



LEADING PRACTICE

Leading Practice Examples: Collaboration

Companies have highlighted the need to collaborate in a variety of ways including leveraging capabilities and sharing best practices to address the needs of veterans reentering the civilian workforce. The following are leading practices recommendations and highlights:

- Leverage private-sector training programs such, as JPMC's "GET-VET" (Global Enterprise Technology Training for Veterans) at Syracuse University (SU)¹ or Prudential's "VETalent" program (technology training),² as a workforce development opportunity for veterans. Both programs can lead to civilian sector certifications. Similar efforts exist in "green" jobs, forestry, firefighting, and other sectors in both government and the private sector.
- JPMC led efforts to create and launch the 100,000 Jobs Mission in March 2011. The 100,000 Jobs Mission represents collaboration with more than 50 other private-sector firms (and growing), together committing to the goal of hiring 100,000 transitioning service members and military veterans by 2020. The coalition members are committed to working together, sharing best recruiting and employment practices, reporting hiring results on monthly practice-sharing calls and quarterly meetings, and collaborating on job fairs and other hiring events. This collaborative approach confers to all participating firms scale and efficiency, with regard to recruiting veterans, and also accelerates the learning and education process for all coalition partners, related to promising practices and processes.
- JPMC suggests participating 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.
- 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



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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.

- 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.
- 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.
- Leverage existing practices, such as military assistance groups. AlliedBarton produced a military assistance group case study³ 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.
- Citigroup founded the Veterans on Wall Street (VOWS)⁴ program. VOWS shares resources and is a great example of how veterans are being engaged in the financial industry. Through a combination of educational initiatives, mentoring, outreach to the military, employee affinity groups, and an annual conference, VOWS promotes career development, support and retention of veterans throughout the global financial services industry. VOWS is a collaboration of several financial corporations, and



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Citigroup recommends sharing training programs with other companies within the industry.

- Employee network and support groups aid in assimilation and the creation of a supportive working environment. Sodexo's military employee network group, Honoring Our Nation's finest with Opportunity and Respect (HONOR),⁵ offers development opportunities, provides a forum to recognize and celebrate contributions made to our country, and establishes partnerships with community groups that support veterans, active duty, National Guard, and military Reserves. Sodexo also offers mentoring programs⁶ that facilitate a smoother transition for veterans into the civilian workplace and support their professional growth.
- Many companies have been using Magellan's toolkit, which details how to create and maintain an accommodating work environment and programs for the employment and successful transition of veterans. These companies have successfully leveraged these tools and recommend that others do the same.
- Accenture has been collaborating with the Kauffman Foundation to fund Fast Track,⁷ working with NPower⁸ to help veterans start careers in IT, and has partnered with American Corporate Partners⁹ 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.
- The Practice Matters project represents a collective field-building effort involving more than 150 grant makers, scholars, and other experts who set out to fill the gap in knowledge about the fundamental foundation practices that lead to good grant making. Practice Matters is published online by the Foundation Center, in cooperation with Patrizi Associates at the OMG Center for Collaborative Learning.
<http://www.foundationcenter.org/gainknowledge/practicematters/>
- The Committee Encouraging Corporate Philanthropy (CECP) is the only international forum of business CEOs and chairpersons focused exclusively on corporate



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philanthropy. CECP's mission is to lead the business community in raising the level and quality of corporate philanthropy. It offers members essential resources, including a proprietary online benchmarking tool, networking programs, research, and opportunities for best-practice sharing.

<http://www.corporatephilanthropy.org/research/thought-leadership/research-reports.html>

- JPMorgan Chase led efforts to create and launch the 100,000 Jobs Mission in March 2011, which represents collaboration with other private sector firms committed to the goal of hiring 100,000 transitioning service members and military veterans by 2020. Coalition members are committed to working together, sharing best recruiting and employment practices, and reporting hiring results. This collaborative approach confers to all participating firms' scale and efficiency with regard to recruiting veterans, and also accelerates the learning and education process for all coalition partners related to promising practices and processes. To learn more, visit <http://www.100000jobsmission.com>.
- Veterans' Technology Program is a non-credit certificate program offered by the School of Information Studies at Syracuse University, in partnership with JPMorgan Chase. This is a free program, available to both employed and unemployed post-9/11 veterans with a minimum of a high school diploma, and is comprised of four certificates: Career Skills for Global Enterprises, Microsoft Office Fundamentals, Applied Education, and Applied Practicum. To learn more, visit <http://get-vet.syr.edu>.
- 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



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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 to employment in the private sector.
- Hero Health Hire Initiative is a gathering place where business leaders, government officials, and concerned citizens can learn, share information, and commit to helping our nation's disabled veterans find and retain meaningful employment. The initiative provides information, tools, and guidance for recruiting, hiring, training, and supporting disabled veterans in the workplace. To learn more, visit <http://www.herohealthhire.com/>.
- 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 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/>.

Citations:

¹ Syracuse University. (2012). Veterans Technology Program. Retrieved from <http://get-vet.syr.edu/>.

² Prudential. (2012). Supporting Veterans with Opportunity. Retrieved from <http://www.prudential.com/veterans>.



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⁴ Veterans on Wall Street. (2012). Veterans on Wall Street (VOWS). Retrieved from <http://veteransonwallstreet.com/>.

⁵ Sodexo. (n.d.). Employee Network Groups. Retrieved from <http://www.sodexousa.com/us/en/careers/diversity/network/networkgroups.asp>

⁶ Sodexo. (n.d.). Our innovative training programs clear the path for achievement, recognition, success and advancement for veterans, reservists and members of the National Guard. Retrieved from <http://www.sodexohiresheroes.com/train.html>.

⁷ Ewing Marion Kauffman Foundation. (2010). Kauffman Fasttrac. Retrieved from <http://fasttrac.org/>.

⁸ NPower. (2011). Network for Good. Retrieved from <http://www.npower.org/>.

⁹ American Corporation Partners. (2012). ACP: American Corporation Partners. Retrieved from <http://www.acp-usa.org/>.



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