VETERANS DAY @ C.H. GUENTHER & SON
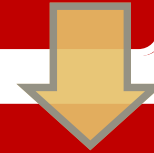
Matthew J. Louis
Louis Advisors LLC
November 2022

Agenda

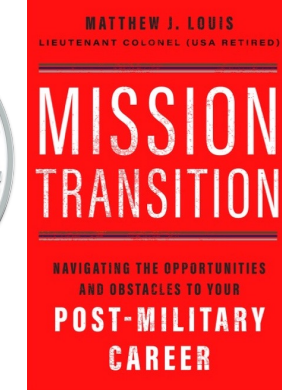Introduction

Veterans: Who Are They?
And Why Bother?
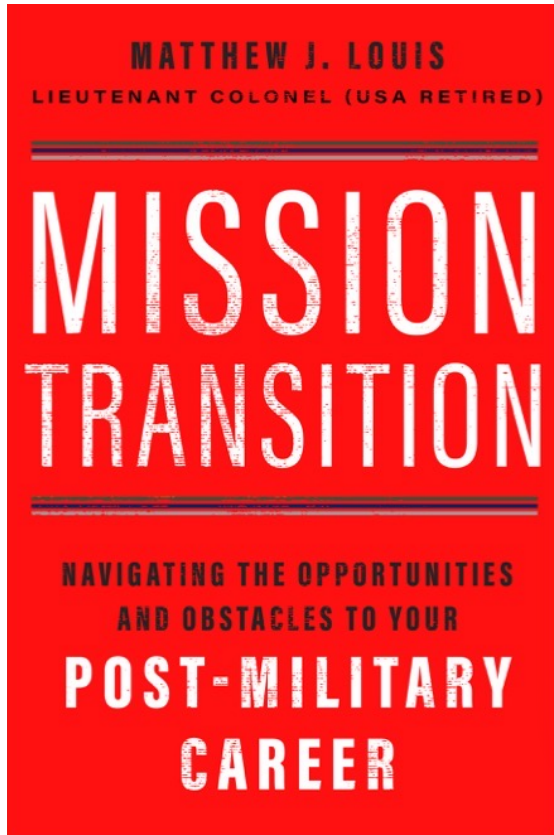
Challenges of the Civil-Military Gap

Hiring Veterans & How You Can Help

PERSONAL BACKGROUND

Matt Louis

MATTHEW J. LOUIS
LIEUTENANT COLONEL (USA RETIRED)

MISSION TRANSITION

NAVIGATING THE OPPORTUNITIES AND OBSTACLES TO YOUR POST-MILITARY CAREER

The most awarded book of its kind!

The essential career-change guide for any transitioning service member who wants to avoid false starts and make optimal career choices following active duty.

purepost™

Veterans Day Purpose

A celebration to honor America's veterans for their patriotism, love of country, and willingness to serve and sacrifice for the common good.

- *U.S. Department of Veterans Affairs*

Kudos to C.H. Guenther

- Secrets to success
  - *Executive sponsorship and support*
  - *Existence of a veteran affinity group coupled with mentoring*
- Progress
  - *New VERG leader - Chris Martinez*
  - *Collaboration with San Antonio Spurs*
    - Veteran's Appreciation Luncheon at the Guenther House on 10 November
- Opportunity
  - *Join the VERG as a site representative*
 - *Participate in the VERG mentoring program and local community service efforts*
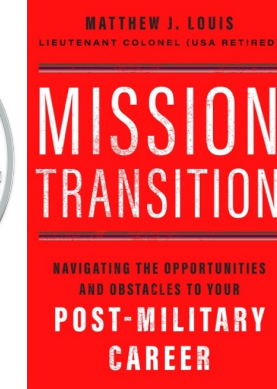
VETERANS:
WHO ARE THEY?
AND WHY BOTHER?

Veteran Definition & Demographics

- VA: "a person who served in the active military, naval, or air service, and who was discharged or released therefrom under conditions other than dishonorable."
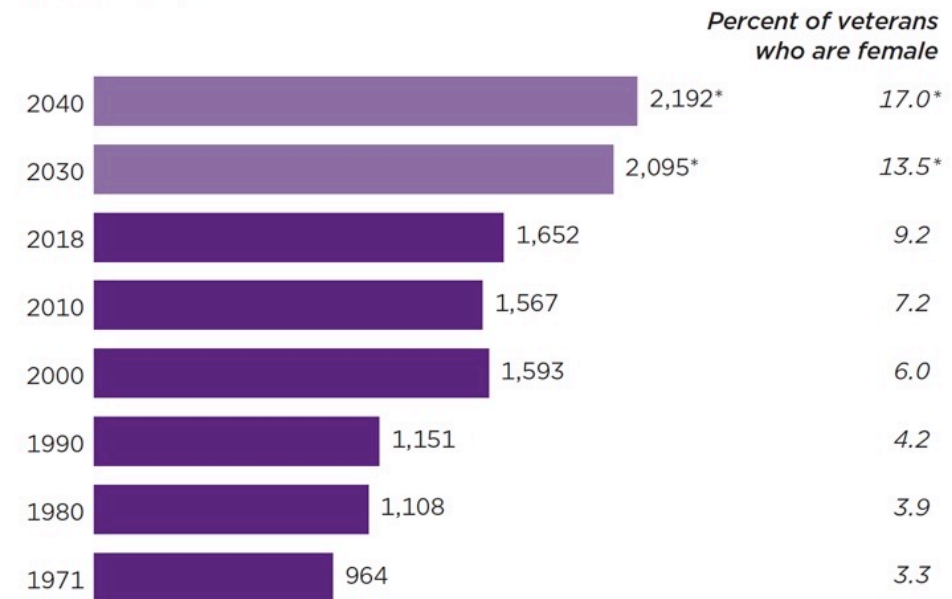

Those Who Served
Number of U.S. Veterans Since 1910

- Percent of the female 18+ population
- Percent of the male 18+ population
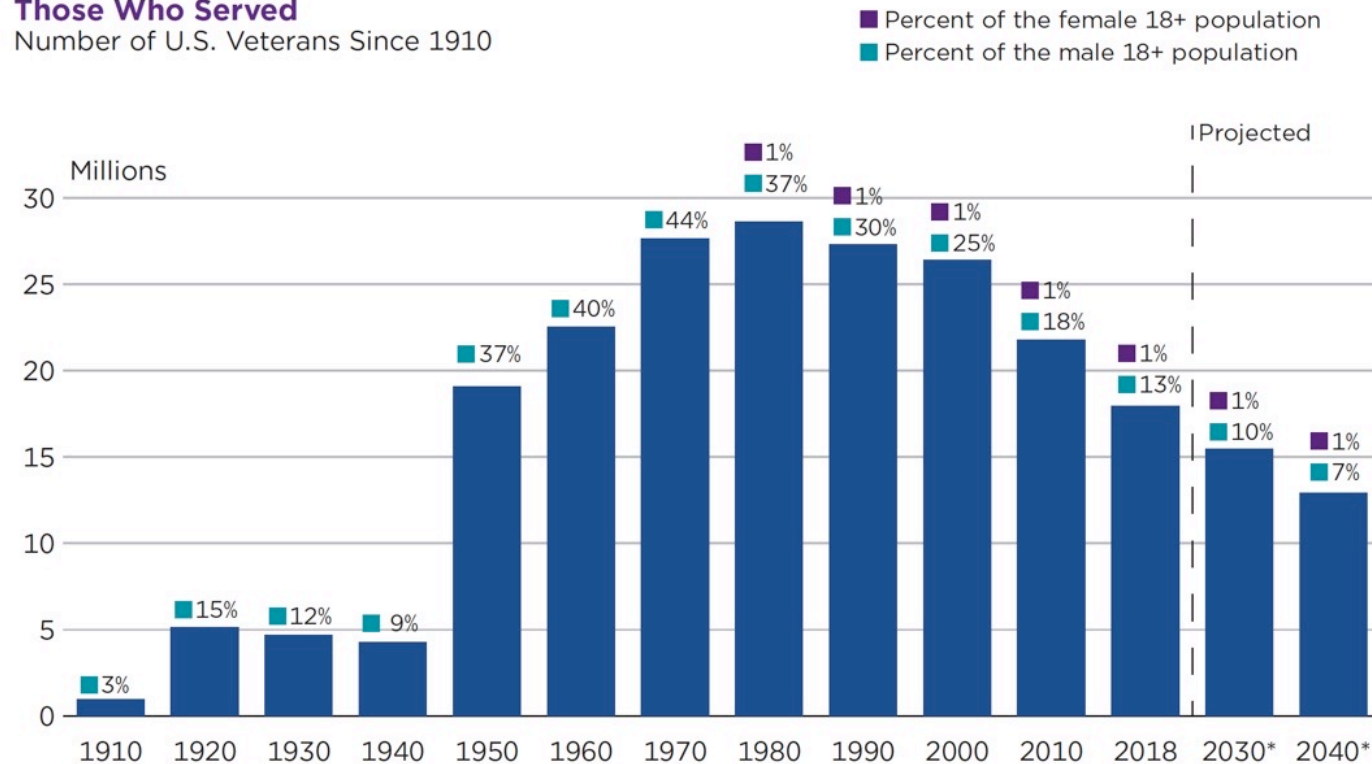
Note: The 1980 Census was the first to ask veteran status of both men and women. Prior to 1980, the decennial census asked it only of men.

Source: U.S. Department of Defense, Defense Manpower Data Center; U.S. Census Bureau, Statistical Abstracts of the United States and American Community Survey; U.S. Department of Veterans Affairs, Veteran Population Projection Model 2016 (VetPop 2016), projected values for 2030 and 2040.

Rise of Female Veterans
Historical and Projected Trends of Female Veterans
(In thousands)

Year	Number	Percent of veterans who are female
2040	2,192*	17.0*
2030	2,095*	13.5*
2018	1,652	9.2
2010	1,567	7.2
2000	1,593	6.0
1990	1,151	4.2
1980	1,108	3.9
1971	964	3.3

* Projected numbers.

Note: Data from 1971 and projected values for 2030–2040 are from the U.S. Department of Veterans Affairs, Veteran Population Projection Model 2016 (VetPop 2016).

Source: U.S. Census Bureau, decennial census 1980–2000 and 2010 and 2018 1-Year American Community Survey.

Business Value of Veterans

- Entrepreneurial
- Assume high levels of trust
- Adept at skill transfer across contexts/tasks
- Have advanced technical training
- Comfortable/adept in discontinuous environments
- High levels of resiliency
- Advanced team-building skills
- Strong organizational commitment
- Have had cross-cultural experiences
- Experience/skill in diverse work settings

Promoted faster

Perform better

Easier to manage

...than their non-veteran peers

Source available

Question

Are veterans more or less educated than their civilian peers?

MORE

LESS

Question

Are veterans more or less educated than their civilian peers?

Statistic	Veterans	Non-Veterans
% with High School Degree	96.4%	90.6%

Sources available

Question

By what percentage are veterans more likely than non-veterans to have a graduate or other advanced degree?

<50%

50 – 100%

>100%

Question

By what percentage are veterans more likely than non-veterans to have a graduate or other advanced degree?

160%

Veterans Bring Significant Education and Experience

Rank	Education	Military Role	Military Training	Transferable Skill Sets	Military Personnel Supervised	Equivalent Civilian Role	Civilian Personnel Supervised
O-7 – O-10	Advanced Degree	• Enterprise leader • Coalition Leader (Joint Services, Interagency, International)	• Advancer Senior Leader Education • Joint Chiefs of Staff Education	• Strategic Planning • National Policy implementation • Enterprise Policy development • Advising Elected Officials	10,000+	CXO (CEO, COO, CFO, CIO, etc.)	1000+
O4 – 0-6 / W4 – W5	Advanced Degree	• Large Unit Leader • Staff Commander	• War College • Command & General Staff College	• Advanced leadership • Organizational Controls • Policy Development • Long-term planning	3000+ (O-6) 1000+ (O-5)	President, Vice President	600+
O-1 – O-3 / W-1 – W-3	Undergraduate Degree	• Small unit leader	• Officer Basic & Advanced Training • Technical Schools	• Tactical planning • Team building • Basic leadership • Mentoring • Operational experience • Organizational administration	150 (O-3) 40 (O-1/2)	Director, Operations Manager, Business Analyst, Engineer	~250 30 16 8
E7 – E9	Undergraduate Degree	• Large-Size Unit Leader • Senior Staff Leader / Member	• Advanced professional and advisor courses	• Strategic Management • Advanced advisory • Organizational administration	200+ (E-9) 40-200 (E-7/8)	Supervisor	8-40
E5 – E6	Undergraduate Degree or High School / GED	• Small unit leader	• Basic leadership & technical schools	• Basic leadership • Team building • Coaching	10-60	Team Leader	3-12
E1 – E4	High School / GED	• Member of team	• Basic training & technical schools	• Teamwork • Performance under pressure • Accountability • Honesty, loyalty	0	Analyst Programmer Generalist Specialist	2 1 1 0

Source available

Question

What percentage of veterans served in a combat specialty?

0 – 25%

25 – 50%

50 – 75%

Question

What percentage of veterans served in a combat specialty?

<15%

Veterans Bring Significant Transferable Skills

Occupational Specialties	Army	Air Force	Coast Guard	Marines	Navy	Personnel per Occupational Specialty	
Administrative	6,140	14,046	1,507	12,018	18,635	52,346	4.8%
Combat Specialty	109,625	677	649	39,850	8,388	158,689	14.5%
Construction	15,313	5,195	-	6,252	3,987	30,747	2.9%
Electronics	31,051	29,310	4,341	16,822	48,236	129,760	11.7%
Engineering	43,567	49,162	1,256	26,917	39,611	160,513	14.5%
Healthcare	29,986	15,441	707	-	25,345	71,479	6.4%
Human Resources	16,558	7,720	1	2,214	3,941	30,434	2.8%
Machine Operator	4,107	6,063	1,688	2,539	8,542	22,939	2.1%
Media and PR	6,646	7,095	136	2,439	3,859	20,175	1.9%
Protective Service	21,802	32,573	2,720	6,096	12,011	75,202	6.8%
Support Service	9,901	4,981	1,145	2,263	8,129	26,419	2.5%
Transportation / Logistics	48,096	27,840	9,879	23,213	37,709	146,737	13.4%
Vehicle / Machine Mechanic	45,344	41,555	5,532	21,511	47,353	161,295	14.6%
Unspecified Code	2,984	5,038	1,439	1,161	2,555	13,177	1.1%
Total	391,120	246,696	31,000	162,795	268,301	1,099,912	100.0%

Source available

Question

What portion of your employee population has a greater percentage of PTSD?

Veterans
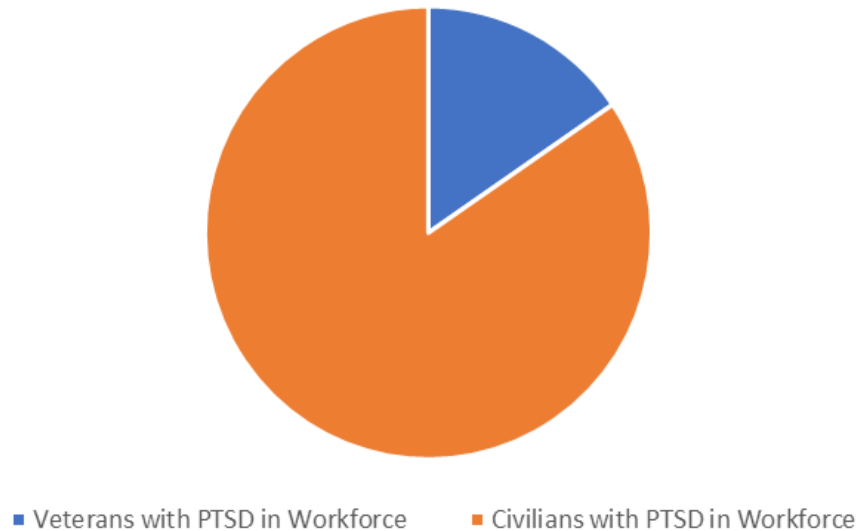
Non-Veterans

Veteran Myths

- **MYTH:** Veterans are disproportionately affected by Post-Traumatic Stress
- **FACT:** There are more than five times the number of civilians in your organization that have PTSD

Notional 1000—person organization

PTSD Population in Notional 1000 Employee Organization

- Veterans with PTSD in Workforce
- Civilians with PTSD in Workforce

Veterans	Non-veterans
• 6% of veterans in labor pool • 1000 x (6%) = 60 veteran employees	• 1000 – 60 veteran employees = 940 non-veteran employees
• 11-20% of post-9/11 veterans have PTSD • 20% x (60) = **12** veteran employees with PTSD	• 7-8% of the adult US population will have PTSD • 7% x (940) ~ **66** civilian employees with PTSD

Question

Is the military diverse?

Yes

No

Veteran Myths

- **MYTH:** The military is not very diverse

- **FACT:** The diversity of our military is a strength and continues to change. Women are now 16% of our active duty military (up from 11% in 1990), and racial and ethnic minority groups make up about 40% of the active duty military.

Race and Ethnic Representation in the Active Component and US Population

Rank and Grade	White	Black	Asian	American Indian/ Alaskan Native	Native Hawaiian/ Pacific Islander	Multi/ Unknown	Hispanic *
General/Flag Officer (O-7 and above)	87.5%	8.1%	1.8%	none	0.3%	2.4%	2.1%
Officer (all)	77.3%	8.1%	5.2%	10.1%	0.5%	8.2%	7.6%
Warrant Officer	69.0.%	16.0%	3.1%	0.8%	0.6%	10.4%	11.6%
Senior Enlisted (E-7 and above)	63.1%	19.1%	3.8%	1.3%	1.2%	11.5%	14.3%
Enlisted (all)	67.4%	18.5%	4.3%	1.3%	1.3%	7.3%	17.5%
Total Active Duty	**69.1%**	**16.8%**	**4.4%**	**1.2%**	**1.1%**	**7.5%**	**15.8%**
U.S. Resident Population (age 18-64)	**76.2%**	**13.7%**	**6.3%**	**1.2%**	**0.3%**	**2.2%**	**17.9%**

Sources: Officer and Enlisted figures are as reported by the Defense Manpower Data Center, May 2018. Annual Estimates of the Resident Population by Sex, Age, Race and Hispanic Origin for the United States, States, and Counties: April 1, 2010, to July 1, 2017, U.S. Census Bureau, Population Division, Release Date: July 1, 2017.

Notes: Race and Hispanic origin are self-identified. *The concept of race is separate from the concept of Hispanic origin. Hispanic may be more than one race (e.g., Hispanic and White or Hispanic and Black). Percentages for race should not be combined with percent Hispanic.

Source available

Question

Do most veterans require disability accommodations?

Yes

No

Veteran Myths

- **MYTH:** Most veterans require disability accommodations, most of which are costly.

- **FACT:** Most veterans do not require disability accommodations, 58% of which cost nothing.

  - *58% said the accommodations needed by their employee cost absolutely nothing.*

  - *37% experienced a one-time cost.*

  - *3% said the accommodation resulted in an ongoing, annual cost to the company, and*

  - *1% said the accommodation required a combination of one-time and annual costs.*

  - *When needed, median one-time cost of accommodation was $500.*

Source available

Question

Veterans are neither plentiful nor available.

True   False

Veteran Myths

- **MYTH: Veterans are neither plentiful nor available**

- **FACT: Veterans ARE plentiful and available**
  - *200,000 veterans matriculate into the civilian work sector annually*
  - *Veterans are available year-round and on-demand*
  - *Academic recruits are only available after graduation*

Question

Hiring veterans has no direct impact on national security.

True

False

Veteran Myths

- MYTH: Hiring veterans has no direct impact to National Security

- FACT: Hiring veterans has a direct and quantifiable impact to National Security
  - *If military service is not seen as providing a gateway to successful civilian careers, future recruits may be dissuaded from serving. **It is thus a matter of national security.***
  - *The Department of Defense (DoD) must pay Unemployment Insurance for Ex-Servicemembers (UCX) to states whose veterans are not employed. These funds, whose amounts have varied from **$300-900+ Million** in recent years, subtract from DoD's operating budget and thereby sacrifice funds that could otherwise be spent on our common defense.*

Demand & Supply of Workplace Skills

Most Important Skills Cited by Civilian Employers for Workplace Success

- Professionalism / Work Ethic
- Teamwork / Collaboration
- Oral and written communication
- Critical thinking / problem solving
- Ethics / social responsibility

Skills Strengthened or Enhanced by Military Service

- Work Ethic / Discipline
- Leadership & management skills
- Mental toughness
- Adaptation to different challenges
- Professionalism

Sources available
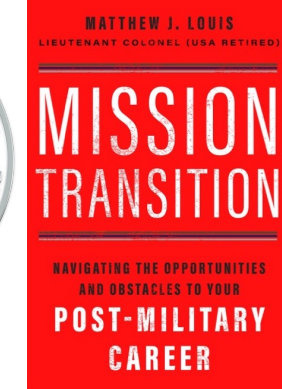
CHALLENGES OF THE CIVIL-MILITARY DIVIDE

The Civil-Military Gap Definition

A widening divide between...
- The nation and
- Those who serve in the all-volunteer military

Characterized by issues along multiple dimensions
- Geographic
- Demographic
- Cultural
- Social

Driven by many root causes
- Incomplete/poor transitions from military service
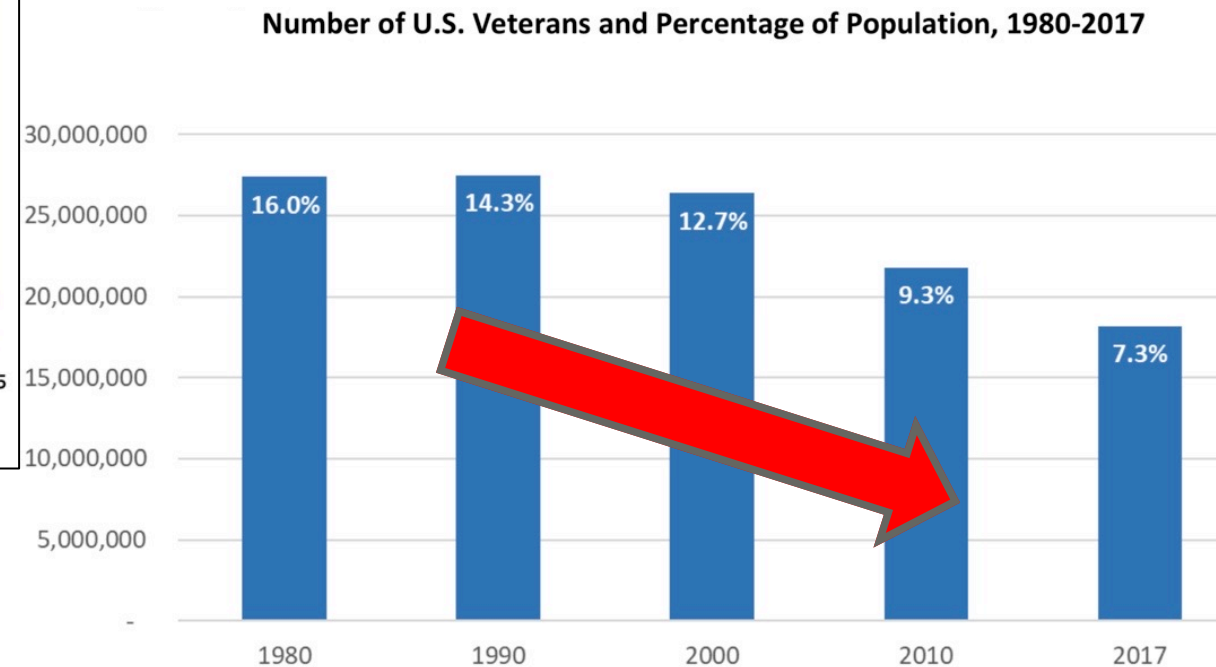- Lack of coordinated support systems
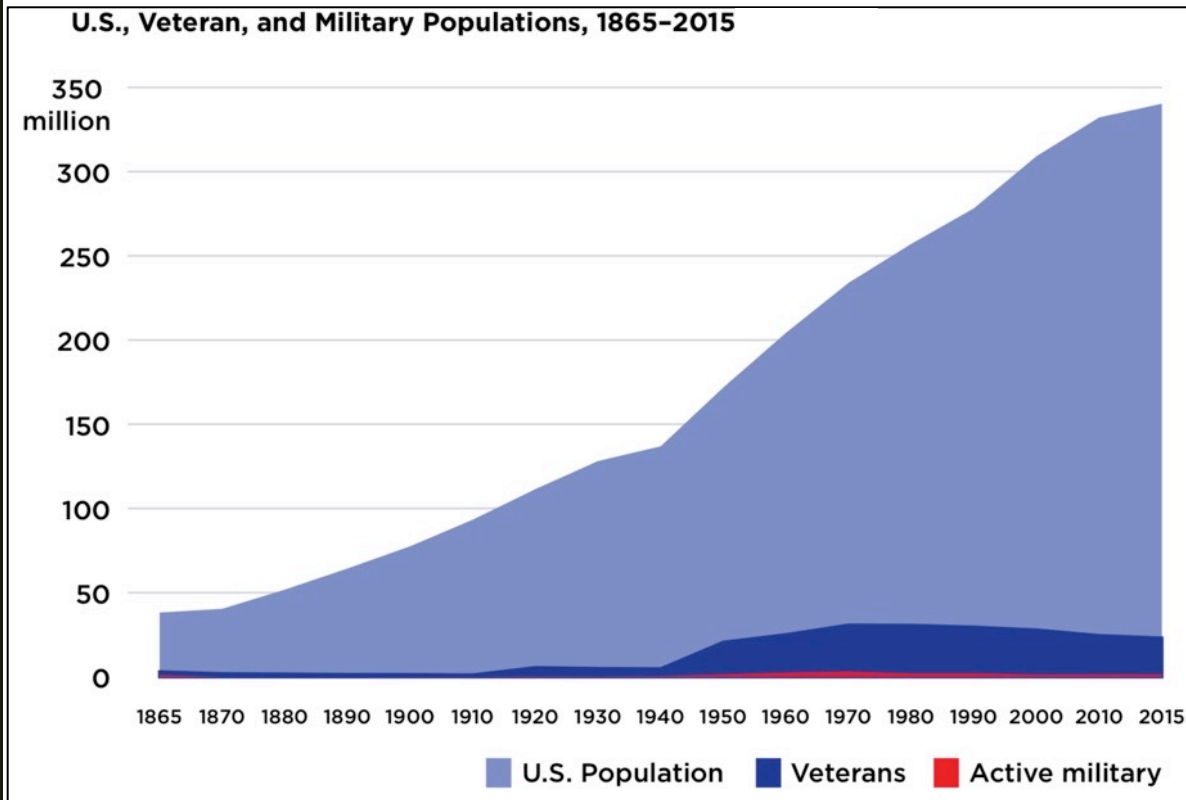
Exacerbated by opposing attitudes
- Pity from the public
- A sense of superiority from the military

This drives a fundamental disconnect between what veterans expect of employers and what employers expect of veterans
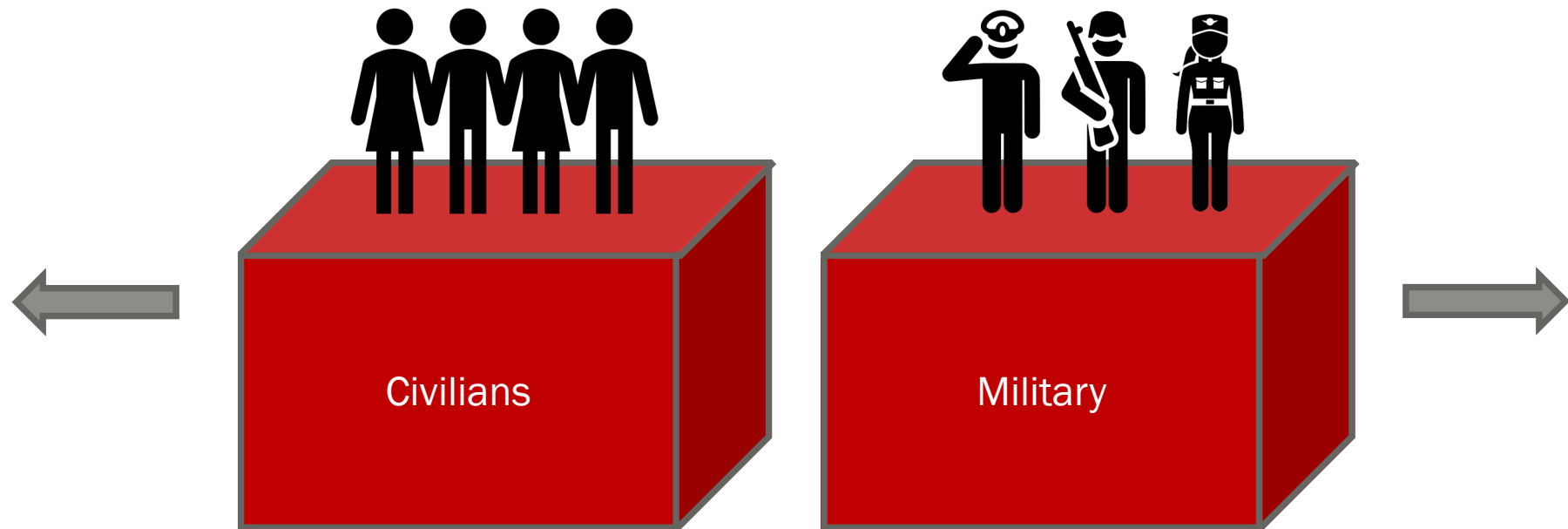
The Civil-Military Gap Illustrated
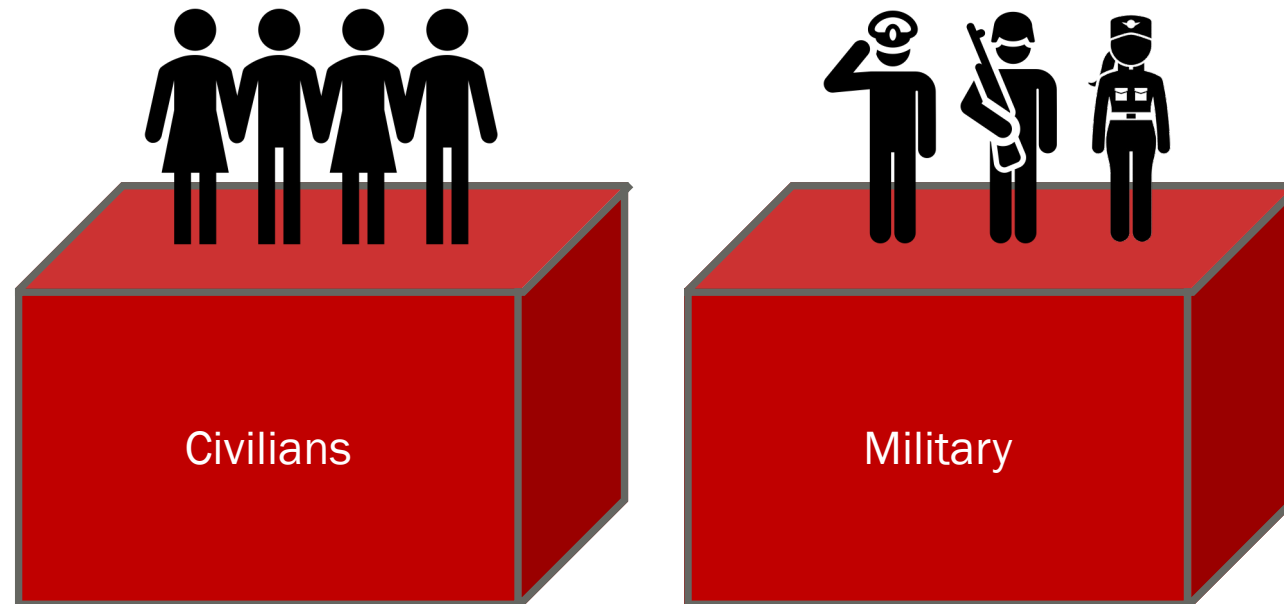
Veterans make up <u>less than half</u> the % of the US population they did a generation ago
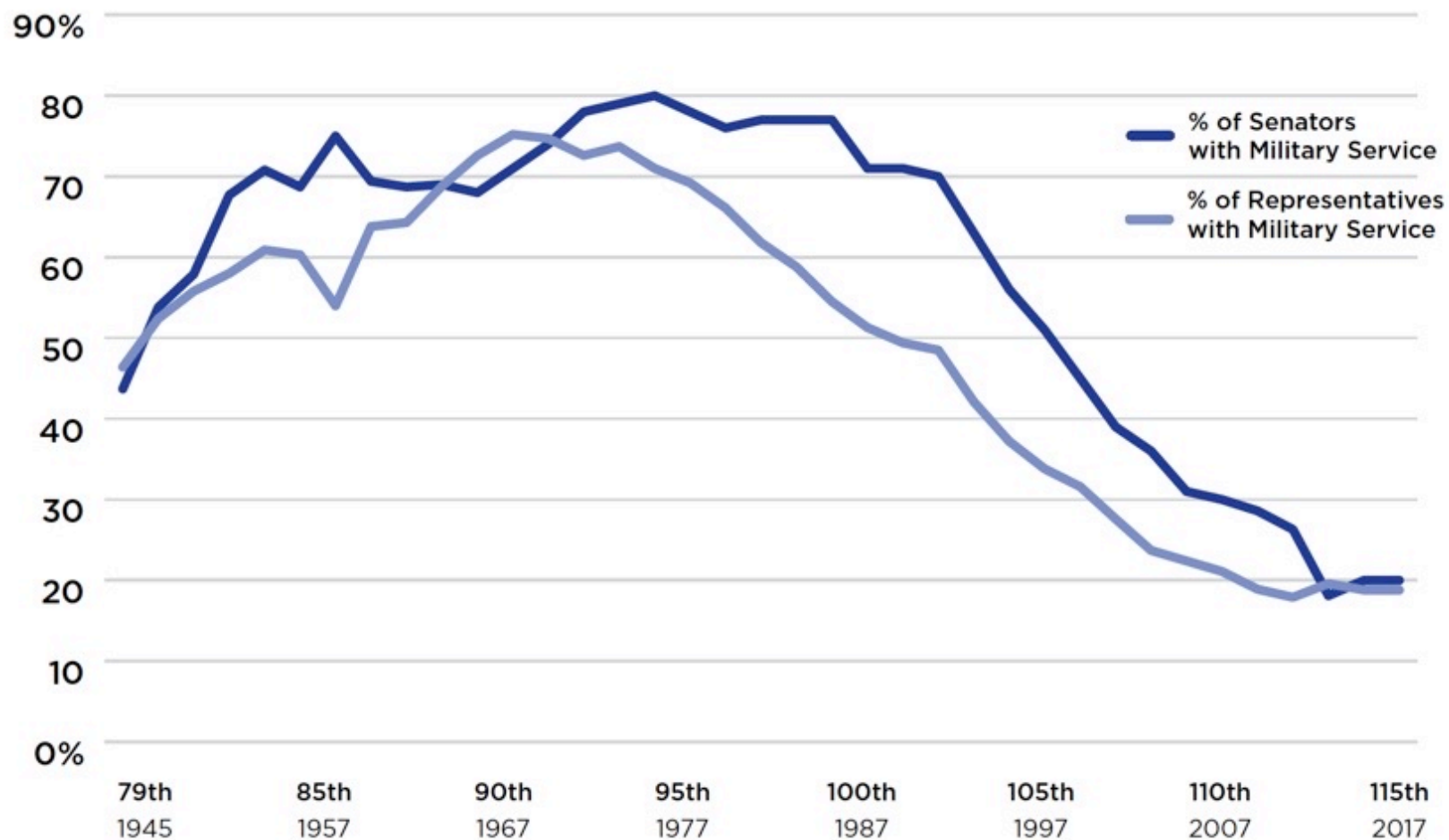

U.S., Veteran, and Military Populations, 1865–2015

Number of U.S. Veterans and Percentage of Population, 1980-2017

The Civil-Military Gap

Elected veteran leadership is at an historic low

**Percentage of Veterans in the House and Senate, 79th Congress–115th Congress (1945–2017)**[83]

— % of Senators with Military Service

— % of Representatives with Military Service

- 99.5% of the American public has <u>not</u> served on active duty at any given time in the period since 9/11.

Sources available

The Civil-Military Gap
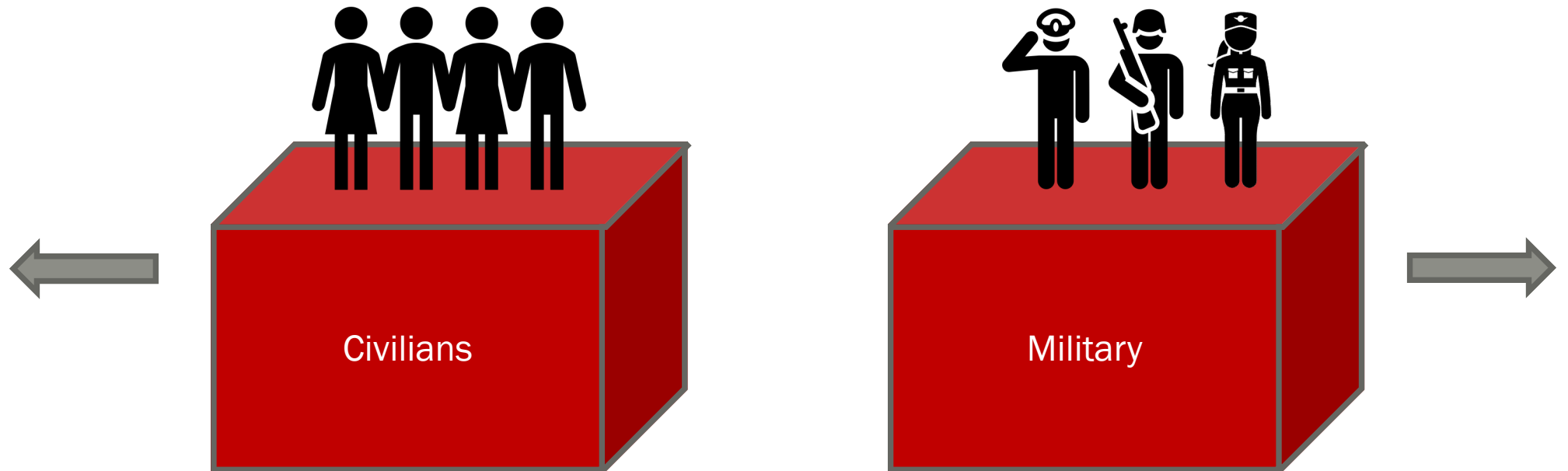
Large numbers of veterans are entering a workforce whose leaders no longer include them

Service Members and Veterans by Age

SERVICE MEMBERS | VETERANS
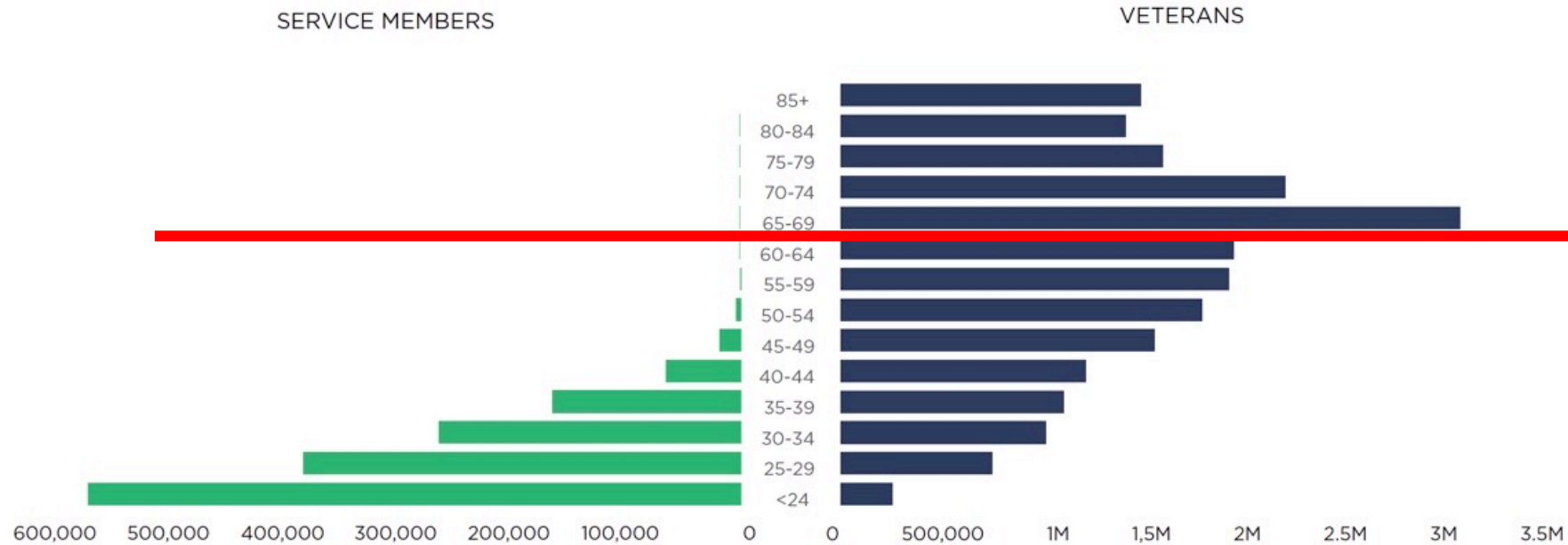
Traditional retirement age

Half of veterans are beyond retirement age

- 2009 study: 90% drop between 1980 and 2006 in the number of large publicly-held corporations whose CEOs had a military background

- WSJ reports this percentage to now be 2.6%!

- Even if you include all S&P 500 board members, that percentage is still less than 5%

Percentages of U.S. Veterans and Nonveterans by Age Categories, 2017

Age Categories	Veterans	Nonveterans
18 to 34 years	8.9%	31.5%
35 to 54 years	23.5%	33.9%
55 to 64 years	17.7%	16.7%
65 to 74 years	26.7%	10.7%
75 years and over	23.3%	7.2%
Total	18,204,605	232,843,045

Table note: 2017 ACS summary table data.

Sources available

The Civil-Military Gap

Civilians
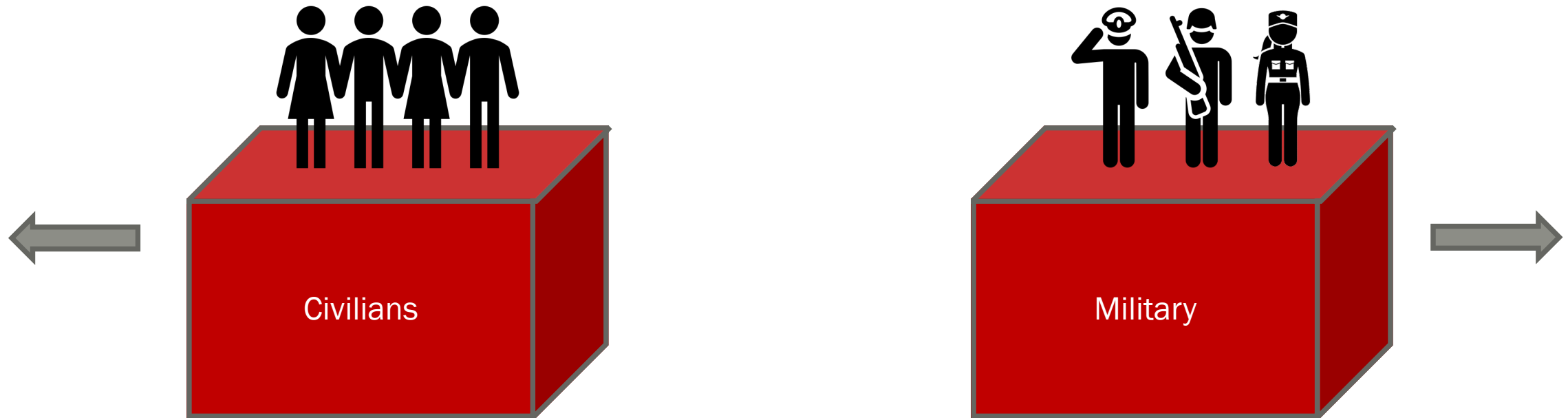
Military

The American public does not live near or interact with the military population

- *84% of post-9/11 veterans say the public does not understand the problems those in the military face*
- *76% of pre-9/11 veterans and 71% of the public agree*

Sources available

Densest Areas of US Population (Per Capita) versus the 50 Densest County Veteran Populations (Per Capita)

The Civil-Military Gap
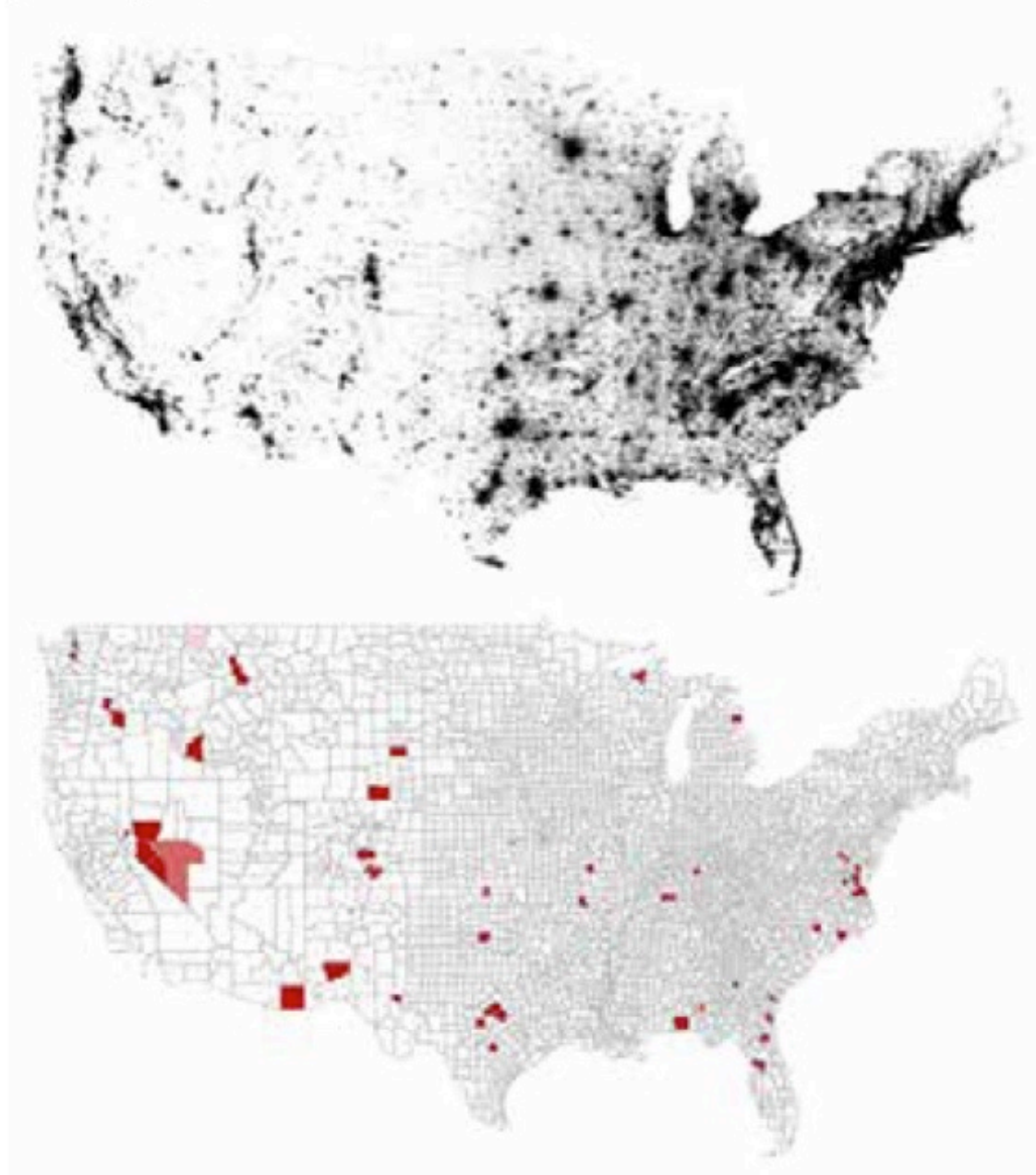
Civilians

Military

A new veteran population is growing, but without a safety net

~200,000 veterans matriculate into the civilian work sector annually

~70% of them will transition short of retirement and without a pension

~51% of them agree that they are well-prepared to successfully navigate the transition to civilian life

Sources available

So What?

- **More veterans are entering a nation…**
  - *Whose elected leaders don't represent them*
  - *Whose corporate leaders don't include them*
  - *Whose population doesn't look like them or live near them*
  - *Whose employers don't understand them*
  - *…and for which they are unprepared*
- **Employers, while incentivized to hire veterans…**
  - *Typically don't have effective programs to identify, hire, train, and retain vets*
  - *Face the challenge of justifying doing so for an ever-shrinking minority of their work force…and in the face of constantly shrinking budgets*

The gap drives many transition challenges, as it causes a lack of knowledge, familiarity, and interaction

The Civil-Military Gap – Net Impact

Civilians

Military
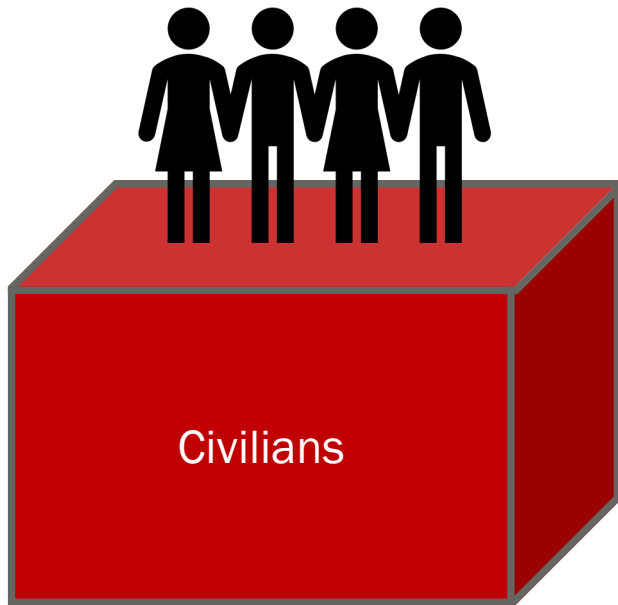
- 53% of separating post-9/11 veterans will face a period of unemployment averaging 22 weeks
- ~63% of vets' first jobs are NOT in their chosen career field, and the average time spent in those roles is only 1.56 years
- ~50% are still not in a job in their preferred career field by their SIXTH post-military job
- The suicide rate among post-9/11 veterans more than doubled between 2006-2016
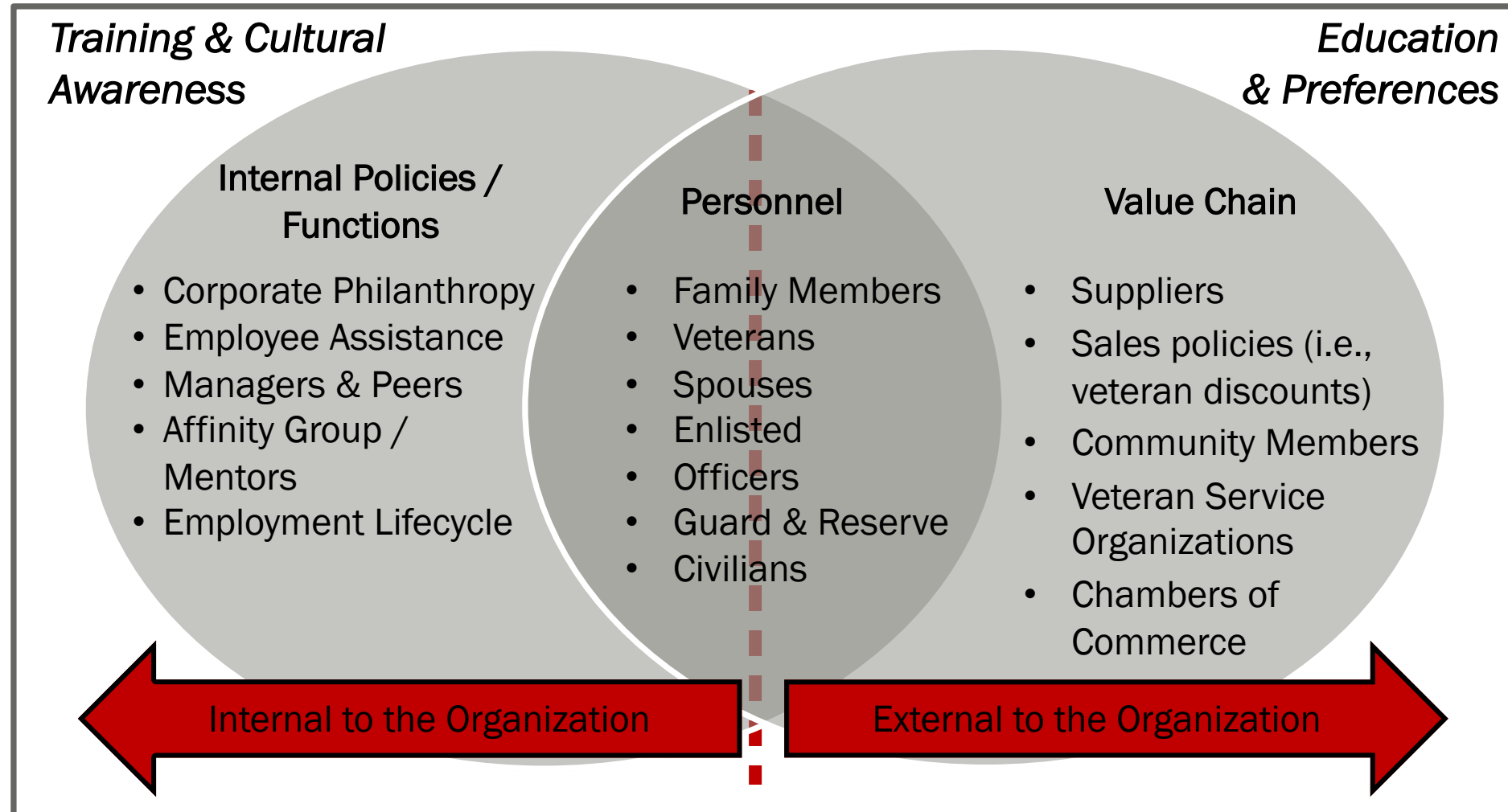
Sources available
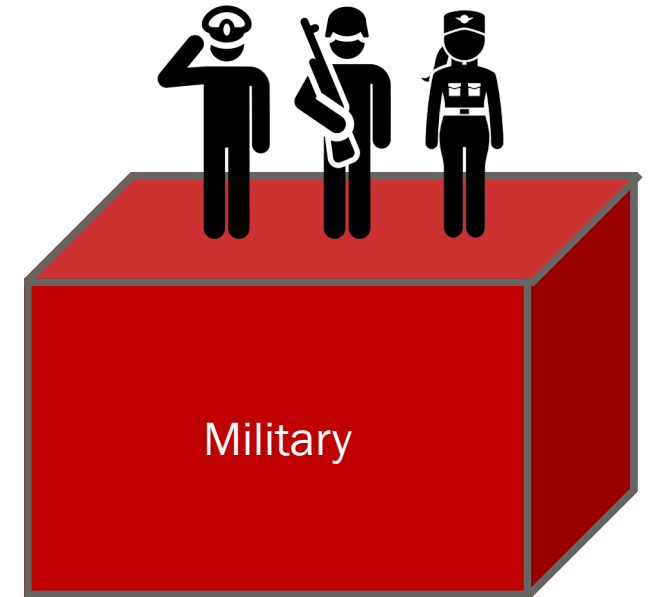
How can CHG help close this gap?
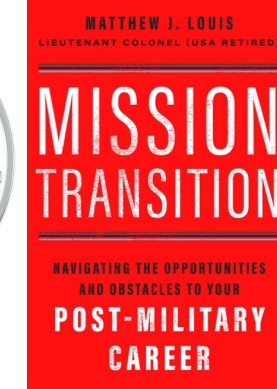
HIRING VETERANS & HOW YOU CAN HELP

Scope of a Veteran Support Program (i.e., What Does Being Military- or Veteran-Friendly Mean?)

Training & Cultural Awareness

Education & Preferences

Internal Policies / Functions

- Corporate Philanthropy
- Employee Assistance
- Managers & Peers
- Affinity Group / Mentors
- Employment Lifecycle

Personnel

- Family Members
- Veterans
- Spouses
- Enlisted
- Officers
- Guard & Reserve
- Civilians

Value Chain

- Suppliers
- Sales policies (i.e., veteran discounts)
- Community Members
- Veteran Service Organizations
- Chambers of Commerce

← Internal to the Organization

External to the Organization →

'Table Stakes' Supporting Practices

- ■ Identifying
  - – *An existing **military-themed Employee Resource Group***
  - – *Knowledge of the best sources of military talent*
  - – *Translated role descriptions*
  - – *Means of accessing military bases*
  - – *Materials necessary for participating in relevant job fairs*

- ■ Recruiting
  - – *A small team of **recruiters dedicated to veteran and military spouse recruiting***
  - – ***Training materials for ALL recruiters on best practices for recruiting veterans and military spouses***
  - – ***A human resources leader who understands the advantage of a veteran and military spouse recruiting team***
  - – *An application that veterans can understand*
  - – *A strategy for using social media to recruit veteran and military spouse talent*

- ■ Interviewing / Hiring
  - – *A **trained cadre of professionals capable of understanding veterans and military spouses***
  - – ***Scripted question sets** aimed at uncovering the transferable skill sets veterans and military spouses provide*
  - – ***Provision of an understanding of your culture and organizational expectations***
  - – *Translated job offer components*

'Table Stakes' Supporting Practices

- Onboarding / Training
  - *Policies that **encourage former military personnel to self-identify as veterans***
  - *A program that **assigns every new veteran and military spouse hire a mentor***
  - *An **affinity group for veteran and military spouse peers in the organization***
  - ***Curricula for both transitioning veterans and military spouses on the nature of their roles and the culture of the organization** and for civilians in the organization on the nature of veterans and means for engaging with them*

- Deploying / Developing
  - ***Assign veterans to roles aligned with the organization's strategic goals***
  - ***Set challenging goals, incentivize success, and identify role models***
  - ***Provide immediate and regular feedback on performance***
  - ***Demonstrate a career path and what is required to reach the next level***
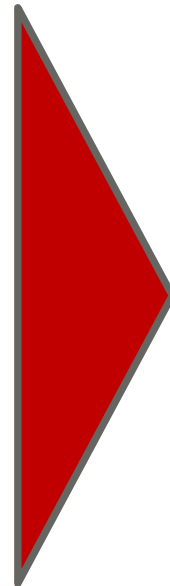
- Retaining / Separating
  - *Processes **supportive of ongoing service in the National Guard or Reserve***
  - *Processes **supportive of military spouses and portable careers***
  - *Provide a bridge to out-placed veterans*
  - *Apply for military-friendly recognition programs and **share lessons learned***

Values, Behavior, and Culture

- Values form the basis for behavior

- Culture is the collective behavior of organizations

Values of Each Service

Army	• Loyalty • Duty • Respect • Selfless Service • Honor • Integrity • Personal Courage
Marine Corps and Navy	• Honor • Courage • Commitment
Air Force	• Integrity First • Service Before Self • Excellence in All We Do
Space Force	• Character • Connection • Commitment • Courage
Coast Guard	• Honor • Respect • Devotion to Duty

How do Military Values Compare?

| Military Values	CHG Core Values
• Honor and integrity • Commitment, loyalty, and duty • Courage • Leadership by example • Selfless service • Respect • Excellence • Discipline	• People • Quality • Growth

Sources available

Cultural Dimension Worksheet

Cultural Dimension	Military Organizations	Larger, Corporate Civilian Organizations	Smaller, Entrepreneurial Civilian Organizations	CHG
Purpose	Mission	Money	Money	
Leadership Basis	Team	Individual	Team	
Organizational Structure	Hierarchy	Matrix	Hierarchy	
Power Basis	Formal	Personal	Personal	
On-boarding Process	Structured, thorough	Unstructured, limited	Minimal	
Training Administration	In-person, classroom environment, provided automatically	Self-service, virtual, provided upon request	Minimal	
Compensation & Benefits	Public	Private	Private	
Recognition & Rewards	Public	Private	Public or Private	
Rank / Level in Organization	Publicly known	Privately known	Privately known	
Personal Initiative	Muted	Expected	Encouraged	
Rules of Engagement, Standard Operating Procedures	Spoken, Written	Unspoken, unwritten	Undocumented	
Work Intensity Duration	Shorter bursts, sprints	Longer-term, marathon	Combination	
Time in Grade/Role	Shorter	Longer	Shorter	
Talent Models	One	One or more	One or more	
Receptiveness to Change	Accepting	Fearful	Accepting	
Thrives On	Chaos	Order	Chaos	
Frequency of Feedback	More Frequent	Less Frequent	More or Less Frequent	
Requesting Help	Not Encouraged	Encouraged	Encouraged	
Lifestyle Choices	Few, if any	Many	Many	
After-work Interaction	Much	Little	Some	
Employee Category	Just-cause	At-will or Just-cause (unions)	At-will	
Governing Law	UCMJ, Oath of Office, Enlistment Contract	Constitutional law, employment agreement	Constitutional law, employment agreement	
Others...				

Networking Assimilation Process

- Initiate discussions with peers and veteran support groups both inside and outside of the workplace

- Mentors and ERG members help connect veterans with other civilian employees that are likewise educated on your background

- That educated base of employees then connects veterans with the balance of the organization

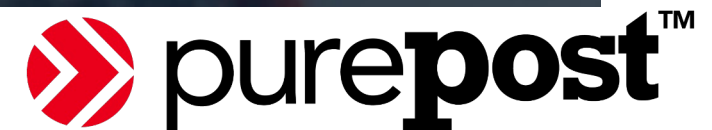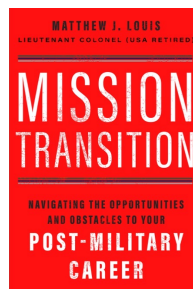- The sooner that veterans assimilate using this approach, the better

Balance of the Organization

Educated Base of Employees

Mentors & ERG Members

Veteran New Hires

Do...
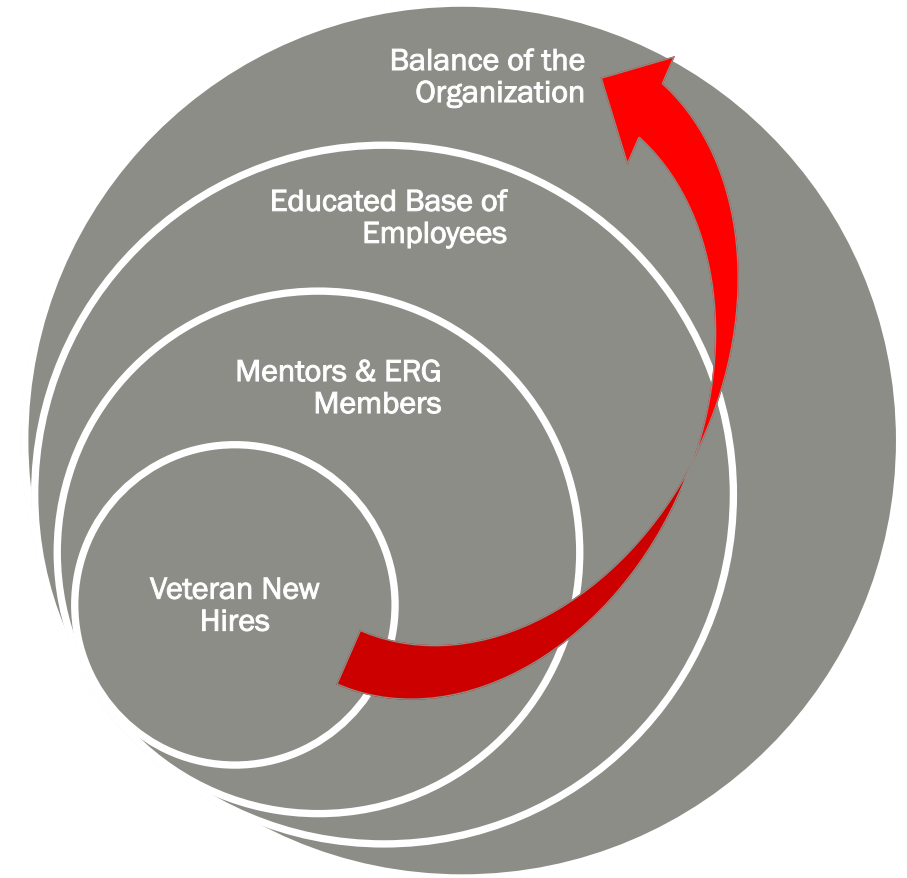
- Support focused hiring efforts on veterans of all backgrounds, as well as their spouses. Ensure its goals and outcome-based measures directly link to corporate strategic goals.

- Leverage the veterans you already have in-house (i.e., internal referrals, mentoring, ERG leadership, training leads, etc.)

- Support military spouse employment with child care options and flexible schedule

- Encourage veterans to self-identify

- Educate your employees @ veterans, especially managers and peers of veteran hires

- Train recruiters and interviewers of veterans

- Implement a mentoring program for newly hired veterans and help them rapidly assimilate into the CHG culture

- Team with ESGR and leverage their support of your Reserve Component employees, especially when deployed

- Identify military-themed events (Veterans Day, Memorial Day, etc.) and celebrate success

- Thank military members for their service, but remember to thank their families. Kids and spouses make huge sacrifices.

- Be available to talk and listen. A simple, "How are you doing?" or "How's the job search going?" can be very comforting.

- Encourage the use of:
  - *My book and my website*
  - *Purepost Passports*
  - *Veteran Collaboratives*
  - *Internships or Apprenticeships*

MATTHEW J. LOUIS
LIEUTENANT COLONEL (USA RETIRED)

MISSION
TRANSITION

NAVIGATING THE OPPORTUNITIES
AND OBSTACLES TO YOUR
POST-MILITARY
CAREER

DODSKILLBRIDGE

HIRING OUR HEROES

purepost™

Don't...

- Ask questions such as:
  - *What kind of discharge did you get from the military?*
  - *When will you get deployed again?*
  - *Have you ever killed anyone?*
  - *Were you ever injured in combat?*
  - *Will you have to miss much work for your National Guard or Reserve military service?*
  - *How much is the government paying you in retirement and/or disability?*
- Discuss politics or other current events involving combat
- Confuse branches of the military
  - *Army = Soldiers*
  - *Navy = Sailors*
  - *Marines = Marine*
  - *Air Force = Airmen*
  - *Space Force = Guardians*
  - *When in doubt, use the terms "service member", "military", or "veteran", which apply to all branches*

Outcomes of Veteran Hiring Initiatives

- **EMPLOYERS:** Organizations with the most inclusive talent management approaches have several advantages:
  - *22% increase in productivity at organizations that create inclusive environments*
  - *13 x higher mean cash flow from operations*
  - *~4 x more able to deal with personnel performance problems*
  - *~3 x more likely to identify and build leaders*

- **VETERANS:** Veterans fully employed in optimal career fields will <u>double</u> their career earnings, rates of retention and job satisfaction.

Sources available
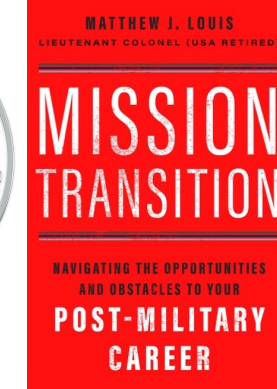
CLOSING THOUGHTS

Lean In!

- You be you

- Continuous service – just in a different uniform

- You are the key to enabling the next greatest generation

"You've been told that you're broken, that you're damaged goods and should be labeled victims. I don't buy it. The truth, instead, is that you are the only folks with the skills, determination, and values to ensure American dominance in this chaotic world."

James Mattis 2014 speech in San Francisco to veterans of the Iraq and Afghanistan wars. During the question-and-answer portion of his speech at the Marine's Memorial Club.
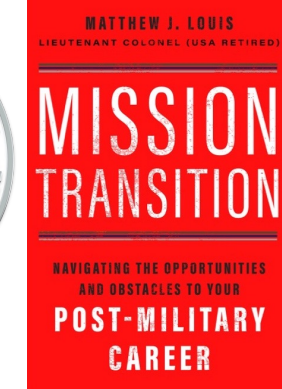
Thank You!

Questions?

Matthew J. Louis
Louis Advisors, LLC
A Veteran-Owned Small Business
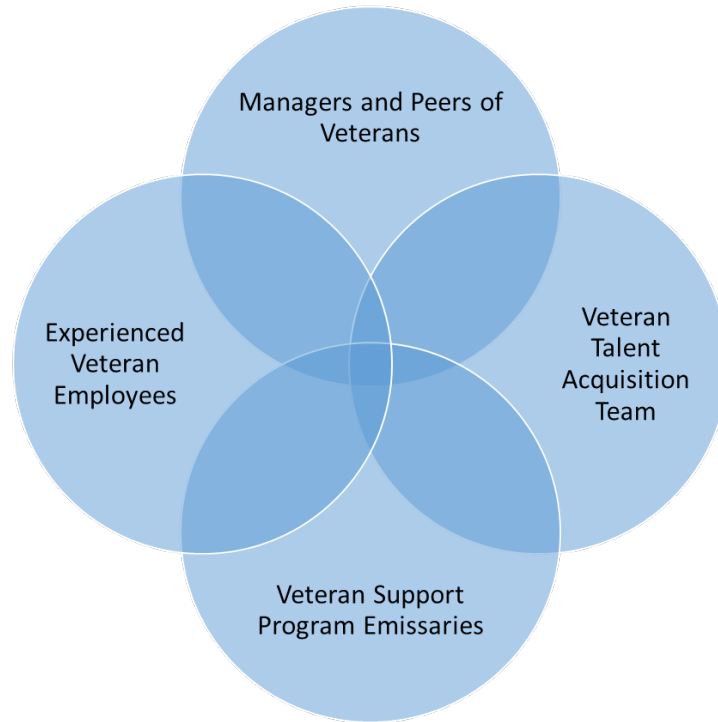513-314-9870 (mobile)

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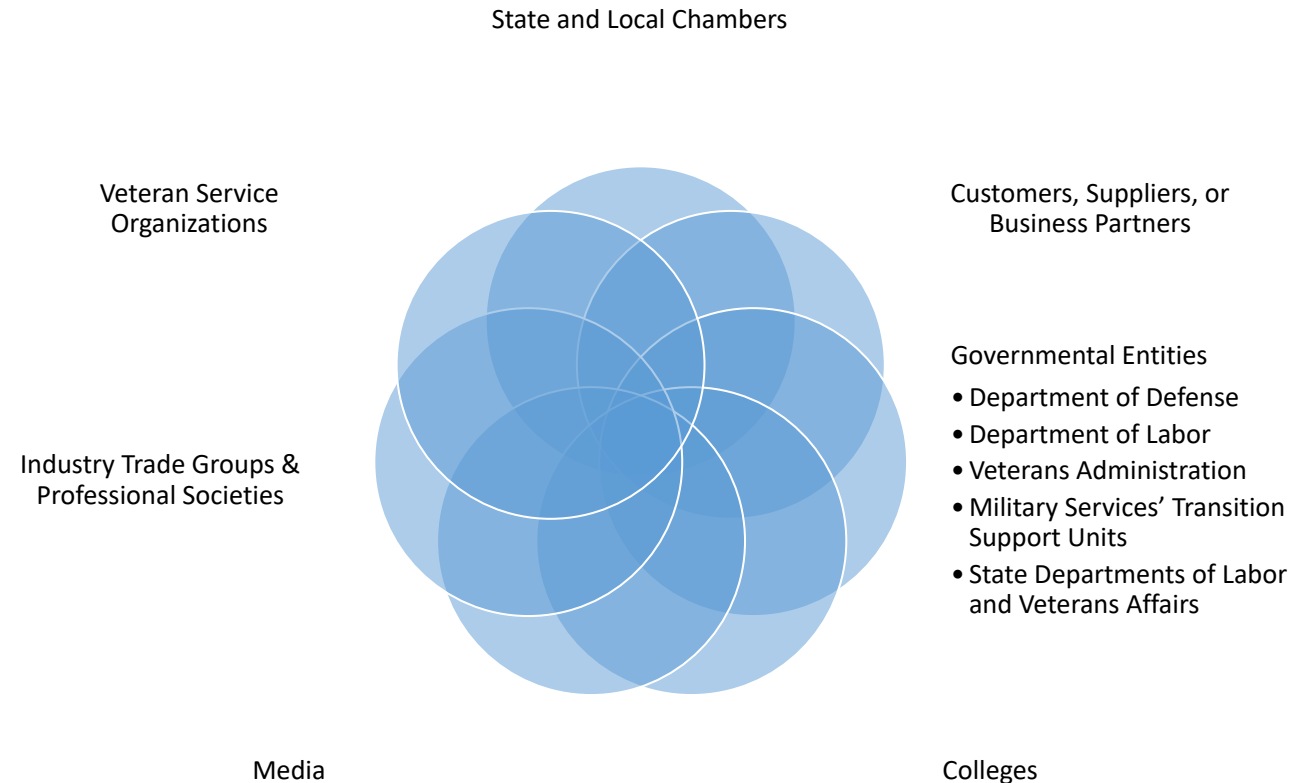www.matthewjlouis.com

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APPENDIX

Employers' Veteran Support Ecosystem

Typical Veteran Support Program
__Internal__ Stakeholders

Typical Veteran Support Program
__External__ Stakeholders

Tailor Hiring & Onboarding Process by Veteran Hire Type

Veteran Population Type	Hire without industry experience	Hire with industry experience	Hire from under-graduate school	Hire from graduate school	Retiree hire
Month 1			• Welcome briefing • Onboarding training		
Month 2	• Executive Champion meeting • Paired w Mentor		• Executive Champion meeting		
Month 3			• Veteran Involvement Briefing • Quarterly check-in		
Month 4	• Mentor touch-point • Involvement Activity		• Involvement Activity		
Month 5	• Mentor touch-point • Veterans Assimilation Training	• Involvement Activity	• Involvement Activity • Veterans Assimilation Training		
Month 6	• Mentor touch-point • Quarterly check-in		• Quarterly check-in • Involvement Activity		
Month 7	• Mentor touch-point • Involvement Activity		• Involvement Activity		
Month 8	• Mentor touch-point • Involvement Activity		• Involvement Activity		
Month 9	• Mentor touch-point • Quarterly check-in		• Quarterly check-in • Involvement Activity		
Month 10	• Mentor touch-point • Involvement Activity		• Involvement Activity		
Month 11	• Mentor touch-point • Involvement Activity		• Involvement Activity		
Month 12	• Mentor touch-point • Quarterly check-in		• Quarterly check-in • Involvement Activity		

Help Veterans Transition in All Aspects of Their Lives - Synchronization Matrix

	Month 1	Month 2	Month 3	Month 4	Month 5	Month 6	Month 7	Month 8	Month 9	Month 10	Month 11	Month 12	Etc.
Military Exit Activities													
Financial Planning Activities													
Education Planning Activities													
Health Care Planning Activities													
Employment Planning Activities													
Relocation and Housing Planning Activities													
Etc.													