**List of Supporting Policies Template**

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| **Phase** | **Process** | **Supporting Policy** |
| Identifying | *Means of accessing military bases* | *Recruiters accessing military bases must have a security clearance.* |
| *Materials necessary for participating in relevant job fairs* | *All materials provided to prospects at job fairs must be brand compliant and reviewed by the veteran talent translator.* |
| *Etc.* |  |
| Recruiting | *An application that veterans can understand* | *Veterans must be allowed to self-identify during the application process.* |
| *A small team of dedicated veteran recruiters* | *All recruiters must be cross-trained on veteran hiring.* |
| *Etc.* |  |
| Interviewing | *A trained cadre of professionals capable of understanding veterans* | *A veteran should accompany any untrained interviewer in an interview with a veteran.* |
| *Scripted competency-based questions to uncover a veteran’s transferable skills* | *Veterans should be provided sample interview questions ahead of the interview.* |
| *Etc.* |  |
| Hiring | *Offer packages containing sufficient education on the components of the organization’s compensation and benefits packages* | *Veterans may take 50 percent longer than non-veterans to respond to offer letters to enable time to answer their questions.* |
| *A policy to send messages to the managers and senior managers of new veteran hires upon arrival* | *A welcome letter from a new hire veteran’s manager should accompany any offer letter.* |
| *Etc.* |  |
| Onboarding | *A program that assigns every new veteran hire a mentor* | *Every new hire veteran will be provided a mentor within 30 days of their start date.* |
| *An affinity group for veteran peers in the organization* | *All new veteran hires will enroll in the organization’s business resource group for veterans.* |
| *Etc.* |  |
| Training | *Access to classrooms with audiovisual capabilities sufficient for teaching classes* | *To the extent possible integrate veterans with their civilian peers in attending all functional training. Reimburse reasonable expenses for procuring space for teaching courses outside of the organization if all available space in the organization is reserved.* |
| *Curricula for transitioning veterans and their civilian managers* | *All veterans will attend a veteran-specific onboarding curriculum within 120 days of their start date. All veterans' non-veteran managers and senior managers must pass the online curriculum regarding the management of veterans within 30 days of the veteran’s start date.* |
| *Etc.* |  |
| Deploying | *Policies that ensure goal setting to encourage organizational commitment* | *All veteran hires will work with assigned managers to document annual performance goals within two weeks of their start date.* |
| *Processes that ensure supervisors establish clear assignment expectations and then follow-up to ensure compliance* | *Supervisors will perform initial counseling for a new assignment within 48 hours of assignment. Performance counseling will take place every four weeks.* |
| *Etc.* |  |
| Developing | *Policies to provide veterans early, frequent, informal performance feedback* | *Veterans receive formal performance feedback quarterly and informal feedback monthly for the duration of their first year.* |
| *Transparent policies regarding training requirements, appraisal or review cycles, reward systems, and career path expectations* | *Training requirements, appraisal cycles, reward systems, and career path options/requirements are mandatory topics discussed in veteran onboarding courses.* |
| *Etc.* |  |
| Retaining | *Processes for addressing segments of the business that underperform in retaining veterans* | *Veteran performance and retention will be segmented by location and business and reported quarterly.* |
| *Processes supportive of ongoing service in the National Guard or Reserve* | *The veteran support program leader will maintain the ESGR Statement of Support.* |
| *Etc.* |  |
| Separating | *Processes for successfully outplacing those veterans not retained* | *Every separating veteran will attempt to be outplaced by HR.* |
| *Exit-interview process to understand reasons for turnover to address the root causes* | *Veteran affinity group members will conduct exit interviews with all separating veterans and document causes for their separation.* |
| *Etc.* |  |