



## LEADING PRACTICE

### Leading Practice Examples: Leadership Messaging

Companies have stressed the importance of leadership involvement as a critical success factor for implementation and sustainability of veteran initiatives. Leadership messaging, both within the organization and externally to the community and industry peers, is a demonstration of personal and organizational commitment to this priority. The following are leading practice recommendations and highlights:

- JPMC emphasizes the commitment of senior leadership as critical to the meaningful development and implementation of a veteran-focused employment initiative.
- JPMC captures 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.
- JPMC leadership describes how 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.
- 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. 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.





## LEADING PRACTICE

- Hiring veterans as HR recruiters: Similar to TriWest and BAE, the Combined Insurance Company of America hired a Navy veteran<sup>2</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.
- 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.
- GE stresses assessment and evaluation of Veteran initiatives throughout program implementation is critical. Metrics should be created so that evaluation of results provides insight into the veteran's strengths, talents, and skills, making linkages between those skills/strengths and prospective work roles evident.
- Monster.com began a series of publications related to employer hiring of veterans in Nov. 2011, including employer requirements, veteran employment needs, and gaps which may exist. It includes data on number of veterans, post-9/11 veterans, unemployment, skills, career confidence, and other factors. It also includes analysis of the supply and demand for particular skills and occupations, and listings of the most valued skills, including those which are undervalued by veterans and overvalued by veterans. To learn more, visit





## LEADING PRACTICE

[http://www.aboutmonster.com/sites/default/files/MonsterVeteranTalentIndex\\_Nov2011.pdf](http://www.aboutmonster.com/sites/default/files/MonsterVeteranTalentIndex_Nov2011.pdf).

- Google for Veterans and Families provides online tools for veterans and their families needed in order to find employment, stay connected, plan for life after the service, and much more. Google for Veterans and Families was made by veterans, family of veterans, and friends who work at Google. To learn more, visit <http://www.googleforveterans.com>.



SYRACUSE UNIVERSITY  
INSTITUTE for VETERANS  
and MILITARY FAMILIES  
JPMorgan Chase & Co., Founding Partner



**SYRACUSE UNIVERSITY**

700 University Avenue, Suite 303  
Syracuse, New York 13244