

Hiring Veterans • Supporting Communities • Growing Companies



Veterans Initiative Playbook



THE CARLYLE GROUP

KKR







Contents

Introduction

Our Story	7
About This Playbook	10

Section 1: The Foundation

Chapter 1	Building Foundation and Commitment	
	• Engaging and Enrolling the CEO and Leadership Team	15
	• The Executive Military Champion	17
	• Setting a Goal	18
	• Communications Launch	18
Chapter 2	Engaging the Internal Engine	
	• Education and Engagement	22
	• Operational Stress Injuries	23
Chapter 3	Tracking, Regulations and Tax Credits	
	• Tracking	30
	• Policies and Regulations	30
	• Tax Credits	32

Section 2: Veterans Sourcing

Chapter 4	Finding Military Talent	
	• Job Descriptions	38
	• Branding & Raising Awareness	38
	• Word of Mouth & Internal Referrals	39
	• External Job Postings	39
	• Base Recruitment	41

Contents

Section 2: Veterans Sourcing (Cont'd)

Chapter 5 Developing Key Sourcing Partnerships

- Employer Support of the Guard and Reserve (ESGR) 47
- U.S. Chamber of Commerce 48
- Department of Labor (DOL) & American Job Center (AJC) 48
- Wounded Warrior Project (WWP) 49
- Military Spouse Employment Partnership (MSEP) 49
- Student Veterans of America (SVA) 49

Section 3: Veterans Hiring

Chapter 6 Leveraging Additional Resources

- Programs 56
- Resources & Services 60
- Events 62

Section 4: Veterans Integration

Chapter 7 Creating a Military-Friendly Culture

- Onboarding 70
- Employee Assistance Programs 71
- Mentoring and Resource Groups 72
- Holidays 73
- External Recognition 73

Section 5: Career Development & Retention

Chapter 8 Career Development & Retention

- Career Mapping and Job Promotion 80
- Identifying Areas of Best Fit and Success 82
- Professional Certifications 82



Contents

Section 6: Success

Chapter 9 Telling the Story

- Website 91
- Guest Spots 91
- Social Media 92

Chapter 10 Building and Rewarding Loyalty

- Visible Recognition 97
- Rewards for Service 97
- Brand Activation 98
- B2B 98

Chapter 11 Community Engagement

- Time 103
- Talent 103
- Treasure 103

Questions & Answers 106

Checklist 110

Appendix 114

“Our vets have invaluable experiences in everything from operations to logistics to IT. They’ve overseen millions of dollars’ worth of assets. They supervise dozens, even hundreds of their peers. And when it comes to dealing with stress or pressure, well, you can bring it because these folks know a little bit about high-stakes situations.

Over the past four years the unemployment rate for post 9/11 veterans has dropped from the 12% in 2011 to 7.2% in 2014. And since May of this year, it’s been around 5%. That didn’t just happen by itself, it happened because folks like you stepped up, learned about what our vets and military spouses have to offer, and then you worked hard to set goals and recruit and hire them.”



MICHELLE OBAMA
First Lady of the
United States of America

Our Story

Apollo, Blackstone, Carlyle, KKR, and TPG Jointly Host 2nd Veterans Initiative Summit

Summit convenes experts and private equity portfolio companies to advance the hiring, retention, and career development of U.S. veterans

New York, NY – November 14, 2016 – Beginning today, investment firms Apollo (NYSE: APO), Blackstone (NYSE: BX), KKR (NYSE: KKR), The Carlyle Group (NASDAQ: CG), and TPG will jointly host the second annual Veterans Initiative Summit to support the hiring and retention of America's veterans. The two-day summit builds on momentum from last year's inaugural event, providing further resources to help portfolio companies hire and retain veterans and military spouses.

The private equity industry represents hundreds of companies and more than 11 million American employees. The collective impact of these businesses is enormous, and together they have the potential to create significant opportunity for veterans and military spouses. This year's summit will feature in-depth, small group discussions on steps that can be taken to expand veterans' initiatives, as well as speakers who will share the tangible, operational improvements these programs have had on their businesses. The sessions will cover a wide range of topics, including how to ensure a positive transition to civilian life and effectively using career mapping. The summit seeks to be a forum for sharing best practices and open dialogue about challenges and opportunities when working with veteran employees, such as sourcing and hiring, integration, career development, and retention.

"We recognize that people are our most valuable asset, and hiring talented employees can transform a company from good to great. In 2013, we launched the Apollo Veterans Initiative to champion the recruitment, hiring, and retention of veterans and military spouses across the portfolio of companies owned by Apollo's funds. Veterans have unique skill sets and experiences that add immeasurable value to companies throughout the country. We are proud of the collective efforts of our firm and the private equity industry to continue championing veteran employment and retention," said Leon Black, Chairman and Chief Executive Officer of Apollo Global Management.

"We are extremely proud to partner once again with firms across the industry in support of hiring military veterans. By working together, we can make a substantial impact while equipping the companies in our portfolio with some of the strongest talent available," said Stephen A. Schwarzman, Blackstone's Chairman, CEO, and Co-Founder. "Veterans walk in the door with a proven track record of leadership, management, teamwork and loyalty. We're proud to do our part to ensure those who serve our country develop meaningful careers utilizing the skills they acquire in service to our country when they transition back to civilian life."

Daniel A. D'Aniello, Co-Founder and Chairman of The Carlyle Group and a U.S. Navy veteran, said, "As we launch the second annual Veterans Initiative Summit, we are ever grateful to our veterans for their service and sacrifice. Carlyle and our portfolio companies are committed to supporting and fostering our veterans' career development and retention. This summit is a significant step in advancing that support to America's veterans and their families."

George Roberts, Co-Chairman and Co-CEO of KKR, said: "Diversity of thought and experience enhances business performance, and there is no question that the leadership, integrity, and background of our veterans offer a unique and valuable perspective that would ultimately help companies make better decisions. Supporting our veterans in their career development is good for businesses and good for our nation."

"This event demonstrates a shared belief among leaders in our industry that hiring veterans merits special focus. These highly capable employees often lack access to job opportunities because they haven't followed a typical path into the business world. But helping place veterans in jobs is only part of the solution. Ensuring they succeed by providing ongoing education, mentorship, and sponsorship is essential," said Jon Winkelreid, Co-CEO of TPG. "Having mentored veterans over the past decade, I see immense value in a forum like this, which fosters connection and facilitates networking between veterans from different backgrounds. TPG is proud to be part of it."

In addition to leaders in veteran employment from the partner firms' collective 400+ U.S.-based portfolio companies, which represent more than 1.5 million domestic employees, the summit will feature dynamic and informative speakers including Frank Bisignano, Chairman and CEO of First Data; Tom Bullock, Chief of Employer Engagement at the Employer Support of the Guard and Reserve; Eric Eversole, President of Hiring Our Heroes and Vice President of the U.S. Chamber of Commerce; Teresa W. Gerton, Deputy Assistant Secretary for Policy, Department of Labor; Command Sergeant Major (Ret.) Marvin L. Hill, FedEx Freight Advisor – Project Management; Colonel William T. Johnson, Joining Forces Executive Director; General (Ret.) David H. Petraeus, Member and Chairman of the KKR Global Institute; and Brad Snyder, US Paralympic Gold Medal Swimmer and Navy Veteran.

Since the inaugural Veterans Initiative Summit in 2015, the firms have collaborated, provided support to one another, and helped portfolio companies hire, retain, and promote the integration of veterans into the broader community and economy. Following

the summit, the sponsoring firms and attendees will continue to focus on developing and sharing more robust tactics and spreading best practices, thereby aiming to strengthen companies and communities.

About Apollo

Apollo is a leading global alternative investment manager with offices in New York, Los Angeles, Houston, Chicago, Bethesda, Toronto, London, Frankfurt, Madrid, Luxembourg, Mumbai, Delhi, Singapore, Hong Kong and Shanghai. Apollo had assets under management of approximately \$189 billion as of September 30, 2016 in private equity, credit and real estate funds invested across a core group of nine industries where Apollo has considerable knowledge and resources. For more information about Apollo, please visit www.agm.com.

About Blackstone

Blackstone is one of the world's leading investment firms. We seek to create positive economic impact and long-term value for our investors, the companies in which we invest, and the communities in which we work. We do this by using extraordinary people and flexible capital to help companies solve problems. Our asset management businesses, with over \$360 billion in assets under management, include investment vehicles focused on private equity, real estate, public debt and equity, non-investment grade credit, real assets, and secondary funds, all on a global basis. Further information is available at www.blackstone.com. Follow us on Twitter @Blackstone.

About The Carlyle Group

The Carlyle Group (NASDAQ: CG) is a global alternative asset manager with \$169 billion of assets under management across 125 funds and 177 fund of funds vehicles as of September 30, 2016. Carlyle's purpose is to invest wisely and create value on behalf of its investors, many of whom are public pensions. Carlyle invests across four segments – Corporate Private Equity, Real Assets, Global Market Strategies and Investment Solutions – in Africa, Asia, Australia, Europe, the Middle East, North America and South America. Carlyle has expertise in various industries, including: aerospace, defense & government services, consumer & retail, energy, financial services, healthcare, industrial, real estate, technology & business services, telecommunications & media and transportation. The Carlyle Group employs more than 1,625 people in 35 offices across six continents. Web: www.carlyle.com Videos: http://www.carlyle.com/news-room/corporate-videos_new Tweets: [www.twitter.com/onecarlyle](https://twitter.com/onecarlyle) Podcasts: www.carlyle.com/about-carlyle/market-commentary

About KKR

KKR is a leading global investment firm that manages investments across multiple asset classes including private equity, energy, infrastructure, real estate, credit and hedge funds. KKR aims to generate attractive investment returns by following a patient and disciplined investment approach, employing world-class people, and driving growth and value creation at the asset level. KKR invests its own capital alongside its partners' capital and brings opportunities to others through its capital markets business. References to KKR's investments may include the activities of its sponsored funds. For additional information about KKR & Co. L.P. (NYSE:KKR), please visit KKR's website at www.kkr.com and on Twitter @KKR_Co.

About TPG

TPG is a leading global alternative asset firm founded in 1992 with over \$70 billion of assets under management and offices in Austin, Beijing, Boston, Dallas, Fort Worth, Hong Kong, Houston, Istanbul, London, Luxembourg, Melbourne, Moscow, Mumbai, New York, San Francisco, São Paulo, and Singapore. TPG's investment platforms are across a wide range of asset classes, including private equity, growth venture, real estate, credit, and public equity. TPG aims to build dynamic products and options for its investors while also instituting discipline and operational excellence across the investment strategy and performance of its portfolio. For more information, visit <http://www.tpg.com/>.

###

About This Playbook

This playbook is a collaborative effort between Apollo, Blackstone, Carlyle, KKR, and TPG. It is an updated version of the playbook that Blackstone created three years ago. This updated version reflects new content from the inaugural PE industry Veterans Initiative Summit, as well as updated case studies from contributing member portfolio companies. This effort illustrates the deep collaboration and sharing of content, best practices, energy, and resources among the firms as a result of their commitment to hiring, developing and retaining veterans.

The authors are:

BLACKSTONE	MICHAEL McDERMOTT
KKR	EMMA TUZINKIEWICZ
CARLYLE	PAUL MAGGIANO AND ROB WHEELER

Disclaimer

This presentation (the “Presentation”) is being furnished to you to provide information regarding Veteran Initiatives by Blackstone, Apollo, Carlyle, KKR, TPG, their affiliates (“Blackstone”, “Apollo”, “Carlyle”, “KKR”, “TPG”), and may not be reproduced or used for any other purpose. Your acceptance of this document from Blackstone, Apollo, Carlyle, KKR and TPG constitutes your agreement to (i) keep confidential all the information contained in this document, as well as any information derived by you from the information contained in this document (collectively, “Confidential Information”) and not disclose any such Confidential Information to any other person, and (ii) promptly return this document and any copies hereof to Blackstone, Apollo, Carlyle, KKR and TPG, or destroy any electronic copies hereof, in each case upon Blackstone’s, Apollo’s, Carlyle’s, KKR’s and TPG’s request and subject to the confidentiality provisions and in any other written agreement between the recipient and Blackstone, Apollo, Carlyle, KKR and TPG.

This document is for informational purposes only and does not constitute an offer to sell, or a solicitation of an offer to buy, any security or instrument in or to participate in any trading strategy with any fund.

Certain information contained in this presentation has been obtained from sources outside Blackstone, Apollo, Carlyle, KKR and TPG. While such information is believed to be reliable for purposes used herein, no representations are made as to the accuracy or completeness thereof and none of the Funds or their affiliates take any responsibility for such information.

Certain information contained in the presentation discusses general market activity, industry or sector trends, or other broad based economic, market or political conditions and should not be construed as research or investment advice.

The information contained herein is as of November 14, 2016, unless otherwise indicated, is subject to change, and Blackstone, Apollo, Carlyle, KKR, and TPG assume no obligation to update the information herein.

The opinions expressed herein reflect the current opinions of Blackstone, Apollo, Carlyle, KKR and TPG as of the date appearing in this material only. There can be no assurance that views and opinions expressed in this document will come to pass.

Background on the state of the issues

“It is the character, competence and commitment of our soldiers, these very trusted professionals, that makes our Army what it is. These trusted professionals bring tremendous potential to your enterprises as well.

Today our Army is more diverse and more dispersed than ever before with over 180,000 soldiers supporting combat commanders in over 140 countries across the globe, leading humanitarian missions, building our partners’ military capacity, and countering terrorist threats. Given an increasingly connected world, the smallest actions of these soldiers can have immediate strategic impact. This reality demands a culture where competent, trained leaders exercise initiative and operate with prudent risk. These experiences cultivate leaders who are agile, adaptive and innovative, leaders who thrive in conditions of uncertainty and chaos, and who possess the character and commitment to make our nation stronger and our world safer. It is through the crucible of service and leadership in such a complex world that Army soldiers develop the very skills and attributes that you seek.”

GENERAL ALLYN
Vice Chief of Staff
United States Army

“Since September 11, 2001, more than 2.8 million Americans that have worn the uniform have left military service. And as the president just said, over the next five years another 1 million more service members will transition from military service to civilian life.”

COLONEL MIGUEL HOWE
Director of Military Service Initiative
George W. Bush Institute
Veteran

“Veterans’ hiring, despite all of the attention it has received over the last several years, is still tough. It’s hard on transitioning veterans. Despite several years of focus, the opportunity remains for all of us to do better and to get better at veterans’ hiring, veterans’ development and veterans’ retention.

Veterans’ hiring and career development is great for veterans, is great for our companies. We can do well by doing good.”

TODD COOPER
Managing Director
KKR Capstone

Section 1: The Foundation



“First of all, hiring veterans is the right thing to do. Second of all, it’s good for business.”

SANDY OGG
Operating Partner
Blackstone
Veteran

Chapter 1



Building Foundation and Commitment

- Engage and enroll CEO and leadership team
- Select a Champion
- Set a goal
- Announce the program



Building Foundation and Commitment

Engaging and Enrolling the CEO and Leadership Team

Those who have served and who continue to serve our nation in the Army, Navy, Air Force, Marines and Coast Guard have made the highest commitment possible: To uphold and protect the Constitution against all enemies—foreign and domestic. We can never forget the importance of their commitment to our nation.

Now it is our turn to make a commitment to them.

That commitment requires the support of the very highest levels of leadership in your organization. To develop an effective veterans initiative, you will need to have a solid foundation to build on. *That foundation starts with your CEO.*

We have already seen several ambitious military recruitment programs at the sponsoring private equity firms' companies succeed. We know that high-level support and planning are critical. That is why we recommend you persuade your CEO to make military veterans a top priority. When military

“Get the CEO on board first, and then have them identify a Champion.”

MICHAEL McDERMOTT

Advisor

Blackstone

recruitment and retention is high on your CEO's agenda, company employees tend to take the initiative more seriously. Illustrate to your CEO how the program ties into your organization's values and how the contributions of veterans can improve the company's capacity to implement strategic goals. Enroll them in the benefits of the initiative.

Once your CEO is on board, he or she will need to communicate support to the leadership team. At this time, your CEO can identify and introduce the program's executive champion, the person who will become the focus for the program going forward.



The Executive Military Champion

Leadership is critical. The Military Champion will lead the company's efforts in a highly visible and critical area—and so he or she cannot be just any leader. This individual will be the point person both internally and externally for the program. The Military Champion will represent and speak on behalf of the entire company publicly, so must have a keen sensitivity to issues related to the military, as well as to the organization's brand and public image.

The Military Champion will be the force behind identifying key individuals and leadership roles within the organization that will assist in driving up the value of the initiative. He or she will also identify additional internal resources to make up the core team (from among HR, Recruiting and site or business unit leaders) and determine how the organization will go about accomplishing the program goals.

The Champion will also be the main person communicating with the company leaders to gain their full buy-in, support and alignment. The Champion must be confident he or she can engage the full leadership team and keep it present to the noble purpose behind the program.

Look for a senior leader in the organization who:

- Is a veteran or is passionate about the military
- Shows a marked capability to develop and execute plans effectively
- Can readily recruit people within their network who can best help with the mission
- Demonstrates a comprehensive understanding of the company and an unusually high awareness of and engagement with what is going on within and around the organization.

“Executive level sponsorship and messaging really drives home the idea that this is not something that we are all doing in a Human Resources space. This is something that we’re doing from the top down, and when the top down has bought into veterans’ initiatives for hiring then that is a place that is obviously as friendly as possible for veterans and spouses.”

VIVIAN GREENTREE, PH.D.
Senior Vice President
Head of Military and Veteran Affairs
First Data

“Most certainly there is a top-down engagement from our board of director level, where our board of directors looks at our metrics around veterans hiring. There is a responsibility. There is a holding the feet to the fire, if you will, around how we’re doing against our goals and our metrics.”

CURTIS L. ETHERLY, JR., ESQ.
Director of Federal Affairs & International
Stakeholder Relations
The Coca-Cola Company

“Think big, start small, move fast.”

CURTIS COY
Deputy Under Secretary for Economic
Opportunity in the Veterans Benefits Administration
U.S. Department of Veterans Affairs

The Champion

- **Knows your people and the business**
 - **Sets clear goals and priorities**
 - **Follows through**
 - **Rewards team members who get things done**
 - **Represents the company and the initiative publicly**
-

Set a Goal

With your Executive Champion and extended team in place, you can identify your need and put a stake in the ground.

Leaders who execute well focus on a select few clear priorities that everyone can grasp. We recommend that the Military Champion and leadership team set a very specific goal of hiring a certain number of veterans or a certain percentage of total hires (between 5% and 10%) over the course of the five-year commitment. We believe the percentage target is the right approach because it allows everyone to contribute equally.

Set your hiring goal by asking:

- How many people do we hire each year?
- How many of these are veterans?
- How many veterans do we currently employ?
- Where?
- Which hourly positions and which career positions are good fits for veterans?
- Which hourly positions and which career positions are good fits for military spouses?
- Are there any “groups” of positions that are significant in terms of location and number?
- What is our turnover in these groups?

Now that you have an idea of how many veterans you hire, what you hire them for and in what locations they work, you can start to identify a number of new hires that you can commit to over a period of time.

Note that, as of March 24, 2014, new regulations for federal contractors require that **8% of all new hires be veterans**.^{*} We recommend that your percentage be comparable to federal requirements.

Communications Launch

Initiatives fail when goals are not clear, employees do not take the initiatives seriously, or there is a lack of follow-through that results in poor execution. Having your CEO make a public announcement of the program early on lends credibility and weight to the program, giving it the necessary momentum for the Champion to leverage.

During a town hall meeting, give a presentation to the broader audience as to the initiative, the members of the core team and

what is required to achieve the goal. Make sure you recognize your current veterans. Include them in the presentation. If you are at a specific site, invite them to the town hall and recognize them for their service and commitment. Your CEO should offer his or her complete support.

The Champion’s Role in Announcing the Program

- **Clearly communicates the goal (as a number or percentage) to the leadership team**
 - **Has the leadership team build the number of hires into its yearly goals and objectives**
 - **Has the CEO put out a press release announcing the commitment to hire America’s heroes**
 - **Sets up well-defined expectations and accountabilities with everyone involved**
 - **Gets the marketing team involved early on in assisting with creating the right name, image and branding for the program**
 - **Shares the goal with the frontline via a roadshow or town hall meeting(s)**
-

“AlliedBarton Security Services is proud to hire military veterans, reservists, their families and caregivers, as their talents and skill sets are valuable within the security services industry.”

KEVIN WASHER

Director of Strategic Recruiting/Military Liaison
AlliedBarton
Veteran

^{*} For more information on the Rehabilitation Act of 1973, Section 503 and VEVVIA, visit the U.S. Department of Labor - Office of Federal Compliance Control Programs website and click on “Section 503 & VEVVIA updates” (www.dol.gov/ofccp).

Senior Buy-in

At Catalent, there had always been the desire to have some type of veterans or military recruitment initiative. But two things were missing to fulfill that desire: opportunity and support at the right levels within the organization.

Blackstone's commitment to military hiring gave Catalent an opening and an opportunity to launch their first Veterans Initiative.

The importance of having senior leaders' buy-in and support for their nation-wide initiative was clear right from the start. Gaining both was a three-step process:

1. The Program Champion started by explaining the value and importance of such a program to our President & CEO. We obtained his full and unwavering support of an announcement of the company's commitment to hire 500 veterans in five years. (Catalent fills approximately 450 vacancies a year in the U.S.)
2. The Program Champion then launched an education and communications plan to the executive leadership team.
3. Our President & CEO asked each of his direct reports to include their support of this initiative in their personal goals and objectives.

It is not enough to simply launch a program without securing commitment from executives across the company. Having the company's promise in this regard become part of each executive leader's goals and objectives tied a collective commitment to individual results. This set a solid foundation for a successful program and is having the impact Catalent intended.

"As a Blackstone portfolio company, we are proud to be part of this commitment to our veterans and their families. It is an important effort not only because our veterans and military spouses represent a rich source of talent, but also because it is the right thing to do."

JOHN CHIMINSKI
President and CEO
Catalent Pharma Solutions

Veterans hire veterans.

Chapter 2



Engaging the Internal Engine

- Are you ready to hire a veteran?
- Educate your HR team and hiring managers
- Understand operational stress injuries



Engaging the Internal Engine

In making the case to hire veterans, we need to appreciate that more than 2.5 million Americans have served our country in the military since the terrorist attacks of 2001. According to the United States Department of Labor, the military currently discharges over 200,000 service members annually. Veterans form a sizeable pool of skilled and experienced individuals in our society. However, there is no so-called “employment agency” for veterans to turn to when they return from active duty.

According to the Bush Institute, 84% of veterans say the American public has “little awareness” of the challenges facing those who wear or have worn the nation’s uniform. Interestingly, it seems that the American public agrees: 71% of Americans say they do not understand the problems faced by those who have served since 9/11. This cultural disconnection has come to be called the “military-civilian divide” and it impacts many aspects of veterans’ post-service lives.

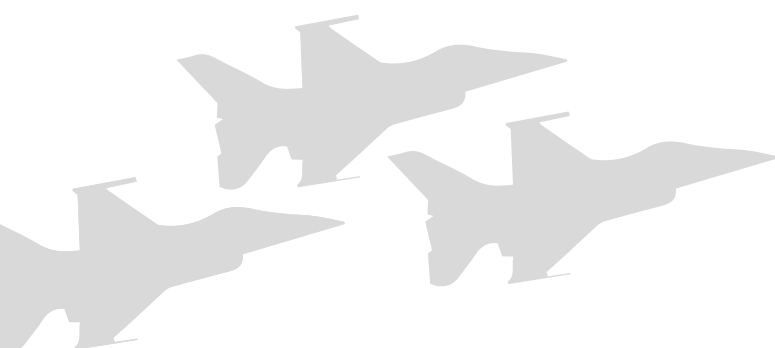
We believe it is our responsibility and civic duty to help these returning veterans as they transition back into civilian life. It is incumbent on us to provide them with opportunities to find meaningful work and reintegrate into the business world.

This is an opportunity for us to help the people who fought for our freedom.

That means we need to augment existing military programs with our own efforts. We need to set up our companies to support veterans with policies, programs and peer groups. We need to educate and engage our hiring managers so they can not only interview military candidates well, but also help others in the organization better understand the challenges veterans face in transitioning back into civilian life.

Education & Engagement

The first step after engaging senior leadership is to educate and engage your HR and hiring managers regarding the initiative. Their understanding of the issues that military personnel face will make a critical contribution to the success of your program. Hiring managers need to identify, understand and support



“We want to help stabilize their lives because people go off to face real danger and real uncertainty and, if we can help them regain their lives when they come back to civilian life, we should be proud of ourselves.”

STEVE SCHWARZMAN
Chairman, CEO and Co-Founder
Blackstone
Veteran

the unique strengths, expectations and group dynamics that veterans bring to the workplace. This can be accomplished in several ways.

- Customize the presentation materials you used to gain the commitment of the leadership teams for your hiring managers and deliver it locally
- Create an internal guide specifically for finding and hiring veteran talent (or supplement your existing hiring guide with a section dedicated to this demographic)
- Offer a “Military 101” course for your hiring managers to help prepare them for interviewing veteran candidates
- Hiring Managers need to think proactively about the unique skill sets that come with our veterans
- Everyone involved in the hiring process needs to consistently emphasize the applicability of military skills and experiences in the civilian workspace

The course can be accomplished with the assistance of your Employer Support of the Guard and Reserve (ESGR) representatives. It should, at the very least, cover:

- USERRA
- Military ranks
- Military Occupational Specialties (MOS) and how to translate them into your openings

The military has more than 7,000 jobs in more than 100 functional areas. Military occupations include medical professionals, scientists, engineers, photographers and technicians, to name just a few. 80% of military jobs have a

direct civilian equivalent. To help match military positions with civilian job opportunities, the Department of Defense has added Military Occupation Classification codes (MOCs) for over 10,000 jobs on O*Net Online. O*Net’s Military Crosswalk search function can be used to retrieve the civilian equivalent to the MOC listed on a veteran’s résumé. (Visit www.onetonline.org/crosswalk/MOC/). The Department of Labor provides free translation services through the AmericanJobCenter (www.jobcenter.usa.gov/resources-for-veterans).

This knowledge alone will not guarantee smooth sailing. Your hiring managers need to also dispel widespread myths about the most common lingering operational stress injuries and develop an appreciation of the military context, language and culture before speaking with veterans.

Operational Stress Injuries

With increasing media and social awareness surrounding issues like Post-Traumatic Stress (PTS) and Traumatic Brain Injuries (TBI), it would be easy to assume that all veterans are suffering from them. That is not the case.

It is estimated that a little over 7.5 million Americans have dealt with or will deal with PTS at some point in their lives. Ironically, the leading cause of PTS in the United States is Motor Vehicular Accidents (MVAs). Among veterans, PTS has typically appeared in 11% to 20% of Iraq and Afghanistan (Operations Iraqi and Enduring Freedom) survivors and 10% of Gulf War (Desert Storm) survivors. Compare this to a 30% rate among Vietnam veterans.

Current research statistics indicate that over 260,000 veterans from the recent wars in Iraq and Afghanistan have been diagnosed with TBI.

Some 7% of veterans have been diagnosed with **both** PTS and TBI.

PTS is a mental condition that develops after someone has experienced a life-threatening situation. The traumatic event will have involved an actual threat of death, serious injury or violence and have caused an emotional reaction involving intense fear, hopelessness, or horror. Individuals with PTS tend to relive the traumatic event in repeated flashbacks, in which they experience the situation and the emotions associated with it as if it were happening again right now. PTS is associated with several specific symptoms and behaviors:

- Recurring nightmares about the event that often result in difficulty sleeping or concentrating
- Strong reactions when encountering reminders (such as a car backfiring) that often result in avoiding people, places and things which might trigger memories of the event
- Feelings of anxiety and being “on edge” all the time that appear as irritability, jumpiness and easily being startled
- Feelings of detachment and numbness, as if disconnected from one’s body and emotions

TBI is a physical condition that occurs when an external force traumatically injures the brain. Causes include falls, vehicle accidents and violence—any incident in which the brain has experienced a sudden impact or acceleration/deceleration. TBIs include closed head injuries, such as concussions in which the person may lose consciousness or become dazed and confused for a period of time, and penetrating head injuries in which the brain is pierced by a projectile from a blast or explosion. Depending on the severity and location of the injury (diffuse or local), either type may temporarily or permanently impair brain function.

As a result of PTS or TBI or both, a veteran may:

- Have difficulty organizing daily tasks, making decisions, solving problems or inhibiting impulsive behavior
- Experience blurred vision, recurring headaches or ringing in the ears or find their eyes tire easily
- Have trouble with their memory, attention or concentration
- Be more sensitive to lights, sounds and distractions
- Feel sad, anxious or listless
- Be easily confused, irritated or angered

“At the Bush Institute, we dropped the D and are working to end the false stigma surrounding post-traumatic stress and help veterans get the treatment that they need. For veterans, post-traumatic stress, or PTS, is an injury, an injury that is a result of the experience of war, and like other wounds of war, PTS is treatable. The military, VA and civilian medical communities have made great strides in developing effective ways to reduce and overcome PTS. Like depression, PTS can be controlled through medication, therapy, peer support networks and other treatments. But like most serious injuries, it rarely goes away on its own. Those affected must get help.”

MIGUEL HOWE

Director of Military Service Initiative
George W. Bush Institute
Veteran

- Find themselves thinking, speaking, reading or moving slowly
- Feel tired all the time
- Be challenged to identify, understand, process and describe emotions
- Feel lightheaded or dizzy
- Slur their speech or have difficulty finding words (aphasia)
- Feel easily overwhelmed
- Observe a change in their sexual interest or behavior

The media portrays people living with PTS inaccurately: the work lives of most of the people who are living with PTS or TBI remain unaffected.

It can take up to six months for the brain to adjust to the huge contrast between deployment and civilian life. Reacting excessively to loud noises or walking away until the effects of an adrenaline surge fade is not a sign of PTS or TBI. It is a healthy response during the transition.

The realities of PTS and TBI should not discourage veteran hiring.

Experiencing PTS may be a short-term struggle, meaning that symptoms often resolve after a period of time. It sometimes takes a while for someone living with PTS to realize that it is occurring on a frequent basis at a sustained rate without resolution. One source suggested that only 50% of veterans suffering from PTS seek treatment.

The U.S. government and military are working towards educating the public and reducing the stigma associated with PTS. Treatment is available for veterans and increasing public awareness of the realities will allow more veterans to seek treatment if needed without it having an undesirable effect on their life and careers.

If you are concerned about a veteran who may be challenged by either unseen injury, there are a number of resources available for help. Please see the Appendix for more resources.

If a veteran indicates that they need certain accommodations made to their work to accommodate their injuries, the Job Accommodation Network (JAN) is a resource available to both employers and veterans. Visit www.askjan.org to get access to their consulting services and online tools, as well as answers to questions about workplace accommodations, the Americans with Disabilities Act (ADA) and related legislation.

Differences: Context, Language and Culture

Life post-service contains a multiplicity of minor—and not so minor—transitions for veterans. For example, they face the minor dilemma of what to wear each day with more stress and less experience than civilians. Having worn a uniform on an almost daily basis, they now have to figure out what is appropriate to their role and rank in the new context in which they work.

Not so minor is the fact that many veterans have never been through a formal job interview process. Many have been in the military their entire career. Certain expectations of the process in the business world—from having a résumé to adhering to an appropriate interview dress code—will be unfamiliar or unknown to them.

Work in the military is all about the team and the mission. Therefore, veterans tend to be very modest about their individual accomplishments. It may be difficult for them to market themselves and their abilities. We highly recommend using a behavioral or competency guide in interviews so that veterans can demonstrate success in the desired competencies you are looking for without needing to revert to military speak. We also strongly encourage asking follow-up and clarifying questions that will prompt candidates to explain what they mean in civilian terminology. Several resources exist for employers struggling to understand military speak and veterans

struggling with the language used in the private sector. Please see the Appendix.

Authority structures can be similarly confusing for ex-military personnel. Veterans are used to being able to figure out where a person stands in an organization in terms of their authority and responsibility simply by looking at them: the insignia on their uniform denote their rank (or rate in the Navy/Coast Guard). In civilian work, authority structures tend to be much more fluid and non-visual. This can make it difficult for our former military to determine whose requests should be their highest priority.

Some former military personnel also find it initially challenging to cope with the different approach to work and the shifting priorities that form an integral part of corporate life. Military members are trained to stay with a job until they have completed it. Sometimes this drive to finish an assignment can be a double-edged sword. “Stay until it is done” translates into staying late at work to finish projects. Although the work gets done, it creates resentment. Coworkers may interpret this zealous demonstration of dedication as an intention to make them look bad. Veterans may see coworkers who do not demonstrate a similar dedication to the work at hand as being “lazy.” The bottom line: veterans may need to be persuaded to leave some work for tomorrow to help them more easily connect with their civilian coworkers.

Military personnel often take longer to build relationships with non-military personnel in a civilian workforce. In the military, co-workers go through intense experiences together. These shared experiences help them forge strong bonds with each other. By and large, the civilian workplace does not include opportunities to share similarly intense experiences, nor does it offer this kind of cohesiveness or brotherhood among colleagues.



Center for BrainHealth

brainhealth.utdallas.edu

La Quinta Inns & Suites formed a partnership with a Dallas-based non-profit organization, the Center for BrainHealth. The partnership focuses on providing Strategic Memory Advanced Reasoning Training (SMART) for military spouses and caregivers. The training provides individuals with an essential toolkit to become strategic learners, deeper-level thinkers and innovation generators.

“Transitioning from the military to a strong, well-established contract security company has allowed me to easily adapt to the civilian workforce. It was an obvious match, as there are many similarities between the two segments: leadership skills and military-like values; opportunities to understand duties, fulfill orders and execute them with precision; chances to excel and advance along a defined career path.”

GEOFFREY J. GATES
Client Value Manager
AlliedBarton Security Services
Veteran



Chapter 3



Tracking, Regulations and Tax Credits

- Set up your ATS and HRIS to track numbers
- Learn the regulations
- Learn about tax credits
- Align your company policies

Tracking, Regulations and Tax Credits

Tracking

Start with a strategic approach to the scale challenge of your military hiring campaign. We recommend looking at the top 10 positions by volume and the top 10 positions by turnover in your organization. Match available veterans with available opportunities in these areas of high demand and high turnover to quickly gain momentum.

Knowing what your target number of veteran hires is and where you most likely will be hiring them, you need to make sure you are prepared to track and measure your activity.

Align your HR team on what policies need to be set up to track all your activities related to veterans. Systems need to be set up to handle military candidates with calls for self-identification and other relevant information. Use online application processes instead of paper whenever possible and make sure they represent the information you want and need for veterans. Tracking will occur in two places: your Applicant Tracking System (ATS) and your Human Resources Information System (HRIS).

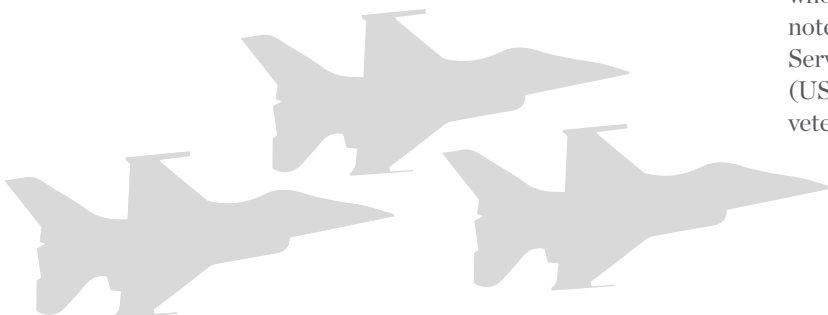
Your ATS will be the first place prospective veteran employees need to be identified. Set up a process to identify and count veterans who are being considered for opportunities. Make sure you ask applicants questions that will show you how many veterans:

- Apply for opportunities
- Are interviewed
- Are offered positions
- Accept offers
- Decline offers

Reporting about current employees and their related activities will occur within your HRIS, the system of record for all employees within your company. Most systems today track veteran status, so you may just need to ask for the reports. If that data is missing or considered incomplete, consider supplementing your existing data with an employee survey asking people to self-identify if they are a veteran. This internal poll will give you a more complete picture of how many veterans are currently working for your company.

Policies and Regulations

Company policies should support transitioning veterans and take into account the current regulations related to those who have served or are serving in the military. The most noteworthy federal statute in this regard, the Uniformed Services Employment and Reemployment Rights Act of 1994 (USERRA), protects the civilian employment rights of all veterans and reservists.



USERRA does not require you to hire a veteran per se.

It does, however, require you to:

- Not hold a person's military commitments against them when considering them for employment or reemployment
- Not discriminate against service members in the workplace based on their military service or affiliation
- Under certain conditions, put individuals back to work in their civilian jobs after they have completed their military service

You should also be aware that, for those serving as reservists or in a similar capacity, under USERRA an employee can give either oral or written notice of military commitments that will require them to take time away from work. The Department of Defense suggests a 30-day notice; however, this is not a requirement as there are circumstances which make it "impossible" or "unreasonable" to give notice.

The Department of Labor offers businesses a free online introductory course on the rules and regulations surrounding USERRA. To sign up for their USERRA 101 course, visit www.dol.gov/vets/programs/userra/.

The Employer Support of the Guard and Reserve (ESGR) has partnered with the Department of Labor to provide answers to common USERRA concerns, resource guides and a non-technical guide to the regulation itself for employers. These resources can be found on ESGR's website at www.esgr.mil/userra/userra-for-employers.aspx.

We recommend that, in addition to accessing these resources, you also request an ESGR ombudsman come and educate your HR team on a variety of issues related to hiring veterans.

American Heroes at Work, the Department of Labor and the Department of Veterans Affairs (VA) also offer online videos and brief courses. You may choose items such as USERRA regulations, the differences between civilian work cultures and the military work mentality, and lingering operational stress injuries.

Once informed of these requirements and issues, review your hiring policies and Employee Assistance Programs (EAPs) to make sure they comply with the regulations and address basic questions and concerns related to both veterans and reservists. Consider whether you have the resources in place to attract and retain military veterans. You may need to modify or expand

existing strategies, resources and initiatives to include specific support for:

- Managing stress or caring for veterans after an injury or trauma
- Flexible work arrangements for veterans undergoing medical treatments or needing more time to adjust to civilian life
- Additional personal and vacation leave for veterans to attend separation and reunion events
- Paid time off for reserve commitments
- Being called back to active duty

New Vietnam Era Veterans Readjustment Assistance Act (VEVRAA) Regulations at 41 CFR Part 60-300: Effective on (March 24, 2014)

To fill this data void, the new regulations require contractors to document and update the following comparisons and information regarding applicants and employees annually

- With respect to applicants:
 - The number of protected veteran applicants;
 - The total number of job openings and the number of jobs filled; and
 - The total number of applicants for all jobs
- With respect to employees:
 - The total number of protected veteran applicants hired; and
 - The total number of applicants hired

This will provide contractors with meaningful data to use in evaluating and tailoring their recruitment and outreach efforts. Contractors must maintain this information for three years, to allow them to assess the success of their outreach and recruitment efforts for veterans over time

- Attainment Goals:
 - Military Hires = 8%
 - People with disabilities = 7%
-

Tax Credits

Work Opportunity Tax Credits (WOTC)

Tax credits for providing work opportunities to unemployed and underemployed individuals, including veterans, have been available through this program in the past. These credits reduce a company's tax liabilities, thereby contributing to overall profits. Credits to companies for employing certain classifications of veterans up to the following amounts have been available on a per veteran basis:

- Short-term unemployed veterans – up to \$2,400
- Long-term unemployed veterans – up to \$5,600
- Disabled veterans – up to \$4,800
- Long-term unemployed veterans with a service-connected disability – up to \$9,600
- Veterans associated with the Supplemental Nutrition Assistance Program – up to \$2,400

More information is available here: www.doleta.gov/business/incentives/opptax/wotcEmployers.cfm

WOTC Program Reauthorization Update

On December 18, 2015, President Obama signed into law the Protecting Americans from Tax Hikes Act of 2015 (the PATH Act) that extends and modifies the WOTC Program and the Empowerment Zones. In summary, the PATH Act:

- Retroactively reauthorizes the WOTC program target groups for a five-year period, from December 31, 2014 to December 31, 2019
- Extends the Empowerment Zones for a two-year period, from December 31, 2014 to December 31, 2016; and
- Introduces a new target group, Qualified Long-term Unemployment Recipients, for new hires that begin to work for an employer on or after January 1, 2016 through December 31, 2019

IRS Notice 2016 -22 is available here:


www.irs.gov/pub/irs-drop/n-16-22.pdf

For further information, view ETA's Interim Instructions.





Section 2: Veterans Sourcing



“It’s our duty and commitment to assist in identifying meaningful and appropriate career opportunities for our deserving veterans, wounded warriors and their family members. We accomplish this task through assessing their skills, assisting them with identifying needed and transferable skills that align well for specific roles and providing them support throughout their tenure to enable success and empower our heroes.”

EVERETTE BROWN
Head Talent of Acquisition, North America
Ortho-Clinical Diagnostics, Inc.
Veteran

“Fundamentally, our hiring commitment is a business decision. These are community assets. They’re tested leaders. Why would we not want this as part of our 1.2 million associates around the country? When we need to hire at scale, we’ve heard about how the military trains its scale. So this makes a ton of sense for us. It’s also incredibly authentic to Walmart.”

JULIE GEHRKI
Talent Acquisition’s Veterans
Hiring Mission Statement
Walmart

Chapter 4



Finding Military Talent

- Rewrite military-friendly job descriptions
- Rebrand as veteran-friendly
- Engage your internal veterans in spreading the word
- Join the National Labor Exchange
www.us.jobs/national-labor-exchange.asp
- Register on the Veterans Employment Center
www.ebenefits.va.gov/ebenefits-portal/ebenefits.portal
- Place job postings on these external platforms
- Recruit on military bases

Finding Military Talent

Government data shows that unemployment among U.S. military veterans remains far higher than the national average rate for the civilian population. According to the Labor Department, the unemployment rate for veterans who started their service after September 11, 2001 averaged 9% in 2013—a full 1.6% above the rate for civilians.¹

In June 2014, the Defense Department announced its intention to shift its attention away from large, land-based operations driven by the wars in Iraq and Afghanistan and to focus on defeating adversaries with “increasingly modern weapons and technological capabilities.”² Plans to draw down the active duty Army to 440,000 soldiers over the next five years and the Marine Corps to 182,000 will continue to increase the number of servicemen and women joining the ranks of the unemployed.

Now that you have launched your military recruitment campaign, the next challenge lies in connecting with and attracting from this large pool talent that matches your company’s needs. Until such time as a centralized reemployment agency for veterans is created, we have found that internal and external activities in the following five areas can effectively begin the process of talent sourcing.

- Job Descriptions
- Branding & Raising Awareness
- Word of Mouth & Internal Referrals
- External Job Postings
- Base Recruitment

Job Descriptions

Work with hiring managers and recruiters to rewrite your job descriptions to be military-friendly. For jobs that require specific industry experience, state that relevant military experience qualifies. Alternatively, you can make a blanket statement across all descriptions to the same effect. This will help attract veterans who lack industry experience but who have sufficient military experience in a comparable capacity.

Branding & Raising Awareness

Make it publicly known that you recognize and value the contributions veterans and reservists bring to your organization.

- Declare your commitment to hire them on the home page of your website
- Create a landing page with a unique, easy-to-remember URL that you can market externally to veterans and their spouses. Ensure this page speaks to the military audience in their language. Feature positions you want to promote to the veteran’s community here
- Update the hiring section of your site to state your commitment to hire military talent. Add a military crosswalk to translate Military Occupation Classification codes to your job postings
- Leverage web and social media resources. Use LinkedIn to identify talent and publicize recruitment. Use Facebook and Twitter to publicize recruitment, and Vault.com to test the reception of your message

¹ Reuters, “High Unemployment Still Haunting Veterans”, March 21, 2014. www.reuters.com/article/2014/03/21/us-usa-economy-veterans-idUSBREA2J27120140321

² DOD News, Hagel: Proposed Defense Budget Tailored to Meet Future Threats, Nick Simeone, American Forces Press, June 18, 2014. www.quanticosentryonline.com/news/article_5aa75fd6-fbaf-11e3-b9cb-001a4bcf6878.html

Word of Mouth & Internal Referrals

Word of mouth among veterans earns you the most credibility in the military community. Reach out to veterans who already work for you. Veterans know other veterans and they can network with local groups to get the word out that you are a military-friendly employer who hires and is hiring veterans and their spouses.

Some companies use cash bonuses or quarterly prizes to reward team members for successful military referrals. Hilton Worldwide instituted a Referral Program for veteran and military spouse hires. All U.S. Hilton Worldwide Team Members in corporate and hotels at the level of Senior Director and below are eligible to participate. After 90 days, the program offers a cash bonus of \$500 for a full-time hire and \$300 for a part-time hire to the person who gave the veteran referral. All those who receive this bonus are entered in a quarterly drawing for a vacation prize package that includes a \$500 airfare voucher, two free nights at any portfolio hotel worldwide and two extra paid vacation days.

External Job Postings

After you have updated your job descriptions and identified the best positions for veterans in your organization, publicize your available jobs to the military and veteran communities. Use the following free sites to get started.

1. National Labor Exchange (NLx)

www.us.jobs/national-labor-exchange.asp

The NLx is an electronic exchange network created by the National Association of State Workforce Agencies (NASWA) and DirectEmployers (DirectEmployers) Association. This exchange will post your jobs to all Department of Labor sites. Each job remains live until it is filled. The site helps job seekers search and apply online for jobs directly on employer career websites and federally-funded state job banks. With no duplicate listings or dead links, this exchange offers veterans a productive and effective job search.

“It’s the right thing to do and the smart thing to do. Hiring veterans and military spouses makes sense because they are a great, well-trained and dependable workforce.”

DEREK BLAKE

Vice President of Marketing and Military Programs
La Quinta Inns & Suites

“Military personnel possess attributes such as decisiveness, flexibility, executive presence, collaboration and experience working on high-performing teams. Their leadership skills have already been tested and many have training in fields that we already recruit for, such as operations, procurement, IT and finance. All this makes the veteran community a great talent pool to draw upon.”

JOHN CHIMINSKI

President and CEO

Catalent Pharma Solutions

2. Veterans Employment Center

www.ebenefits.va.gov/ebenefits-portal/ebenefits.portal

With over 1.2 million users, the Veterans Employment Center (VEC) is the federal government’s single authoritative internet source for connecting transitioning service members, veterans and their families to meaningful career opportunities. The VEC is the first government-wide product that brings together a reputable cadre of public and private employers with real job opportunities, and provides transitioning service members, veterans and their families with the tools to translate their military skills into plain language and build a profile that can be shared – in real time – with employers who have made a public commitment to hire Veterans. The VEC was created by the Department of Veterans Affairs at the request of the White House and in collaboration with the Departments of Labor, Defense and Education, the Small Business Administration, and the Office of Personnel Management.

“The Veteran Employment Center (VEC) is a great resource where veterans can get their MOS/MOC translated and linked to relevant jobs searchable by location and job type. The site is free for all to use.”

RODNEY MOSES

Vice President of Talent
Hilton Worldwide

“We fully recognize, honor and enforce the Uniformed Services Employment and Reemployment Rights Act and will ensure our managers and supervisors will have the tools they need to effectively manage those employees who serve in the Guard and Reserve. Rather than be wary of hiring guardsmen and reservists who must leave their jobs for monthly and annual training, we actively hire them, knowing that the values, leadership and unique skills they are gaining during this training will only benefit our company and grow our pipeline of leaders.”

JOE BERGER
EVP and President, Americas
Hilton Worldwide

WARNING: Start small. Once you begin posting positions externally, you will be **inundated** (seriously!) with phone calls and emails from companies who will want to provide services to you, most at a fee. We will talk about partnerships in the next chapter.

Base Recruitment

Identify military installations that may be near your locations or that may have people who have a specific skill set you need. The Department of Defense has an official Military Installations Locator you can use for this purpose (www.militaryinstallations.dod.mil/MOS/f?p=MI:ENTRY:0).

Many bases are large communities that entail a wide range of occupations. Before you begin recruiting at a particular military installation, learn more about the base:

- Its specific mission
- The volume of positions and the primary roles on the base
- Whether the experience, skills and general background of their people match your company’s job needs

Build relationships with the transition offices at bases that offer the best pipeline for your company.

Leverage the DoD SkillBridge authority to allow for training of transitioning service members before separation.

The new and improved Transition Assistance Program (TAP) is now available to spouses, and this another important resource to leverage from the bases.

Soldier for Life:

“To build a network, to provide resources and opportunities for our transitioning soldiers and their families.”

COLONEL ADAM ROCKE
Special Assistant to the Chief of Staff
United States Army
Soldier for Life

“Hiring veterans is not only good for veterans, it’s extremely good for business. Veterans are dedicated, hard-working, highly trained people, exactly the sort of employees we all want to hire.”

STEVE SCHWARZMAN
Chairman, CEO and Co-Founder
Blackstone
Veteran

Top Guns

When you are dealing with large numbers of new hires, keeping your recruiters focused on the military imperative can be a challenge.

AlliedBarton introduced Operation Top Gun in 2013 as an internal rewards program to encourage higher levels of military recruiting. Between the program's start date and December 31, 2014, the company challenged their recruiters to focus on their targeted percentages of military hires (as a percentage of total hires), as well as those who participate in workforce development programs.

Military hires by each recruiter are tracked and recruiters are rewarded with Challenge Coins and cash as they move up the ranks. Once they meet their targeted military hiring requirements, they are also awarded a percentage of wage subsidy dollars brought in under Workforce Development (WFD). This incentive program not only focuses attention and effort on hiring veterans and military personnel, but also helps build skills among recruiters for working with this particular pool of talent.

Reward Requirements

Level	Title	Military Hiring %	Top Gun Award	WFD Reward (if military % is met)
1	Recruiting Private First Class (PFC)	10%	Challenge Coin	5% of all monies brought in during contest timeframe
2	Recruiting Sergeant (SGT)	15%	Challenge Coin + \$100	
3	Recruiting Captain (CPT)	20%	Challenge Coin + \$200	10% of all monies brought in during contest timeframe
4	Recruiting Colonel (COL)	25%	Challenge Coin + \$300	
5	Recruiting Top Gun	30%	Challenge Coin + iPad	12% of all monies brought in during contest timeframe

Sample Results

Recruiter	Total Hires	Total Veterans Hired	% of Veteran Hires	Top Gun Bonus Earned	WFD Dollars Brought In	WFD%	WFD Bonus Earned	Total Earned
Dave	40	1	3%	\$0	\$3,400*	0%	\$0	\$0
Bob	21	2	10%	Challenge Coin	\$2,000	5%	\$ 100	\$100
Sally	13	3	23%	\$200	\$8,000	10%	\$ 800	\$1,000
John	50	14	28%	\$300	\$4,500	10%	\$ 450	\$750
Jill	38	12	32%	iPad	\$5,000	20%	\$ 600	\$600

*Even though WFD dollars brought in, the 10% military hiring minimum to move through gate was not achieved



Do's

Enroll your
CEO



Let your Military
Champion lead



Set a veterans
hiring goal

Expect veterans
to know business
dress codes and
résumé standards



Believe what you
see in popular
media about
PTS and TBI



Assume your
brand alone
will attract
military talent

Don'ts

Chapter 5



Developing Key Sourcing Partnerships

- Sign the Employer Support of the Guard and Reserve (ESGR) Statement of Support
www.esgr.mil/employers/statement-of-support.aspx
- Partner with the U.S. Chamber of Commerce nationally and locally
www.uschamber.com
- Leverage the Disabled Veterans' Outreach Program and Local Veterans' Employment Representatives Program
www.benefits.gov/benefits/benefit-details/106
www.benefits.gov/benefits/benefit-details/108
- Build partnerships with the Department of Labor and the American Job Centers locally
- Access the Wounded Warrior Project's *Warriors to Work* program
www.woundedwarriorproject.org
- Sign the Military Spouse Employment Partnership (MSEP) Statement of Support
<http://msepjobs.militaryonesource.mil/msep>
- Connect with Student Veterans of America (SVA)
www.studentveterans.org




Developing Key Sourcing Partnerships

A wealth of military veteran associations and organizations exist to help America's employers connect with service members who want civilian jobs. These groups find, vet and if needed, train candidates for open positions. Partnering with these groups can expand your recruiting efforts and provide your company with a pipeline of qualified candidates that meet your hiring needs.

However, as soon as word gets out that you are military and veteran-friendly and you start posting positions, you will receive **many** calls and emails from organizations that want to help you. Admittedly, 99% of these potential partners will want to charge you to post jobs, to place veterans or to register you to participate in job fairs. A select few will post your jobs and provide you with qualified candidates for free.

We recommend establishing connections with a few primary sourcing partners that provide services for FREE and that truly want to support your initiative and develop long-term relationships. We highly recommend the following:

- ESGR
- U.S. Chamber of Commerce
- Department of Labor and American Job Center®
- Wounded Warrior Project
- Military Spouse Employment Partnership
- Student Veterans of America



*Partnering with everyone who
shows up on your doorstep is
neither viable nor worthwhile.*

“On the employer side, we can help you access the local workforce, post your openings and write job descriptions that resonate with vets.”

TERRY GERTON
Department of Labor
Veteran



Employer Support of the Guard and Reserve (ESGR)

www.esgr.mil

This Department of Defense (DOD) office promotes cooperation and understanding between Reserve Component service members and civilian employers. Their network of 4,700 volunteers assists employers in promoting a cooperative culture of support for National Guard and Reserve service and increasing awareness of applicable laws and policies.

Every state in which you operate has the National Guard. Most transitioning veterans establish contact with their local ESGR when they exit the service. Most every unit has job fairs and other events in which you can participate.

We recommend reaching out to the National ESGR office to establish a partnership. Sign their Statement of Support (see the pledge below) and organize a public signing ceremony to declare your commitment to support the National Guard and Reserves. By making a connection at the national level, you will be able to reach out to each State Reserve and work **directly** with the posts where veterans in your community are performing service. You can also sign a Statement at the level of the state where you do business.

“I’ll take a service member any day of the week because once trained and given a chance in that culture they’re going to succeed and exceed expectations each and every time.”

ERIC EVERSOLE
Vice President, U.S. Chamber of Commerce
President, Hiring our Heroes

“We had the pleasure of visiting a lot of companies. Just this year we signed a Statement of Support with Disney, with Google, Yahoo. And what we see with the companies that really have successful programs are affinity groups. They have got the ability to bring their folks together, leverage their veteran population, and really help set the way for the company to move forward.”

ALEX BAIRD
Acting Director of Family and Employer
Programs and Policy, a part of the Office
of the Secretary of Defense

ESGR Statement of Support

- **We fully recognize, honor and enforce the Uniformed Services Employment and Reemployment Rights Act (USERRA)**
 - **We will provide our managers and supervisors with the tools they need to effectively manage those employees who serve in the Guard and Reserve**
 - **We appreciate the values, leadership and unique skills service members bring to the workforce and will encourage opportunities to employ guardsmen, reservists and veterans**
 - **We will continually recognize and support our country’s service members and their families in peace, in crisis and in war**
-

U.S. Chamber of Commerce

www.uschamber.com

www.uschamberfoundation.org/hiring-our-heroes

The U.S. Chamber of Commerce Foundation sponsors the nationwide *Hiring our Heroes* initiative, which helps veterans, transitioning service members and military spouses find meaningful employment opportunities through public-private partnerships. The Chamber sponsors national and regional job fairs, which are free to job seekers. Some of these hiring fairs are specifically designed for military spouses. *Hiring our Heroes* also arranges networking receptions to connect spouses with local business and leaders.

In 90% of cases, the job fairs are also free for employers wishing to recruit. A booth fee is charged only if the event is being held in partnership with an organization that typically charges an event fee.

We suggest you also consider reaching out to the Chamber's partners, especially local chambers of commerce, to find local jobseekers.

Department of Labor (DOL) & American Job Center (AJC)

The DOL's Veterans' Employment and Training Service (VETS), through cooperative efforts with and grants to each state, offers employment and training services to eligible veterans through two programs:

- Disabled Veterans' Outreach Program (DVOP)
www.benefits.gov/benefits/benefit-details/106
- Local Veterans' Employment Representatives Program (LVER)
www.benefits.gov/benefits/benefit-details/108

DVOP specialists assist disabled veterans and those who are most in need of more intensive services, with maximum emphasis on those who are economically or educationally disadvantaged, have barriers to employment or are homeless. Local Veterans' Employment Representatives (known as LVERs) help connect veterans with appropriate employment, training and placement services available within each state.



“This generation is the first in a very, very long time, as far as our data can take us, to actually outperform the general populations once they get out. Which I think is a testament to the power of collective impact, to the power of the government not doing it alone, to the power of collaboration.”

ROSYE CLOUD

Senior Advisor for Veteran Employment
U.S. Department of Veterans Affairs

LVERs also conduct employer outreach to increase job opportunities for veterans.

DVOP/LVER staff are trained to meet the specific needs of veterans and they can be very instrumental in referring veteran applicants to your organization. The DVOP/LVER staff are also very familiar with the complete range of employment services and training programs available for veterans at the CareerOneStop centers (partners of the American Job Center network) and the Department of Veterans Affairs Vocational Rehabilitation and Employment Program locations. In addition to working with the One-Stops and the VA, the DVOPs and LVERs also work closely with Veterans Service Organizations (VSOs). VSOs can also help you get the word out to their veteran members about your company's job opportunities.

Both LVERs and DVOP specialists can be found at local CareerOneStop unemployment centers. To locate DVOPs and LVERs in the states in which you operate, use CareerOneStop's Service Locator (servicelocator.org).

American Job Centers are another incredible resource. They are designed to provide a full range of assistance to job seekers under one roof. Established under the Workforce Investment Act, and reauthorized in the Workforce Innovation and Opportunities Act of 2014, the centers offer training referrals, career counseling, job listings and similar employment-related services. Employers can connect with the over 2,500 locations nationwide and share their job specs with local AJC resources. These people can function as additional recruiters for employers and, in many cases, are valuable partners in filling open positions.

Wounded Warrior Project® (WWP)

www.woundedwarriorproject.org

This organization serves veterans and service members who incurred a physical or mental injury, illness, or wound co-incident to their military service on or after September 11, 2001 and their families. The WWP's *Warriors to Work™* program supports veterans by providing career guidance and support services to alumni interested in transitioning to the civilian workforce.

Employers can connect with qualified candidates through this program, as well as obtain information and education about combat-related injuries, reasonable accommodations, a productive onboarding process for veterans and supporting veterans throughout the life cycle of their employment.

Military Spouse Employment Partnership (MSEP)

<https://msepjobs.militaryonesource.mil/msep/>

It is important to hire military spouses as part of your military recruitment initiative. This program, part of the Department of Defense's broader Spouse Education and Career Opportunities (SECO) program, provides companies with direct access to military spouses seeking career opportunities. We encourage you to sign the Statement of Support to gain free, unlimited access to this talent pool.

Student Veterans of America (SVA)

www.studentveterans.org

Colleges have two veteran talent pools: those who are pursuing continuing education or advanced degrees and Reserve Officers' Training Corps (ROTC) members who will begin their terms of service after graduation. The former offer employers more maturity and experience than a civilian college graduate. Marketing to ROTC members can focus on joining the ranks of a military-preferred employer after their service commitment ends.

The SVA is a 501(c)(3) coalition of student veterans groups that helps military personnel reintegrate into campus life, succeed academically and gain meaningful employment. Each chapter provides a peer-to-peer support network and pre-professional networking.

MSEP Statement of Support

- **We will increase employment opportunities for military spouses and, when possible, maintain those opportunities as they relocate**
 - **We will offer military spouses pay equal to their civilian counterparts with the same level of training, work experience, accomplishments and credentials**
 - **We will strive to provide military spouses who perform well with opportunities for career advancement**
-

“What we’ve really figured out is the person to person connection that you can make through an American job center — and there are nearly 2,500 of them across the country — can make a huge difference in your campaign to hire veterans.”

TERRY GERTON
Department of Labor
Veteran

Military Spouses & Caregivers

“By showing flexibility and care for our military vets and their spouses, La Quinta has retained a loyal and experienced manager—and showed great patriotism for America. We thank La Quinta and we’re glad you’re here.”

PRESIDENT GEORGE W. BUSH

Remarks at the “Empowering Our Nation’s Warriors Summit,” February 2014

A George W. Bush Institute’s Military Service Initiative

Where La Quinta Finds Military Spouses

The Veterans Employment Center allows for veterans spouses to be able to participate, make themselves visible and have the same opportunities as their spousal colleagues. You can search by that criteria as well in the Veteran’s Employment Center. You can actually look for junior military officers. You can segment your search; you can have different ways of kind of getting that information.

In the job centers, we have a number of programs that military spouses qualify for, specifically dislocated worker status. Every time their military spouse is going to move, or separate from the service, we have some great programs that provide

additional support to them to allow them to move their skills and credentials to a new location.

Finally, the last point. Don’t forget about military spouses. About a year ago we launched Career Spark to help military spouses understand their value proposition from a business perspective because what we saw — and we did extensive surveys before we launched Career Spark — what we saw was a military spouse population that had kept running into brick walls. They had tremendous skill sets, lots of education, but they had moved so many times. At the time we launched this, the woman who runs my Spouse program had deployed or moved 13 times in a 20-year career. She had children in the meantime and really was—how do you explain all those gaps in your résumé? How do you quantify your value proposition? How do you quantify what you’ve learned?

“Don’t forget about military spouses. I will tell you this and I’ll repeat it again. If you have a veteran hiring program that doesn’t include military spouses, that’s half a solution.”

ERIC EVERSELE

Vice President, U.S. Chamber of Commerce

President, Hiring our Heroes

How La Quinta Employs Military Spouses

La Quinta has found that many of the qualities military spouses and caregivers possess are a perfect match for the organization. They seek to be a valued asset of the workforce. They want to pursue their own career aspirations. And their tremendous work ethic is demonstrated through their ability to adapt, manage and perform—both as team players and team leaders.

Like our hotel guests, they are familiar with being on the move—often with kids and pets. So they understand what it takes to ensure guests receive the same hospitality they'd expect in a “home away from home.”

These unsung heroes possess hidden talents that are crucial to the success of La Quinta's hiring efforts. Many have multiple college degrees and have had previous work experience prior to marrying into the military or becoming a caregiver.

Additionally, we have found their volunteer work translates into valuable job skills that are often not listed on their résumés. In interviews, instead of merely

reading *about* them, we turn the paperwork over and have conversations about their experience in both paid and unpaid positions. Through open dialogue, we uncover their enthusiasm and dedication, their mission-like focus and commitment to not only getting a job done, but to also doing it well.

Understanding their need to find meaningful employment that provides flexibility, portability and promotability has been the cornerstone of La Quinta's hiring success within this community. Through its partnership with the U.S. Chamber of Commerce's *Hiring Our Heroes* program, La Quinta attends numerous networking events specifically for military spouses. During these events, La Quinta employees are able to offer résumé assistance, provide career direction and share interview tips. This is just another way that La Quinta seeks to embrace the military spouse community.

“Military family members possess qualities that are perfect for careers in hospitality. Often on the move with kids and pets they know what's important to traveling families. With PCSing comes career transitions and military spouses have proven to be resilient, successful movers—both with and up in their employment with La Quinta Inns & Suites. Add to that knowledge their loyalty, selfless service and hard work, and we have exceptional employees.”

DEREK BLAKE
Vice President, Marketing and Military Programs
La Quinta Inns & Suites



Section 3: Veterans Hiring



Chapter 6



Leveraging Additional Resources

- Tap into the Transition Assistance Program
www.dol.gov/vets/programs/tap
- Connect with DoD's SkillBridge Program
www.dodskillbridge.com
- Check into the Yellow Ribbon Program
www.benefits.va.gov/gibill/yellow_ribbon.asp
- Partner with Points of Light
www.pointsoflight.org
- Take the G.I. Jobs Survey
www.gijobs.com
- Obtain additional media coverage (Hiring America, iHeartRadio)
www.hiringamerica.net
www.showyourstripes.org
- Select which job fairs to attend
www.sacc-jobfair.com
- Establish a veteran/military referrals program
Create a military Onboarding Program
- Consider using additional services to help post jobs, interview and recruit



Leveraging Additional Resources

Teamwork is at the heart of military culture. It begins on the first day of training and carries on throughout a person's entire military career. That focus on being responsible for the success and well-being of the whole is something we can all take from the veteran's playbook and bring even more prominently into our organizational cultures.

When it comes to a military recruitment campaign, we can apply that same sense of responsibility for the whole to building a solid network of partnerships that support our veterans and our company. In addition to establishing relationships with primary sourcing partners, we recommend leveraging complementary secondary partnerships. The following programs, resources, services and events can help you launch your campaign and help your veterans succeed—at work and in their communities.

Programs

Transition Assistance Program (TAP)

www.dodtap.mil

www.ebenefits.va.gov/ebenefits/jobs

www.dol.gov/vets/programs/tap

This partnership among the Departments of Defense, Veterans Affairs, Labor, Education and the Small Business Administration and Office of Personnel Management provides career readiness and employment training and information for all armed forces members who are preparing to separate or retire from military service. The program includes counseling, career search support and focused workshops on employment search skills and techniques, financial management, and how to translate their military occupational classification into civilian language. Participants are led through a process to evaluate their employability relative to the job market, and are provided information on identifying and accessing veteran benefits based on their post-military service goals.

Improvements in the TAP program have included spousal participation. This program offers veterans paid training opportunities in hotel management, firefighting or as a union plumber. Veterans can use their VA benefits to pursue on-the-job training or apprenticeship training with a private sector employer. Monthly benefits from the VA supplement an employee's training wages during the term of the training contract. At the end of training, job certification is issued or journeyman status achieved.



Department of Defense SkillBridge

www.dodskillbridge.com

Department of Defense SkillBridge allows companies to employ service members who are close to transitioning but are still in uniform. While eligible personnel are still paid by the DoD and are still technically service members, they can participate in civilian training, apprenticeship and internship programs beginning up to six months prior to their separation. This arrangement allows companies and service members to try each other out and experience a smooth transition. Companies and other training providers can set up approved training programs. These programs must:

- Be provided at no or relatively little cost to the Service member
- Offer a high probability of employment for the Service member

Service members can participate if approved by the first field-grade commander in their chain of command and their participation does not degrade the Service's ability to meet mission requirements.

To connect with service members, participating companies upload their training opportunities into the SkillBridge platform application (through the URL at www.DoDSkillBridge.com). Companies can create new Tweet handles for use on SkillBridge (which may be easier than using company Tweet handles). The Tweets are sent to potential program participants, including a hyperlink in the Tweet that takes interested service members to more information about the opportunity and online application. service members can easily search for these opportunities as well as receive notification through Twitter and email.

AlliedBarton, Hilton, and LaQuinta are currently developing opportunities to upload into the system and expect to begin attracting participants soon. To best leverage SkillBridge, companies are using multidisciplinary approaches that include their Human Resources, IT and social media capabilities.

Post-9/11 GI Bill® & Yellow Ribbon Program

www.benefits.va.gov/gibill/yellow_ribbon.asp

The Yellow Ribbon Program offers financial assistance to veterans who have served more than 36 months, are no longer on active duty and are seeking further education. Under this initiative, eligible student veterans can obtain a tuition waiver or grant matched by the Department of Veterans Affairs. This supplements base educational benefits provided by the Post-9/11 GI Bill®. Degree-granting institutions of higher learning that voluntarily participate in this program fund tuition expenses that exceed the public in-state undergraduate tuition rate. Under this Education Enhancement Program, the VA will match the amount of tuition and fees that the educational institution contributes.



1.

SkillBridge

up to 6 months of training
for active duty soldiers

2.

Certificate
Programs

6 month GI Bill funded educational
programs onsite at companies

The background of the entire page features a stylized illustration. In the center, four people (two men and two women) are shown in silhouette, dressed in business attire (suits and blouses). They are standing in a group, facing slightly towards the right. Behind them is a large, modern building with a grid of windows, also in silhouette. The sky is divided into two main color sections: a teal section on the left and a maroon section on the right. At the bottom left, there is a small silhouette of grass. The overall design is clean and professional, using a limited color palette of teal, maroon, grey, and white.

3.

Apprenticeship

6 months to 1 year of additional support through targeted programs

4.

On-the-Job Training

On-the-job training to continue to support veterans and their success

Points of Light

www.pointsoflight.org/programs/military-initiatives

Partner with Points of Light to support veterans and their families outside the workplace through the Community Blueprint program. This innovative program connects veterans and their families with employment, housing, health, financial and other local resources. The Community Blueprint network offers a unique infrastructure that complements government efforts and programs. They offer a safe, trusted and coordinated framework of support and local access points for veterans. Volunteers act as local access points and offer personal connection to integrated, comprehensive and holistic services.

Resources & Services

G.I. Jobs & Military Spouse

www.militaryfriendly.com and militaryspouse.com

Both of these magazines offer a chance to compare the effectiveness of your initiative to others both in and outside of your industry. The publisher, Victory Media, offers a free survey and ratings to help you see how your company is doing in terms of recruitment, hiring and support of military employees and veterans. These publications administer the “Top 100 Military Friendly® Employers” and the “Top Military Friendly® Spouse Employer” lists. Marketing and branding opportunities exist in both their print and electronic formats.

We recommend taking their survey early in your campaign to identify and assess your strengths and weaknesses (at www.gijobs.com). If you are selected for recognition, ask your hiring managers and recruiters to use the recognition buttons in their email addresses. This “free” advertising helps build your reputation as a military-friendly organization.



Hiring America

www.hiringamerica.net

This is the first TV series dedicated to helping veterans find jobs. The producers look for companies with strong veteran hiring initiatives and organizations that provide services to facilitate the transition process. Each episode gives viewers the ability to learn how to connect with these companies, organizations and industries in their own community. *There is a fee associated with Hiring America's services.*

iHeartRadio

www.showyourstripes.org

Clear Channel media company launched their **Show Your Stripes** public service campaign to generate awareness of veteran unemployment and to encourage veteran hiring. This free service offers companies a great opportunity to get the word out to a large audience that they are veteran-friendly and have jobs.

Direct Employers Association

www.directemployers.org/partners/veterans/

This non-profit HR consortium will help you get your positions posted very easily to veteran and transitioning military sites. There is a cost to join (approximately \$10,000 per year). However, the benefit of having all your jobs posted automatically to 40,000+ .JOBS network sites (including many

of the most watched sites by veterans like the NLx, Hiring Our Heroes and the Honor Guard Network) is worth the cost. Job postings are also syndicated to 3,000 military, college alumni, diversity, search engine and local niche sites. Membership also gives you access to current non-military best practices and research.

HireVue Insights™

www.hirevue.com

This digital interview and candidate recommendation engine harnesses the power of big data to examine over 15,000 digital interview attributes. Use it to predict which candidates are most likely to be top performers and identify which interviewers make the best hiring decisions. This social, mobile and video interaction platform lets you stay connected with candidates through every step of the hiring process.

The Buller Group, LLC

www.bullergroup.com

This global firm helps with “cleared” recruiting. Headquartered in Reston, VA, their offices in Philadelphia, Tampa and Dubai can source critical professionals with a security clearance for your company. They also teach how to recruit, onboard and reward soldiers.

First Advantage

www.fadv.com

This fee-based service helps companies through the process of filing paperwork and tracking the data required to earn the WOTC credit and workforce development reimbursements or subsidies. They take the work out of performing background screenings and pre-qualifying candidates. They can integrate their systems into your Applicant Tracking System and provide robust, individualized reports by district, region or country.



“75% of 18 to 24 year olds are not eligible to join today’s military, because they’re not smart enough, they’re not fit enough, they’re not educated enough, they have a history of drug use, a criminal record. So if you’re trying to limit your funnel to the top 25% of young Americans, you are already doing it by targeting military employees.”

ALEX BAIRD

Acting Director of Family and Employer Programs and Policy,
a part of the Office of the Secretary of Defense

Private Universities

www.grantham.edu

www.laureate.net

Eighty percent of students who enroll at **Grantham University** are veterans. This online education center offers distance learning for certificate and degree programs, including a six-month hospitality program for hotels. Students can receive college credit for working in the hospitality field. The University maintains a free recruiting dashboard and job posting site.

Laureate International Universities®, through its global network of private higher education institutions, offers advanced programs in hospitality management, health sciences, design and education.

Events

Job Fairs

Although there are many vocation rehabilitation job fairs, evaluate the effectiveness of each of the opportunities presented to you. The Chamber of Commerce, Wounded Warrior Project and ESGR job fairs have been very successful in bringing many qualified candidates to the table across the country, at little to no cost.

Service Academy Career Conference (SACC)

www.sacc-jobfair.com

This is the only job fair exclusively for service academy alumni. This organization, administered and supported by the alumni associations and associations of graduates of five U.S. military academies, sponsors job fairs in four cities: Washington, DC; San Diego, CA; San Antonio, TX; and Savannah, GA. Pay a flat fee to attend an event and you can hire as many as you want.

If you are interested in hiring Junior Military Officers (JMOs) into your company, we recommend you pay the flat fee to attend. Alternatively, there are several companies that will charge a per placement fee similar to a contingency firm to do this on your behalf.

Military Occupational Specialty (MOS) Translators

- www.military.com/veteran-jobs/skills-translator/
 - www.translation.jobs-to-careers.com
 - www.ebenefits.va.gov/ebenefits/jobs
 - www.veteranjobsmission.com
 - www.whitehouse.gov/joiningforces/issues
-

“I enjoy working for a company that recognizes the contributions of the men and women in our military by offering them opportunities for continued education and outlets to reach career goals. When I started my career with AlliedBarton, I was able to use the team-building skills and leadership training I had received in the military to help build a strong security team. The core of that team remains in place today.”

DAVID TAYLOR

District Manager

AlliedBarton Security Services

Retired MSgt., U.S. Air Force

“What you get in a veteran is someone who knows about teamwork. There can be no ego aboard a ship or in a platoon, whether it be in the Army or the Marine Corps, Coast Guard, or Air Force. You’ve got a young man or woman who knows how to communicate. And you have someone who knows how to perform under pressure: the amount of stress that they’re put under, the timelines they’re put under, the sacrifices they are put under.”

DAN AKERSON

Vice Chairman and Special Advisor to the Board of Directors

The Carlyle Group

Veteran

“For an organization to truly make a commitment to hiring veterans, they must first recognize that it cannot be a one-time initiative, but rather an ongoing and continual effort. To do it right and do it well, employers must partner with military assistance groups, implement military-specific hiring and recruiting programs, and dedicate individuals within their organization as champions of this effort. To be successful, you need to have company-wide commitment.”

JEROLD A. RAMOS, SR.
Director of Strategic Recruiting/Military Liaison
AlliedBarton Security Services
Navy Veteran

“We’ve seen absolutely tremendous improvement in the veteran employment space. It has to do with companies like yours, partners in the federal government, DOD’s efforts, the VA’s efforts, Department of Labor’s efforts. It’s a collective effort and we’ve made a tremendous amount of change.”

ERIC EVERSOLE
Vice President, U.S. Chamber of Commerce
President, Hiring our Heroes

“I would say by far the best thing that you can do is to organize the veterans within your own company. You know, if you identify who the veterans are within your firm, within your portfolio companies, they know other veterans, they are tapped into veterans on social media. They are the ones who are going to know who might be the right people to bring into their companies. That’s by far the best way you have of hiring people. And it’s free.”

ZACH ISCOL
Founder
Hirepurpose
Veteran

Case Study: Ortho Clinical Diagnostics

Ortho Clinical Diagnostics

“We are recruiting and retaining the best and brightest around the world, people who are driven and want to make a difference. These attributes align well with those found in military veterans, and directly correlate to success in our culture. Ortho is honored that so many men and women who served our country have chosen to join our ranks.”

Greg Griesemer

Senior Director, Global Talent
Acquisition & Inclusion
Ortho Clinical Diagnostics

About the Company

Ortho Clinical Diagnostics (Ortho) is a global leader of in vitro diagnostics serving the global clinical laboratory and immunohematology communities. Across hospitals, hospital networks, blood banks and labs in more than 120 countries, Ortho's high-quality products and services enable healthcare professionals to make better-informed treatment decisions. Ortho's purpose is to improve and save lives with diagnostics and it does that by reimagining what's possible. This is what has defined Ortho for more than 75 years, and it's what drives Ortho forward. For more information, visit www.orthoclinicaldiagnostics.com.

Lessons Learned

- Target the right roles: Ortho's success came from being able match key company roles with the skill sets of transitioning service members
- Make someone accountable: once you've identified the roles, make someone responsible for accomplishing the mission. A vet is often a great choice!
- Your vets are a resource: not every company has an Everett, but involve your vets in ID'ing the roles, finding the talent, and understanding the backgrounds (résumé review, interviews, etc.)
- Go on post: the folks at TAP want to work with you to make sure their transitioning service members find great careers!

Case Study

Ortho Clinical Diagnostic's veteran hiring program is a testament to the impact one person can have on his or her company and on the livelihood of veterans and military spouses. Everett Brown is the Head Talent of Acquisition for North America at Ortho and also a retired US Army Major.

When faced with a shortage of field engineers to service Ortho's large installed base of complex medical diagnostic equipment, Everett knew that the US Army's engineering branch trains thousands of soldiers annually with the technical skills and service ethos that would make them excellent in the role.

Everett built a relationship with the transition assistance program (TAP) at Fort Drum, an Army installation near a key Ortho location. He worked with the installation leadership to target the right MOS specialties to find the talent Ortho was looking for. In addition, he successfully collaborated with Bradley Morris on the hire of four field engineers in 2014 and hired 11 additional hires from Bradley Morris for these critical roles in 2015. There were other Veteran hires in other functions across Ortho.

Ortho targets veterans for sales, operations, supply chain, quality/regulatory and technical roles and has built robust pipelines for each. The company supports those veterans once they are on board, by fostering seamless connection to other vets through the firm's Veteran Leadership Council, by observing and promoting a number of Veterans holidays and causes, and by providing a tremendous environment and path on which to build a career.

Wounded Warriors



Through their partnership over the past six years with the Wounded Warrior Project (WWP), AlliedBarton Security Services has had a tremendous opportunity to work with these true American Heroes. The WWP has expanded their thinking and, as a result, helped them identify talented new candidates. In return for being open and able to respond to Wounded Warriors' special needs, AlliedBarton has strengthened the company and experienced a tremendous increase in corporate pride.

"One of our first (post 9/11) Wounded Warrior hires, working for a client site in Kansas, made a huge impact on us when he joined our team right after his rehabilitation was complete. (He had been wounded and had lost his leg in combat.) He said to us, 'I am just looking for a job.' Employment was all he was looking for—not a career. He never intended to stay in the security field.

"We worked with our client to ensure he would have any support he might need (such as medical time off) and he started with us as a security officer.

"Only two months after he came to us wanting a 'job,' his security career took off. He excelled and accepted a position we offered him as a supervisor at the facility where he was assigned. Only three months later, he was promoted again and became the Account Manager for that facility."

There were obvious wins for everyone involved. The veteran gained the confidence to manage others on site and found a career that he "wasn't looking for." Our client has a grateful, highly motivated security professional managing their site. And AlliedBarton has gained another long-term employee.

This story, and others like it, prove that highly motivated, qualified and spirited Wounded Warriors can work successfully in any environment. It also supports the belief of our CEO, Bill Whitmore, that these American Heroes simply need opportunity: they will do the rest on their own!

Wounded Warriors are special folks—people with an incredible amount of pride in their work and a commitment to doing the job right. It is a privilege to employ them, their families and caregivers.

If there were to be a moral to all this, it would be to open your mind to the possibilities brought to you by this unique group of American Heroes, wounded in various ways, while in service to their country. Everyone wins when we honor a Wounded Warrior's service.

Never forget them.

And never leave them behind!

US Chamber Fellowship Program

This 13-week program runs onsite at a company and gives a transitioning serviceperson experience in the corporate world. There are weekly calls to check in, assess performance, learn what is working and not working and improve the program. Participants receive exposure to senior leadership, clarity on program goals and post program opportunities. People work in some of the key roles of people they may be leading so they better understand what their teams are going through daily. The program educates and gives the serviceperson and company valuable exposure to one another. It also helps people inside companies appreciate and understand veterans. Program participants can better represent corporate America to other transitioning service men and women.



Section 4 : Veterans Integration



Chapter 7



Creating a Military-Friendly Culture

- Create a powerful onboarding process
- Share information on other resources available through Employee Assistance Programs
- Build a mentorship program for veterans
- Honor patriotic holidays
- Apply for military-friendly awards

Creating a Military-Friendly Culture

Word of mouth is still the most effective method of employee recruitment and retention—and will remain so well into the future. When it comes to your military recruitment initiative, you will want to create an organizational culture that elicits the endorsements and recommendations of your own military veterans and their spouses. You can encourage this by creating a military-friendly culture.

In addition to what we have already covered in previous chapters, we recommend taking action in the following areas:

- Onboarding
- Employee Assistance Programs
- Mentoring & Resource Groups
- Holidays
- External Recognition

Onboarding

First impressions matter. Create an Onboarding Program specifically geared towards veterans and their spouses that includes:

- **Hospitality & Appreciation.** Make your new hires feel welcome during their first days. Reiterate that you are glad they have joined your team. Mention the skills or knowledge you are looking forward to them contributing to the company
- **Recognition.** Recognize those in your company who are veterans or their spouses. See “Visible Recognition” in Chapter 10 for ideas
- **Flexibility.** Be clear with new hires about the portability of the careers. Veterans and military spouses are especially appreciative of the opportunity to build a career, not just a job
- **Sensitivity Training.** Civilians find it difficult to relate to the often harsh realities of war: this sometimes prompts them to ask inappropriate questions of veterans at work. Veterans are sometimes taken off guard by insensitive questions such as, “How many people did you kill?”, “Did any of your buddies die?”, or “What was the most intense experience you had while over there?” These are disruptive and inappropriate. Provide coaching on how to handle these questions, either through mentors and/or Employee Assistance Program providers



The more satisfied your veteran employees are, the better your reputation will be in the military community.

- **Volunteerism.** Encourage new hires to become involved in the community, with team-based military projects or with programs through partner organizations such as the Wounded Warrior Project or the Fisher House Foundation
- **Sponsorship.** Make available to each new hire one specific person they can go to with their questions about the company or its policies and culture. This Sponsor need not be specifically related to their projects or their work, but they should be available to the new hire for 30 days or more
- **Military Ambassador.** Identify a military ambassador who can be the point person for your military program initiatives on an ongoing basis at each of your offices and field locations

Employee Assistance Programs (EAPs)

Be sure to inform veterans of the availability of other means of support for veteran-related issues. Give them access to basic information about PTS. The Department of Veterans Affairs, for example, offers a PTS primer, including information about its treatment and links to resources for getting help, on its site (www.ptsd.va.gov/public/PTSD-overview/basics/index.asp).

“A strong affinity group acts as a force multiplier because it is engaging with the military associate and spouse, and is welcoming them into the company. These people have a wonderful experience and tell all their friends about it, and everybody else wants to work for us.”

JAMES PERDUTO
Vice President, Military and Veterans Affairs
First Data

Veteran Integration - La Quinta Inns & Suites – Mikki Hughes & Leisl Vargas

Integration begins with manager education. Managers need to understand veterans, their unique value proposition and how to integrate them into the company.

Before a veteran starts, there are calls to get to know them better and welcome them to the company. They may be sent company merchandise. We want them to feel like family, they have become part of the company family.

- New employees receive training to help ensure success in the role
- Exposure to senior leadership
- Each company location has a pinning ceremony to recognize veterans. Each location also has a tapestry on the wall and with each new veteran hire a star is added to the tapestry
- Giving out challenge coins is another important way to recognize veterans and their achievements
- Celebrate and recognize Veterans Day and other key holidays
- Offer a resource guide tailored for veterans
- Use integration role play video, “Inventing Michael Banks”, to help veterans and non-veteran staff learn how to interact more effectively

“The men and women who serve our country make an incredible contribution to the workplace and require a corporate culture that honors, appreciates and nurtures them.”

BILL WHITMORE
Chairman and CEO
AlliedBarton Security Services

“There is nothing I love speaking more about than our Army’s soldiers and our veterans. They are what makes the United States Army the greatest land force on the planet, and our veterans today have served their nation through 14 years of war. They are adaptive, creative thinkers, skilled in over 150 specialties. They are experienced leaders who are accustomed to building and leading diverse teams, to solve complex problems for the nation, and they are resilient. Simply put, they are the finest team of soldiers ever assembled and I’ve been around a few.”

GENERAL ALLYN

Vice Chief of Staff of the United States Army

Establishing these groups for military and veteran employees offers many benefits:

- These individuals start to feel special within the company
- Individuals who can be developed as mentors for your new military hires can be more easily identified from within the MAG
- Communications can be specifically developed and shared with these groups using email lists or social media. For example, you can create a private LinkedIn group for your company’s MAG and invite your military and veteran employees to join the group. You can then post jobs, special discount offers and announcements to them there
- Your MAG can be used to host activities, provide incentives, support hiring, recognize veteran employees, provide workshops, and celebrate key military holidays
- Be sure to engage your MAG members in all discussions around integrating and developing veterans in your company

If you do not already have an ERG in place for veterans, use your current HRIS tools to identify who could belong to such a group. Look for people in all segments of the employee population.

Consider also partnering with military non-profits that offer mentoring opportunities. American Corporate Partners (ACP), for example, offers a nationwide mentoring program that connects military veterans with business leaders. Their online community (www.acp-usa.org) also allows veterans to ask questions about career development, employment and small business; read articles on relevant topics; and message community users to initiate private conversations.

Mentoring and Resource Groups

Employee Resource Groups (ERGs) can help attract and retain military talent and build relationships with the military community. ERGs offer military personnel opportunities to network with other employees who are veterans and reservists to help ease the military-civilian divide. Connecting with others from across the organization who share similar life experiences, speak their language and have successfully made the transition to civilian life boosts morale, reduces stress and enhances employee satisfaction—all of which increase veteran employee retention and help build the company’s external reputation as a military-friendly organization.

Veteran ERGs, in the form of closed Military Affinity Groups (MAGs), can provide a “comfort zone” for new hires, places where they can gather socially, share ideas outside of their business units and learn about what resources are available to them and what’s going on in the organization. Colleagues who meet here can provide support and understanding that non-military personnel cannot.

“What we’ve found is their chances of success are materially enhanced if you partner some of the highest potential candidates with people on the inside who look and have had similar experience profiles to give intensive, intrusive, one-on-one case coaching in multiple rounds.”

MATTHEW PARSONS

Partner

McKinsey & Company

Holidays

Make sure you celebrate patriotic holidays: Veterans Day, July 4th and Memorial Day. Use the opportunity Veterans Day offers to recognize and thank military personnel for their service and contributions with special letters of appreciation and honorary dinners.

External Recognition

Employees value being associated with a recognized military-friendly company. Recognition programs that award companies for their supportive cultures abound. Apply for the following awards and use the feedback you get from your application to improve your veteran programs.

- ESGR Awards:
Freedom Award, Patriot Award, Above and Beyond Award
www.esgr.mil/Employer-Awards/ESGR-Awards-Programs.aspx
- G.I. Jobs:
Top 100 Military Friendly® Employer and Military Friendly® Spouse Employer
www.victorymedia.com/educator-solutions/marketing-promotional-solutions/
- U.S. Veterans Magazine:
Best of the Best List - Top Veteran Friendly Companies
www.gijobs.com

When awarded to your company, make the most of these in your marketing and communications. Share them internally with all employees and especially with your Veteran Affinity Groups/Employee Resource Groups. Where appropriate, invite employees to add these distinctions to their email signatures.

“Your commitment to our veterans will pay huge dividends for them, for your companies, for our communities, and yes, for our nation. So on behalf of our Army’s veterans, thank you and please give yourselves a round of applause. First, I want to highlight the broad and rich talent of Army veterans, reinforcing the value they bring to your businesses. Their work ethic, leadership and problem solving skills are must haves for success in America’s workforce.”

GENERAL ALLYN
Vice Chief of Staff of the United States Army

Case Study: Veterans Integration



"At First Data, we recognize that veterans bring unique experiences and distinct skill sets to any business, and we will continue to work hard every day to support our veterans and military families as they build successful careers at our company."

Vivian Greentree, Ph.D.

Senior Vice President

Head of Corporate Citizenship and Military and Veteran Affairs

First Data

About the Company

First Data (NYSE: FDC) is a global leader in commerce-enabling technology and solutions, serving approximately six million business locations and 4,000 financial institutions in 118 countries around the world. The company's 24,000 owner-associates are dedicated to helping companies, from start-ups to the world's largest corporations, conduct commerce every day by securing and processing more than 2,500 transactions per second and \$1.9 trillion per year. For more information, visit www.firstdata.com.

Lessons Learned

- Embrace the power of an affinity group focused on the military community and available to the civilian population at a workplace, as it can lead to positive impacts on employees' lives. It can be implemented on an individual site basis or remain national in scope depending on the size, makeup and resources of an organization.
- Create customized welcome packets for military-affiliated employees. Include points of contact for military team representatives and other information oriented toward the military community (e.g., a letter from a company's CEO).
- Include an invitation and instructions on how to join the military-affiliated employee resource group in welcome emails or welcome packets.

Case Study

With a commitment to hiring, retaining and promoting veterans and military spouses, First Data Salutes and KKR's Vets @ Work initiative identified best practices relating to veterans' career development, progression and retention.

First Data's Military and Veteran Affairs (MVA) team continually works to improve the experience and livelihood of military-affiliated employees and civilian supporters of the military through First Data's Military Affinity Group (MAG). Approximately 200 of First Data's MAG members were surveyed by First Data with the intention to gain better insight into the group's influence at the company.

97% of survey respondents indicated the MAG had a positive impact during their employment and attributed their positive reactions to relationships with colleagues, sense of belonging, pride of being in the organization and a greater sense of purpose. Additionally, a positive experience with the MAG was not limited to those with a military background and extended to civilian employees supportive of their military-affiliated colleagues.

From December 2014 to December 2015, the MAG experienced a 200% growth in membership. The MAG's success can be attributed to its mission to connect and support members through community building, networking opportunities, and professional development. The group lead over 70 events nationwide in 2015.

First Data's commitment to and tailored resources for its military-affiliated employees, such as through the MAG, only continue to grow and evolve.

This case study has been prepared and compiled by First Data and has not been reviewed or independently verified by KKR and its affiliates. KKR and its affiliates do not accept any responsibility for its contents. It is not intended to address the circumstances of any particular individual or entity and is being shared with you solely for informational purposes. This publication should not be viewed as a current or past recommendation or a solicitation of an offer to buy or sell any securities or to adopt any investment strategy.

Do's

- Publicly declare your commitments
- Sign Statements of Support with the ESGR
- Connect at job fairs, military bases and campuses
- Provide sensitivity training to civilians

- Assume veterans will come to you
- Overlook hiring military spouses
- Use your standard onboarding program

Don'ts



Section 5 : Career Development & Retention



Chapter 8



Career Development & Retention

- Provide career maps for veterans
- Leverage development and retention best practices
- Identify areas of best-fit and success through HR data
- Provide access to professional certifications and educational opportunities
- Leverage the Institute for Veterans and Military Families at Syracuse University (IVMF) and its programs
www.vets.syr.edu/education/employment-programs
- Leverage educational programs provided by the VA
- Use apprenticeship and on the job training programs to bridge experience gaps



Career Development & Retention

Career Mapping and Job Promotion

Career mapping is an essential component for both the veteran and the employer and should be at the forefront of any veteran hiring initiative. Military personnel are accustomed to having a strict hierarchy and clear path for growth alongside ample resources and career counseling, and with approximately 80% of the military's 7,000 jobs having a direct civilian equivalent, providing a parallel system in the corporate world is crucial to a successful veterans hiring initiative. Ongoing training and public recognition for a job well-done are also a regular part of military life, and incorporating these concepts is fundamental to a successful veterans hiring initiative. By providing a detailed career progression chart, on-the-job and on-demand learning opportunities, and public recognition for a job well done, employers are able to motivate their staff, increase employee retention, minimize friction costs and provide "America's Heroes" with a long-lasting and rewarding career.

Providing career maps gives employees a visual cue and clear paths on how they can develop within a company and helps draw similarities to clearly defined paths provided during military service. Companies including AlliedBarton Security Services understand that not all paths are the same for all people and are able to demonstrate both direct and indirect career maps for new hires to grow within the organization. Additionally, by understanding an employee's military background, these companies are able to appropriately place a veteran along the best possible path for future growth opportunities.

Ongoing training is a regular part of military life, and the best career development programs include ongoing training for their veteran hires. Companies may provide direct or indirect

training through many channels, including positioning the employee within a team to learn from peers, developing e-learning tools that the employee can access at any time, or offering grants to receive additional education. Top companies such as Booz Allen Hamilton understand that creating a culture that highlights career development opportunities including fellowships and mentoring deepen the engagement of the employee and provide the veteran with a career rather than a job.

Service members accustomed to regular public recognition in the military will also benefit from receiving public promotions and awards for individual and team successes. Best career development programs will share promotions with as broad of a group as feasible to allow veteran employees to shine. Promoted employees have also been proven to be more loyal, stay longer, and perform better than external hires, providing a material benefit to the employer as well.

“We are transitioning over the next six to eight years about a quarter of a million soldiers to veteran status. So this is a target rich environment for talent. Our career skills program that we run at many of our major installations enables internships, enables our soldiers to begin that transition process up to six months prior to the end term of service. They can actually be working as a part of your workforce as they’re making that transition. So we’ve got a number of programs at major installations across the country but not enough. So there is a lot more room for you to partner with our team and to build some momentum that will actually create a mainstream flow of highly talented leaders for your organization.”

GENERAL DANIEL B. ALLYN
Vice Chief of Staff of the United States Army

Hilton and AlliedBarton Development and Retention Best Practices

- Create programs that help bridge any experience gaps between military service and corporate jobs. This helps put the veterans on a level playing field
 - Leverage the GI Bill and other government funding to make veterans more competitive and job ready or successful in an existing role. Partnering with a local educational institution to create academic and intern based programs can be very helpful
 - Recognition is a key retention tool
 - Allow people to work from home full or part time
 - Share your veteran talent with other areas in the firm so they have the mobility and experiences that are meaningful to them and develop them
 - Offer a mentor, affinity group and pin that represents their branch of service
 - Organize community service activities that focus on veteran projects for those interested
 - Offer incentives, discounts and special programs for all veterans. This help veterans generally and also signals the importance of veterans to your company which helps attract veterans and makes your internal veterans proud of the company
 - Measure performance and behavior; reward and offer training to help improve
 - Take advantage of the DOL funding by certifying your apprenticeship programs
 - Provide clear career paths and avenues for growth. Veterans are used to this clarity and it is worth the exercise for a company and encourages faster growth in employees, especially veterans
 - Career development is important because veterans like new challenges and opportunities. They get a lot of variety in the military and the more you can offer them in a corporate setting the better
 - Promotions are a big part of military life and need to be in some form in corporate life
 - Offer training to support veterans in new roles, stretch roles and promotions. Veterans will be more loyal if the company invests in them and they feel there is ample opportunity for growth
 - “Regular career conversations help keep the employees engaged so if you are sitting down in performance management discussions and talking about their employees career that is a one on one investment with you and your boss”
 - Offer on-demand learning opportunities
 - Educational assistance for those that continue to take classes or want degrees
 - Recognize and share successes broadly
 - Drive meritocracy everywhere. Focus on qualifications and not time as key criteria for promotion and new assignments
 - Tiered training programs that support each level of the organization
 - Post all jobs internally first and encourage people to take advantage. People may move but you don’t lose them from the organization
-

Identify Areas of Best-Fit and Success

To further accelerate promotion within an organization, one can harness the power of human resources data to analyze where military-affiliated employees are excelling. Many companies utilize a system to track hiring; however, not all companies collect military-affiliated information during the recruiting, hiring and onboarding process. Tracking hires helps identify gaps and hesitations in hiring military-affiliated candidates and implement awareness training for recruiters and hiring managers. Through this analysis of military-affiliated employees at a company, it is possible to determine in which roles military-affiliated individuals are advancing. Subsequently, recruiting and hiring teams can benefit by targeting the roles. Using this tracking methodology to identify where veteran and military spouse candidates are not advancing through the hiring process can highlight areas of improvement.

By creating strong parallels between military service and corporate employment, employers are able to assist in the career development of our nation's transitioning service members and veterans. Demonstrating a clear path forward and providing ongoing career development benefits veterans with opportunities for increased pay, employee recognition and greater responsibility as they continue to strive to be exceptional.

Professional Certifications

Professional certifications are essential in bridging the gap between military experience and civilian prerequisites in order to put veterans on a level playing field as they transition into the civilian world. The Institute for Veterans and Military Families (IVMF) and the Department of Veterans Affairs both offer educational and vocational programs for transitioning service members, veterans and their families to obtain licenses and certifications across a variety of industries. Information technology, project management and vocational certifications are particularly applicable to individuals with military backgrounds and match the demands of the marketplace as well. Technology, Advertising, Media and Information (TAMI) industries represent four of the relevant and rapidly evolving industries today to which veterans can contribute their skills. Companies can implement a company-wide commitment of hiring veterans coupled with providing them with a variety of security training programs which enables them to cultivate their skills.

With great programs, career trajectories are clearly defined and training programs are flexible, which enables veterans to partake in both e-learning and on-the-job programs. Employers should establish relationships with programs within the Institute for Veterans and Military Families and the Department of Veterans Affairs as they are specifically designed to provide veterans with no-cost resources that further their careers, translate experience to align with employer needs, and meet the demands of the modern job landscape.

Institute for Veterans and Military Families at Syracuse University

www.vets.syr.edu/education/employment-programs/

The Institute for Veterans and Military Families (IVMF) at Syracuse University is an interdisciplinary national institute focused on providing veterans and their families with education and tools to obtain employment post-service. The IMVF partners with employers to provide veterans with career preparation and employment programs that leverage their military experience during their civilian employment search. Programs are accessible both in person and online at no cost to the veteran.

Programs powered by IVMF:

Onward to Opportunity (O2O)

www.onward2opportunity.com/

Onward to Opportunity provides service members and active-duty spouses with in-demand, industry-validated skills, certifications and training needed to support the transition into civilian careers. The program partners with veteran service organizations and private sector companies to design curricula tailored to market needs, identify career opportunities that align with their skillsets and provide career coaching and job placement.

Veterans Career Transition Program (VCTP)

www.vets.syr.edu/education/employment-programs/

The Veterans Career Transition Program is an online learning program for post-9/11 veterans and their spouses as well as active-duty military spouses. The program is designed to translate education, experience, skills and training learned in the military to civilian roles, as well as develop the soft skills necessary to be successful in corporate environments. The program offers 26 different industry certifications, including Professional Career Skills, Project Management and Information Technology.

VetNet

www.vetnethq.com/

VetNet is partnership between the IVMF, Hire Heroes USA and the U.S. Chamber of Commerce's Hiring Our Heroes initiative to consolidate all transition resources available to veterans. A one-stop online resource, VetNet offers innovative networking tools, career training, job opportunities and entrepreneurship classes through three tracks: the Basic Training Track (powered by Hire Heroes USA), the Career Connections Track and the Entrepreneur Track (both powered by IVMF). The training tracks are designed to provide veterans structure through the duration of their job search as well as to mitigate challenges veterans might face when transitioning into civilian life. The website leverages Google technology to provide links, tips and resources related to its area of expertise.

U.S. Department of Veterans Affairs and U.S. Department of Labor

Education and training is just one of the many benefits the U.S. Department of Veterans Affairs (VA) provides service members, veterans and their families. The following list represents resources available for veterans to obtain further education in the form of certifications and licenses that translate military experience to civilian careers.

Veterans Educational Assistance Program (VEAP)

www.benefits.va.gov/gibill/veap.asp

VEAP is available to veterans who elect to make contributions from their military pay up to ten years from their release of active duty. Veterans can use this benefit to enroll in college degree and certificate programs, vocational and technical courses, on-the-job training and apprenticeship, high-tech training and entrepreneurship training.

Licensing and Certification

www.benefits.va.gov/gibill/licensing_certification.asp

License and certification programs are available across a broad field of industries, including information technology, engineering, health care and auto repair. There is no limit to the number of tests you can take or the number of times you take them. Testing is reimbursable through the VA.

Apprenticeship and On the Job Training Programs

www.doleta.gov/OA/apprenticeship.cfm

The Registered Apprenticeship system provides the opportunity for workers seeking high-skilled, high-paying jobs and for employers seeking to build a qualified workforce. In this regard, the Registered Apprenticeship system effectively meets the needs of both employers and workers.

Upon completion of a Registered Apprenticeship program, participants receive an industry-issued, nationally recognized credential that certifies occupational proficiency, is portable, and can provide a pathway to the middle class. In many cases, these programs provide apprentices with the opportunity to simultaneously obtain secondary and post-secondary degrees.

Registered Apprenticeship programs are a written plan designed to move an apprentice from a low or no skill entry-level position to full occupational proficiency. These programs must meet parameters established under the National Apprenticeship Act that are designed to protect the welfare of the apprentice. The Act and its promulgating regulations are administered by the Department of Labor's Office of Apprenticeship or a State Apprenticeship Agency approved by the Secretary of Labor for federal purposes.

A Registered Apprenticeship program is sponsored by an individual business or an employer association and may be partnered with a labor organization through a collective bargaining agreement. Upon finishing the training program, an apprentice earns a "Completion of Registered Apprenticeship" certificate, issued by the U.S. Department of Labor or State Apprenticeship Agency, that is a nationally recognized credential that validates proficiency in an apprenticeable occupation.

Registered Apprenticeship program sponsors identify the minimum qualifications to apply into their apprenticeship program. The eligible starting age can be no less than 16 years of age; however, individuals must usually be 18 to be an apprentice in hazardous occupations. Program sponsors may also identify additional minimum qualifications and credentials to apply, e.g., education, ability to physically perform the essential functions of the occupation and proof of age. Based on the selection method utilized by the sponsor, additional qualification standards, such as fair aptitude tests and interviews, school grades and previous work experience may be identified.

Apprenticeship programs are valuable tools for veterans to bridge the experience gap. Any program can be submitted for registration. Once accepted and registered with USDOL or the State Apprenticeship Agency, the program can then be submitted to the VA for consideration under the GI Bill, and apprenticeship staff can help with the process. Once a program is registered, the State Approving Agency can assist with the certification for GI Bill benefits. These benefits can help the veteran with his or her expenses during the apprenticeship — in upwards of \$16,000 per year, depending on location. This can be a valuable recruiting tool for employers looking to train and hire veterans.

"We have doubled down on IT skill building. This skill building is traditionally not covered by the GI Bill because it's rapid in nature and changes very quickly. We have invested some seed money and have made course programs available free to veterans looking to go into the IT sector."

KEVIN WASHER

Director of Strategic Recruiting/Military Liaison
AlliedBarton
Navy Veteran

Case Study: Hilton Worldwide



“At Hilton, they go above and beyond to make their employees feel appreciated. What I really like most about Hilton is that they want to see their employees grow within the company and with their education as well.”

Torian West

HR Assistant

DoubleTree by Hilton

About the Company

Hilton Worldwide is one of the largest and fastest growing hospitality companies in the world, with more than 4,660 hotels, resorts and timeshare properties comprising more than 765,000 rooms in 102 counties and territories.

Hilton Worldwide launched Operation: Opportunity in August 2013 with a commitment to hire 10,000 veterans, spouses and dependents by 2018. Hilton has hired over 9,200 veterans & family members as of May 2016.

Lessons Learned

- Building a military-friendly culture is the #1 priority. Without this you will struggle to attract and retain veterans and spouses.
- Leadership support from the top down is key in making your program a success.
- Growth opportunity and retention go hand in hand.
- Have a defined career path and the necessary tools available to grow internally

Case Study

Creating a military-friendly culture at your company is critical to the success of a military hiring program. The first step in building that foundation is at the top. Hilton Worldwide's commitment to hire 10,000 military veterans, spouses and dependents started with our President & CEO Chris Nassetta. Joe Berger, President, Americas has also been instrumental in communicating the importance of our program to General Managers, HR teams and department heads at all of our U.S. properties.

In order to retain your veteran hires, you need to ensure a smooth transition into your company and have a support network in place. We launched a Veterans Team Member Resource Group (VTMRG) and identified a champion at each property called the “Military Commander.” This champion helps to organize the internal military culture at their location which includes organizing community service projects, recognition events and leading the VTMRG at the property. The Military Commander is also responsible for helping to assign each new veteran hire a “Military Sponsor.” This ensures a smooth transition and improves the retention rate for veteran hires.

One of the most important things that veterans look for is growth opportunity. Communicating a clear career path and providing educational training opportunities for them to reach their career goals is extremely important. If you take care of your veterans, they will take care of you!





Section 6 : Success



“Really we’ve just come to the decision that hiring veterans is good business and our veterans have an exceptional track record in performing and advancing within McKinsey & Company.”

MATTHEW PARSONS
Partner
McKinsey & Company

Chapter 9



Telling the Story

- Promote your campaign and stories on your website
- Share the stories of your military heroes in media interviews, articles, speaking engagements and guest blog posts
- Share excerpts on Facebook and LinkedIn
- Tweet these stories along with current work opportunities

Telling the Story

Launching a veterans hiring initiative begins an exciting chapter in a company's life. Our natural enthusiasm to share this kind of story with others needs to be matched with careful attention to detail. There is a "right" way to tell this kind of story—a way that won't irritate or offend the population you want to attract.

It is critical you have credibility with the military before you start sharing any messages about your recruitment program. This is, after all, not about you. It's about the men and women who have served or are serving our nation.

We recommend you:

- Let military veterans tell the story of their hiring and their work in their own words
- Post their stories and photos on your website
- Share excerpts on Facebook and LinkedIn
- Tweet these stories, along with current work opportunities

Spreading the word also includes collaborating across organizations.

- Consider partnering with other organizations, including military non-profits. Raise awareness of them among your employees and have them share your story with their constituents
- Pay it forward by sharing your successes with organizations that are just getting started with their military programs
- Seek out those who have faced the challenges and issues you are facing. Ask for their help

"Working in the hotel industry is much like an experience in the military. There are many ranks and there's a lot of opportunity to grow. My experience in the Navy has translated into a successful career for me through the management of teams. Given the chance, you can do whatever you want at Hilton Worldwide."

RENE PINON
Director of Catering and Events
Hilton McLean Tysons Corner



Website

In today's world of social media, we need to tell our story correctly. A well-developed website will get very good press. A poorly developed website can get as much press, but it will not be as flattering to your company. How can we ensure that, as one expression goes, we are putting it where the goats can get it? That means not waiting for the goats to come to you but climbing up that mountain, if you will, and putting the information, putting the opportunities front and center in front of our men and women in uniform.

1. Use landing pages to tell your story and to guide people into the relevant sections of your website.
2. Profile currently employed veterans, being mindful of how much information you share. Always get permission.
3. Share testimonials from new military hires and those on reserve duty.
4. Keep this content fresh. People notice if your content never changes and make assumptions accordingly.
5. Go easy on the number of press releases about how good a job you are doing in attracting, hiring and retaining military talent.

Guest Spots

External and internal opportunities abound for veterans in your company to tell their story. They may be invited to share their experiences in:

- Media interviews
- Speaking engagements
- Articles
- Advertorials
- Guest posts on military blogs

Veterans may also choose to comment anonymously about the company—both positively and negatively—in online career communities such as Glassdoor.

Speaking engagements can also be a great way to both brand your company as military-friendly and to “pay it forward” by sharing lessons learned and best practices with other employers. Association meetings, such as the Building Owners and Managers Association (BOMA) or the Society for Human Resource Managers (SHRM), offer opportunities to work with the VA and the ESGR as partners. They often bring uniformed military personnel with them, which can actually lend credibility to your presentations.

“To show the military we are ‘serious’ about embracing them and that we provide opportunities they can truly benefit from, La Quinta created www.LQ.com/military to showcase our holistic approach to supporting, recognizing, rewarding and employing them. Here they can easily navigate to our employment center, partnerships with non-profits serving the military community, La Quinta’s exclusive Military Rewards program and our overall military initiative.”

DEREK BLAKE

Vice President, Marketing and Military Programs
La Quinta Inns & Suites



Social Media

Military personnel and their families have an enormous presence on social media. They use social networking platforms to connect with one another within their own communities and during deployments, and to keep in touch after they PCS to another duty station. When they complete their military service, they also turn to them as resources for information and ideas relevant to their new civilian life. Here is where they look for possible job opportunities, information about their community and volunteering ideas.

Social media networks like Twitter, LinkedIn and Facebook can be a cost-effective campaign resource. When and where appropriate, allocate resources to the following activities. Manage your social media accounts by using services such as HootSuite or Spredfast to increase your efficiency.

Twitter



1. Tweet occasionally. Overdoing it can sound like you're blowing your own horn.
2. Tweet your job and training opportunities.
3. Announce where people can connect with you at real-world events, such as job fairs and speaking engagements.
4. Follow other military organizations, like ESGR, in your states. Re-tweet their posts. They may follow you and re-tweet your postings.

Facebook



1. Create a page for your military recruitment program. Link it to your website.
2. Post to your page regularly—without going overboard. Include photos of your recent military hires or videos of interviews with them.
3. Respond to comments.
4. Run a social media campaign or promotional contests to increase awareness of your program.

LinkedIn



1. Create a separate military hiring page on your company page.
2. Post your job opportunities in this community.
3. Set up one or more LinkedIn groups for your company's veterans and military spouses.
4. Where possible, push traffic back to an appropriate landing page on your company website.

“Having a dedicated website portal for men and women in uniform helps us send a very clear message that we’re not only military-friendly and veteran friendly, but that we want to make the access point as easy as possible.”

CURTIS L. ETHERLY, JR., ESQ.
Director of Federal Affairs &
International Stakeholder Relations
The Coca-Cola Company



RESPECTFULLY...

a tip from our veterans:

If you use pictures of service members online or in print materials, make sure that the picture has everyone dressed in their most recent military uniform with medals properly aligned. If featuring service members saluting or utilizing a flag in the background, ensure they've got a proper salute and that the flag is hanging in the proper position.

If there is more than one service person in the picture, make sure that the members are situated correctly according to their respective ranks. Get these details right and you increase your company's credibility.

Chapter 10



Building and Rewarding Loyalty

- Create lapel pins to recognize your veterans
- Develop coins to recognize outstanding support of your military program
- Establish a set of exclusive discounts/offers for military personnel
- Employ military branding
- Seek vendors, suppliers and partners that are veteran-owned or have a mission to hire veterans or support veterans

Building and Rewarding Loyalty

The military infrastructure represents an immense resource to our country and our companies. Over 1.3 million members currently serve on active duty. We have over 750,000 members in the Reserve Components of various branches, and 20 million veterans live in our communities today. These numbers do not include the members of their families.

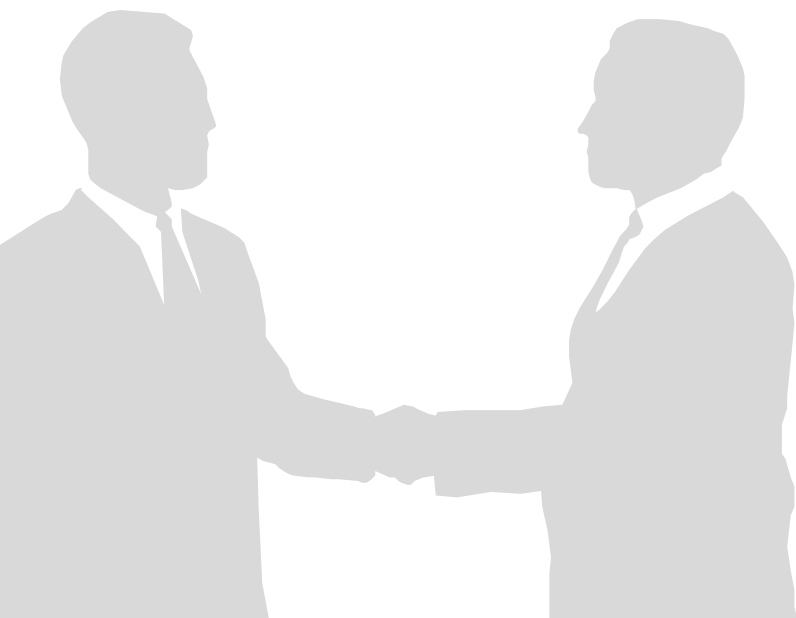
With numbers like these, the desirability of tapping into this population becomes obvious. Abundant opportunities exist not only for recruiting talent, but also for marketing to and serving this particular demographic.

Building loyalty with this demographic is not just about setting up a recruitment program to fulfill a quota. It is about recognizing and leveraging the intrinsic value in our nation's veterans.

Loyalty begins with designing and developing a sustainable, military-friendly corporate environment in which everyone demonstrates every day that they value military members as a part of the community and culture. Loyalty comes from having your brand recognized as a place where veterans are appreciated and where they can have opportunities to contribute for years to come. Make your commitment to their success and well-being visible to military personnel and you will continue to attract and retain their talent.

"I have individuals on my team who started out as operations analysts in the Navy, helicopter mechanics in the Army and communication experts in the Air Force. The hospitality industry is like the military: it's a 24/7 operation with guests checking in and out of hotels all day long. Within the military, you're highly prized for demonstrating initiative and that translates very well at Hilton Worldwide, making veterans some of our strongest team members."

MICHAEL LEIDINGER
Vice President of Infrastructure Operations,
IT Planning & Strategy
Hilton
Navy Veteran





Navy



Coast Guard



Air Force



Marines



Army

Do this well and you will attract and retain the best talent that suits your business needs.

Visible Recognition

Recognize veteran team members with a series of lapel pins, honoring their service in each branch of the military. Hilton has created a line of pins, similar in nature to insignia, that can be worn on a daily basis. Their program has received tremendous positive feedback.

La Quinta Inns & Suites presents unique pins to each veteran and military spouse hired. Each pin comes with a “welcome aboard and thank you” letter from CEO Wayne Goldberg. The pin is attached to a card that recognizes and thanks the new hire for their military service. The card, letter and pin are always presented in front of other employees in “morning huddles”: this is a great way to celebrate the hiring of our veterans and military spouses. Note that the pins do not call attention to La Quinta: they focus on the new hire’s military service.

Similarly, Hilton also recognizes individuals who go above and beyond in their support of the company’s military program with custom Challenge Coins. These coins are coveted and have become a symbol of pride for those who have earned them.

*“I love the pins that say I served....
They are beautiful and meaningful.
I reached out to other vet Team
Members too. We love them.”*

VICKI PERRY

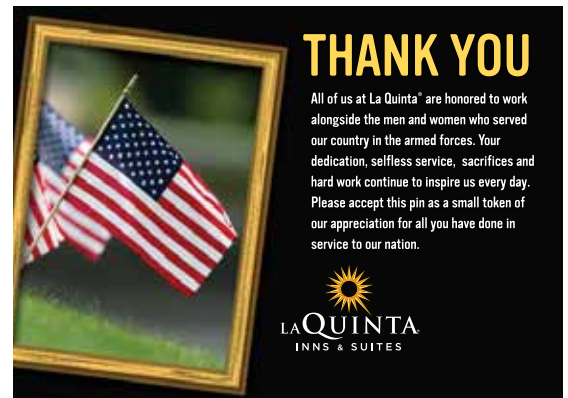
Senior Director, Global Accounts
Hilton
Veteran



Front



Back



Rewards for Service

Military personnel are consumers. Honor their service while you build their brand loyalty by offering them and their families free or discounted products and services.

- Hilton Worldwide offers an exclusive military rate for leisure hotel stays. They also offer a 10% to 15% discount at hundreds of participating hotels across the country for active and retired U.S. Military who book with a special rate code and present valid military I.D. upon check-in. This special rate has driven massive revenue, which indicates that the military community supports the brand as a military-friendly company
- La Quinta Inns & Suites has created a unique Military Rewards tier within its loyalty program. Under the program, military personnel, veterans and their families enjoy immediate upgrades to “Gold” status, a 12% discount off best available rates, a dedicated 800 number and other exclusive benefits. Participants can also donate their loyalty points to the Fisher House Foundation’s *Hotels for Heroes* program, which benefits wounded, ill or injured military families. Military Rewards members have 32% more stays compared to guests who are not enrolled in the program
- SeaWorld offers free admission to each military service member and three of their dependents on an annual basis

Another way to demonstrate your support of the military community is to directly support military charities, non-profits, causes or events, either through volunteerism or philanthropic donations. For example, Hilton and La Quinta sponsor the annual Armed Forces Insurance Military Spouse of the Year® Awards Luncheon and Military Spouse Caucus.

“When I came back to the civilian workforce, it was disappointing because I felt like some companies just didn’t have an efficient structure or ‘chain of command.’ This was hard on me, I felt in the dark and unappreciated as a worker. That was until I discovered La Quinta. This company truly values and embraces the service of veterans and what they bring to a job.”

JASON NAPER
General Manager
La Quinta Inns & Suites
Albuquerque Journal Center Northwest
Former Navy Petty Officer Third Class,
Aviation Ordinance (A03)



Brand Activation

Think Purple

In the military, purple symbolizes joint operations. In business, thinking “purple” can activate brand loyalty among reservists, veterans and their families.

La Quinta incorporated purple into their corporate color palette for military branding to illustrate their alignment with the military and their holistic approach.

- The homepage of www.LQ.com features a prominent purple banner: “Military Families Benefits & Rewards”
- A landing page for the military (www.LQ.com/military) with a purple background gives visitors access to information about the enterprise-wide military initiative, its exclusive La Quinta Military Rewards loyalty program, military-friendly careers and partnerships with non-profit organizations that serve members of the armed forces and their families
- Collateral produced about the military or distributed at military career fairs includes elements in the color purple
- All military messaging within social media channels and within the company itself similarly retains the consistency of this association with purple

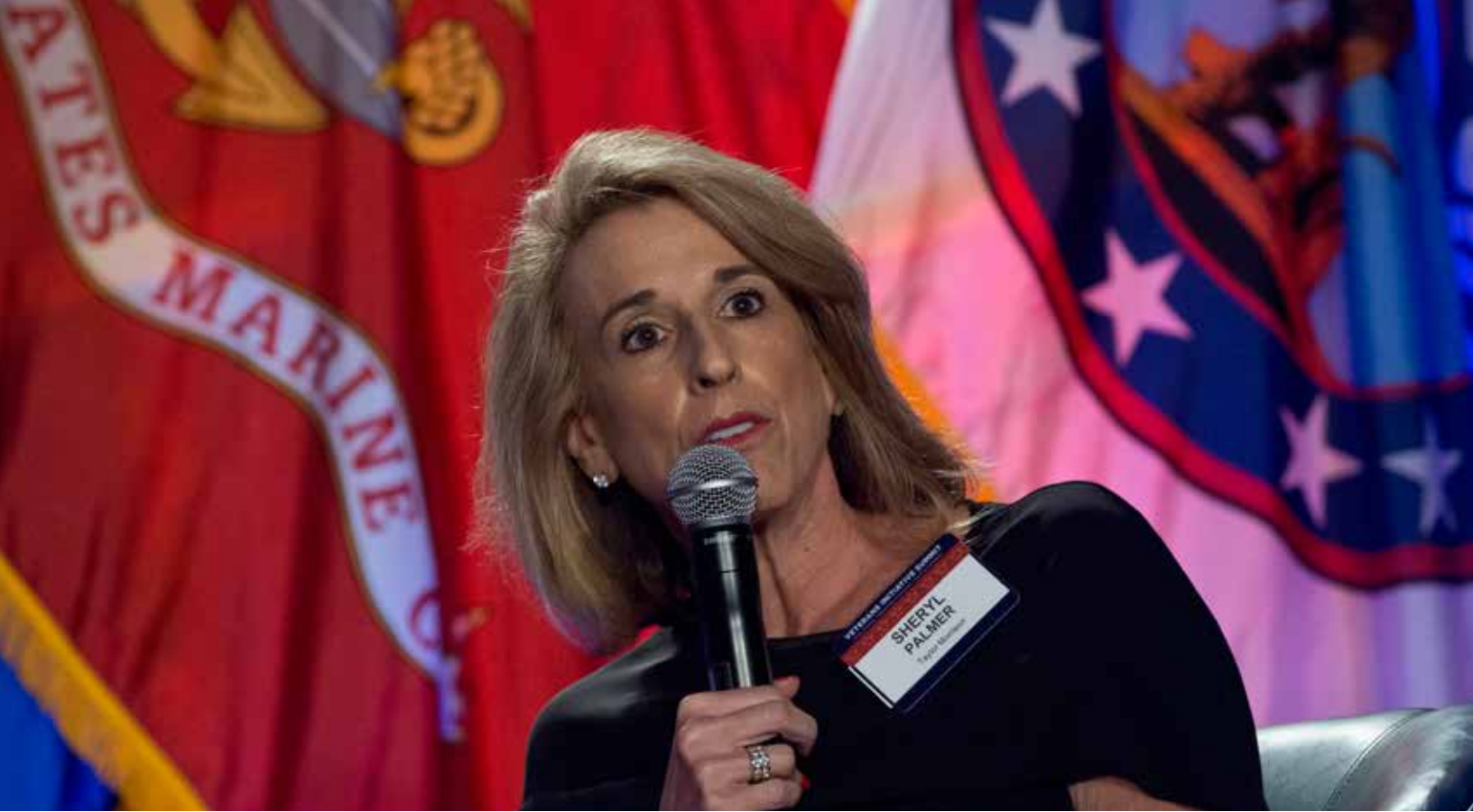
B2B

Another way to support veterans and demonstrate your commitment to them is through your choice of vendors, suppliers and partners. Seek veteran-owned companies or companies with a mission to hire veterans or support veterans in meaningful ways. Ask everyone you do business with whether they are veteran-friendly. This helps identify companies you want to partner with because they share your values. It also sends the message to companies that you value military-friendly companies and it may encourage them to make or increase their efforts to become military-friendly.

“There are lots of jobs from the military that are easily transferable at Hilton Worldwide. You have mechanics, you have cooks, you have IT professionals...running a navy ship is a lot like running a hotel... Hilton Worldwide has hotels across the country and around the world and I have found that the opportunities are truly limitless.”

WESLEY CLARK
Director of Front Office Operations
Washington Hilton
Navy Veteran

Chapter 11



Community Engagement

- Volunteer time towards veteran causes
- Volunteer talent towards veteran causes
- Make financial contributions towards veteran causes



Community Engagement

Beyond the issue of veterans' hiring, numerous opportunities exist to show support for America's men and women in uniform, their family members and our nation's veterans. With millions of service members and veterans, tens of thousands of veteran services organizations and thousands of local communities across the country, no guide can be exhaustive in this respect. However, here we seek to provide a framework and some actionable ideas about how to go "beyond hiring" in supporting America's veterans, service members and families.

America's current service members face a number of challenges that are unique or more acute relative to the general population. Current Active Duty, National Guard or Reservists may face frequent deployments that take them away from their communities and loved ones for significant periods of time (over the past ten years, typical deployments have ranged from 4 to 18 months, depending on the branch of service). The nation's military—like most publicly funded services—faces budgetary tradeoffs that sometimes can affect the daily life of Soldiers, Airmen, Sailors, Marines and Coast Guardsmen. And military families are very transient, often changing "duty stations" every 2–3 years as they rotate to new roles within the service, which brings a host of challenges for spouses and children.

In addition to the difficulties veterans face in transitioning from the military into meaningful private sector careers, other challenges facing the veteran community are also unique. Veteran homelessness and mental health issues get significant media attention, and while not always portrayed accurately, these problems do disproportionately affect the veteran population. Veterans often struggle to replicate the sense of mission and purpose they found in the military in their personal and professional lives after service. The healthcare system that serves our veterans and the larger VA infrastructure is undergoing tremendous change to make it a stronger system, but in this transition veterans can often fall through the cracks or find the bureaucracy difficult to navigate. Many veterans—especially from previous generations—simply wish they had someone with whom they could sit and share their stories.

For companies that are located geographically proximate to a military installation, supporting current service members, families and newly transitioning veterans can be accomplished by partnering with the base itself. Reaching out to the Garrison Commander of the installation is likely the best place to start in understanding what opportunities exist to support these constituencies while also identifying

the best way to highlight your company's support to the members of the installation and the broader community. For companies that do not have a base nearby, partnering with a local or national veterans service organization dedicated to the cause with which you want to align your company is often a great starting point. Whether serving veterans or current service members, the framework of "Time – Talent – Treasure" is a helpful one to use in thinking about ways that your company can support these American Heroes.

Time

Whether coordinated through a veteran service organization or a local military installation, or spearheaded by someone at your company, significant opportunities exist to volunteer your time and the time of those in your organization to a cause that benefits veterans. Many companies allow employees to take a specified number of days or hours each year to volunteer for a cause of their choice. Make sure that one of the "volunteer options" is an option that benefits veterans or local service members. It could be pulling a team together from your company to customize a home for a wounded warrior. It could be volunteering to coach or referee sporting events on a local installation. It could be partnering with a local elderly care facility to let the veterans in their midst share the stories from their time in the military. Many veteran support organizations are flush with cash but low on the most precious resource: time and volunteers to make the idea a reality.

Talent

Your Company has tremendously deep pockets of expertise and talent that can meaningfully advance the goals of veterans and the organizations that support them. At the individual level, allowing your employees to volunteer their time and expertise to help veterans develop and refine their résumés, build a financial plan or do their taxes, or engage in mentorship and career counseling can help veterans and service members achieve some of their most fulfilling goals. As an organization, leveraging the strategic differentiators that make your business great to help other organizations advance their missions can be extremely impactful. For instance, if your firm specializes in digital media, partnering with a veteran service organization to help them shore up and upgrade their social, mobile and local marketing efforts could have a tremendous impact. If you have a consulting company, offering pro bono work for your local installation could really help them better address the needs of their service members.

Treasure

Donating money to or sponsoring events is obviously tremendously appreciated by the organizations and the individuals that benefit from the generosity. When making a financial contribution, companies should employ the same diligence and vetting process that they would in supporting other charitable causes. There are more than 400,000 charities that claim to support veterans, service members and their families in one way or another. Ensuring that the organization your firm supports financially is credible and effective at accomplishing the goals you seek to achieve with your financial support is critical. Organizations like Charity Navigator (www.charitynavigator.org), Guidestar (www.guidestar.org) and CharityWatch (www.charitywatch.org) are a great resource for understanding the efficiency and effectiveness of various charities that solicit financial support. Many companies also offer "matching" programs, where employee donations to charities are "matched" by an equivalent company contribution. If you do offer a program like this, we would encourage you to ensure that there are pre-vetted military and veteran charities that are highlighted as options for your employees looking to take advantage of the program.

Regardless of how your firm donates its time, talents and treasure to supporting the veteran and service member communities, make sure you leverage your corporate communications department to get the word out – both internally and externally. Once your employees know that this cause is one embraced by your company, they will likely suggest tremendous options to make an impact that will require very little resources from the company itself. Moreover, many organizations embed their veterans efforts under the Corporate Citizenship banner to ensure that they are being effectively communicated to the public to support the business's broader branding and community engagement activities.

Questions and Answers



Questions and Answers

Q.

Do I hire veterans just because they are veterans?

A.

Ideally, no. You want to hire the best candidate for the job. You want the person whose skills and knowledge will help your company reach its goals competently and efficiently. However, you do have to keep in mind federal quotas in hiring veterans. We recommend that, in cases where you have two qualified candidates and one candidate is a veteran, you hire the veteran.

It may interest you to know that USERRA states that you cannot decide against a candidate simply because they are a veteran or are in the reserves. For example, if you have a position that requires a person to work every Saturday and a candidate tells you that they have weekend duty one Saturday a month and cannot work that particular day, you cannot discriminate against that candidate because he or she has weekend duty.

Q.

A veteran has applied for a job at my company. The veteran is very overqualified for the job. What should I do?

A.

The fact that the individual is a veteran should not make a difference. In this economy, many candidates apply for jobs for which they are overqualified.

That said, you have options. If they are qualified, you can offer them the job and hire them if they accept. Alternatively, either before or after the hire, you can inquire on their behalf for higher level jobs at your company. If you know the candidate well, you can also recommend them for a different position when and if a suitable opening becomes available.

Q.

I have been hearing a lot in the news about PTS and TBI. Should I be nervous about hiring a veteran because they may be suffering from Post-Traumatic Stress Disorder or a Traumatic Brain Injury?

A.

No. Only a very small population of veterans are currently living with PTS or TBI. The vast majority of veterans are not affected by either. This need not be a major factor in your decision to hire. However, if you have a concern (e.g., if someone is demonstrating behaviors that may be linked to one or both of these conditions), then address that in your interview. See Chapter Two for more information.

Q.

Should I work with every military non-profit that reaches out to me?

A.

No. With over 40,000 military non-profits in existence, it is fine to politely decline any invitation to participate in their efforts.

Instead, it would be wise to carefully select the organizations you want to associate with. Ask the hard question: how is your support specifically going to be used? Find non-profits you believe you can work with successfully. Be selective. Approach only those non-profits that align with your company's vision and are rated highly by CharityWatch (formerly known as the American Institute of Philanthropy), which produces the Charity Rating Guide and Watchdog Report.

Q.

Does it matter which military photo we use in our materials?

A.

Absolutely. Pictures say a thousand words. Outdated images with old ranks or old insignia convey a very clear message: you are not as respectful and serious about being military-friendly as you say you are. Using stock photography is particularly dangerous in this regard.

Things change in the military just as quickly as they do in companies. Think of this as you would the brand of your company—and protect it as closely as you would your brand. Use photos that display people with their current rank and insignia, organized in a way that respects the hierarchical relationships between those ranks. Inform your marketing people of the very specific criteria through which military personnel will view any photo.

Q.

I want to try to see the world through the eyes of a veteran. What is most important to them and what motivates them to perform as well as they do?

A.

We can never *really* see the world through their eyes unless we have been through similar experiences. However, we can understand the subtle—yet substantial—differences between the military world and the business context in which they now operate.

In the business world, revenue generation and value creation drive performance. In this context, rewards for exemplary performance, as measured against these metrics, come in the form of money and benefits.

In the military world, dedication and loyalty to the mission drive performance. In this context, rewards for exemplary performance come in the form of increased respect, trust and recognition. When we respect symbols of military authority, we honor them and their value system.



Don'ts

- Play up how good you're doing with your military program
- Forget to visibly honor military service
- Disrespect military rank and culture

Do's

- Let veterans tell their stories in their own words
- Use social media to spread the word and connect
- Offer military loyalty rewards and discounts



Checklist

Checklist

1 Building Foundation and Commitment

- Engage and enroll CEO
- Enroll leadership team
- Select Military Champion
- Set a goal
- Announce the program

2 Engaging the Internal Engine

- Engage and educate your HR team and Hiring Managers

3 Tracking, Regulations and Tax Credits

- Set up your ATS and HRIS to track numbers
- Learn the regulations
- Learn about tax credits
- Align your company policies

4 Finding Military Talent

- Rewrite military-friendly job descriptions
- Rebrand as veteran-friendly
- Engage your internal veterans in spreading the word
- Join the National Labor Exchange
www.us.jobs/national-labor-exchange.asp
- Register with the Veterans Employment Center
www.ebenefits.va.gov/ebenefits/jobs
- Place job postings on these external platforms
- Recruit on military bases

5 Developing Key Sourcing Partnerships

- Establish a partnership with the Employer Support of the Guard and Reserve (ESGR) and sign Statement of Support
www.esgr.mil
- Partner with the U.S. Chamber of Commerce nationally and locally
www.uschamber.com
- Leverage the Disabled Veterans' Outreach Program and Local Veterans' Employment Representatives Program
www.benefits.gov/benefits/benefit-details/106
www.benefits.gov/benefits/benefit-details/108
- Build deep partnerships with American Job Centers locally
- Access the Wounded Warrior Project's *Warriors to Work* program
www.woundedwarriorproject.org
- Sign the Military Spouse Employment Partnership (MSEP) Statement of Support
<https://msepjobs.militaryonesource.mil/msep/>
- Connect with Student Veterans of America (SVA)
www.studentveterans.org

6 Leveraging Additional Resources

- Tap into the Transition Assistance Program
www.dol.gov/vets/programs/tap
- Connect with DoD's SkillBridge Program
www.dodskillbridge.com
- Check into the Yellow Ribbon Program
www.benefits.va.gov/gibill/yellow_ribbon.asp
- Partner with Points of Light
www.pointsoflight.org
- Take the G.I. Jobs Survey
www.gijobs.com
- Obtain additional media coverage (Hiring America, iHeartRadio)
www.hiringamerica.net
www.showyourstripes.org

6 Leveraging Additional Resources *(continued)*

- Consider using additional services to help post jobs, interview and recruit
- Select which job fairs to attend
www.sacc-jobfair.com

7 Creating a Military-Friendly Culture

- Create a powerful onboarding process
- Share information on other resources available through Employee Assistance Programs
- Build mentoring and resource groups for veterans
- Honor patriotic holidays
- Apply for military-friendly awards

8 Career Development and Retention

- Provide career maps for veterans
- Leverage development and retention best practices
- Identify areas of best fit and success through HR data
- Provide access to professional certifications and educational opportunities
- Leverage the Institute for Veterans and Military Families at Syracuse University (IVMF) and its programs
www.vets.syr.edu/education/employment-programs
- Leverage educational programs provided by the VA
- Use apprenticeship and on the job training programs to bridge experience gaps

9 Telling the Story

- Promote your campaign and stories on your website
- Share the stories of your military heroes in media interviews, articles, speaking engagements and guest blog posts
- Share excerpts on Facebook and LinkedIn
- Tweet these stories along with current work opportunities

10 Building and Rewarding Loyalty

- Create lapel pins to recognize your veterans
- Develop coins to recognize outstanding support of your military program
- Establish a set of exclusive discounts/offers for military personnel
- Employ military branding
- Seek vendors, suppliers and partners that are veteran-owned or have a mission to hire veterans or support veterans

11 Community Engagement

- Volunteer time towards veteran causes
- Volunteer talent towards veteran causes
- Make financial contributions towards veteran causes



Appendix

Resource Guide

Resources Highlighted at the 2015 Veterans Initiative Summit

The private equity sponsors of the Veterans Initiative Summit and of this playbook have developed relationships with senior leaders at a number of governmental and veterans service organizations (VSOs), all of which share a common goal of ensuring meaningful employment for veterans and the military-affiliated community. The points of contact listed here should be able to discuss your hiring needs, help you navigate the resources of their organization and like organizations, and tailor a program to accomplish your goals leveraging the resources of their organization. When reaching out to these representatives, it may be helpful to identify your firm as a Blackstone, Carlyle, KKR or TPG portfolio company.

DEPARTMENT OF DEFENSE (DoD) TRANSITION TO VETERANS PROGRAM OFFICE

Website: www.dodtap.mil
Point of Contact: Daniel Feehan
Email: daniel.p.feehan.civ@mail.mil
Phone: (703) 693-0466

Description: DoD organization responsible for the military's transition programs to ensure departing service members are civilian employment ready when they depart the service. Excellent resource for understanding how to integrate with existing government programs or to understand best access points for your organization into transitioning military talent pool.

DEPARTMENT OF LABOR AMERICAN JOB CENTERS

Website: www.jobcenter.usa.gov
Point of Contact: Terry Gerton, Deputy Assistant Secretary for Policy
Email: gerton.teresa.w@dol.gov
Phone: (202) 693-4700

Description: American Job Centers provide access to thousands of veterans seeking jobs with the ability to tailor a search locally or nationally. Additionally, they can make you aware of both local and federal hiring incentives. Terry Gerton leads the Department of Labor's efforts and can help you tailor a larger scale or programmatic hiring program based on your specific requirements. You can also find the Department of Labor Veteran Employment and Training Service staff directory: www.dol.gov/vets/aboutvets/nationaloffice.htm

DEPARTMENT OF VETERANS AFFAIRS (VA)

Website: www.benefits.va.gov/teei/
Point of Contact: Curtis Coy, Deputy Under Secretary for Economic Opportunity
Email: curtis.coy@va.gov
Phone: (202) 461-9899

Description: The Department of Veterans Affairs has numerous resources for Veterans seeking to understand the benefits to which

they are entitled (educational benefits, housing benefits, etc.). The site provides a channel for employers to access current & soon-to-be veterans and provides a number of resources to enhance the hiring process. As of this printing, the Vet Success portal is being updated to enhance security, but when up and running, it is an effective resource.

DoD SKILLBRIDGE (A DEPARTMENT OF DEFENSE PROGRAM)

Website: www.dodskillbridge.com/
Point of Contact: Frank DiGiovanni
Email: frank.c.digiovanni.civ@mail.mil
Phone: (703) 695-2618

Description: Program that links transitioning service members with civilian training & career opportunities. Opportunity exists to have service members nearing their exit from the service come work for your firm on a trial basis or be trained for your jobs while being paid by the government.

EMPLOYER SUPPORT OF THE GUARD & RESERVE (ESGR)

Website: www.esgr.mil
Point of Contact: Tom Bullock, Chief of Employer Outreach at ESGR
Email: tom.bullock@osd.mil
Phone (Office): (571) 372-0709
Phone (Mobile): (571) 309-4919

Description: ESGR, a Department of Defense office, has a mission to develop and promote supportive work environments for service members in the Reserve Components (Reserve & National Guard) through outreach, recognition and educational opportunities that increase awareness of applicable laws and resolve conflicts between service members and their employers. As such, Tom Bullock is an excellent resource to both help you better understand your obligations as an employer of Guard / Reserve Service Members and also if you would like to target Guard / Reserve members for hiring.

HIRING OUR HEROES (A CHAMBER OF COMMERCE FOUNDATION PROGRAM)

Website: www.hiringourheroes.org
Point of Contact: Eric Eversole, President
Email: eeversole@uschamber.com
Phone: (202) 463-5631

Description: Hiring Our Heroes is a nationwide initiative to help veterans, transitioning service members, and military spouses find meaningful employment opportunities. They provide numerous resources to employers, including veteran and military spouse résumé access, the corporate fellowship program that allows employers to hire transitioning service members on a trial basis while the government is still paying them, hosting military hiring fairs, and more.

JOINING FORCES (A WHITE HOUSE INITIATIVE)

Website: www.whitehouse.gov/joiningforces
Point of Contact: Colonel William T. Johnson, US Army,
Executive Director Joining Forces
Email: William_T_Johnson@who.eop.gov
Phone: (202) 456-2219

Description: Joining Forces is a White House Initiative run by the Office of the First Lady intended to support employment, education and wellness for Veterans. Joining Forces will work with interested employers to help them navigate the many governmental programs available to support them.

SOLDIER FOR LIFE (A US ARMY PROGRAM)

Website: www.soldierforlife.army.mil
Point of Contact: Colonel Adam Rocke, Special Assistant to
the Chief of Staff, Army
Email: adam.l.rocke.mil@mail.mil
Office: (703) 545-6855
Mobile: (571) 265-5144

Description: The Soldier for Life program within the US Army is an initiative aimed at preparing departing soldiers for civilian life and supporting them throughout their lives as veterans. With an impending drawdown in active duty Army soldiers, a key goal of the Soldier for Life program is to support transitioning soldiers and veterans in finding meaningful civilian employment. The Army has and continues to develop a number of innovative programs to ensure that transitioning soldiers and veterans can have an impact on your business from day one. Colonel Adam Rocke can ensure that you take full advantage of those offerings.

Additional Resources

The following list of resources was compiled to aid companies in establishing and evolving their veteran hiring programs, regardless of how mature the program is today. These resources should provide value across the veteran hiring life cycle and, while not comprehensive, should provide viable support in sourcing, hiring, developing, retaining, and understanding the military-affiliated community.

Accessing Military Talent

ALLIANCE

Website: www.alliance-careers.com/employers/
Description: Recruiting agency specializing in recruiting junior military officers and senior non-commissioned officers.

BRADLEY MORRIS

Website: www.bradley-morris.com/bmi_militaryofficers_jmos.html

Description: Recruiting agency specializing in recruiting junior military officers and senior non-commissioned officers.

CAMERON BROOKS

Website: www.cameron-brooks.com/
Description: Recruiting agency specializing in recruiting junior military officers and senior non-commissioned officers.

LUCAS GROUP

Website: www.lucasgroup.com/recruiting-military/jmo-recruiters/

Description: Recruiting agency specializing in recruiting junior military officers and senior non-commissioned officers.

MILITARY FRIENDLY®

Website: www.militaryfriendly.com

Description: Media and ranking services that aid corporations in reaching transitioning service members and building an employer brand within this cohort.

NATIONAL LABOR EXCHANGE

Website: www.us.jobs/national-labor-exchange.asp

Description: An aggregation of databases with hundreds of thousands of active job candidates.

ORION INTERNATIONAL

Website: www.orioninternational.com

Description: Recruiting agency specializing in recruiting junior military officers and senior non-commissioned officers.

THE STERLING GROUP

Website: www.sterlingrecruitinggroup.com/Employers

Description: Recruiting agency specializing in recruiting junior military officers and senior non-commissioned officers.

On-Campus Veteran Recruiting Resources (University)

STUDENT VETERANS OF AMERICA

Website: www.studentveterans.org

Description: Student Veterans of America (SVA) is an umbrella organization for student veterans' groups nationwide. Local SVA chapters are associated with over 1,300 universities and are designed to advocate for student veterans and help bridge the campus-to-career transition. They coordinate on-campus and community outreach activity, facilitate pre-professional networking and provide a touchstone for veterans in higher education. The SVA chapter should be the first point of contact as you reach out to try to establish an on-campus hiring channel.

SYRACUSE UNIVERSITY

Website: www.veterans.syr.edu

Description: Syracuse is home to numerous veterans seeking university and graduate education. Their student veteran organization has shown a willingness to partner with employers to find roles for Syracuse veteran graduates.

UNIVERSITY OF PHOENIX

Website: www.phoenix.edu

Point of Contact: Nate Ramsey, Advisor, National Accounts, Workforce Solutions

Phone (Mobile): (484) 431-9072

Email: nathaniel.ramsey@phoenix.edu

Description: Large, for-profit university that educates thousands of veterans each year. University of Phoenix is committed to partnering with employers to ensure that its graduates can find employment after graduation.

Military Spouse Hiring Resources

MILITARYSPOUSE.COM

Website: www.militaryspouse.com

Description: A resource for military spouses or those hoping to understand or reach this unique and exceptional group of people.

MILITARY SPOUSE EMPLOYMENT PARTNERSHIP

Website: <https://msejobs.militaryonesource.mil/msep/>

Description: The Military Spouse Employment Partnership, or MSEP, expands career opportunities for military spouses among

companies that are eager to hire them. It provides companies direct access to military spouses seeking career opportunities and connects spouses to employers who are actively recruiting. MSEP currently has more than 200 partners who have hired more than 55,000 military spouses.

Educational, Program Enhancement and Hiring Resources and Tools

DEPT. OF LABOR MILITARY SPECIALTY TRANSLATOR

Website: www.careerinfonet.org/moc/

Description: Use this translator to understand the relevant skills of specific military specialties. Alternatively, search the skills you need to identify the military jobs that most embody them.

DEPT. OF LABOR / VA SPONSORED EAP FOR VETS

Website: www.va.gov/vetsinworkplace/eap.asp

Description: Use this resource to understand common issues that veterans face in the work force. Provides a number of resources that allow employers to better support veterans in the workplace and also to make veterans as effective as possible for civilian employers. Resources cover Cultural Competence, Common Issues, Mental Health, Women Veterans and a number of other topics.

FEDS HIRE VETS

Website: www.fedshirevets.gov/hire/hrp/regs/index.aspx

Description: One-stop resource to understand federal regulatory, legal and affirmative action policies related to veteran hiring and employment when the federal government is hiring veterans.

GI JOBS

Website: www.gijobs.com

Description: Provides numerous resources for veterans seeking to transition to school or civilian employment. Opportunity exists to partner to promote your roles.

HIRING AMERICA

Website: www.hiringamerica.net

Description: Television show dedicated to promoting the hiring of veterans. Potentially a tool for learning about veteran hiring or a channel to promote your program (either to veterans or as part of your corporate social responsibility program promotion).

HEARTRADIO SHOW YOUR STRIPES INITIATIVE

Website: www.showyourstripes.org

Description: A set of resources to support the connection of transitioning service members with civilian employers. Services for employers include finding veteran candidates, a venue to share success stories, and a number of tools and resources to support the hiring of veterans.

MILITARY.COM MILITARY SKILLS TRANSLATOR

Website: www.military.com/veteran-jobs/skills-translator/

Description: Use this translator to understand the relevant skills of specific military specialties. Alternatively, search the skills you need to identify the military jobs that most embody them.

NATIONAL CENTER FOR PTSD

Website: www.ptsd.va.gov

Description: The National Center for PTSD is dedicated to research and education on trauma and PTSD. It works to ensure that the latest research findings help those exposed to trauma. A resource for those seeking to understand the myths and realities of Post-Traumatic Stress.

THE VALUE OF A VETERAN

Website: www.thevalueofaveteran.com/

Description: The Value of a Veteran is a woman-, veteran- and minority-owned small business that provides human resources consulting and training for organizations that are seeking to improve support, recruitment and retention of military veterans, members of the Guard and Reserve, and military spouses.

VA ONLINE STATE DIRECTORY

Website: www.va.gov/statedva.htm

Description: Online directory of individual state VA office contact information.

VA SITE DIRECTORY

Website: www.va.gov/directory

Description: Flash site that allows veterans and employers to search for Department of Veterans' Affairs locations through the United States.

VA VETERANS EMPLOYMENT TOOLKIT

Website: www.va.gov/vetsinworkplace/

Description: Our aim is to help employers, managers and supervisors, human resource professionals, and employee assistance program (EAP) providers relate to and support their employees who are veterans and members of the Reserve and National Guard. This website provides a number of resources for employers in order to further this goal.

VETERAN SERVICE OFFICERS

Website: www.nvf.org/veteran-service-officers/

Description: Veteran Service Officers will work with veterans, free of charge, to help them navigate the Department of Veterans Affairs bureaucracy and file claims for the benefits they've earned. Many veterans do not know this resource exists, so please recommend they take advantage of it if trying to utilize their benefits.

Miscellaneous Resources

FIRST ADVANTAGE

Website (background check information): www.fadv.com

Website (tax services): www.fadv.com/solutions/solutions/tax-credits-and-incentive-solutions.aspx

Description: Resource for conducting background checks and other applicant screening. Also offers services related to tax credits associated with hiring.

GIS

Website: www.geninfo.com

Description: Resource for conducting background checks and other applicant screening. Also offers services related to tax credits associated with hiring.

WHITE HOUSE GUIDE TO HIRING VETERANS

Website: www.whitehouse.gov/sites/default/files/docs/white_house_business_council_-_guide_to_hiring_veterans.pdf

Description: Detailed playbook for hiring veterans prepared by the White House Business Council. References and provides links to a number of valuable resources.

WOUNDED WARRIOR PROJECT

Website: www.woundedwarriorproject.org

Description: A 501c(3) non-profit organization that seeks to honor and empower Wounded Warriors. A part of advancing that mandate is supporting Wounded Warriors in finding employment and the employers who hire them. An established, well-funded organization that can be a tremendous resource for employers of disabled veterans.

WORK OPPORTUNITY TAX CREDIT OVERVIEW

Website: www.doleta.gov/business/incentives/opptax/wotcEmployers.cfm

Description: WOTC is a Federal tax credit available to employers who hire and retain veterans and individuals from other target groups with significant barriers to employment. Employers claim ~\$1 billion in tax credits each year under this program. This site gives an overview of the program and instructions on how to apply.

Corporate Networks & Company Engagement Opportunities For Employers

VETERAN JOBS MISSION

Website: www.veteranjobsmission.com

Description: Network of employers who have collectively pledged to hire 1,000,000 veterans by 2020. This target was increased from 100,000 after the initial target was hit years early. The coalition includes more than 200 private sector companies, from all industries, who hold each other accountable and provide support and resources to each other in achieving the collective goal.

AMERICAN CORPORATE PARTNERS

Website: www.acp-usa.org

Point of Contact: Sid Goodfriend

Email: sgoodfriend@acp-usa.org

Description: American Corporate Partners (ACP) is a nonprofit organization dedicated to assisting veterans in their transition from the armed services to the civilian workforce. With the help of business professionals worldwide, ACP offers veterans tools for long-term career development through mentoring, career counseling and networking opportunities. ACP is made up of members from the business community who enable its mission.

POST-9/11 GI BILL

Website: www.benefits.va.gov/gibill/

Description: Learn about the Post-9/11 GI Bill, including how it can be used to fund on-the-job training & apprenticeships at your organization to build veterans' skills & qualifications.

ON THE JOB TRAINING & APPRENTICESHIP

Website: www.dol.gov/featured/apprenticeship

Description: Article discussing how veterans can apply their military benefits to receiving on the job training or apprenticeships.

Social Networks for Veterans

RALLYPOINT

Website: www.rallypoint.com

Description: RallyPoint was founded in 2012 by two Harvard Business School graduates to help make military life better. RallyPoint connects its members and gives them the best tools possible to succeed both while in the military and beyond. With RallyPoint, service members can build out their professional networks, connect with other members of the military and veterans in a safe environment, and explore career opportunities both within the military and in the private sector.

UNITEUS

Website: www.uniteus.com

Description: UniteUS is a free platform connecting current military service members, veterans and their families with transformative resources & opportunities in their local communities. UniteUS endeavors to partner with non-profit & commercial organizations to nurture seamless solutions for current & former military service members.

TEAM RUBICON

Website: www.teamrubiconusa.org/

Description: Team Rubicon unites the skills and experiences of military veterans with first responders to rapidly deploy emergency response teams. Disasters are its business. Veterans are its passion.

TEAM RED, WHITE & BLUE

Website: www.teamrwb.org

Description: Team RWB's mission is to enrich the lives of America's veterans by connecting them to their community through physical and social activity. This non-profit aims to enrich the lives of veterans and civilians by creating authentic connections, creating frequent opportunities for team members to connect through fitness and sports, and engaging members in meaningful team and community-based experiences.



Online Resources

Veteran Jobs Mission

www.veteranjobsmission.com

American Corporate Partners (ACP)

www.acp-usa.org

Buller Group

www.bullergroup.com

Department of Veterans Affairs (VA) Online State Directory

www.va.gov/statedva.htm

DOL Free Translation through American Job Center

www.careerinfonet.org/moc/

Employee Assistance Program (EAP) for Vets through DOL/VA

www.va.gov/vetsinworkplace/eap.asp

First Advantage

www.fadv.com/solutions/solutions/tax-credits-and-incentive-solutions.aspx

Feds Hire Vets - Statutes & Regulations

www.fedshirevets.gov/hire/hrp/regs/index.aspx

G.I. Bill® - On-the-Job Training & Apprenticeships

www.benefits.va.gov/gibill/onthejob_apprenticeship.asp

Glassdoor

www.glassdoor.com/index.htm

Grantham University

www.glife.grantham.edu/cp/home/loginf

Guide to Hiring Veterans

www.whitehouse.gov/sites/default/files/docs/white_house_business_council_-_guide_to_hiring_veterans.pdf

Hiring America

www.hiringamerica.net

HireVue

www.hirevue.com

HootSuite

www.hootsuite.com

iHeartRadio - Show Your Stripes

www.showyourstripes.org

Laureate International University

www.laureate.net/CentersofExcellence/HospitalityManagement

Military Friendly® Website

www.militaryfriendly.com

Military Spouse Online

www.militaryspouse.com

Military Spouse Employment Partnership (MSEP)

<http://msejobs.militaryonesource.mil/msep>

On the Job Training and Apprenticeship (OTJ)

www.military.com/education/gi-bill/veteran-gi-bill-apprenticeship-and-ojt-program.html

U.S. Department of Veterans Affairs - National Center for PTSD

www.ptsd.va.gov

RallyPoint

www.rallypoint.com

Spredfast

www.spredfast.com

State Vocational Rehabilitation (VR) Agency

www.de.nlx.org/pdfs/state-vocational-rehabilitation.pdf

Student Veterans of America

www.studentveterans.org

Translating Military Speak

www.military.com/veteran-jobs/skills-translator/

United States Chamber of Commerce

www.uschamberfoundation.org/hiring-our-heroes

Veteran's Employment and Training Service (VETS) Staff Directory

www.dol.gov/vets/aboutvets/nationaloffice.htm

Veteran Employment Toolkit

www.va.gov/vetsinworkplace

Veterans Service Officers

www.nvf.org/pages/veteran-service-officers

Vocational Rehabilitation and Employment Service (VR&E)

www2.va.gov/directory

Work Opportunity Tax Credits

www.doleta.gov/business/incentives/opptax/wotcEmployers.cfm

Wounded Warrior Project (WWP)

www.woundedwarriorproject.org

Yellow Ribbon

www.benefits.va.gov/gibill/yellow_ribbon.asp



“When you think of holistic wellness, self-esteem, sense of confidence and the ability to materially support your family, nothing does that like a job, like the jobs all of you are offering. So I thank you again from the bottom of my heart.”

CAPTAIN TODD VEAZIE
Office of the First Lady