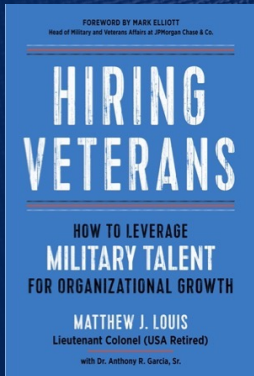


# HIRING VETERANS @ PMI SNEC

Matthew J. Louis  
Louis Advisors LLC  
February 2024



# 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
- LTC (Ret); West Point Recruiter; US Rep Service Academy Nominating Committee member
- Author of **Mission Transition** & **Hiring Veterans**

## Previous Experience

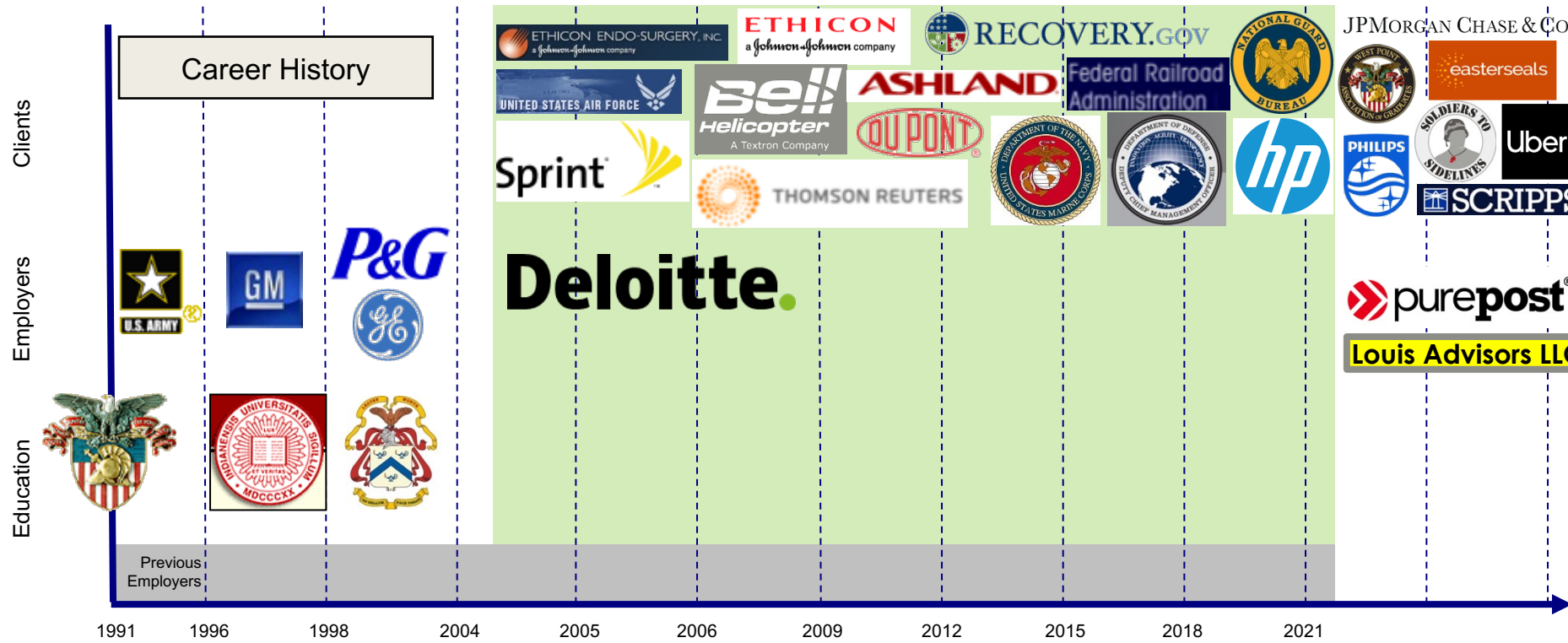
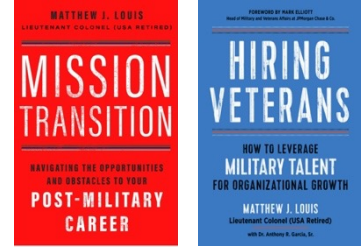
- GE Healthcare
  - Supply Chain Leader
  - Operations Leader
- GE Aviation
  - Black Belt
- Procter & Gamble
  - Senior Purchasing Manager
  - Purchasing Manager
- US Army
  - Operations Manager
  - Team Leader

## 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



Not To Scale

- 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

**Thank  
you!**

# Agenda

Introduction & WHY



What's the Problem?



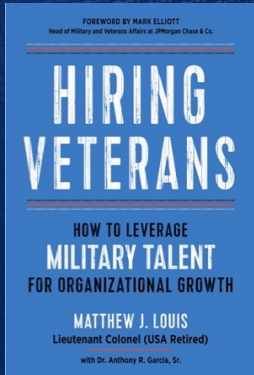
Why Does it Exist?



What Should We Do About it?



What Resources Exist to Support?



# Why Hire Veterans?

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# Business Value of Veterans



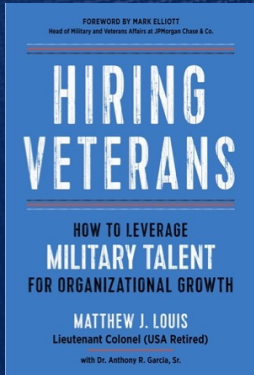
- Entrepreneurial
- Assume high levels of trust
- Adept at skill transfer across contexts/tasks
- Have advanced technical training
- Comfortable/adept in discontinuous environments
- High levels of resilience
- Advanced team-building skills
- Strong organizational commitment
- Have had cross-cultural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

Promoted  
faster

Perform  
better

Easier to  
manage

...than their non-veteran peers



# What's the Problem?

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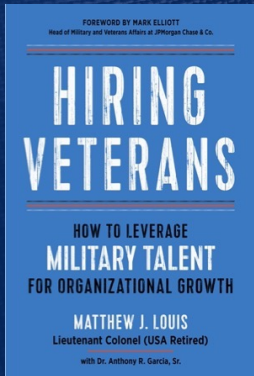


# A National Security Crisis

FY2023 Active-duty Military Recruiting Shortfalls

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) missed 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*



# Why Does it Exist?

---

# 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

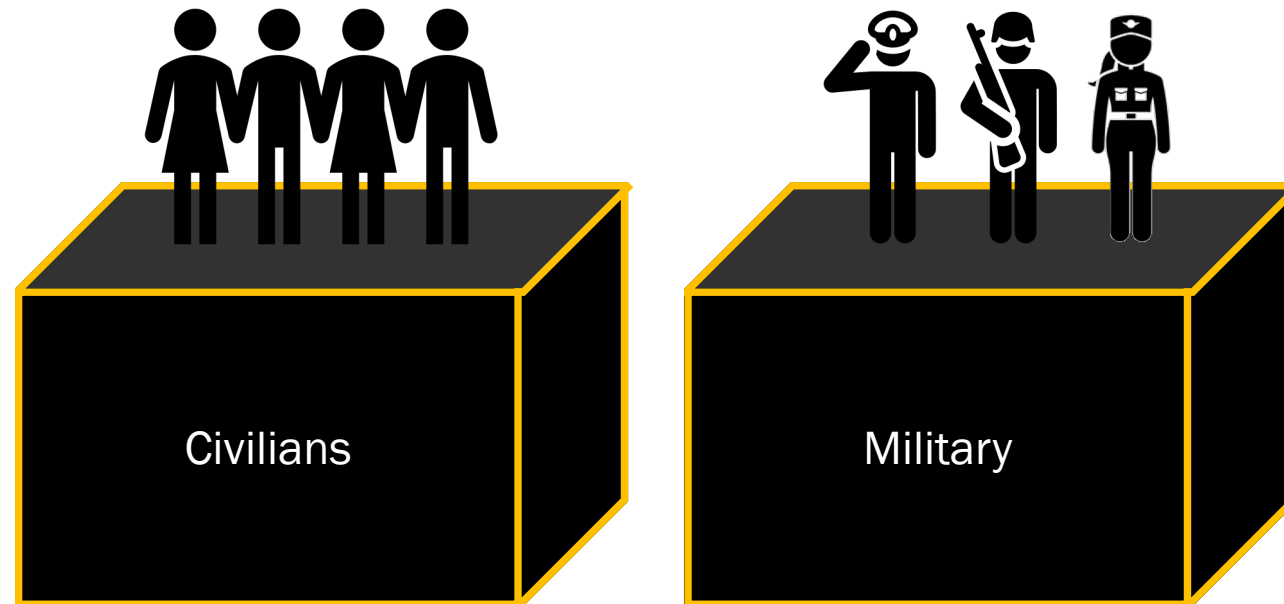
- Incomplete/poor transitions from military service
- Lack of coordinated support systems

Exacerbated by opposing attitudes

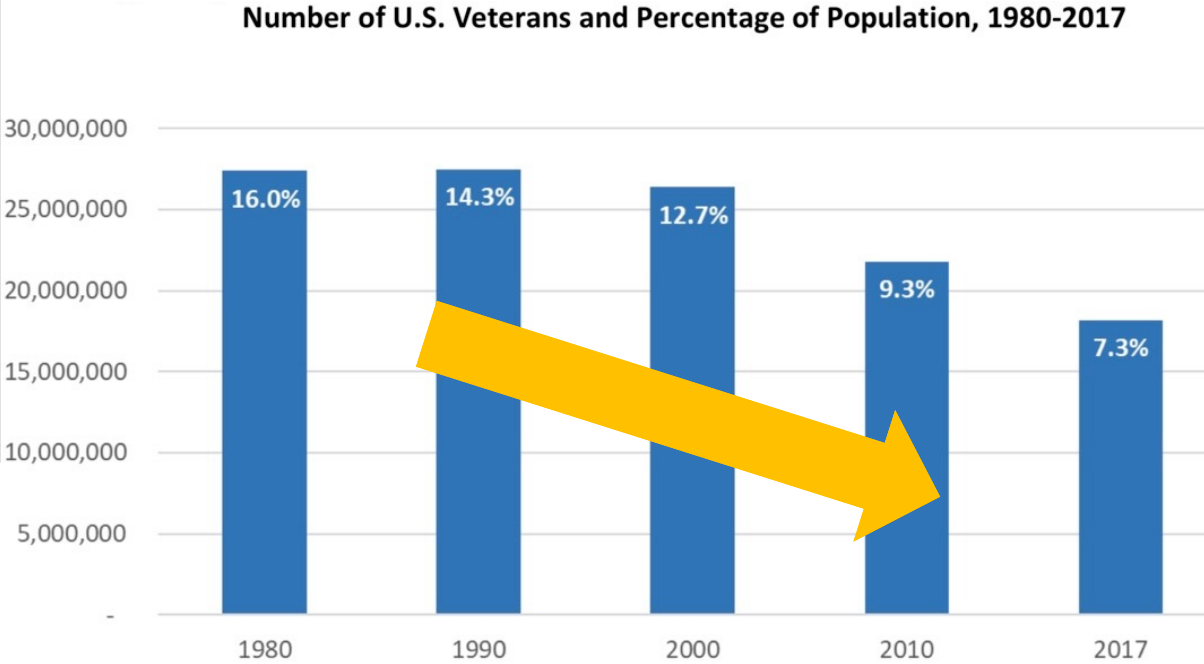
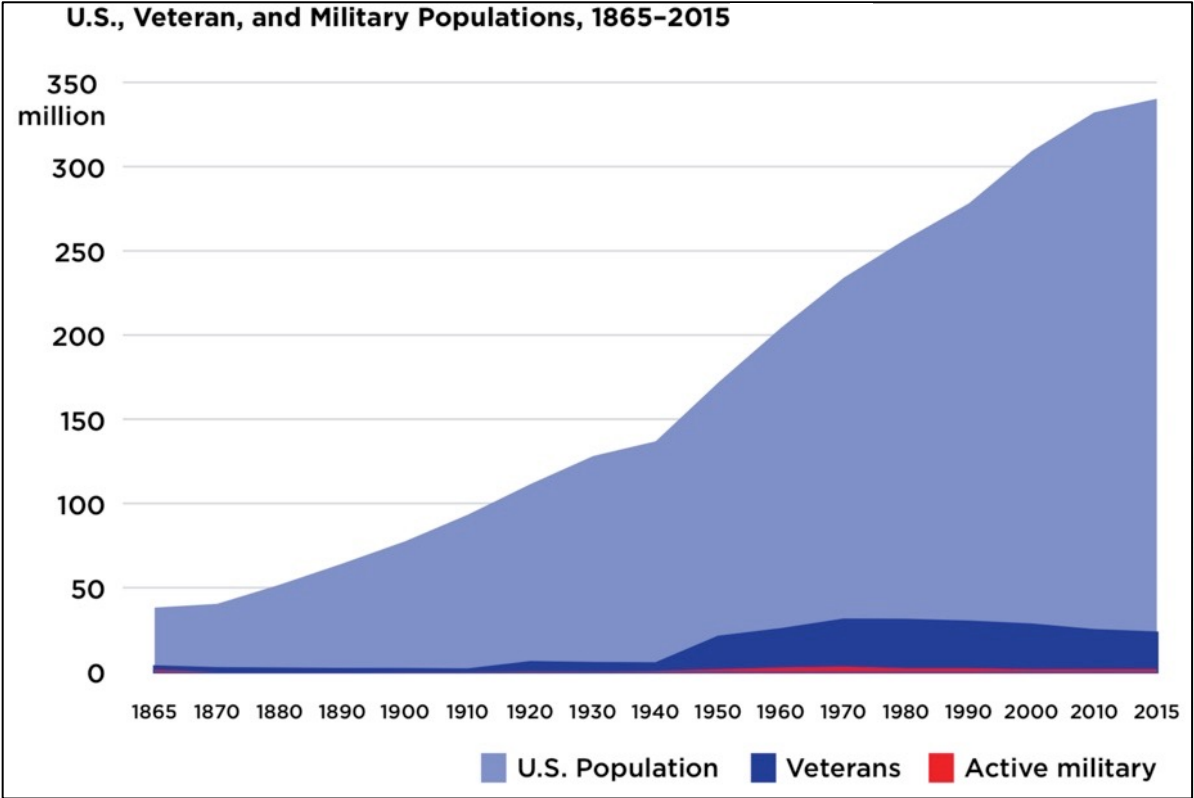
- Pity from the public
- A sense of superiority from the military

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 less than half the % of the US population they did a generation ago



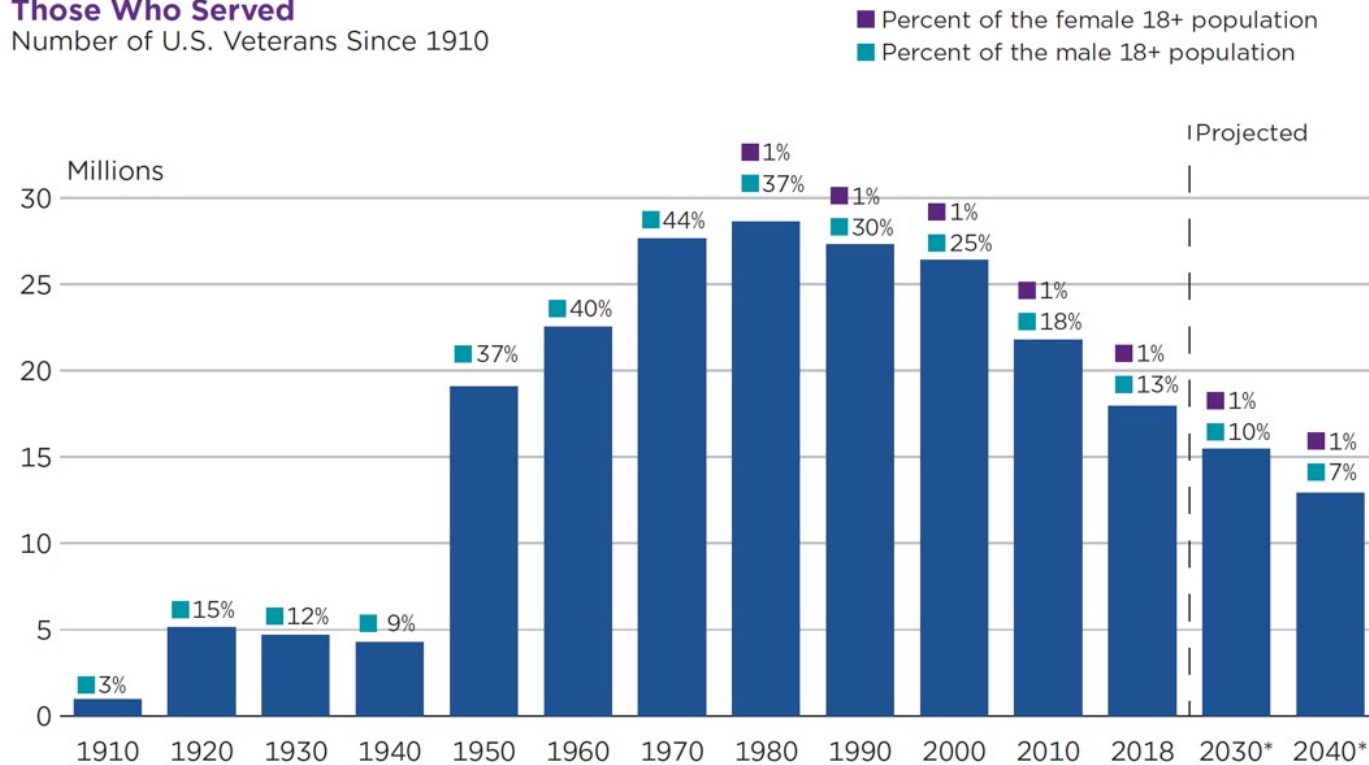
Sources: (Above) Phillip Carter, Amy Schafer, Katherine Kidder and Moira Fagan, "Lost in Translation: The Civil-Military Divide and Veteran Employment," Center For a New American Security, June 15, 2017, 2.  
(Right) Texas Workforce Investment Council, "Veterans in Texas: A Demographic Study," September 2019, 4.

# 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

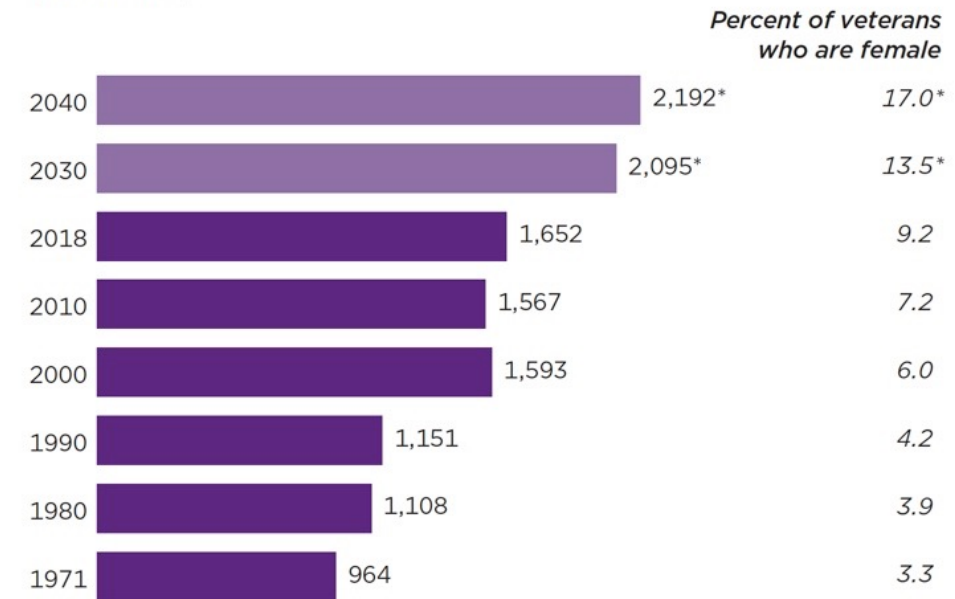
Number of U.S. Veterans Since 1910



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)

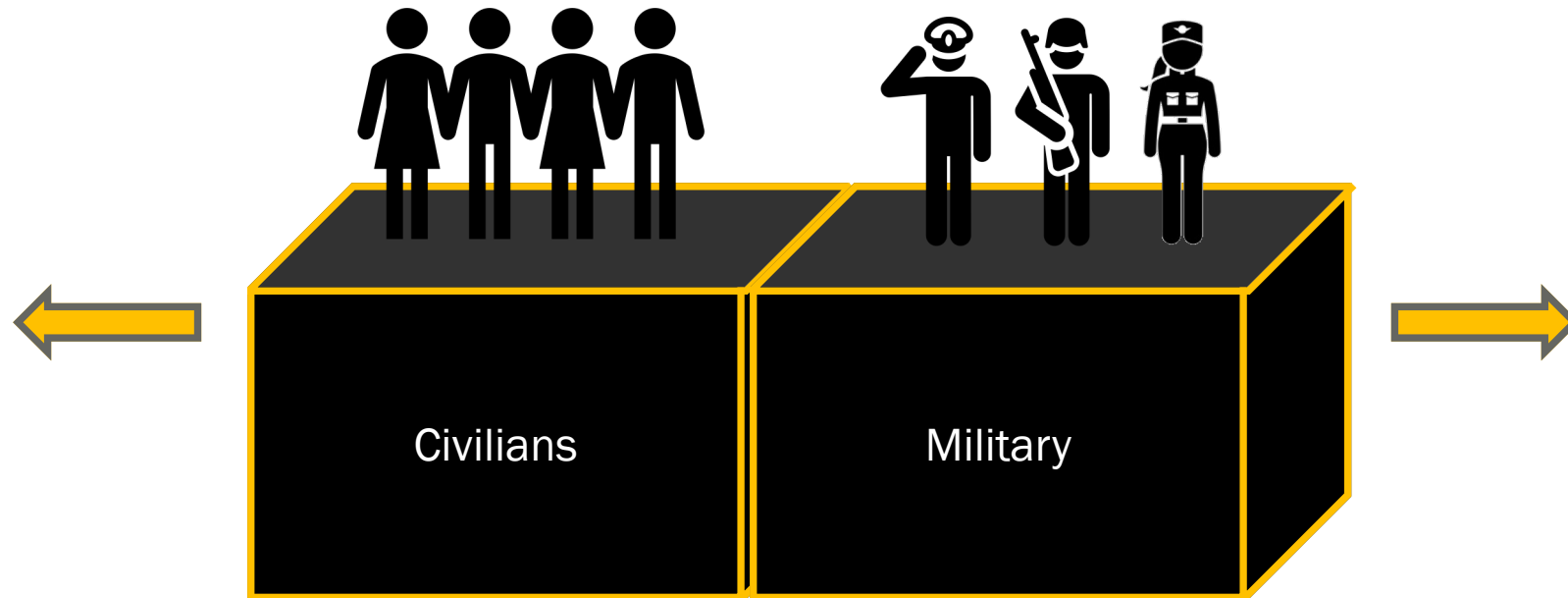


\* Projected numbers.

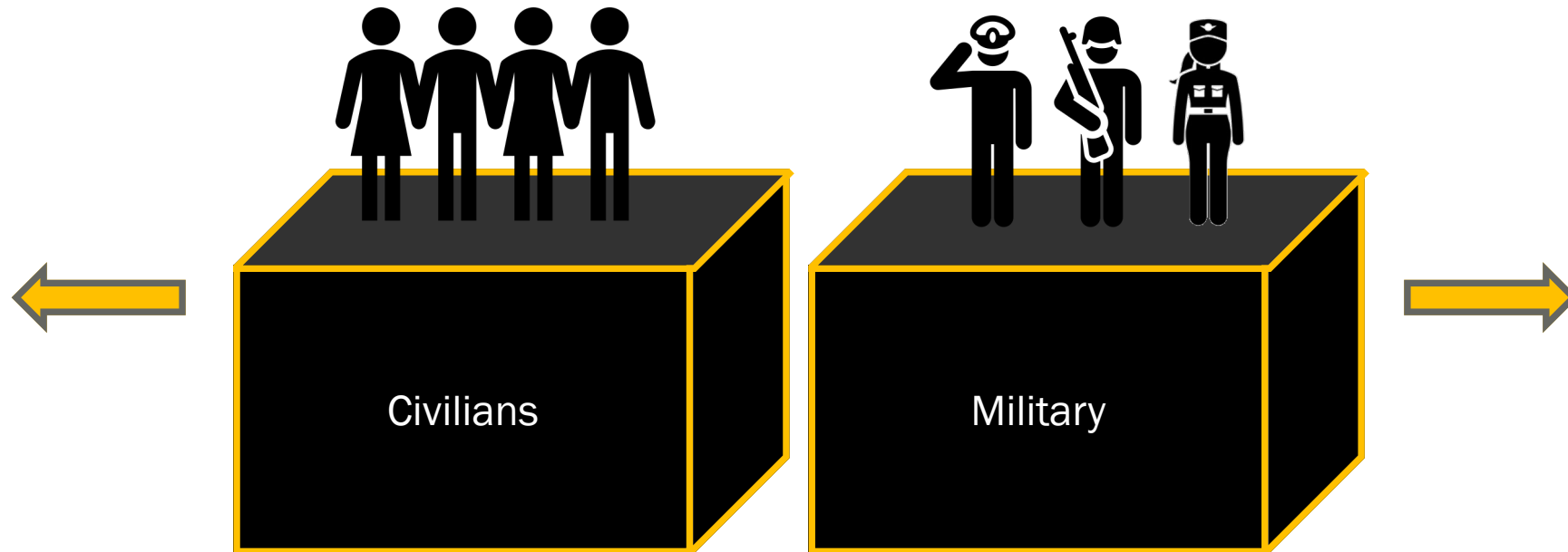
Note: Data from 1971 and projected values for 2030-2040 are from the U.S. Department of Veterans Affairs, Veteran Population Projection Model 2016 (VetPop 2016).

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

# The Civil-Military Gap



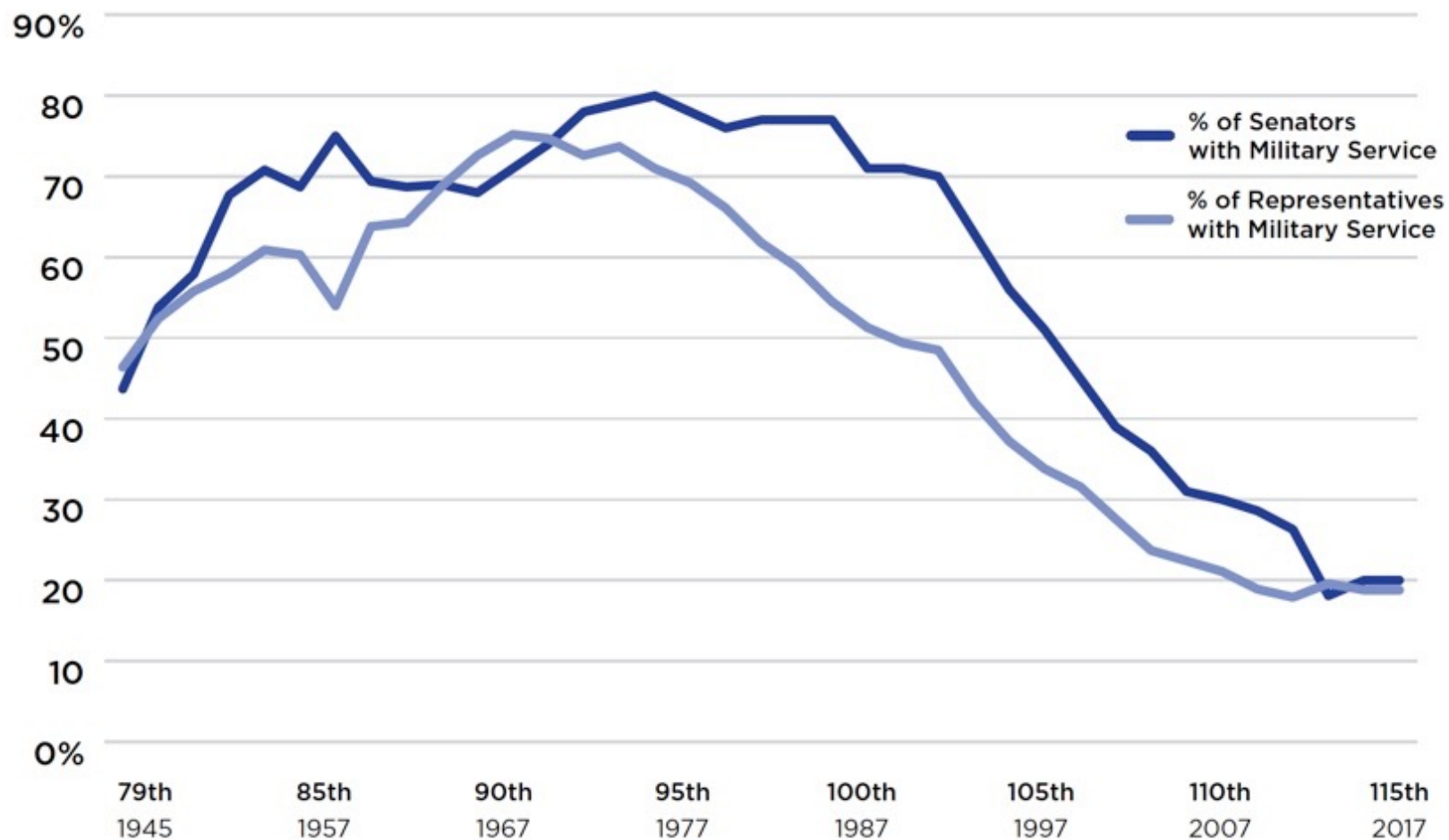
# The Civil-Military Gap





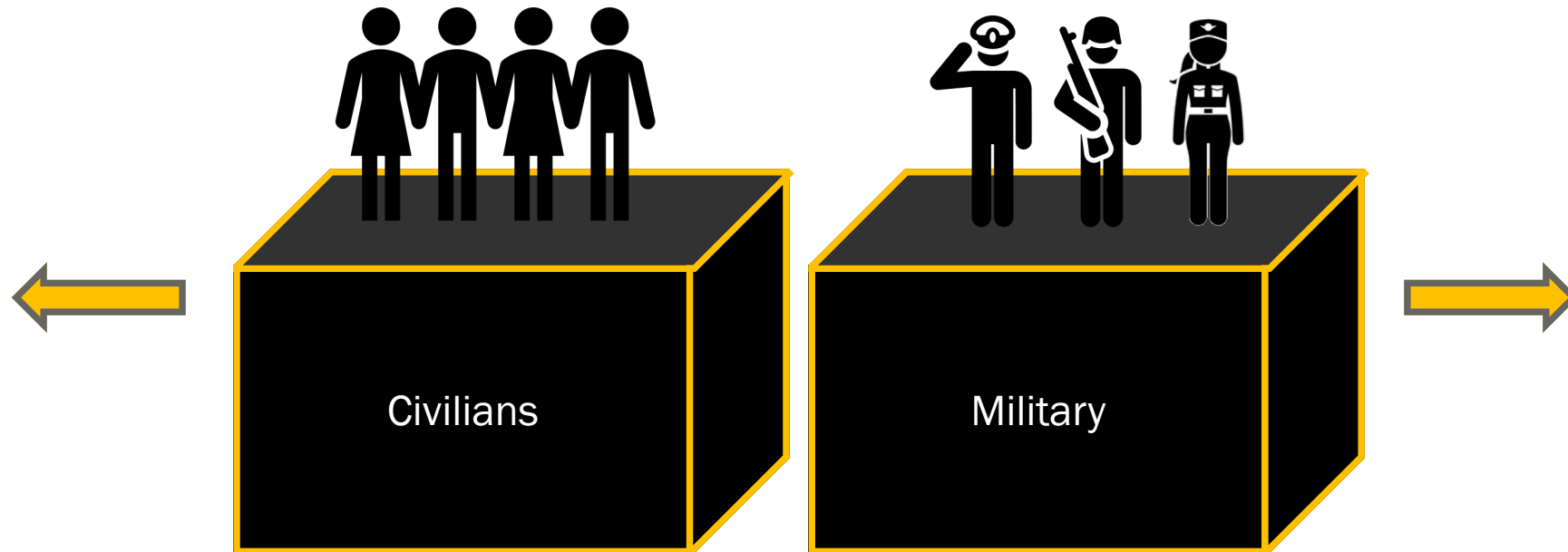
# Elected veteran leadership is at an historic low

Percentage of Veterans in the House and Senate, 79th Congress-115th Congress (1945-2017)<sup>83</sup>

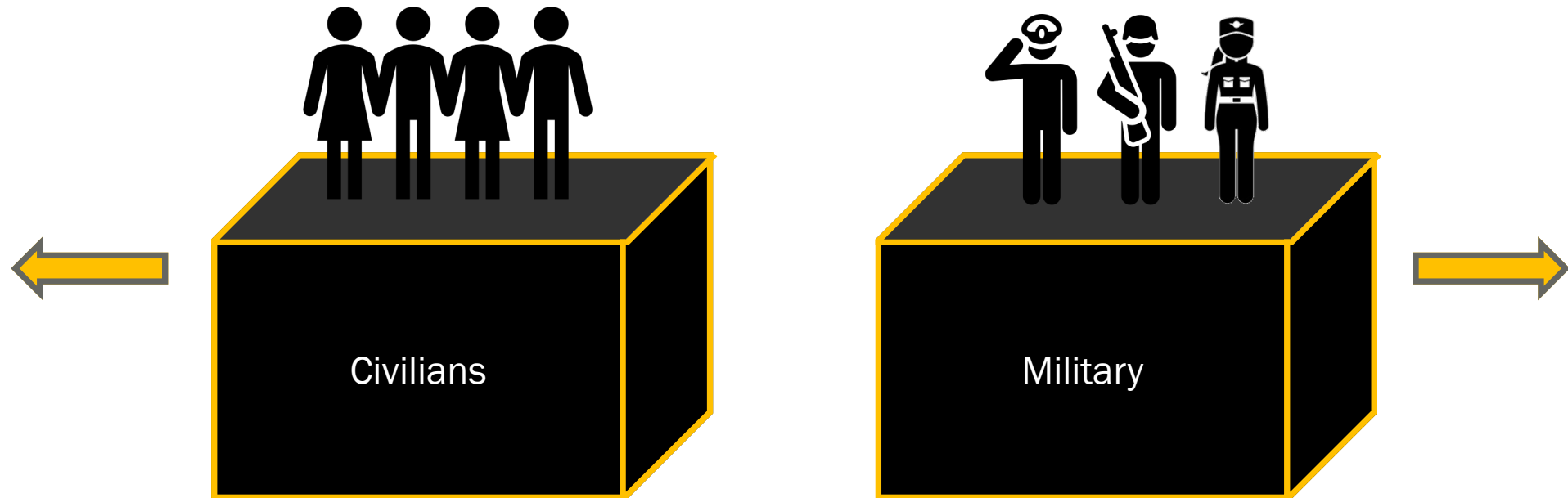


- 99.5% of the American public has not served on active duty at any given time in the period since 9/11.

# The Civil-Military Gap

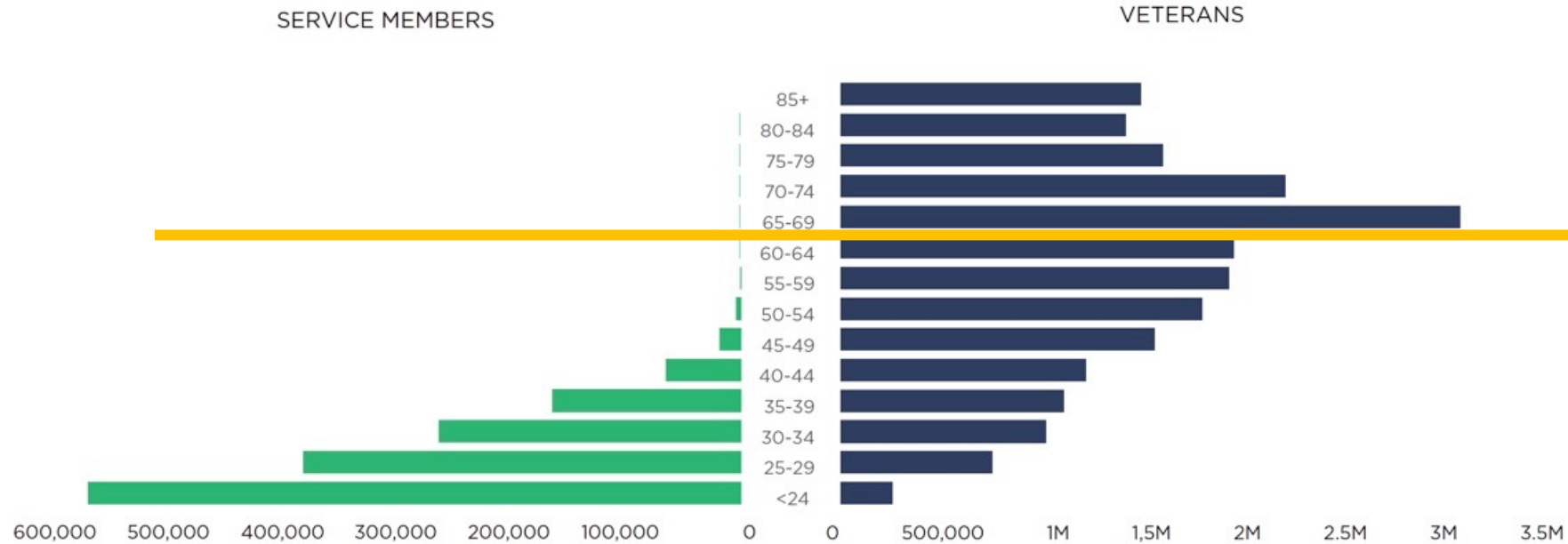


# The Civil-Military Gap



# Large numbers of veterans are entering a workforce whose leaders no longer include them

## Service Members and Veterans by Age



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

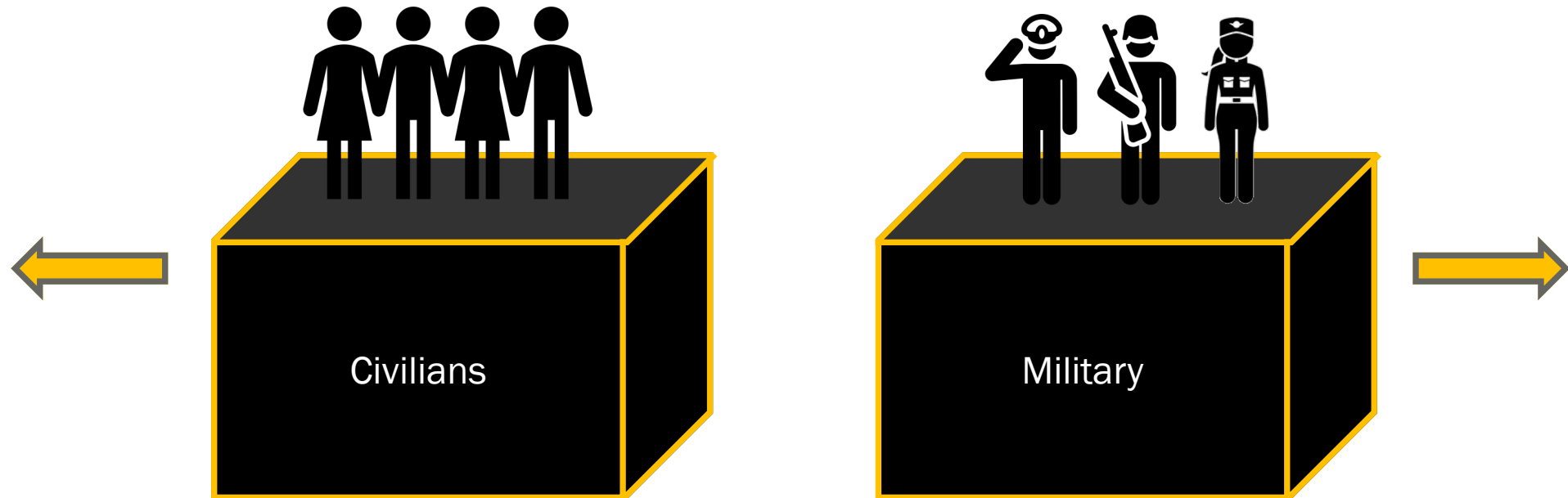
Age Categories	Veterans	Nonveterans
18 to 34 years	8.9%	31.5%
35 to 54 years	23.5%	33.9%
55 to 64 years	17.7%	16.7%
65 to 74 years	26.7%	10.7%
75 years and over	23.3%	7.2%
Total	18,204,605	232,843,045

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&ms=prod/accounts-wsj](https://www.wsj.com/articles/generals-bring-battlefield-expertise-to-the-business-world-1504008002?shareToken=st0173955a9a9e4f4d9d7c2056ac1f3e19&reflink=article_email_share&ms=prod/accounts-wsj).

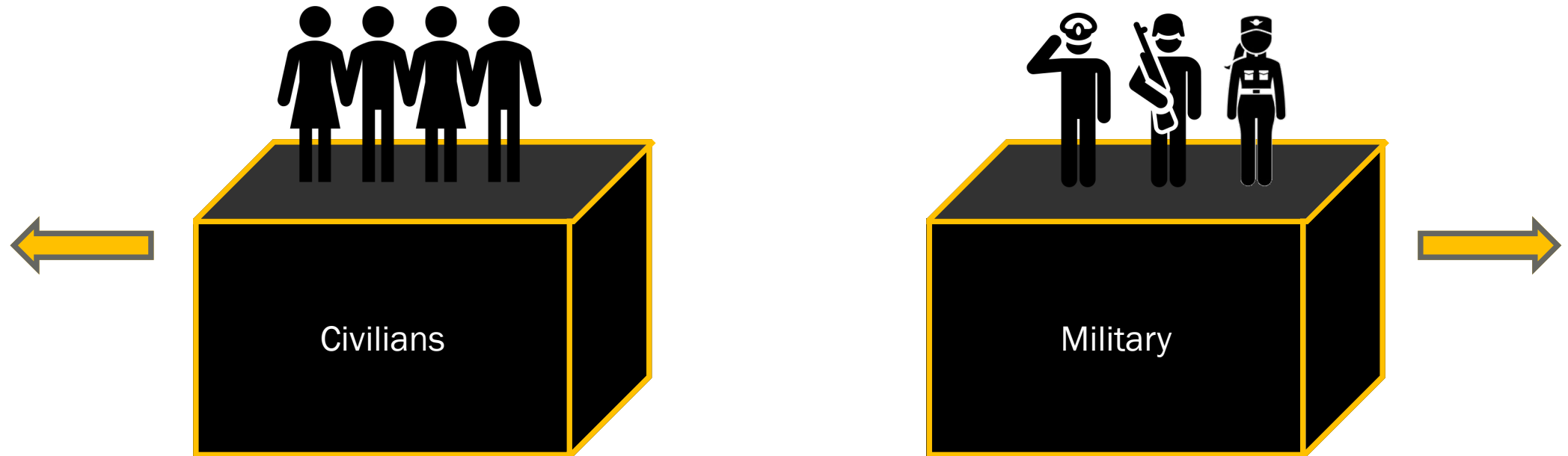
Table note: 2017 ACS summary table data.

COPYRIGHT

# The Civil-Military Gap



# The Civil-Military Gap



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

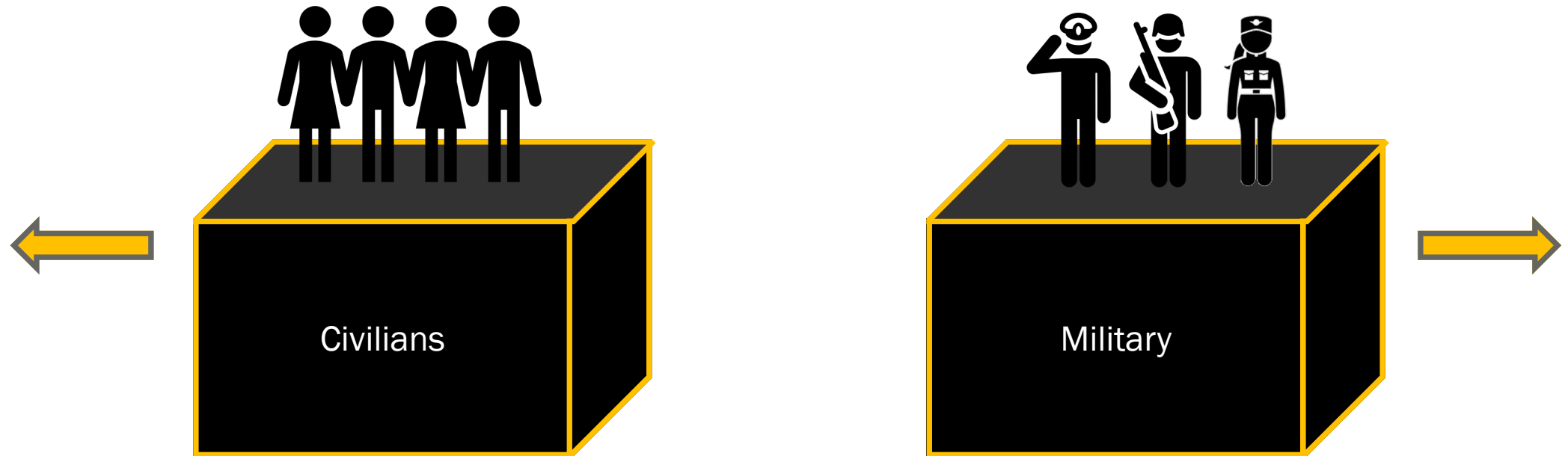
- *84% of post-9/11 veterans say the public does not understand the problems those in the military face*
- *76% of pre-9/11 veterans and 71% of the public agree*

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



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





# The Civil-Military Gap



# 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

# ...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*

# 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*

# 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](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/>.

# 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**

# 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	<ul style="list-style-type: none"> <li>Enterprise leader</li> <li>Coalition Leader (Joint Services, Interagency, International)</li> </ul>	<ul style="list-style-type: none"> <li>Advancer Senior Leader Education</li> <li>Joint Chiefs of Staff Education</li> </ul>	<ul style="list-style-type: none"> <li>Strategic Planning</li> <li>National Policy implementation</li> <li>Enterprise Policy development</li> <li>Advising Elected Officials</li> </ul>	10,000+	CXO (CEO, COO, CFO, CIO, etc.)	1000+
O4 – O-6 / W4 – W5	Advanced Degree	<ul style="list-style-type: none"> <li>Large Unit Leader</li> <li>Staff Commander</li> </ul>	<ul style="list-style-type: none"> <li>War College</li> <li>Command &amp; General Staff College</li> </ul>	<ul style="list-style-type: none"> <li>Advanced leadership</li> <li>Organizational Controls</li> <li>Policy Development</li> <li>Long-term planning</li> </ul>	3000+ (O-6) 1000+ (O-5)	President, Vice President	600+
O-1 – O-3 / W-1 – W-3	Undergraduate Degree	<ul style="list-style-type: none"> <li>Small unit leader</li> </ul>	<ul style="list-style-type: none"> <li>Officer Basic &amp; Advanced Training</li> <li>Technical Schools</li> </ul>	<ul style="list-style-type: none"> <li>Tactical planning</li> <li>Team building</li> <li>Basic leadership</li> <li>Mentoring</li> <li>Operational experience</li> <li>Organizational administration</li> </ul>	150 (O-3) 40 (O-1/2)	Director, Operations Manager, Business Analyst, Engineer	~250 30 16 8
E7 – E9	Undergraduate Degree	<ul style="list-style-type: none"> <li>Large-Size Unit Leader</li> <li>Senior Staff Leader / Member</li> </ul>	<ul style="list-style-type: none"> <li>Advanced professional and advisor courses</li> </ul>	<ul style="list-style-type: none"> <li>Strategic Management</li> <li>Advanced advisory</li> <li>Organizational administration</li> </ul>	200+ (E-9) 40-200 (E-7/8)	Supervisor	8-40
E5 – E6	Undergraduate Degree or High School / GED	<ul style="list-style-type: none"> <li>Small unit leader</li> </ul>	<ul style="list-style-type: none"> <li>Basic leadership &amp; technical schools</li> </ul>	<ul style="list-style-type: none"> <li>Basic leadership</li> <li>Team building</li> <li>Coaching</li> </ul>	10-60	Team Leader	3-12
E1 – E4	High School / GED	<ul style="list-style-type: none"> <li>Member of team</li> </ul>	<ul style="list-style-type: none"> <li>Basic training &amp; technical schools</li> </ul>	<ul style="list-style-type: none"> <li>Teamwork</li> <li>Performance under pressure</li> <li>Accountability</li> <li>Honesty, loyalty</li> </ul>	0	Analyst Programmer Generalist Specialist	2 1 1 0

# 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%
<b>Total</b>	<b>391,120</b>	<b>246,696</b>	<b>31,000</b>	<b>162,795</b>	<b>268,301</b>	<b>1,099,912</b>	<b>100.0%</b>

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**

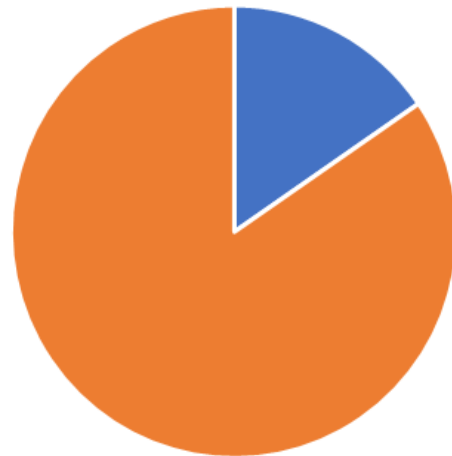
**Non-  
Veterans**

# 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
<ul style="list-style-type: none"> <li>• 6% of veterans in labor pool</li> <li>• <math>1000 \times (6\%) = 60</math> veteran employees</li> </ul>	<ul style="list-style-type: none"> <li>• <math>1000 - 60</math> veteran employees = 940 non-veteran employees</li> </ul>
<ul style="list-style-type: none"> <li>• 11-20% of post-9/11 veterans have PTSD</li> <li>• <math>20\% \times (60) = 12</math> veteran employees with PTSD</li> </ul>	<ul style="list-style-type: none"> <li>• 7-8% of the adult US population will have PTSD</li> <li>• <math>7\% \times (940) \sim 66</math> civilian employees with PTSD</li> </ul>

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%
<b>Total Active Duty</b>	<b>69.1%</b>	<b>16.8%</b>	<b>4.4%</b>	<b>1.2%</b>	<b>1.1%</b>	<b>7.5%</b>	<b>15.8%</b>
<b>U.S. Resident Population (age 18-64)</b>	<b>76.2%</b>	<b>13.7%</b>	<b>6.3%</b>	<b>1.2%</b>	<b>0.3%</b>	<b>2.2%</b>	<b>17.9%</b>

**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.*

# 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.

# 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.*

# 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.**

# Question

Hiring veterans has  
no direct impact on  
national security.

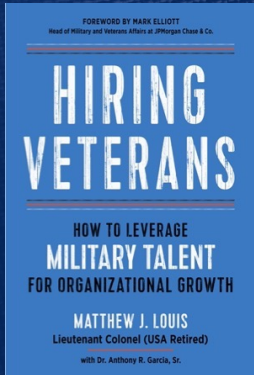
**True**

**False**

# Veteran Myths

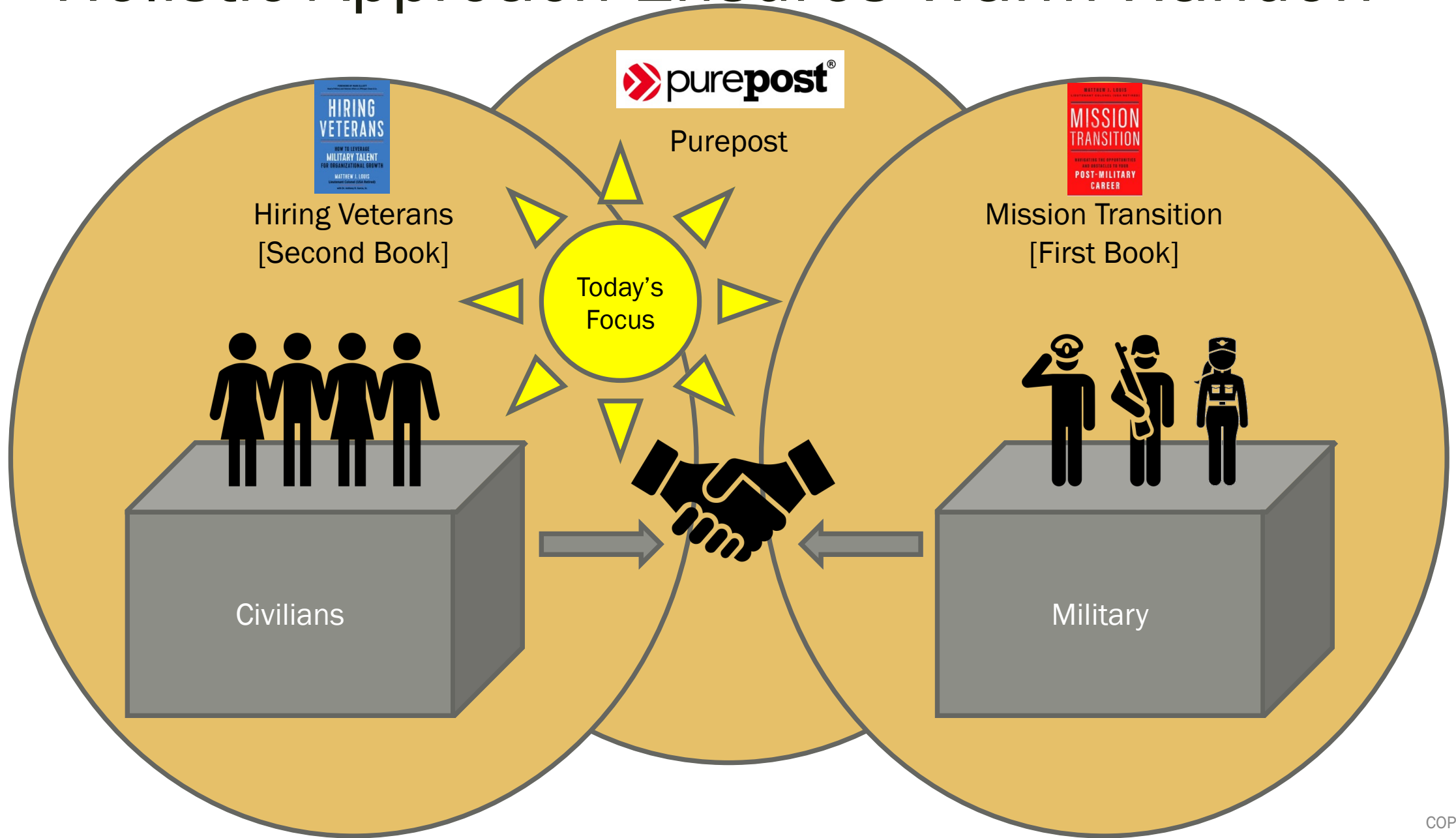


- MYTH: Hiring veterans has no direct impact to National Security
- FACT: Hiring veterans has a direct and quantifiable impact to National Security
  - *If military service is not seen as providing a gateway to successful civilian careers, future recruits may be dissuaded from serving. **It is thus a 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.*

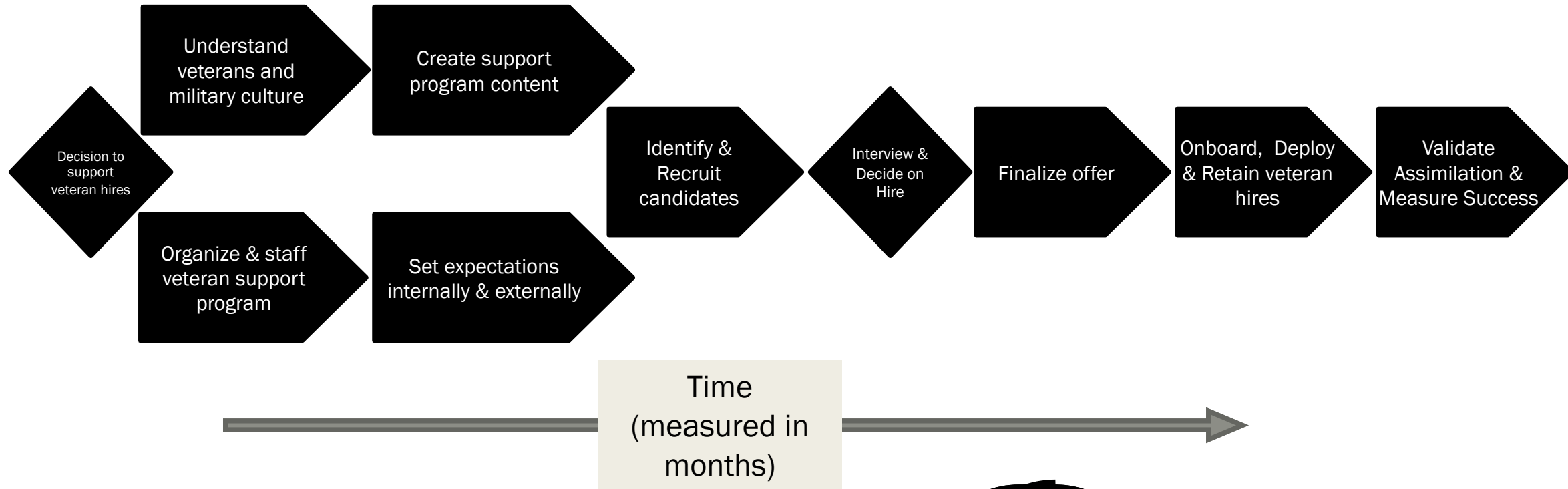


# What Should We Do About It?

# Holistic Approach Ensures Warm Handoff



# Hiring Veterans: The Assimilation Process

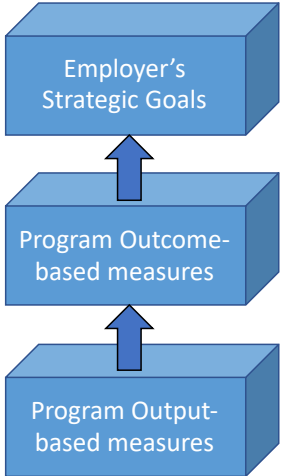


- Scope includes the entire employment lifecycle:



# 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)



● Overall Summary:

Lifecycle Component	Year to Date	Year Over Year Trend	Status	Summary Highlights
Identifying	# Identified		● On Track	• A • B • C
Recruiting	% Screened		● On Track	• A • B • C
Interviewing	% Interviewed		● On Track	• A • B • C
Hiring	% Accept		● On Track	• A • B • C
Onboarding	% Mentor Assigned		● On Track	• A • B • C
Training	% Complete		● On Track	• A • B • C
Retaining	% First Year Retention		● On Track	• A • B • C

Measure	Year to Date	Year Over Year Trend
Productivity		
Revenue		
Margin		
Etc.		

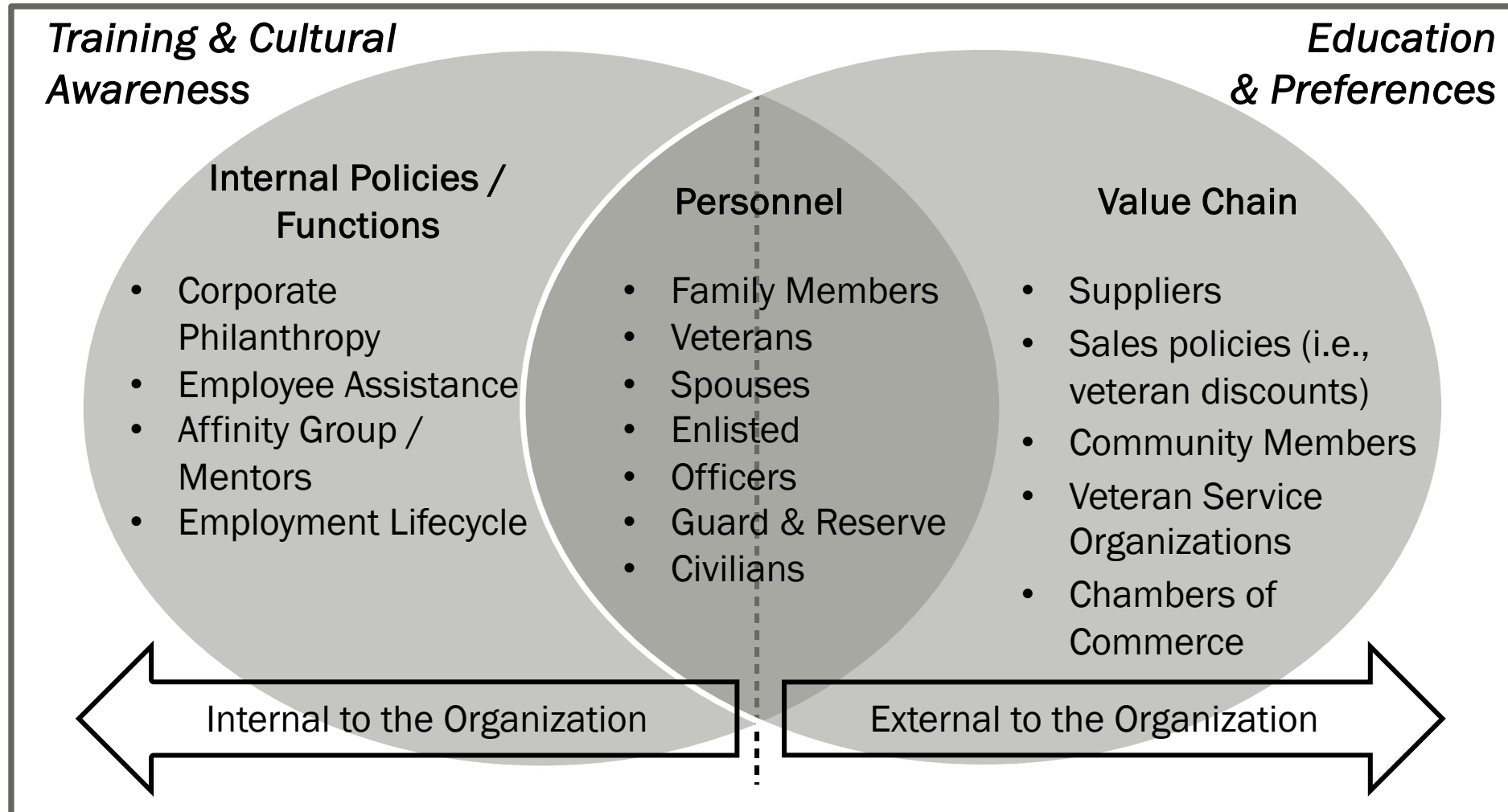
Legend: ● On Track ● Behind Plan ● Off Track

As of: [DATE]

Sample Veteran Support Program Reporting Dashboard

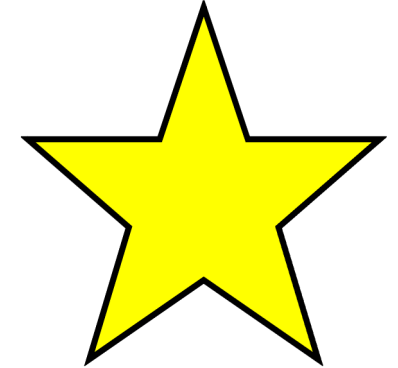
Source: Matthew J. Louis, *Hiring Veterans: How to Leverage Military Talent for Organizational Growth* (Newburyport, MA: Career Press, 2023). Also, “Cultivating veteran communities: Building collaborative networks to support military family transitions,” Matthew J. Louis & Nate Pelletier, Deloitte & 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?)





# “Table Stakes” Supporting Practices



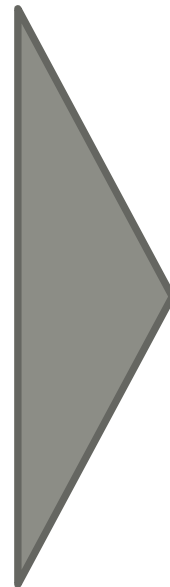
- Identifying
  - *A military-themed BRG*
  - *Sources of military talent*
- Recruiting
  - *Dedicated recruiters*
  - *Training materials*
- Interviewing / Hiring
  - *Trained interviewers*
  - *Scripted question sets*
- Onboarding / Training
  - *Veterans self-identify*
  - *Mentors and affinity groups*
- Deploying / Developing
  - *Strategic goal alignment*
  - *Goals, feedback, and career paths*
- Retaining / Separating
  - *Reserve Component support*
  - *Military spouses and portable careers*

# Values, Behavior, and Culture

- Values form the basis for behavior
- Culture is the collective behavior of organizations

## Values of Each Service

Army	<ul style="list-style-type: none"> <li>• Loyalty</li> <li>• Duty</li> <li>• Respect</li> <li>• Selfless Service</li> <li>• Honor</li> <li>• Integrity</li> <li>• Personal Courage</li> </ul>
Marine Corps and Navy	<ul style="list-style-type: none"> <li>• Honor</li> <li>• Courage</li> <li>• Commitment</li> </ul>
Air Force	<ul style="list-style-type: none"> <li>• Integrity First</li> <li>• Service Before Self</li> <li>• Excellence in All We Do</li> </ul>
Space Force	<ul style="list-style-type: none"> <li>• Character</li> <li>• Connection</li> <li>• Commitment</li> <li>• Courage</li> </ul>
Coast Guard	<ul style="list-style-type: none"> <li>• Honor</li> <li>• Respect</li> <li>• Devotion to Duty</li> </ul>



## How do Military Values Compare?

Military Values	Your Company Values
<ul style="list-style-type: none"> <li>• Honor and integrity</li> <li>• Commitment, loyalty, and duty</li> <li>• Courage</li> <li>• Leadership by example</li> <li>• Selfless service</li> <li>• Respect</li> <li>• Excellence</li> <li>• Discipline</li> </ul>	<ul style="list-style-type: none"> <li>•</li> </ul>

# Interviewing & Interfacing with Veterans

## ■ Types of questions not to ask:

- *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?*

## ■ Types of questions to ask:

- *What did you do in the military?*
- *Which of your military experiences will translate to this job?*
- *Will you be able to perform the duties in the job description with reasonable accommodation?*

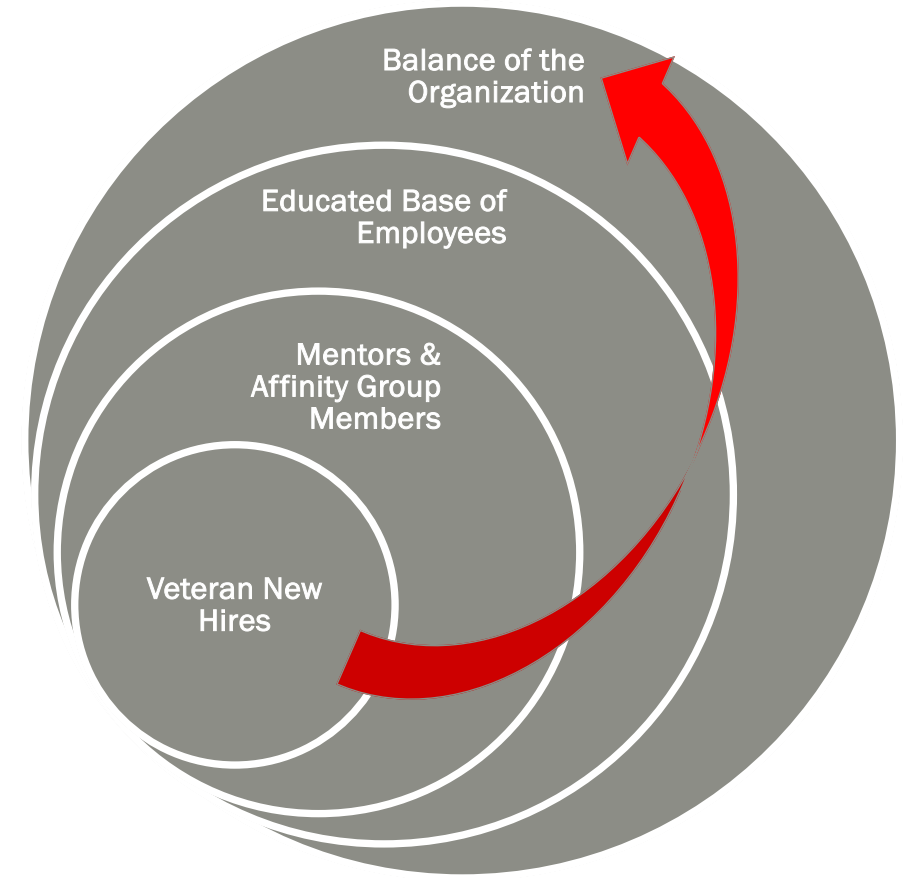


# Don't...

- Ask for specific details about combat
- Ask a military member if he/she has shot or killed someone
- Discuss politics or other current events involving combat
- Confuse branches of the military
  - *Army = Soldiers*
  - *Navy = Sailors*
  - *Marines = Marine*
  - *Air Force = Airmen/women*
  - *Space Force = Guardians*
  - *When in doubt, use the terms “service member”, “military”, or “veteran”, which apply to all branches*

# Networking Assimilation Process

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



# Tailor Hiring & Onboarding Process by Veteran Hire Type

Veteran Population Type	Hire without industry experience	Hire with industry experience	Hire from undergraduate school	Hire from graduate school	Retiree hire
Week 1	<ul style="list-style-type: none"> <li>Welcome briefing</li> </ul>		<ul style="list-style-type: none"> <li>Informal supervisor check-in</li> </ul>		
Month 1	<ul style="list-style-type: none"> <li>Onboarding training</li> </ul>	<ul style="list-style-type: none"> <li>Personal goal identification</li> </ul>	<ul style="list-style-type: none"> <li>Informal supervisor check-in</li> </ul>		
Month 2	<ul style="list-style-type: none"> <li>Executive Champion meeting</li> <li>Paired w Mentor</li> </ul>	<ul style="list-style-type: none"> <li>Executive Champion meeting</li> <li>Paired w Mentor (optional)</li> </ul>	<ul style="list-style-type: none"> <li>Informal supervisor check-in</li> </ul>		
Month 3	<ul style="list-style-type: none"> <li>Veteran Affinity Group Briefing</li> </ul>	<ul style="list-style-type: none"> <li>Mentor touch-point (optional)</li> </ul>	<ul style="list-style-type: none"> <li>Informal supervisor check-in</li> </ul>		
Month 4	<ul style="list-style-type: none"> <li>Affinity Group Activity</li> </ul>		<ul style="list-style-type: none"> <li>Formal supervisor feedback</li> </ul>		
Month 5	<ul style="list-style-type: none"> <li>Mentor touch-point</li> <li>Veterans Assimilation Training</li> </ul>	<ul style="list-style-type: none"> <li>Affinity Group Activity</li> <li>Veterans Assimilation Training (optional)</li> </ul>	<ul style="list-style-type: none"> <li>Affinity Group Activity</li> </ul>	<ul style="list-style-type: none"> <li>Veterans Assimilation Training</li> </ul>	
Month 6	<ul style="list-style-type: none"> <li>Mentor touch-point</li> <li>Informal supervisor check-in</li> </ul>	<ul style="list-style-type: none"> <li>Mentor touch-point (optional)</li> </ul>	<ul style="list-style-type: none"> <li>Informal supervisor check-in</li> <li>Affinity Group Activity</li> </ul>		
Month 7	<ul style="list-style-type: none"> <li>Mentor touch-point</li> <li>Affinity Group Activity</li> </ul>	<ul style="list-style-type: none"> <li>Mentor touch-point (optional)</li> </ul>	<ul style="list-style-type: none"> <li>Affinity Group Activity</li> </ul>		
Month 8	<ul style="list-style-type: none"> <li>Affinity Group Activity</li> </ul>		<ul style="list-style-type: none"> <li>Formal supervisor feedback</li> </ul>		
Month 9	<ul style="list-style-type: none"> <li>Mentor touch-point</li> <li>Informal supervisor check-in</li> </ul>	<ul style="list-style-type: none"> <li>Informal supervisor check-in</li> </ul>	<ul style="list-style-type: none"> <li>Affinity Group Activity</li> </ul>		
Month 10	<ul style="list-style-type: none"> <li>Mentor touch-point</li> <li>Affinity Group Activity</li> </ul>	<ul style="list-style-type: none"> <li>Mentor touch-point (optional)</li> </ul>	<ul style="list-style-type: none"> <li>Affinity Group Activity</li> </ul>		
Month 11	<ul style="list-style-type: none"> <li>Mentor touch-point</li> <li>Affinity Group Activity</li> </ul>	<ul style="list-style-type: none"> <li>Mentor touch-point (optional)</li> </ul>	<ul style="list-style-type: none"> <li>Affinity Group Activity</li> </ul>		
Month 12	<ul style="list-style-type: none"> <li>Affinity Group Activity</li> </ul>		<ul style="list-style-type: none"> <li>Formal supervisor feedback</li> </ul>		

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

# If You Have RC Members...

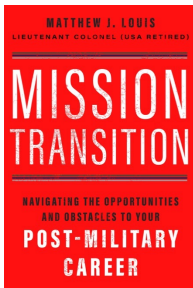
Watch this PsychArmor video:

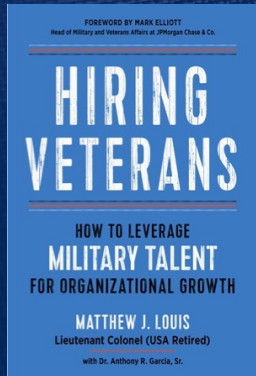
[15 Things Veterans Want You to Know](#)

- Thank military members for their service, but remember to thank their families. Kids and spouses make huge sacrifices to support their deployed family member.
- Send deployed service members cards and care packages. They really enjoy getting them.
- Acknowledge people who have been deployed. Say something to the service members themselves, like “It’s so good to see you home with us again. What are you up to this weekend?” or to their family, “I know your son was deployed last year, and I’m so happy he’s back home now,” or “I know your uncle died in combat, and I’m so very sorry for your loss.”
- Be available to talk and listen about things in general, including the important aspects of returning to everyday life—job, hobbies, activities, etc. A simple, “How are you doing” or “How’s the job search going?” can be very comforting.
- Engage in community activities. Some military members return to a huge network of friends and family; others do not. Arrange outings to baseball games, museums, or the movies.
- Offer help in specific ways. Rather than saying “Let me know if I can help...” say, “I’d like to babysit for you this weekend—you deserve a night out.”
- Help them feel like their service matters
- Ensure them that, though the transition to the real world is difficult, there is a place for them
- Offer a job if you or someone you know is hiring.
- Encourage the use of:
  - *My book and my website*
  - *Purepost Passports*
  - *Veteran Collaboratives*
  - *Internships or Apprenticeships*



**HIRING OUR HEROES**





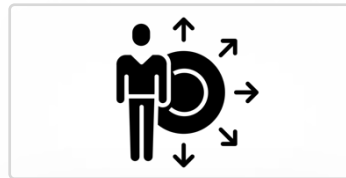
# What Resources Exist to Support?



# Purepost Inc.

- AI-enabled 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



### 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 overlaid 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

- = 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"



# Purepost Services & Who We Serve



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

**Who Benefits:**

- = U.S. Military Veterans
- = Any Job Seeker



**Acquire Talent**  
**Find Talent in 10 mins**

**Who Benefits:**

- = Small & Medium Sized Businesses
- = Enterprises
- = Manpower Organizations

Supply Meets Demand



**Case Manage Job Seekers**  
**Enable Job Matches in 10 mins**

**Who Benefits:**

- = Veteran Service Orgs
- = College and University Career Centers
- = Technical Schools
- = Talent Networks (ERGs)
- = State Workforce Agencies




**Optimally Deploy Internal Talent**

**Who Benefits:**

- = Any organization

# How We Differentiate

## Side by Side Comparison

		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



UNITED STATES  
DEPARTMENT OF LABOR

Veterans' Employment and Training Service (VETS)



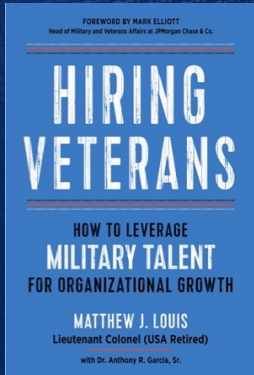
NATIONAL  
VETERANS  
MEMORIAL  
MUSEUM  
AND

NPXONE



ForgeNow





# But Wait, There's More

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# My Website

[www.matthewjlouis.com](http://www.matthewjlouis.com)



## 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:

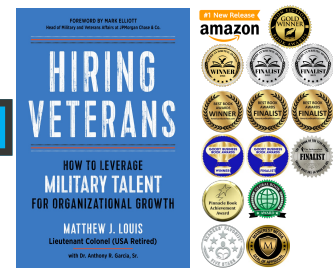
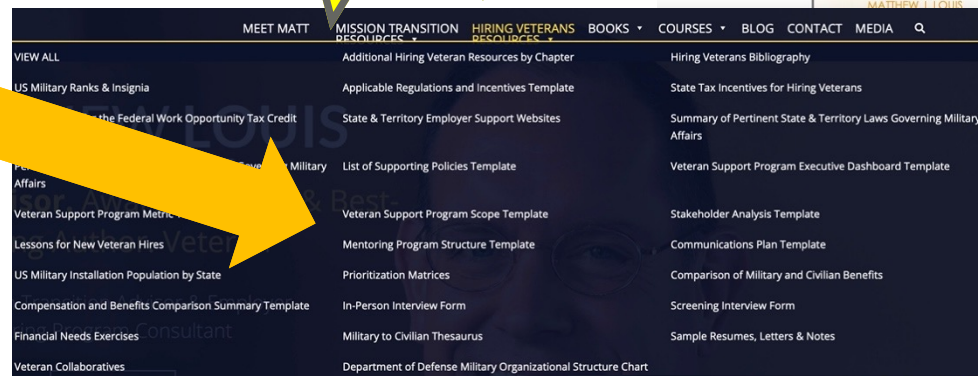
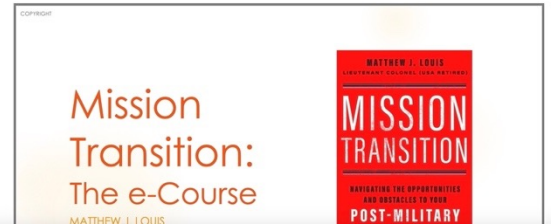
- Please take all courses in sequence
- Please complete all homework assignments prior to starting the next course



## Mission Transition: The e-Course

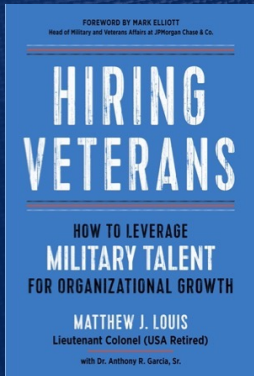
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- Please read all chapters in sequence
- Complete all exercises in each chapter in the order presented
- Please complete all homework assignments prior to starting the next chapter



- 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

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# 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](http://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

# 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!

Matthew J. Louis  
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A Veteran-Owned Small Business  
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[www.purepost.co](http://www.purepost.co)

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#1 New Release  
**amazon**



## Hiring Veterans

Published 4 September 2023

By Career Press

### Accolades (as of 12 February 2024)

- Amazon #1 New Release (Job Hunting) September 2023
- 2024 Nonfiction Authors Association Gold Book Award
- 2023 American Writing Awards Winner – Business Sales
- 2023 American Writing Awards Finalist – Business General
- 2023 American Writing Awards Finalist – Business Management & Leadership
- 2023 American Book Fest Best Book Award Winner - Business Reference
- 2023 American Book Fest Best Book Award Finalist - Business General
- 2023 American Book Fest Best Book Award Finalist - Best New Nonfiction
- 2023 Goody Business Books Awards Winner - Self-Help / How-To
- 2023 Goody Business Books Awards Finalist - Leadership / HR & Employee Development
- 2023 Pinnacle Book Achievement Award - Business Reference
- 2023 Global Book Awards Finalist - War & Military
- 2023 Independent Author Network Book of the Year Award Finalist - Military / War
- 5 Stars – Maincrest Media, January 2024
- 5 Stars - Readers' Favorite, July 5, 2023
- 5 Stars - The Book Commentary, October 11, 2023

**MATTHEW J. LOUIS**  
LIEUTENANT COLONEL (USA RETIRED)

# MISSION TRANSITION

NAVIGATING THE OPPORTUNITIES  
AND OBSTACLES TO YOUR  
**POST-MILITARY  
CAREER**



# Mission Transition

Published 24 September 2019

By HarperCollins Leadership

## Accolades (as of 15 January 2024)

- Gold Medal (Non-Fiction Military) - 2022 International Readers' Favorite Book Award
- Gold Medal (Business / Career / Sales) - 2021 eLit Book Awards
- Gold Medal (Current Events - Foreign Affairs / Military) - 2021 eLit Book Awards
- Gold Medal (Best Author Website) - 2021 eLit Book Awards
- 2023 Independent Author Network Book of the Year Award winner for Outstanding Career / Occupational
- 2023 Independent Author Network Book of the Year Grand Prize Nonfiction Award, Third Place
- 2023 Independent Author Network Book of the Year Award Finalist, First Nonfiction
- 2023 Independent Author Network Book of the Year Award Finalist, Nonfiction Military / War
- 2023 Independent Author Network Book of the Year Award Finalist, Nonfiction Self-Help / How-To
- Silver Award - 2021 Nonfiction Authors Association Book Awards
- Bronze Medal (Military Nonfiction) - 2023 North American Book Awards
- Bronze Medal (War & Military) - 2022 Global Book Awards
- Bronze Medal (Career) - 2021 Axiom Business Book Awards
- Bronze Medal (Motivation / Improvement) - 2021 Living Now Book Awards
- American Book Fest Best Book Award Winner (Legacy Nonfiction) - 2023
- American Book Fest Best Book Award Finalist (Legacy: Self-Help / Spirituality) - 2023
- Maincrest Media Book Award Winner (Military Nonfiction) - 2023
- Book Excellence Award (Career) - 2023
- Book Fest Book Award (Website / Overall Design, 2nd place) - 2023
- Book Fest Book Award (Nonfiction Business - Careers, 3rd place) - 2023
- Outstanding Creator Awards (#21 Best Non-fiction Book of the Year) - 2023
- Outstanding Creator Awards (Best Non-fiction Book, 2nd place) - 2023
- Outstanding Creator Awards (Best Military Book, 1st place) - 2023
- Outstanding Creator Awards (Best Self-Help & How-to Book, 1st place) - 2023
- Outstanding Creator Awards (Best Educational & Reference Book, 1st place) - 2023
- International Firebird Book Award (Career) - 2023
- International Firebird Book Award (Military Nonfiction) - 2023
- Pinnacle Book Achievement Award (Career) - Fall 2022
- Incipere Book Award (Self-Improvement, 2nd place) - 2022
- 2022 Chanticleer International Book Awards (Military & Front Line, 1st place)
- 2022 Chanticleer International Book Awards (Instructional & Insightful Nonfiction, Finalist)
- 2023 Goody Business Book Award Winner for Self-Help / Personal Transformation
- 2023 Goody Business Book Award Finalist for Career Success
- 2023 BooksShelf Nonfiction Writing Contest Finalist (Top 5%)
- 2023 Four Seasons Book Awards Finalist
- 5 Stars - Readers' Favorite, February 2, 2022
- 5 Stars - The Book Commentary, November 25, 2021
- #1 in Job Markets & Advice - Amazon, November 2022

# Case Studies

- JPMorgan Chase
- Prudential
- Amazon
- P&G
- Wal-Mart
- Tesla
- USAA
- ADP
- Schlumberger
- Cajun Industries
- Performance Contractors
- State Department
- Xavier University

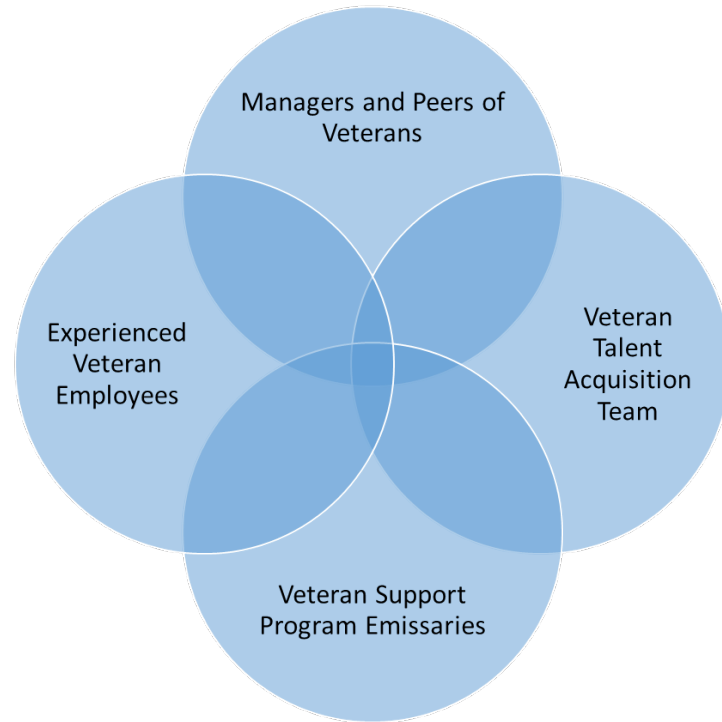


JPMORGAN CHASE & CO.

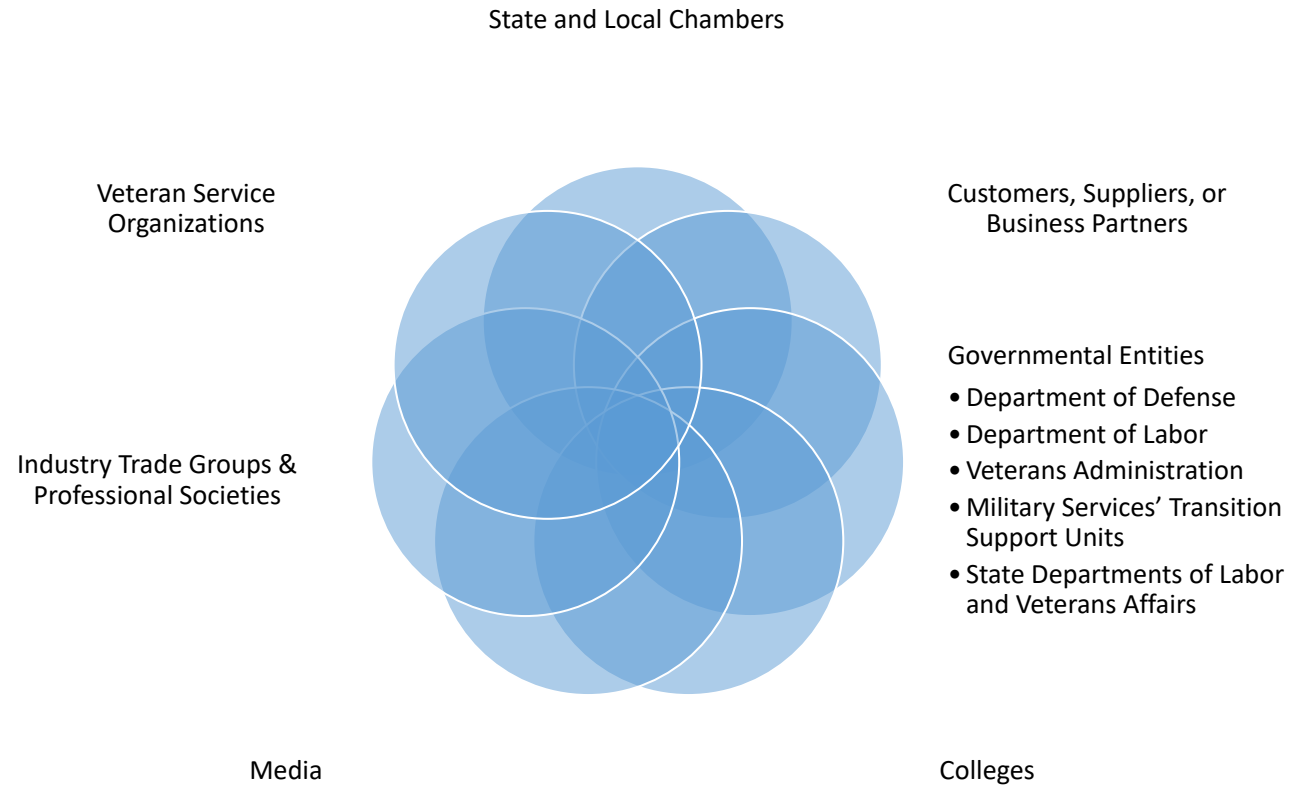


# Schlumberger

# Employers' Veteran Support Ecosystem



Typical Veteran Support Program  
Internal Stakeholders



Typical Veteran Support Program  
External Stakeholders

## **1. How can I get started Hiring Veterans?**

- Can do it in a vacuum, but it sure does help to have a formal program in place

## **2. Where can I find veteran talent?**

- Chap 6 - Internal referrals
- Vet collaboratives
- Skillbridge
- Mil recruiters, job boards, job matching sites
- Join VJM

## **3. How can I convince my management to undertake a veteran hiring initiative?**

- Gift them my book; Talk to me
- ROI – put it in their terms

## **4. What resources could you provide to dispel the many myths out there about veterans?**

- Appendix H