic of JPMC. A monthly status summarizing the broad range of metrics, representative of the firm's veteran-focused recruiting efforts, serves as the basis for efforts to continuously improve the MHR practice and process.

### Resources to Support a Career:

The MHR 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 Collaborative Commitment:

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



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also accelerates the learning and education process for all coalition partners, related to promising practices and processes.

### Implementation and Generalizability

- Tracking the degree of success that has been achieved as a consequence of the initiative, particularly as it relates to post-employment outcomes, represents an ongoing area of focus for JPMC. While it is relatively straightforward to track the number of new hires, the firm recognizes a need to better understand what data needs to be captured during the recruitment process, and how that data relates to post-employment performance.
- Internal education represents another firm-wide challenge, as to the best of their current knowledge, 97% of JPMC's employees are not veterans. Given that internal managers retain hiring capabilities, it has been crucial that they receive education on the benefits of hiring veterans.
- Another identified challenge relates to transitioning from a hiring model that offers a job opening in need of a veteran with specific, job ready skills, to a complementary approach where veterans with "raw skills" are hired and subsequently provided specific work-role training.
- A final challenge 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.

### Recommendations

- Emphasize the commitment of senior leadership as critical to the meaningful development and implementation of a veteran-focused employment initiative.
- Provide ongoing support for veterans before, during and after the hiring process as a means to effectively assimilate veterans into the corporate culture.



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- Capture data in order to measure the process effectiveness as well as the relevance of skills and talents that veterans possess compared to the career opportunities within the firm.
- 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).
- Participate in private-sector collaborations, such as the 100,000 Jobs Mission, as a means to learn from peers and to share knowledge, which will contribute to improved practices and outcomes.
- Identifying and committing human capital resources at different levels throughout the HR infrastructure, focused on supporting the firm's veteran employment goals and objectives, has been central to the initiatives success.

Program Point of Contact:

Maureen Casey

[maureen.e.casey@jpmchase.com](mailto:maureen.e.casey@jpmchase.com)



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