



LEADING PRACTICE

Leading Practice - Value of the Veteran

Leaders of companies across the nation have found communicating the organization's business case for recruiting, hiring, developing, and retaining veterans is important to build employee buy-in and support. The following actions support veteran recruitment and retention by considering veteran experience and expertise and organizational opportunity:

Military Occupational Specialty (military job classifications) only tell part of the story

Military Occupational Specialty (MOS) translators are well suited to provide general insight into the presumed skills and training afforded to a prospective employee, but should not be used as a tool to disqualify an individual from an employment opportunity. Military experiences are seldom typical, and an individual's MOS alone is insufficient to understand the full scope and depth of skills, training, and experiences a given individual can potentially bring to the organization.

To build understanding of Veteran's experience ask for the official narrative for awards

Some employers have started to ask veterans to (voluntarily) include the official narrative that accompanies the prospective employee's military awards and decorations, as a means to gain detailed insight into the veteran's specific military work roles and responsibilities. Often these award narratives include specific metrics related to the veteran's contribution to organizational performance and supervisory responsibility.

Leaders link military experience to business value

Firm leadership plays a central role in bridging the divide in understanding related to the transferability of military skills to the private-sector firm. Firms





LEADING PRACTICE

with “class-leading” veterans’ employment programs are ones where the leadership of those firms has invested the time to understand the relevance of military skills and experiences to the firm, and where those leaders have taken steps to communicate that understanding to non-veteran employees in a way that addresses increasing business productivity and ultimately shareholder value.

▶ Create training to link business roles and military experience

Some leading firms have taken steps to move the case for veterans’ employment out of the HR “shop,” in the form of training programs and materials focused on front-line and hiring managers. These training tools link relevant military training and experience to the civilian work environment, and have proved effective in helping non-veteran employees recognize the linkages between military and civilian work-roles and experiences.

▶ Internal communications link veteran work success to military experience

Class-leading firms have leveraged internal communications channels to publically recognize the achievements of current veteran employees, in a way that correlates the veteran’s current work role responsibilities to their military training and experiences. Such symbols, ceremonies, and artifacts are well-positioned to impact the organization’s broader culture as it relates to veterans’ employment initiatives.

▶ Demonstrate how veteran trainers use military skills and experience

Where possible, put veterans in training roles within the organization. Such situations create a broad opportunity to highlight military-learned skills and abilities in a way that communicates the transferability of such skills to the civilian workplace. Again, this strategy is effective in impacting the





LEADING PRACTICE

organization's broader culture, as it relates to veterans' employment initiatives.

Use rotational job experience to provide knowledge of business and build organization support

Expose veterans to a broad array of business functions and work roles. Some firms, like GE, have created leadership programs for veterans that provide rotations in different work roles and lines of business, with the goal to identify the strengths and interests of the veteran as aligned to the firm. Such programs effectively leverage military and leadership skills, and provide opportunities for veterans to become part of the decision-making process related to where they will ultimately work and contribute. Rotations also expose more individuals within the organization to high-performing hires, which assists in championing veteran initiatives.



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