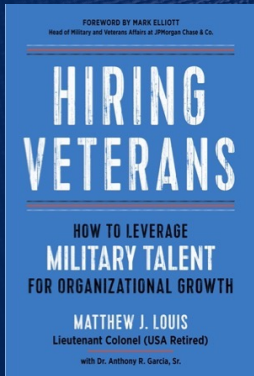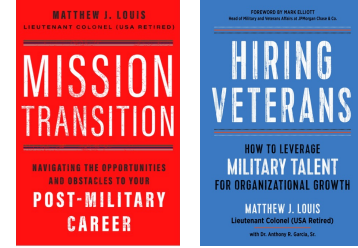# HIRING VETERANS

Matthew J. Louis
Louis Advisors LLC
September 2023

Introduction

Matt Louis – Career on One Page

Education

- Indiana University, Kelley School of Business
  M.B.A., Operations and Finance
- United States Military Academy, West Point
  B.S., Mechanical Engineering (Automotive Systems)

Personal

- Married; wife is a physician; three sons
- Baseball and basketball coach
- LTC (Ret); West Point Recruiter; US Rep Service Academy Nominating Committee member
- Author of **Mission Transition** & **Hiring Veterans**

Previous Experience

- GE Healthcare
  - ➢ Supply Chain Leader
  - ➢ Operations Leader
- GE Aviation
  - ➢ Black Belt
- Procter & Gamble
  - ➢ Senior Purchasing Manager
  - ➢ Purchasing Manager
- US Army
  - ➢ Operations Manager
  - ➢ Team Leader

Deloitte Experience

- Global Tax & Legal
  - ➢ Office of Chief of Global Strategy
- Deloitte LLP - US Member Firm
  - ➢ Office of the CEO
  - ➢ Office of Chief of Transformation
- Consulting - Federal
  - ➢ Restructuring Practice Lead
- Consulting - Commercial
  - ➢ COO, M&A Consulting Services
  - ➢ Lean Six Sigma Master Black Belt
  - ➢ APICS CSCP, PMI PMP

Louis Advisors LLC

- Personal legal entity
- Veteran-related activity / advocacy
- Speaking
- Advising
  - ➢ JPMorgan Chase – Mil & Vet Affairs
  - ➢ Board Advisor – Soldiers to Sidelines
- Writing
  - ➢ Mission Transition
  - ➢ Hiring Veterans
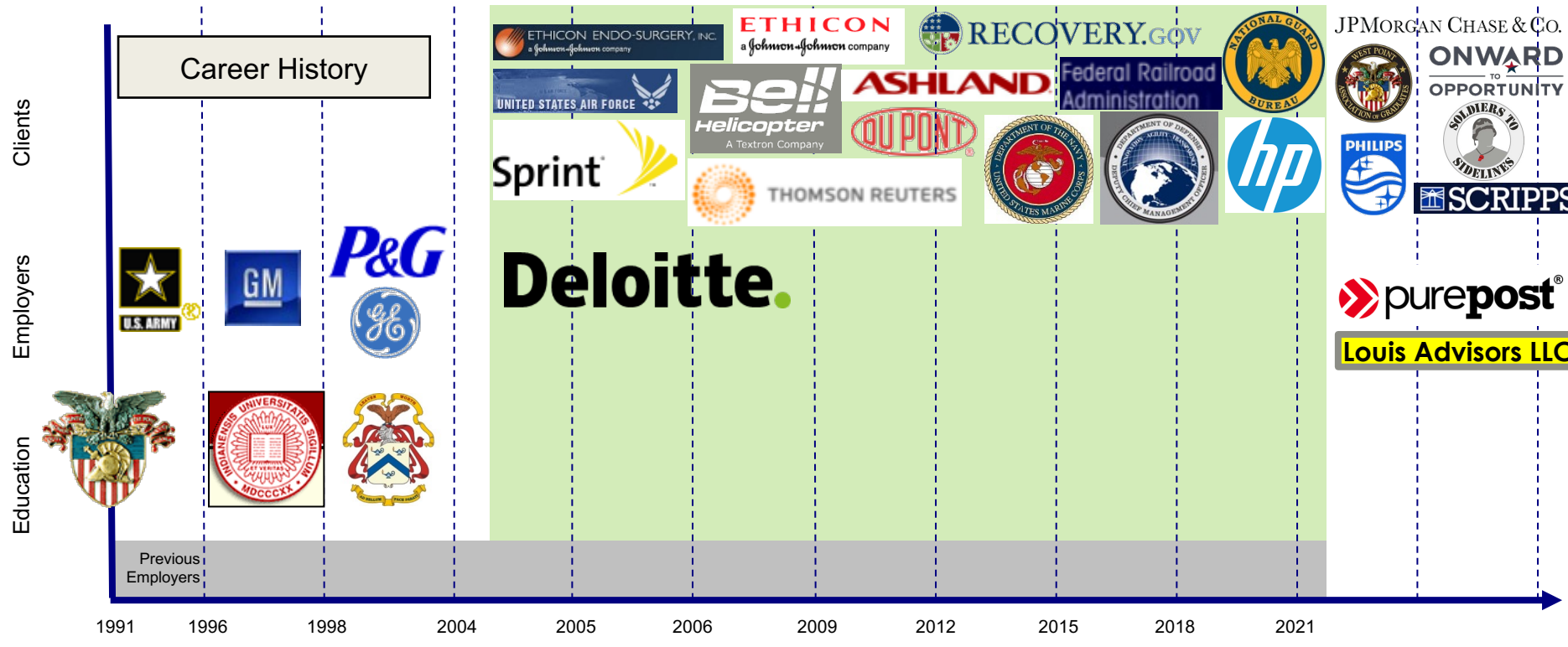
- 25 Years in uniform
- 25 Years in the corporate world
- A lifetime of service
- Dedicated to meeting the transition and employment needs of my fellow veterans

Career History

Clients

Employers

Education

Previous Employers

1991   1996   1998   2004   2005   2006   2009   2012   2015   2018   2021

Not To Scale

Agenda

Introduction & WHY

What's the Problem?
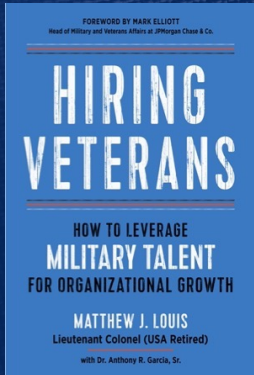
Why Does it Exist?

What Should We Do About it?

What Resources Exist to Support?

Our Beliefs

- We believe in the dignity of work.

- We believe in the pride of service.

- We believe in the justice of a level playing field.

- We believe in creating wealth – for our customers and ourselves.

- We believe in adding value by eliminating waste.

- We believe in continuous improvement.

- We believe the nation's recruiting system is broken.

A National Security Crisis

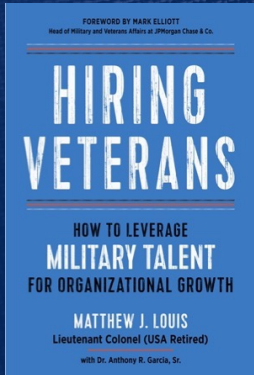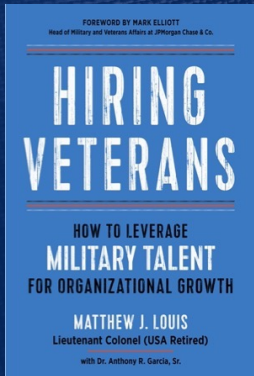| Service	FY 2023 Recruiting Goal	FY 2023 Recruiting Shortfall
Army	65,000	10,000 (15%)
Navy	40,000	6000 (15%)
Air Force	27,000	3400 (13%)

- Military recruiting shortfalls
  - *All services (-Marines) will miss their FY23 Recruiting Goal*
  - *Army: 25% (15,000) recruiting shortfall in FY22 -> cut its planned active-duty end strength from 476,000 to 466,000 (>2%)*
  - *Only 9 percent of young Americans said they would consider military service*

- The suicide rate among post-9/11 veterans more than doubled between 2006-2016, with no end in sight
  - *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*

Sources: Meghann Myers, "Army, Navy and Air Force predict recruiting shortfalls this year," *Military Times*, April 19, 2023, accessed June 28, 2023, https://www.militarytimes.com/news/your-military/2023/04/19/army-navy-and-air-force-predict-recruiting-shortfalls-this-year/. Lt. Gen. David W. Barno, U.S. Army (ret.) and Dr. Nora Bensahel, "Addressing the U.S. Military Recruiting Crisis," War On The Rocks, March 10, 2023, accessed June 26, 2023, https://warontherocks.com/2023/03/addressing-the-u-s-military-recruiting-crisis/. U.S. Department of Veterans Affairs, Office of Mental Health and Suicide Prevention. 2022 National Veteran Suicide Prevention Annual Report. 2022. Figure 5, Page 12. Accessed June 26, 2023, https://www.mentalhealth.va.gov/docs/data-sheets/2022/2022-National-Veteran-Suicide-Prevention-Annual-Report-FINAL-508.pdf. U.S Department of Veterans Affairs, "2015 Veterans Economic Opportunity Report," accessed October 30, 2017, http://www.benefits.va.gov/benefits/docs/veteraneconomicopportunityreport2015.pdf. Maury, R., Stone, B., Bradbard, D.A., Armstrong, N.A., Haynie, J.M., "Workforce Readiness Alignment: The Relationship Between Job Preferences, Retention, and Earnings (Workforce Readiness Briefs, Paper No. 3)," Institute for Veterans and Military Families, Syracuse University, August 2016, accessed October 27, 2017, https://ivmf.syracuse.edu/wp-content/uploads/2016/08/USAA_paper3_8.30.16_REVISED_digtial.pdf. 2019 National Veteran Suicide Prevention Annual Report. See Matthew J. Louis, "Ending Post-9/11 Veteran Suicide: A summary of the causes of - and potential solutions to - a nation-wide scourge," March 2020, https://matthewjlouis.com/media/post-9-11-veteran-suicide-white-paper/ .

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
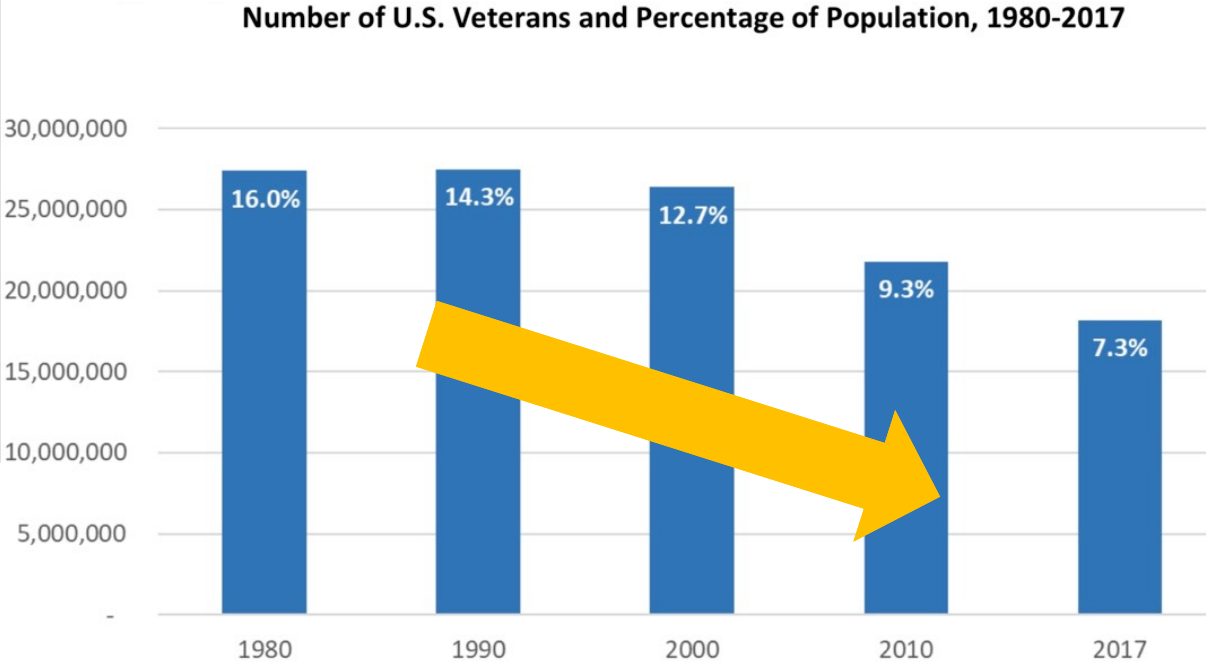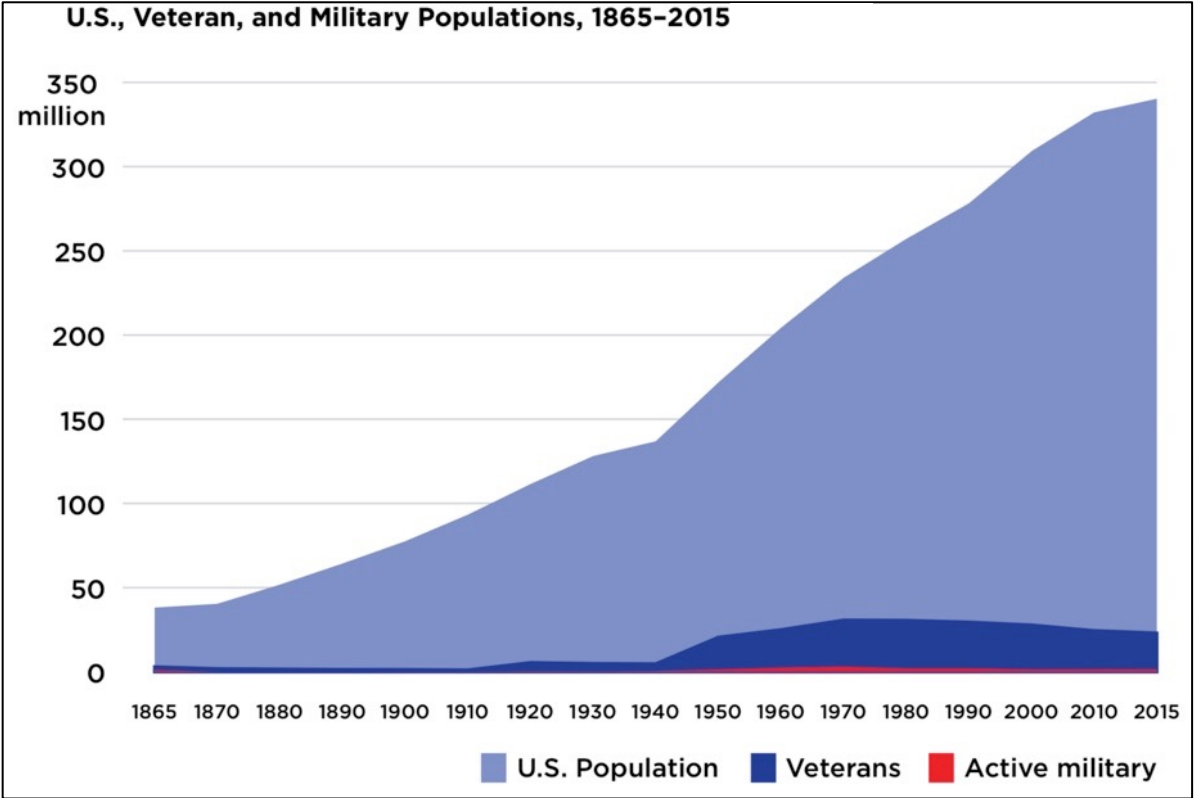
Exacerbated by opposing attitudes
- Pity from the public
- A sense of superiority from the military

This drives a fundamental disconnect between what veterans expect of employers and what employers expect of veterans

The Civil-Military Gap Illustrated

Civilians
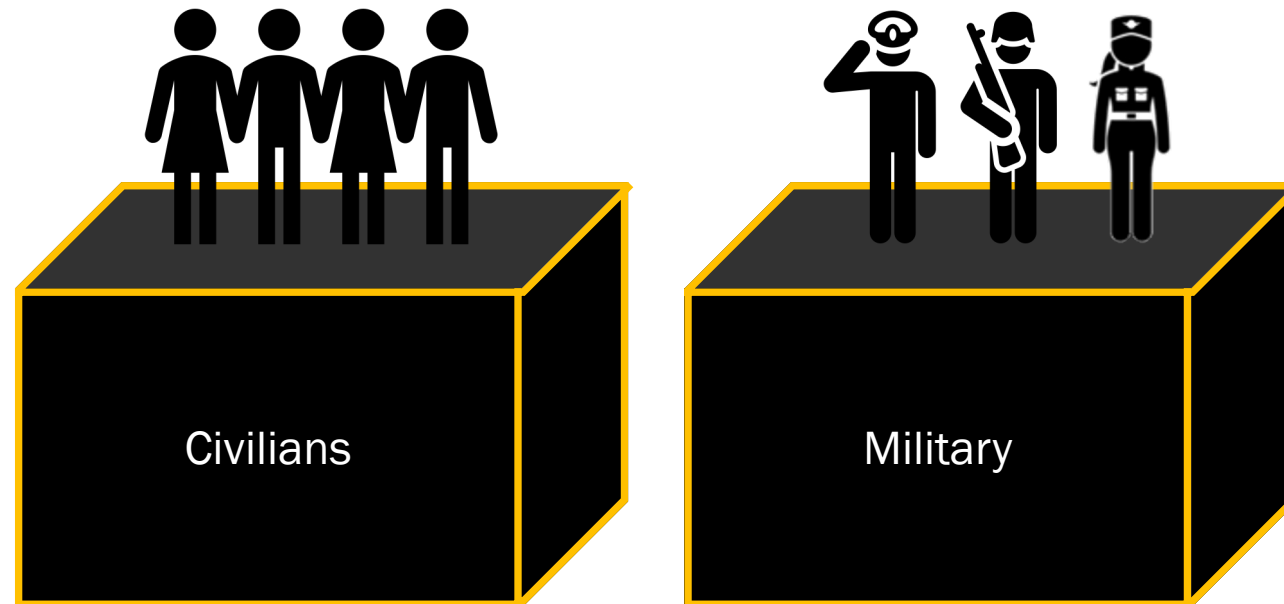
Military

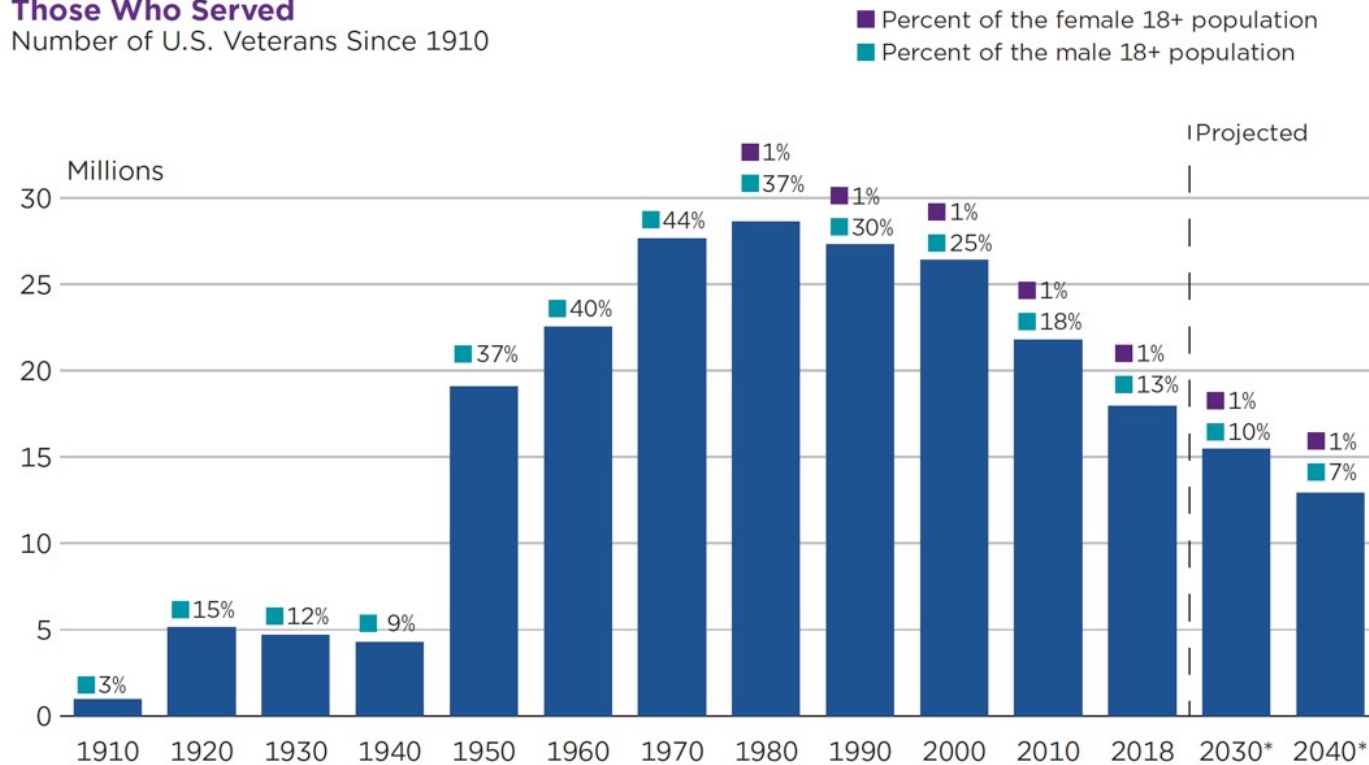# Veterans make up <u>less than half</u> the % of the US population they did a generation ago

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

Legend: U.S. Population | Veterans | Active military

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

1980: 16.0%
1990: 14.3%
2000: 12.7%
2010: 9.3%
2017: 7.3%

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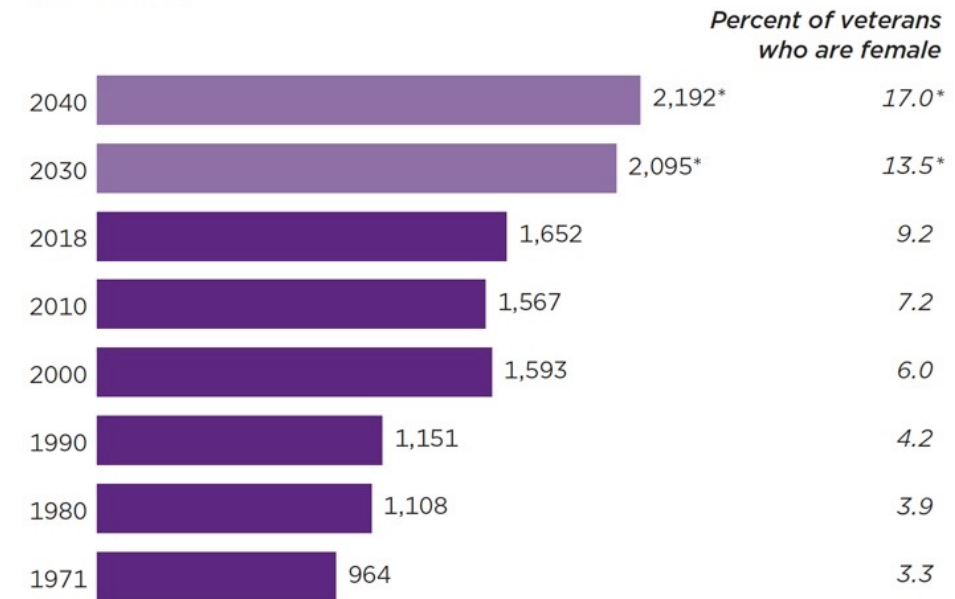
Those Who Served
Number of U.S. Veterans Since 1910

■ Percent of the female 18+ population
■ Percent of the male 18+ population

Millions, Projected

30 — 1%, 37%
25 — 44%, 1%, 30%, 1%, 25%
20 — 40%, 1%, 18%
15 — 37%, 1%, 13%, 1%, 10%, 1%, 7%
10 —
5 — 15%, 12%, 9%
0 — 3%

1910 1920 1930 1940 1950 1960 1970 1980 1990 2000 2010 2018 2030* 2040*

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).
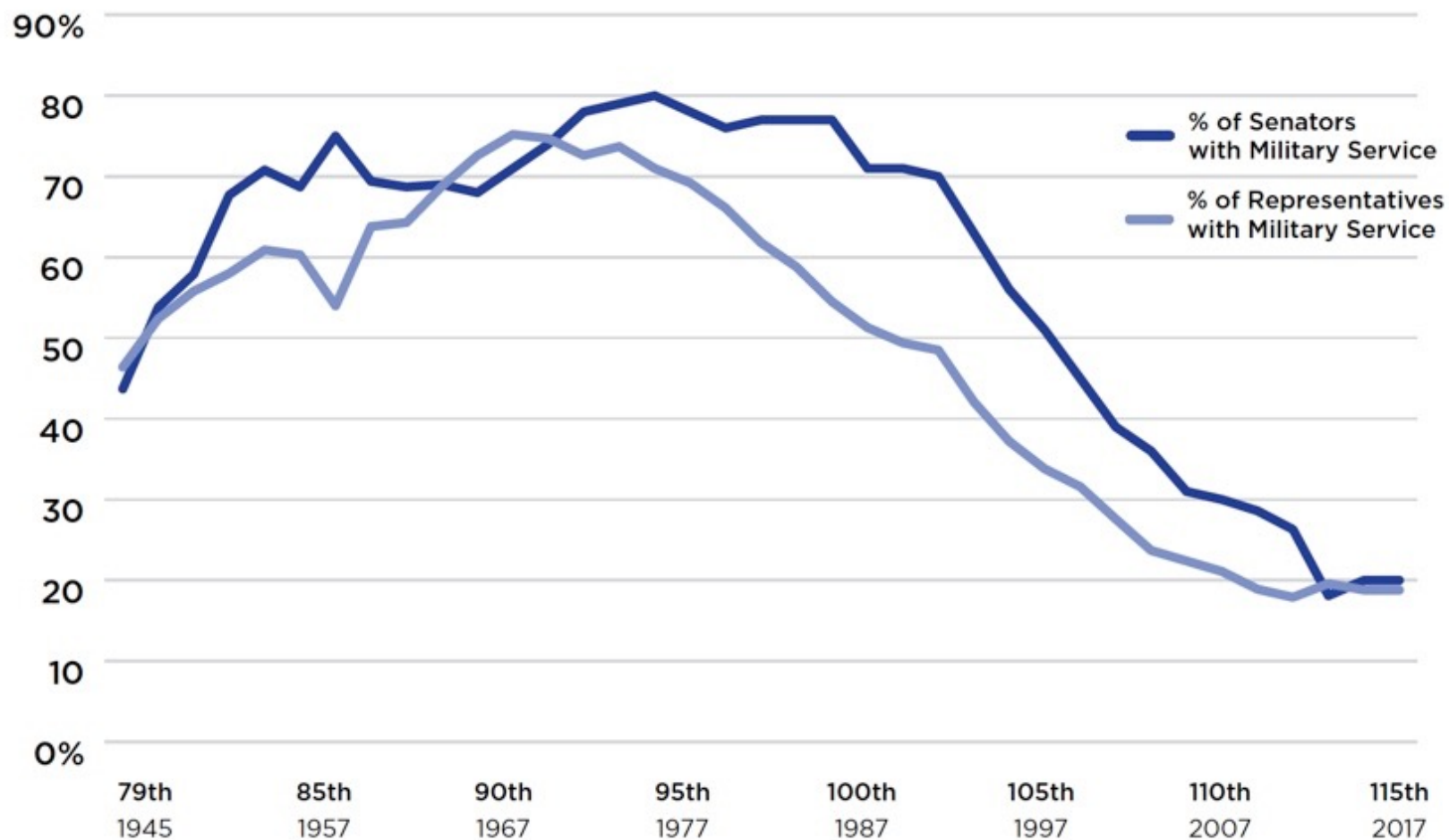
Source: U.S. Census Bureau, decennial census 1980–2000 and 2010 and 2018 1-Year American Community Survey.
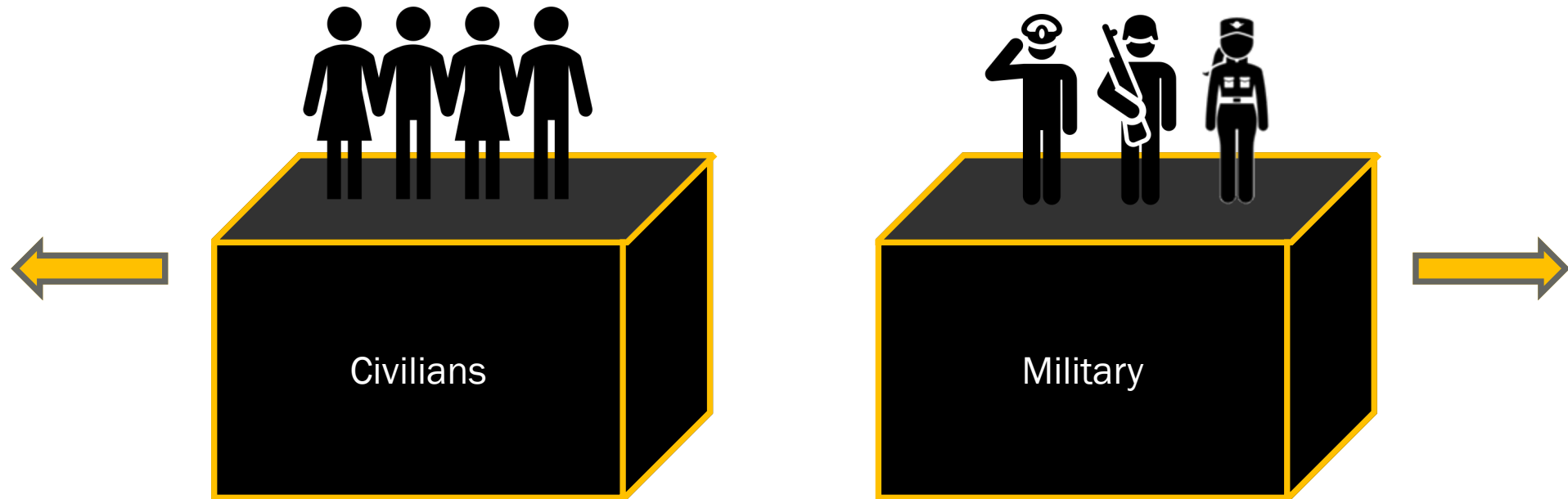
The Civil-Military Gap
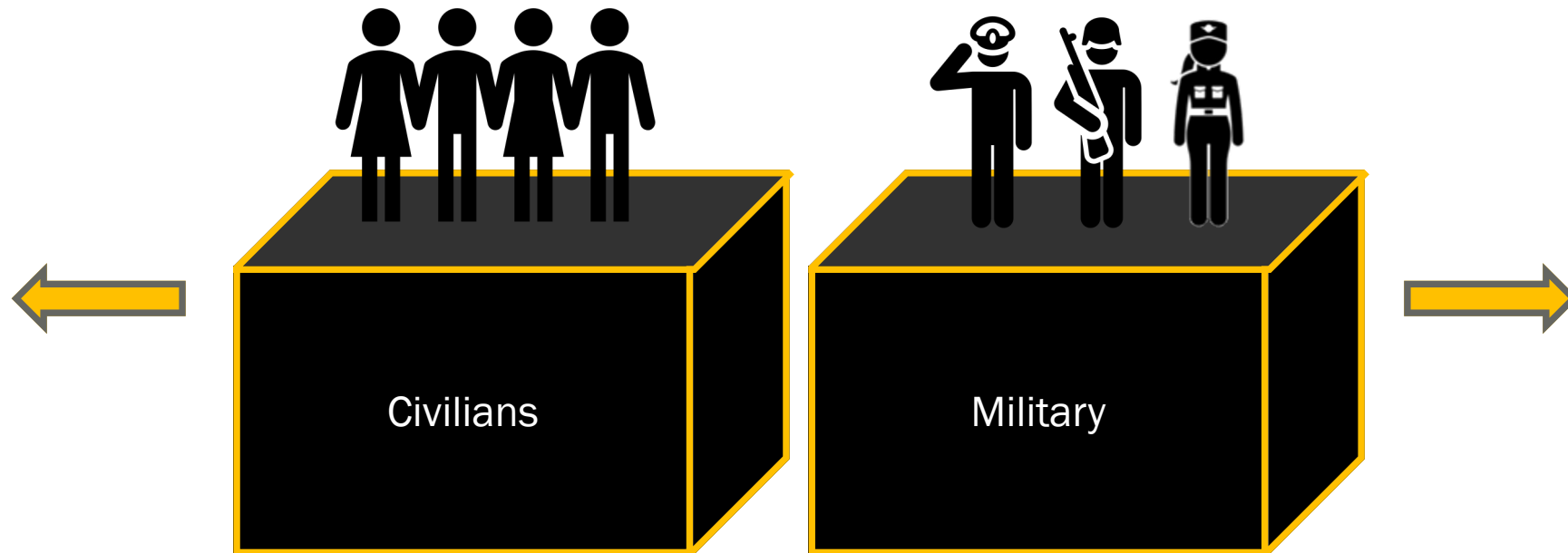
Elected veteran leadership is at an historic low

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

Legend:
- % of Senators with Military Service
- % of Representatives with Military Service

X-axis:
- 79th 1945
- 85th 1957
- 90th 1967
- 95th 1977
- 100th 1987
- 105th 1997
- 110th 2007
- 115th 2017

- 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: Phillip Carter, Amy Schafer, Katherine Kidder and Moira Fagan, "Lost in Translation: The Civil-Military Divide and Veteran Employment," Center For a New American Security, June 15, 2017, 3. Bruce Drake, "On Memorial Day, public pride in veterans, but at a distance," Pew Research Center, May 24, 2013, accessed January 2, 2017, http://www.pewresearch.org/fact-tank/2013/05/24/on-memorial-day-public-pride-in-veterans-but-at-a-distance-2/. Gretchen Livingston, "Profile of U.S. veterans is changing dramatically as their ranks decline," Pew Research Center, November 11, 2016, accessed January 2, 2017, http://www.pewresearch.org/fact-tank/2016/11/11/profile-of-u-s-veterans-is-changing-dramatically-as-their-ranks-decline/.
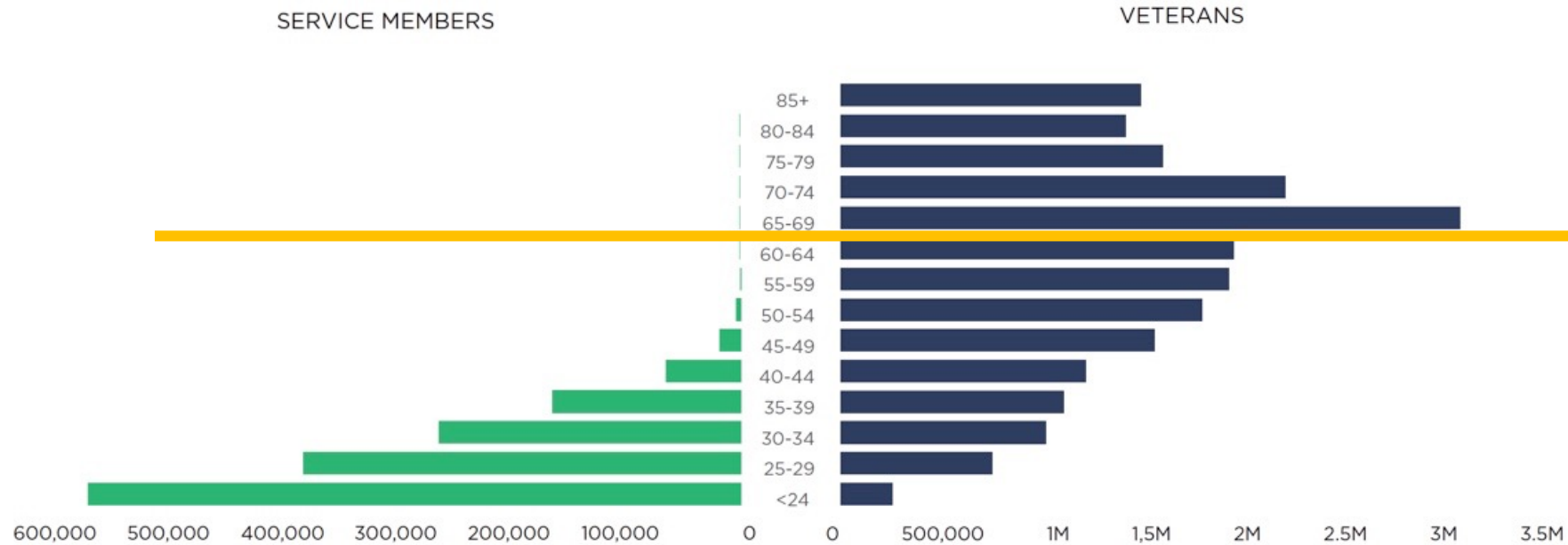
The Civil-Military Gap

Civilians

Military

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%

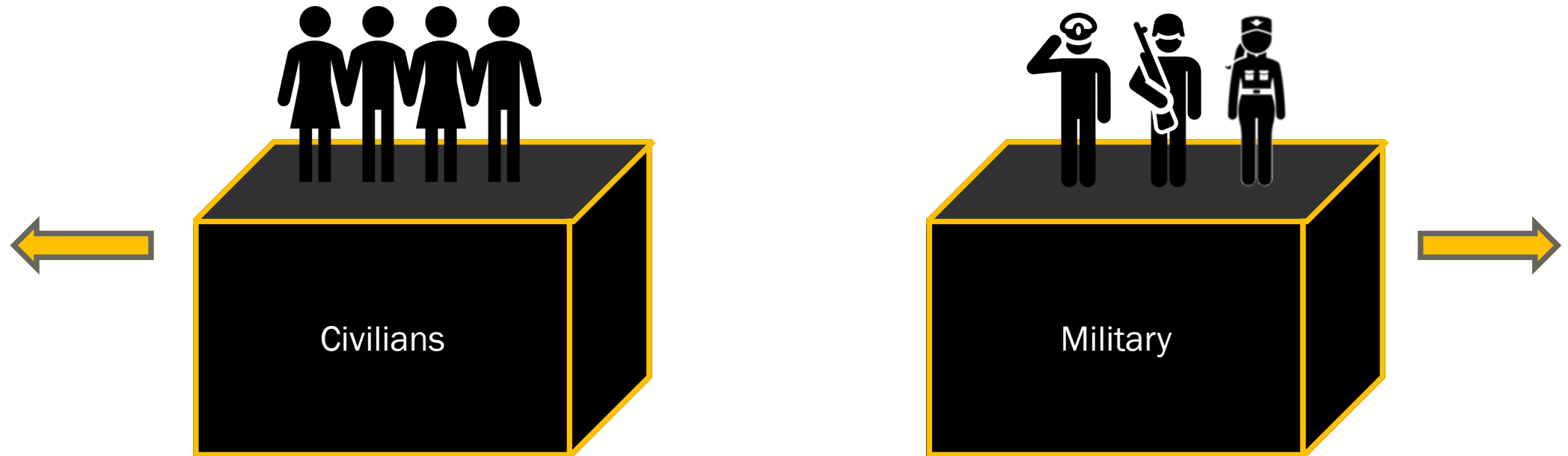**Percentages of U.S. Veterans and Nonveterans by Age Categories, 2017**

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: (Above) Phillip Carter, Amy Schafer, Katherine Kidder and Moira Fagan, "Lost in Translation: The Civil-Military Divide and Veteran Employment," Center For a New American Security, June 15, 2017, 5. (Right) Texas Workforce Investment Council, "Veterans in Texas: A Demographic Study," June 2019, 6. Benmelech, Efraim & Frydman, Carola. "Military CEOs," Journal of Financial Economics, vol. 117, no. 1 (2015): 43-59, accessed on July 2, 2017, http://www.nber.org/papers/w19782.pdf. Vanessa Fuhrmans, "Generals Bring Battlefield Expertise to the Business World: Employers are tapping military leaders to develop leadership talent, provide corporate governance and oversee cybersecurity strategy," Wall Street Journal, August 29, 2017, accessed August 31, 2017, https://www.wsj.com/articles/generals-bring-battlefield-expertise-to-the-business-world-1504008002?shareToken=st0173955a9a9e4f4d9d7c2056ac1f3e19&reflink=article_email_share&mg=prod/accounts-wsj.

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: Phillip Carter, Amy Schafer, Katherine Kidder and Moira Fagan, "Lost in Translation: The Civil-Military Divide and Veteran Employment," Center For a New American Security, June 15, 2017, 5. Bruce Drake, "On Memorial Day, public pride in veterans, but at a distance," Pew Research Center, May 24, 2013, accessed January 2, 2017, http://www.pewresearch.org/fact-tank/2013/05/24/on-memorial-day-public-pride-in-veterans-but-at-a-distance-2/.

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: U.S. Department of Veterans Affairs, VetPop 2007 Data, "Table 2S: Separations by State, Period, Age Group, Gender 2000-2036," 2007. U.S. Department of Defense, "2015 Demographic Profile of the Military Community," 2015, accessed December 31, 2016, http://download.militaryonesource.mil/12038/MOS/Reports/2015-Demographics-Report.pdf. Maury, R., Stone, B., Bradbard, D.A., Armstrong, N.A., Haynie, J.M., "Workforce Readiness Alignment: The Relationship Between Job Preferences, Retention, and Earnings (Workforce Readiness Briefs, Paper No. 3)," Institute for Veterans and Military Families, Syracuse University, August 2016, accessed October 27, 2017, https://ivmf.syracuse.edu/wp-content/uploads/2016/08/USAA_paper3_8.30.16_REVISED_digtial.pdf.

...and most organizations are not structured to capitalize on the opportunity

- 90% of small businesses, who make up > 99% of the businesses in the country and responsible for 42% of new jobs, do NOT intentionally hire veterans

- According to a Korn Ferry survey of 700 businesses:

  – *80% of organizations do NOT have veteran-specific hiring programs*

  – *71% of organizations do NOT provide talent acquisition professionals training on hiring veterans*

  – *52% of organizations do NOT provide onboarding or transition support to veteran hires*

Sources: Roy Maurer, "8 in 10 Employers Lack Recruitment Programs for Veterans," Medium.com, May 25, 2015, accessed August 26, 2022, https://medium.com/@HRCaroline/8-in-10-employers-lack-recruitment-programs-for-veterans-3426e6ba72ae. "Small Business Index: The Voice of Small Business Owners," Metlife & US Chamber of Commerce, Q3 2019, accessed August 26, 2022, https://www.uschamber.com/sbindex/uploads/SBI_2021_Q1.pdf.

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*

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 resilience
- 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

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%

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%

...and..

veterans with bachelor's degrees have 3X more work experience than non-veterans

Sources: Melissa Boatwright and Sarah Roberts, "Veteran Opportunity Report: Understanding an untapped talent pool," LinkedIn, accessed September 1, 2022, https://socialimpact.linkedin.com/content/dam/me/linkedinforgood/en-us/resources/veterans/LinkedIn-Veteran-Opportunity-Report.pdf.

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 – O-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: Matthew J. Louis, *Hiring Veterans: How to Leverage Military Talent for Organizational Growth* (Newburyport, MA: Career Press, 2023).

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%

Bonus fact:
The largest group of individuals in the country with security clearances is in the military

Question

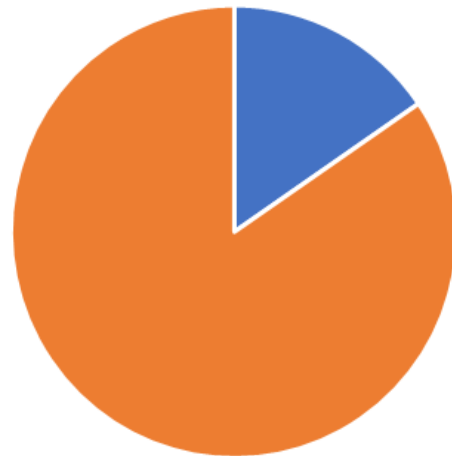What portion of an employee population has a greater percentage of PTSD?

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

Sources: "PTSD Basics," U.S. Department of Veterans Affairs, PTSD: National Center for PTSD, Accessed September 1, 2022, https://www.ptsd.va.gov/understand/what/ptsd_basics.asp. "How Common is PTSD in Veterans?" U.S. Department of Veterans Affairs, PTSD: National Center for PTSD, Accessed September 1, 2022, https://www.ptsd.va.gov/understand/common/common_veterans.asp. "How Common is PTSD in Adults?" U.S. Department of Veterans Affairs, PTSD: National Center for PTSD, Accessed September 1, 2022, https://www.ptsd.va.gov/understand/common/common_adults.asp.

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 17% of our active duty military (up from 11% in 1990), and racial and ethnic minority groups make up >31% 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.

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: "Benefits and Costs of Accommodation," Job Accommodation Network, accessed August 31, 2022, https://askjan.org/topics/costs.cfm.

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*

The U.S. Department of Defense is the nation's largest employer, with more than 3.5 million individuals – more than the employees of Amazon + McDonalds + FedEx + Target + General Electric combined.

Sources: U.S. Department of Veterans Affairs, VetPop 2007 Data, "Table 2S: Separations by State, Period, Age Group, Gender 2000-2036," 2007. Ash Carter, *Inside the Five-Sided Box: Lessons from a Lifetime of Leadership in the Pentagon* (New York, NY: Random House), xi.

Question

Employers have no control over Guard or Reserve employees being activated and deployed.

True **False**

Veteran Myths

- MYTH: There is nothing employers can do to prevent the loss of Reserve Component (RC) members if called to active duty

- FACT: This is FALSE. All employers have rights to limit the impact of such recalls.

  - *Employers may request that some of their workers be named "key employees" who cannot mobilize.*

  - *By law, the Department of Defense must limit the cumulative absences of RC members.*

  - *To educate and protect themselves, all employers should join the Employer Support of the Guard and Reserve (ESGR) organization.*

  - *ESGR is a DoD program that promotes cooperation between RC members and their civilian employers and helps resolve conflicts arising from an employee's military commitment.*

    - ESGR offers several helpful employer programs.

    - ESGR administers an awards program for supportive employers.

    - ESGR also provides free mediation services to RC members and their employers.

  - *There is no obligation to continue full or differential/partial pay during an RC member's absence, although many leading companies have such policies.*

Sources: "Guidance to Screening the Ready Reserve," Appendix A to 32 CFR 44, July 1, 2017, accessed August 31, 2022, https://www.govinfo.gov/content/pkg/CFR-2017-title32-vol1/xml/CFR-2017-title32-vol1-part44.xml. See also: "HR Professionals and Supervisors," VA for Vets, accessed August 31, 2022, https://www.vaforvets.va.gov/vaforvets/hr/Pages/default.asp. "Department of Defense Instruction 1205.12," U.S. Department of Defense, February 24, 2016, accessed August 31, 2022, http://www.esd.whs.mil/Portals/54/Documents/DD/issuances/dodi/120512p.pdf. "2013 Status of Forces Survey of Reserve Component Members," Defense Manpower Data Center, March 2014, 252-260, 350-354.

Question

Do veteran hiring programs have quantifiable outcomes?

Yes

No

Veteran Myths

- **MYTH: Veteran Hiring Programs have no quantifiable outcomes**

- **FACT: Veteran Hiring Programs have direct and quantifiable outcomes**

- **The nation's military community comprises 37 Million individuals who wield $1.2 Trillion in annual buying power**

- **Organizations with the most inclusive and best 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 fully employed in optimal career fields will double their career earnings, rates of retention and job satisfaction.

Sources: Matthew J. Louis, *Hiring Veterans: How to Leverage Military Talent for Organizational Growth* (Newburyport, MA: Career Press, 2023). SheerID, "Marketing to the Military Explained," Tony Coray, August 9, 2022, accessed November 30, 2022, https://www.sheerid.com/blog/marketing-to-the-military/. Mark Kaplan and Mason Donovan, The Inclusion Dividend: Why Investing in Diversity & Inclusion Pays Off (Brookline, MA: Bibliomotion, Inc., 2013), 37.

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* **$200-900+ Million** *in recent years, subtract from DoD's operating budget and thereby sacrifice funds that could otherwise be spent on our common defense.*

Sources: Call of Duty Endowment and ZipRecruiter, "Challenges on the Home Front: Underemployment Hits Veterans Hard," accessed August 26, 2022, https://www.callofdutyendowment.org/content/dam/atvi/callofduty/code/pdf/ZipCODE_Vet_Report_FINAL.pdf. Nathan D. Ainspan and Kristin N. Saboe, Military Veteran Employment: A Guide for the Data-Driven Leader (New York, NY: Oxford University Press, 2021), 2. See also: U.S. Congressional Budget Office, "Transitioning From the Military to the Civilian Workforce: The Role of Unemployment Compensation for Ex-Servicemembers," May 16, 2017, Accessed December 20, 2022, https://www.cbo.gov/publication/52503.

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:
- The Conference Board, Inc., the Partnership for 21st Century Skills, Corporate Voices for Working Families, and the Society for Human Resource Management, "Are They Really Ready to Work: Employer's Perspectives on the Basic Knowledge and Applied Skills of the New Entrants to the 21st Century U.S. Workforce." 2006, accessed January 2, 2017, http://www.p21.org/storage/documents/FINAL_REPORT_PDF09-29-06.pdf.
- C. Zoli, R. Maury, & D. Fay, "Missing Perspectives: Servicemembers' Transition from Service to Civilian Life — Data-Driven Research to Enact the Promise of the Post-9/11 GI Bill," November 2015, *Institute for Veterans & Military Families, Syracuse University*, accessed October 30, 2017, https://ivmf.syracuse.edu/article/missing-perspectives-servicemembers-transition-from-service-to-civilian-life/.
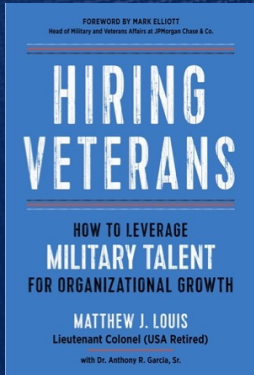
Holistic Approach Ensures Warm Handoff

purepost

Purepost

Hiring Veterans
[Second Book]

Mission Transition
[First Book]

Today's Focus

Civilians

Military
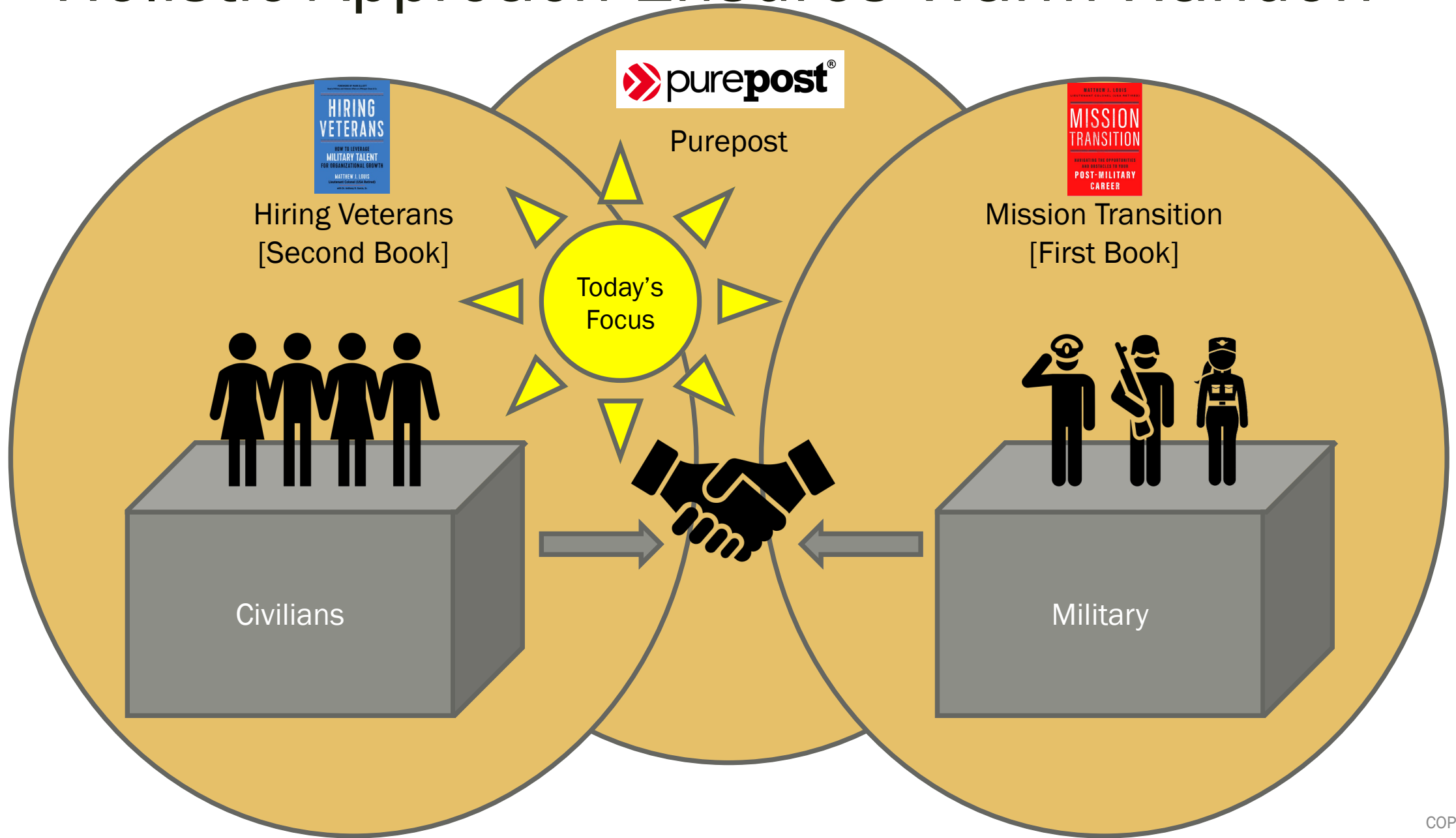
Hiring Veterans: The Assimilation Process

Decision to support veteran hires

Understand veterans and military culture

Create support program content

Organize & staff veteran support program

Set expectations internally & externally

Identify & Recruit candidates

Interview & Decide on Hire

Finalize offer

Onboard, Deploy & Retain veteran hires

Validate Assimilation & Measure Success

Time (measured in months)

■ Scope includes the entire employment lifecycle:

Identify

Recruit

Interview

Hire

Onboard / Train

Deploy / Develop

Retain / Separate

Re-Deploy

Re-Train

Minimum Requirements for Success

- Top-down executive-level leadership and substantive material (financial and programmatic) support
- Initiation of a veteran BRG
- Onboarding and mentoring programs
- Direct relationship between the Veteran Support Program's outcome-based measures and the Employer's Strategic Goals
- Compliance with all regulatory obligations (i.e., USERRA, VEVRAA, ADA, FMLA, etc.)
  - Where applicable, compliance with the Office of Federal Contract Compliance Program (OFCCP)

Sample Veteran Support Program Reporting Dashboard

Source: Matthew J. Louis, *Hiring Veterans: How to Leverage Military Talent for Organizational Growth* (Newburyport, MA: Career Press, 2023). Also, "Cultivating veteran communities: Building collaborative networks to support military family transitions," Matthew J. Louis & Nate Pelletier, Deloitte & TVCA, 2018, accessed April 21, 2020, https://matthewjlouis.com/media/cultivating-veteran-communities-building-collaborative-networks-to-support-military-family-transitions/.

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
- 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 →

Source: Matthew J. Louis, *Hiring Veterans: How to Leverage Military Talent for Organizational Growth* (Newburyport, MA: Career Press, 2023).

"Table Stakes" Supporting Practices

- Identifying
  - *An existing **military-themed Business 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 (cont.)

- 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***

Source: Matthew J. Louis, *Hiring Veterans: How to Leverage Military Talent for Organizational Growth* (Newburyport, MA: Career Press, 2023).
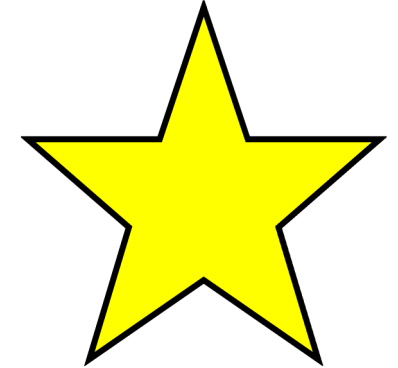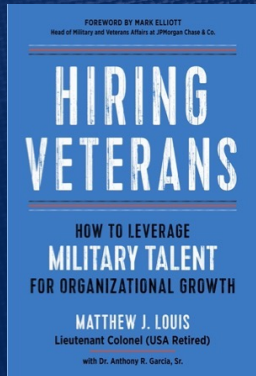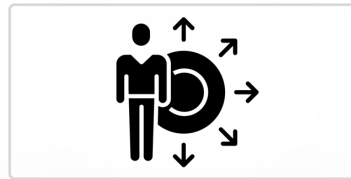
What Resources Exist to Support?

Purepost Inc.

- SaaS
- B Corp, benefitting US veterans
- Veteran-founded and veteran-led
- Vision: Level the playing field for all job seekers and talent acquisition professionals in the US
- Mission: Optimize talent allocation in US economy
- We are NOT a:
  - Job board
  - Resume shop
  - MOS translator

Creating a Matching Capability for All Professionals

-35,000 Roles	>	Every Role in U.S	>	PowerSkills	>	> 4M Jobs	>	Org. Job Titles	=	Every Business Benefits

Skills Taxonomy
- Performance Management & Compensation
- Talent Management and succession planning
- Career Development and Internal Mobility
- Diversity & inclusion
- Recruitment
- Learning & Development

Step 1
- We manually translated every U.S. Military position - job titles, skills, and competencies
- 35K positions

Step 2
- We normalized O*Net to our Purepost skills taxonomy and competency hierarchy in step 1

Step 3
- We overlayed Steps 1 & 2 with a robust set of PowerSkills for all jobs
- The largest and most accurate taxonomy in existence

Step 4
- The NLx (daily average: 350K businesses / 4M jobs) provides Purepost a direct feed of jobs to match with the profiles of our members

Step 5
- We can normalize our skills taxonomy to any corporation's skills taxonomy or training curriculum.

Step 6 - 2024
- We will be able to normalize any skills taxonomy to our database of accurate data - creating a truly generative HR/AI solution
- Single "skills cloud"

Taxonomy > **Skills to Skills Matching** > **Elastic Search** > **AI/ML**

Purepost Services & Who We Serve

purepost passport™

Create Passport, Upskill, Get Hired
Build Profile in 10 mins

Supply Meets Demand

Who Benefits:

= U.S. Military Veterans

= Any Job Seeker

PUREPOST KNOWLEDGE CENTER

sonar™

Acquire Talent
Find Talent in 10 mins

Who Benefits:

= Small & Medium Sized Businesses

= Enterprises

= Manpower Organizations

Compass™ purepost

Case Manage Job Seekers

Who Benefits:

= Veteran Service Orgs

= Technical Schools

= College and University Career Centers

= Talent Networks (ERGs)

= State Workforce Agencies

riseinside™ by purepost

Optimally Deploy Internal Talent

Who Benefits:

= Any organization

How We Differentiate
Side by Side Comparison

	purepost	Job Board	AI+HR SaaS	ATS	Social Media	MOS Translator
Military to Civilian Competency Hierarchy	✓					
Candidate Skills Evaluation from Military Career	✓					
Veteran specific search features which educate TAs	✓					✓
Candidate Skills Evaluation from Private Sector Career	✓	FEW	FEW	✓		
Career Profile	✓	✓	✓	✓	✓	✓
Job Matching	✓	✓	✓		✓	
Unlimited Candidate Search	✓		SOME		✓	✓
Low Level of Effort from Enterprise IT	✓	✓	✓		✓	✓
Scientific basis of human capital value	✓		SOME	✓		
Ability to normalize any skills taxonomy or curriculum	✓					
PowerSkills identification	✓			✓		

Sample Customers & Partners

But Wait, There's More

My Website

www.matthewjlouis.com


Free Courses

Free Resources

Mission Transition: Video Course

The free series of video courses below intends to provide veterans and service members transitioning from the military another way to consume summary elements contained within my award-winning book **Mission Transition: Navigating the Opportunities and Obstacles to Your Post-Military Career** and select Resources on my website. It is not a substitute for the book! For those taking this course, these expectations apply:

- Please take all courses in sequence
- Please complete all homework assignments prior to starting the next course

Mission Transition: The e-Course

The free downloadable e-Course below intends to provide veterans and service members transitioning from the military another way to consume summary elements contained within my award-winning book **Mission Transition: Navigating the Opportunities and Obstacles to Your Post-Military Career** and select Resources from my website. It is not a substitute for the book! For those taking the course, these expectations apply:

- Please read all chapters in sequence
- Complete all exercises in each chapter in the order presented
- Please complete all homework assignments prior to starting the next chapter
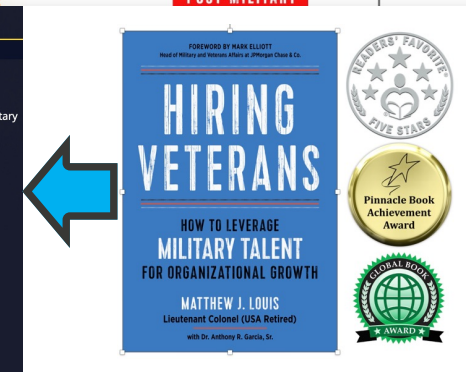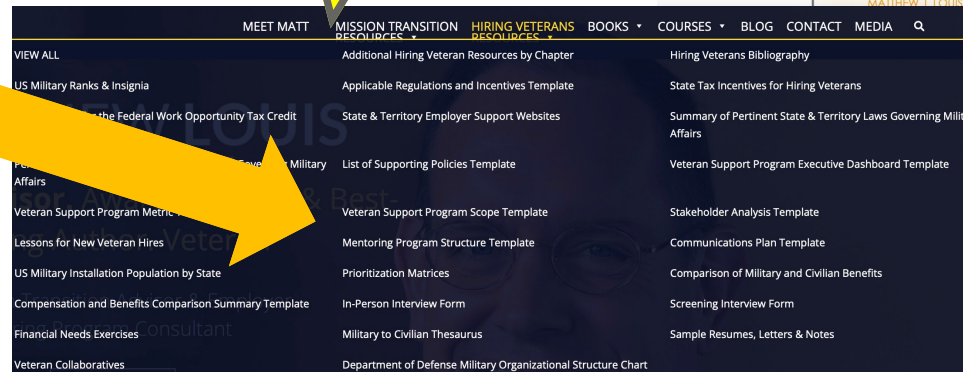
- 21 free video courses; free e-course
- Tons of free resources
  - Thorough Military-to-Civilian thesaurus
  - Resume / Letter templates
  - Financial needs exercises
  - Repository for lessons learned
  - Additional Reading & Guidance (RC/Guard)
  - Interactive tools
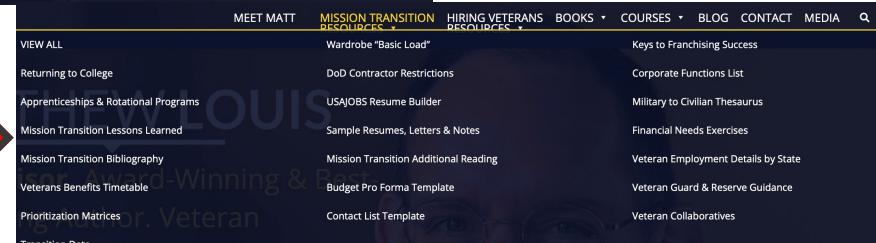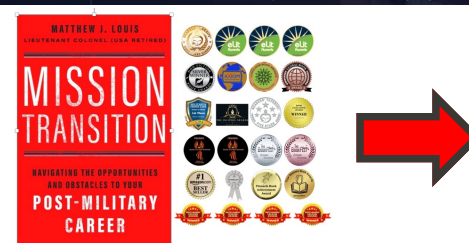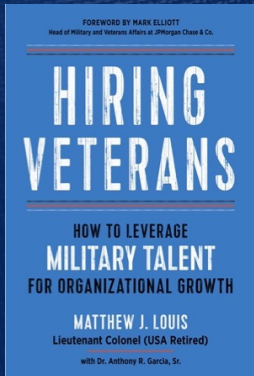
Closing Thoughts

Additional Keys to Success

- Support focused hiring efforts on veterans of all backgrounds, as well as their spouses. Support military spouse employment with child care options and flexible schedules.

- Leverage the veterans you already have in-house in doing all of the above (i.e., internal referrals, mentoring, BRG leadership, training leads, etc.)

- Utilize Purepost, the best way to match talent to your open requirements (www.purepost.co)

- Encourage veterans to self-identify & read Mission Transition

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

- Train recruiters and interviewers of veterans

- Make the culture of your organization transparent to veteran candidates.

- Leverage apprenticeship or rotational onboarding programs and Veteran Collaboratives

- Team with ESGR and leverage their support of your Reserve Component employees

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

- Apply to all applicable military initiative recognition programs and for applicable tax incentives

- Incorporate an experienced external advisor to enable your program's success

Source: Matthew J. Louis, *Hiring Veterans: How to Leverage Military Talent for Organizational Growth* (Newburyport, MA: Career Press, 2023).

Questions?

FOREWORD BY MARK ELLIOTT
Head of Military and Veterans Affairs at JPMorgan Chase & Co.

HIRING VETERANS

HOW TO LEVERAGE MILITARY TALENT FOR ORGANIZATIONAL GROWTH

MATTHEW J. LOUIS
Lieutenant Colonel (USA Retired)

with Dr. Anthony R. Garcia, Sr.

Thank You!

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www.purepost.co