

Hiring Veterans

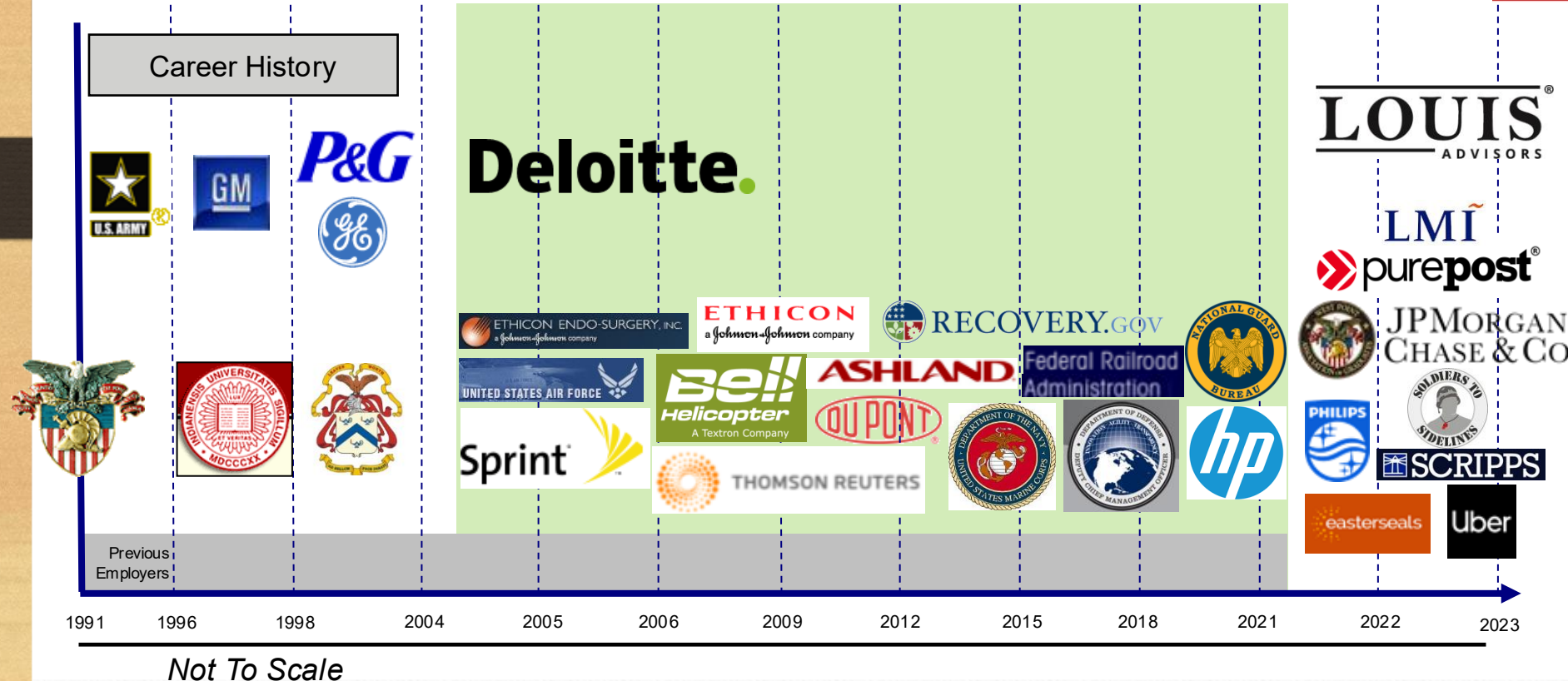
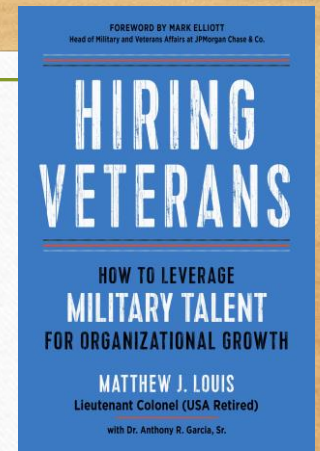
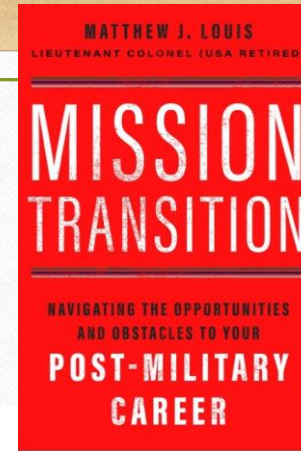
How To Leverage Military Talent For Organizational Growth

The Online Curriculum

Matthew J. Louis | Introduction

Matt Louis – Career on One Page

- Mission: Eliminating the civil-military divide in the US
- 25 Years in uniform
- 28 Years+ in the corporate world

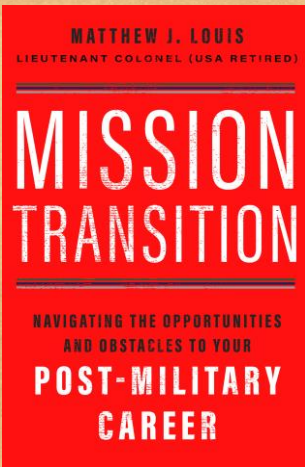


MATTHEW J. LOUIS
LIEUTENANT COLONEL (USA RETIRED)

MISSION TRANSITION

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





Mission Transition

Published 24 September 2019

By HarperCollins Leadership

THE MOST AWARDED MILITARY TRANSITION GUIDE EVER WRITTEN!

Accolades (as of 20 January 2025)

- 2022 International Readers' Favorite Book Award - Gold Medal (Non-Fiction Military)
- 2021 eLit Book Awards - 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)
- 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
- 2024 American Writing Awards Winner (Health-General)
- 2022 Chanticleer International Book Awards (Military & Front Line, 1st place)
- 2022 Chanticleer International Book Awards (Instructional & Insightful Nonfiction, Finalist)
- 2024 Military Writers Society of America Gold Medal – How-to/Business/Self-Help
- 2024 American Legacy Book Awards Winner – Nonfiction: General
- 2024 American Legacy Book Awards Finalist – Business: Career
- 2024 NYC Big Book Award Winner – Military Nonfiction
- 2025 Independent Press Award Winner - Career
- 2021 Nonfiction Authors Association Book Awards - Silver Award
- 2023 North American Book Awards - Bronze Medal (Military Nonfiction)
- 2022 Global Book Awards - Bronze Medal (War & Military)
- 2021 Axiom Business Book Awards - Bronze Medal (Career)
- 2021 Living Now Book Awards - Bronze Medal (Motivation / Improvement)
- 2023 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 BookFest Book Award (Website / Overall Design, 2nd place)
- 2023 BookFest 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)
- 2024 International Impact Book Award Winner (Career)
- 2022 Pinnacle Book Achievement Award (Career)
- 2022 Incipere Book Award (Self-Improvement, 2nd place)
- 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
- 2024 Royal Dragonfly Book Award 1st Place (Military)
- 2024 Royal Dragonfly Book Award 1st Place (New Author Nonfiction)
- 2024 Royal Dragonfly Book Award 2nd Place (Career)
- 2024 Royal Dragonfly Book Award Honorable Mention (Book Website)
- 5 Stars - Readers' Favorite, February 2, 2022
- 5 Stars - The Book Commentary, November 25, 2021
- #1 in Job Markets & Advice - Amazon, November 2022

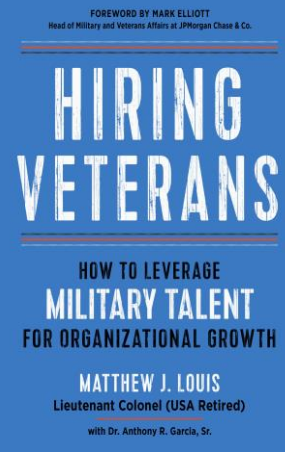
FOREWORD BY MARK ELLIOTT
Head of Military and Veterans Affairs at JPMorgan Chase & Co.

HIRING VETERANS

HOW TO LEVERAGE
MILITARY TALENT
FOR ORGANIZATIONAL GROWTH

MATTHEW J. LOUIS
Lieutenant Colonel (USA Retired)
with Dr. Anthony R. Garcia, Sr.





Hiring Veterans

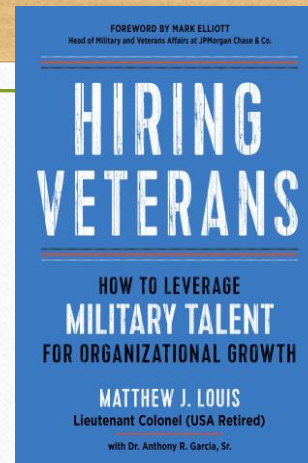
Published 4 September 2023

By Career Press

THE MOST AWARDED GUIDE TO HIRING VETERANS EVER WRITTEN!

Accolades (as of 20 January 2025)

- Amazon #1 New Release (Job Hunting) September 2023
- 2024 Nonfiction Authors Association Gold Book Award
- 2024 North American Book Awards Gold Medal – Military Nonfiction
- 2023 Chanticleer International Harvey Chute Book Awards, First Place - Business & Enterprise Non-Fiction
- 2023 American Writing Awards Winner – Business Sales
- 2023 American Writing Awards Finalist – Business General
- 2023 American Writing Awards Finalist – Business Management & Leadership
- 2024 Storytrade Book Awards Winner - Military Nonfiction
- 2024 Military Writers Society of America Gold Medal – How-to/Business/Self-Help
- 2024 NYC Big Book Award Winner – Reference
- 2024 Maincrest Media Book Award Winner - Military Nonfiction
- 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
- 2024 International Impact Book Award Winner – Business / HR & Workplace Culture / Management
- 2024 Axiom Business Book Awards Bronze Medal - Business / Human Resources / Employee Training
- 2024 Independent Press Award Winner - How-to
- 2024 Book Excellence Award Winner - Human Resources
- 2024 BookFest Awards – Nonfiction Business Labor, First Place
- 2024 Outstanding Creator Awards (#13 Best Non-fiction Book of the Year)
- 2024 Outstanding Creator Awards – Best Nonfiction, First Place
- 2024 Outstanding Creator Awards – Business, First Place
- 2024 Outstanding Creator Awards – Military, First Place
- 2024 Outstanding Creator Awards – Self-Help & How-to, First Place
- 2024 Outstanding Creator Awards – Best Nonfiction Writing, Honorable Mention
- 2024 Outstanding Creator Awards – Best Research, Honorable Mention
- 2024 Outstanding Creator Awards – Best Idea/Best Concept, Honorable Mention
- 2024 Firebird Book Awards Winner – Business General
- 2024 Firebird Book Awards Winner – How To
- 2024 Firebird Book Awards Winner – Reference
- 2023 Incipere Awards – Self-Help / Personal Development, Third Place
- 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
- 2024 Chanticleer International Book Awards – Instruction & Insight, Finalist
- 2023 Chanticleer International Book Awards - Military & Front Line, Shortlist
- 2024 American Legacy Book Awards Finalist - Best New Nonfiction
- 2024 American Legacy Book Awards Finalist - Business: General
- 2024 American Legacy Book Awards Finalist - Business: Reference
- 2024 International Readers' Favorite Book Award Finalist – Nonfiction Occupational
- 2024 International Book Awards Finalist – Business: Reference
- 2024 Royal Dragonfly Book Award Honorable Mention – Business & Finance
- 2024 Royal Dragonfly Book Award Honorable Mention - How-to
- 5 Stars – Maincrest Media, January 2024
- 5 Stars – International Readers' Favorite, July 5, 2023
- 5 Stars - The Book Commentary, October 11, 2023



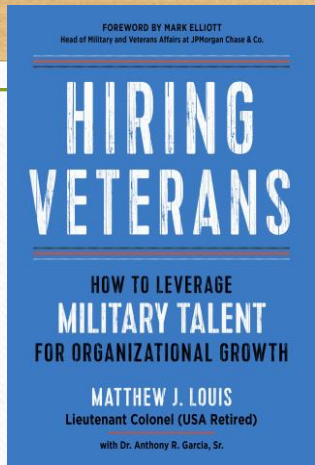
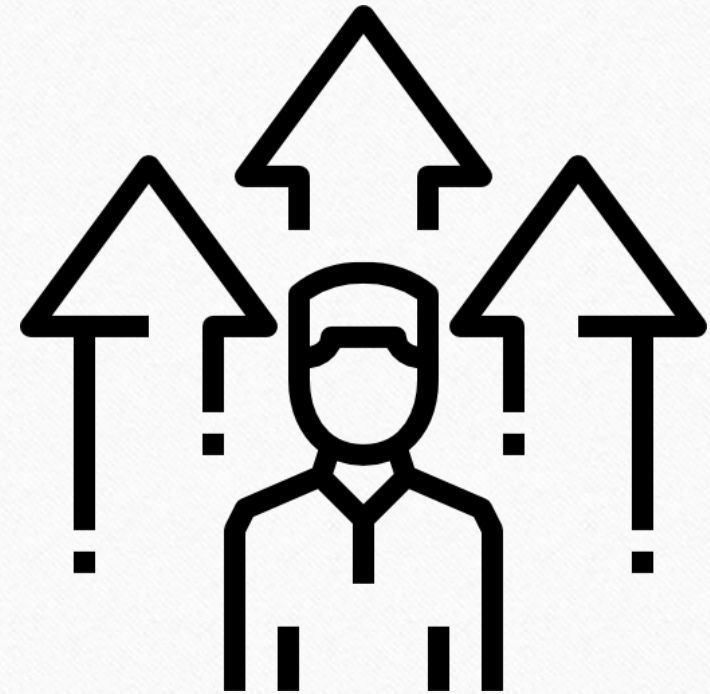
The Question

- How can employers better prepare for and utilize transitioning veteran talent to improve the productivity and competitiveness of their organizations?

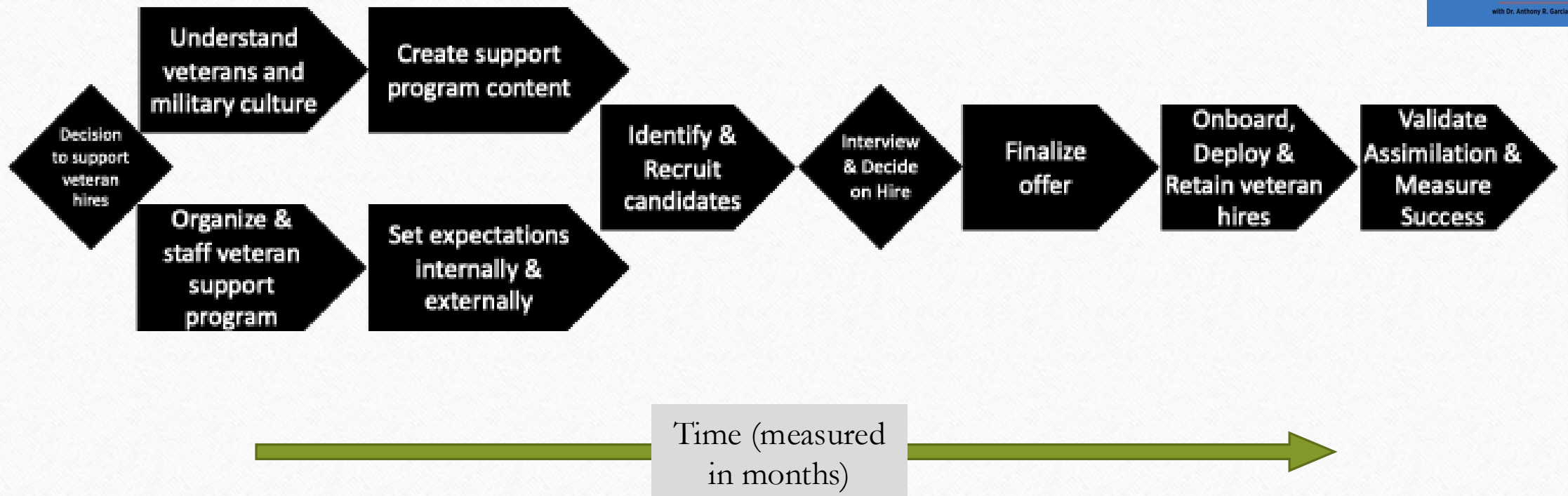
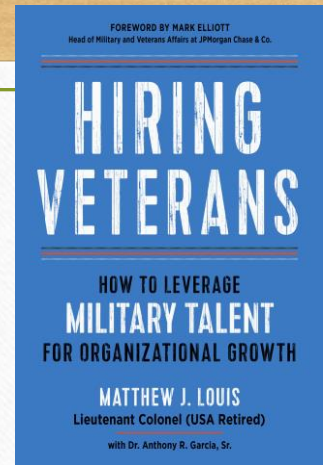


The Goal

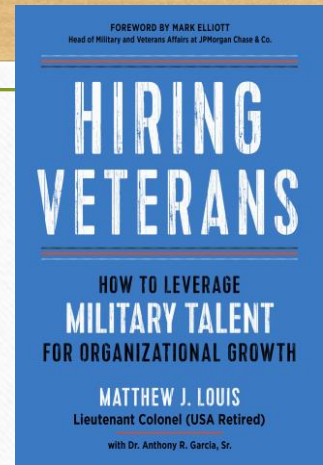
Enable your new veteran hires to be optimally productive in the most efficient and effective way possible.



Hiring Veterans: The Assimilation Process

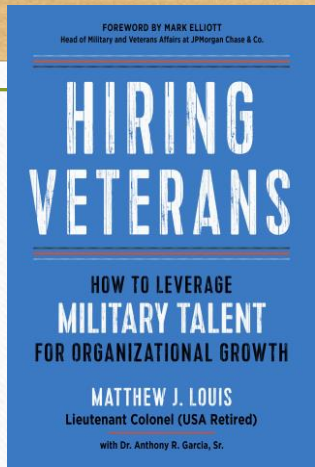


Hiring Veterans Scope: The Employment Lifecycle



Curriculum Details

- Online: Available anytime
- Instructional Methods:
 - Lecture
 - Demonstrations
 - Individual project
- Prerequisites: None
- Assessments: None; you get out what you put in



Curriculum Overview

Course	Topic	Homework
Course 1	Introduction: Why Hire Members of the Military Community?	<ul style="list-style-type: none"> • Secure a copy of Hiring Veterans • Access my website (www.matthewjlouis.com) for additional resources
Course 2	Understand the Veteran and Military Culture	<ul style="list-style-type: none"> • Identify the values and cultural dimensions of your organization • Identify differences between your organization's and the military's culture • Include these insights in recruiting and onboarding materials
Course 3	Understand Governing Regulations	<ul style="list-style-type: none"> • Complete the regulations & incentives template for your organization and review it with your program and organizational leadership • Apply for the Federal Work Opportunity Tax Credit • Apply for all applicable state & local tax credits • Apply for all applicable reputational incentive programs
Course 4	Organize and Staff a Veteran Support Program	<ul style="list-style-type: none"> • Populate the veteran support program scope template • Determine to whom your veteran support program leadership will report • Populate the list of supporting policies template for your organization • Tailor and populate the veteran support program executive dashboard template • Tailor and populate the veteran support program metric template • Initiate a reporting cadence with sponsoring executives to ensure progress and accountability
Course 5	Create Program Support Content	<ul style="list-style-type: none"> • Create a veteran affinity group and mentoring program for your organization • Establish goals for your veteran affinity group • Populate the mentoring program structure template • Create an onboarding program for veterans and a training program for both veterans and their civilian supervisors • Tailor and orchestrate the timing of program content delivery for different types of veterans

Curriculum Overview (cont.)

Course	Topic	Homework
Course 6	Set Expectations – Internally and Externally	<ul style="list-style-type: none"> • Define “military-friendly” characteristics for all employment lifecycle processes • Identify and implement motivational tactics for all internal stakeholder groups • Identify and implement tactics for positively influencing all external stakeholder groups • Define requirements for your veteran support program participants • Populate the stakeholder analysis template • Use the stakeholder analysis outcomes to update your program’s recruiting & marketing materials. • Populate the communications plan template
Course 7	Identify and Recruit Candidates	<ul style="list-style-type: none"> • Augment your established recruiting processes to be military-ready • Identify optimal sources of military talent • Translate role descriptions & update outreach platforms to be military-friendly • With the support of your veteran affinity group, use prioritization matrices to select finite targets to interview for open roles
Course 8	Interview Candidates and Initiate Offers	<ul style="list-style-type: none"> • Incorporate the screening and in-person interview forms into your veteran interview process • Use the compensation and benefits comparison summary template to inform your employment offers to veteran candidates • Use prioritization templates to compare/prioritize candidates
Course 9	Onboard, Train, and Retain Veterans	<ul style="list-style-type: none"> • Appropriately sequence the tailored delivery of welcoming, onboarding, and training content • Review the efficacy of your new veteran hire deployment and development practices • Review the efficacy of your processes for managing employees in the Guard or Reserve • Apply the tactics successfully used by case study organizations in <i>Hiring Veterans</i> for improving the retention rates of new veteran hires • Share my lessons for veteran new hires with your veteran new hires • Refer to sample military feedback forms in shaping counseling sessions with your new veteran hires
Course 10	Validate Assimilation, Measure Success, and Share Lessons Learned	<ul style="list-style-type: none"> • Facilitate check-ins with new veteran hires to validate assimilation • Report on programmatic progress and make adjustments as necessary • Ensure processes are in place for successfully outplacing veteran hires • Apply for any recognition programs for which you may be eligible • Share your lessons learned. Pay it forward!

Curriculum Expectations & Course Content

- Take all courses in sequence
- Complete all course homework assignments prior to starting the next course
- Each course will contain:
 - Statement of objectives
 - List of recommended materials
 - List of supporting resources
 - Content specific to its topic, with reference to its relevant sources
 - A homework assignment
 - Keys to success
 - List of additional references
 - Instructor Contact Information

The curriculum is
a practical guide,
intended to be
implemented one
course at a time!

Resources

Web & Software Tools

www.MatthewJLouis.com
for

- Tools
- Templates
- Worksheets
- Calculators
- Samples
- Downloads



Social Media

LinkedIn

Matt Louis

Facebook

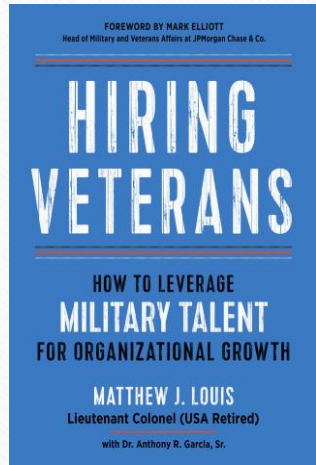
@MatthewJLouis

X

@MatthewJLouis1

Instagram

matthewjlouis



BUY NOW



To start your Hiring Veteran journey today!

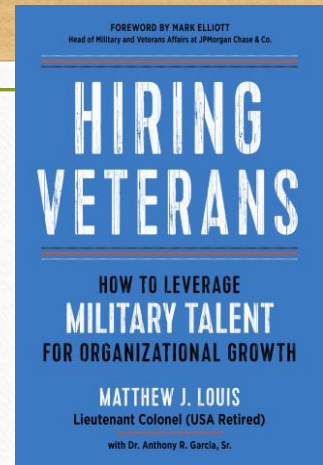
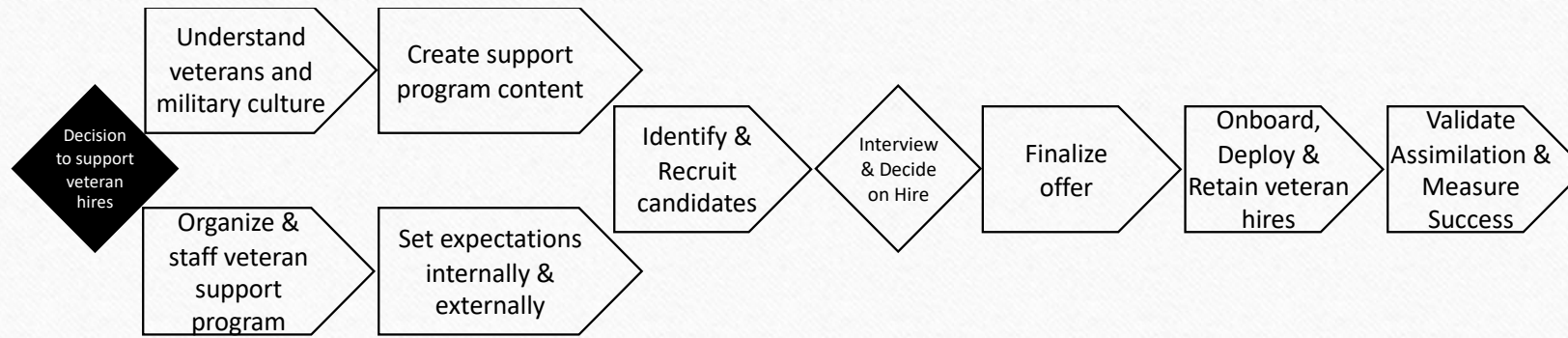
[Hyperlink to book page on Amazon](#)

Hiring Veterans

How To Leverage Military Talent For Organizational Growth

The Online Curriculum

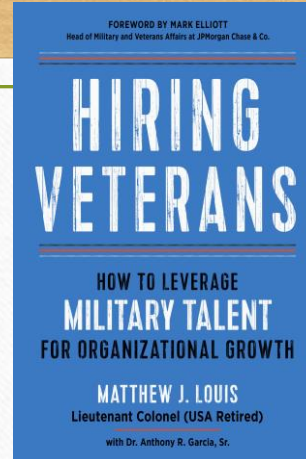
Matthew J. Louis | Courses 1 - 10



Course 1

Introduction: Why Hire Members of the Military Community?

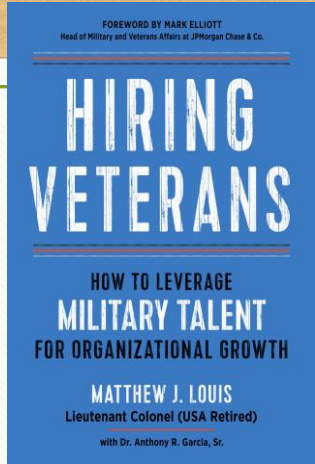
(...and why some find it challenging to do so)



Course Objectives

Course Objectives	Results/Outcome Expected
Understand the value of military service members as prospective employees	Thorough understanding of... <ul style="list-style-type: none">• The value of veterans as a talent pool• The civil-military divide that tends to prevent their full employment in optimal career fields• Stereotypes that tend to prevent the same
Understand the challenges faced in hiring them	
Debunk traditional military stereotypes	

Recommended Materials



Reading

- *Hiring Veterans*, Introduction

Supplies

- Notebook / diary
- Pen / pencil

Technology/Tools

- Computer with standard software
- Web access to <https://www.matthewjlouis.com>

Resources

Web & Software Tools

www.MatthewJLouis.com
for

- Tools
- Templates
- Worksheets
- Calculators
- Samples
- Downloads



Social Media

LinkedIn

Matt Louis

Facebook

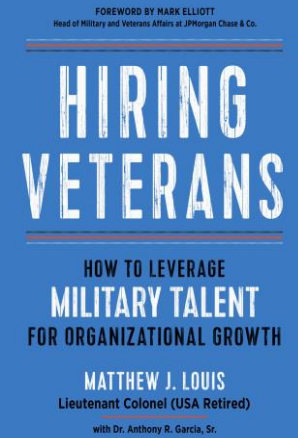
@MatthewJLouis

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@MatthewJLouis1

Instagram

matthewjlouis



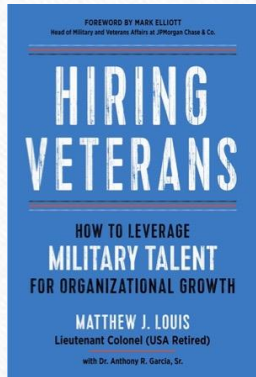
WHY UNDERTAKE THIS EFFORT?



Unleash the competitiveness and productivity of your organization and – by extension – that of the entire US economy.

Improved national security is yet another byproduct.

It's a WIN-WIN-WIN-WIN!



Hiring Veterans

The Problem

FY2023 Active-duty Military Recruiting Shortfalls

Service	FY 2023 Recruiting Goal	FY 2023 Recruiting Shortfall
Army	65,000	10,000 (15%)
Navy	38,000	7464 (20%)
Air Force	27,000	2700 (10%)

A National Security Crisis & A Missed Economic Opportunity

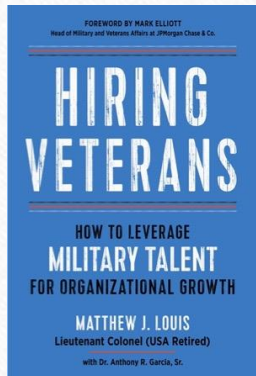
- **Military recruiting shortfalls**
 - All services (-Marines) missed their FY23 Recruiting Goal
 - Army: 25% (15,000) recruiting shortfall in FY22 -> cut its active-duty end strength from 476,000 to 452,000 (5%), the smallest since before World War II
 - Only 9 percent of young Americans said they would consider military service
 - Only 23 percent of 17-24 year-olds qualify to serve
- **The suicide rate among post-9/11 veterans more than doubled between 2006-2016, with no end in sight**
- **There is a direct correlation between suicidality and un-/under-employment in post-9/11 veterans**
 - 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: LTC Frank Dolberry, USA & Charles McEnany, "BE ALL YOU CAN BE – THE U.S. ARMY'S RECRUITING TRANSFORMATION," AUSA, January 2024, accessed May 17, 2024, <https://www.usa.gov/military/becoming-be-all-you-can-be-us-armys-recruiting-transformation>; 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. Bamo, 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-us-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/media-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., Brabard, 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://www.benefits.va.gov/benefits/docs/veteraneconomicopportunityreport2015.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/>.

Today's veterans have the opposite problem of Vietnam-era veterans

Veteran Era ->	Vietnam	Post-9/11
Acceptance by Society	Cold	Very Warm
Benefits	Fewer	Many
Employment Outcomes	Good	Poor
Senior Management with Military Background	59%	2.6%
Suicide rates	11.6 per 100k (1980)	34.7 per 100k (2022)

Tripled Suicide Rates



Hiring Veterans

Why The Problem Exists

The Civil-Military Gap – A Definition

A lack of understanding between...

- The nation's civilian population 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 (DoW, DOL, VA)

Exacerbated by opposing attitudes

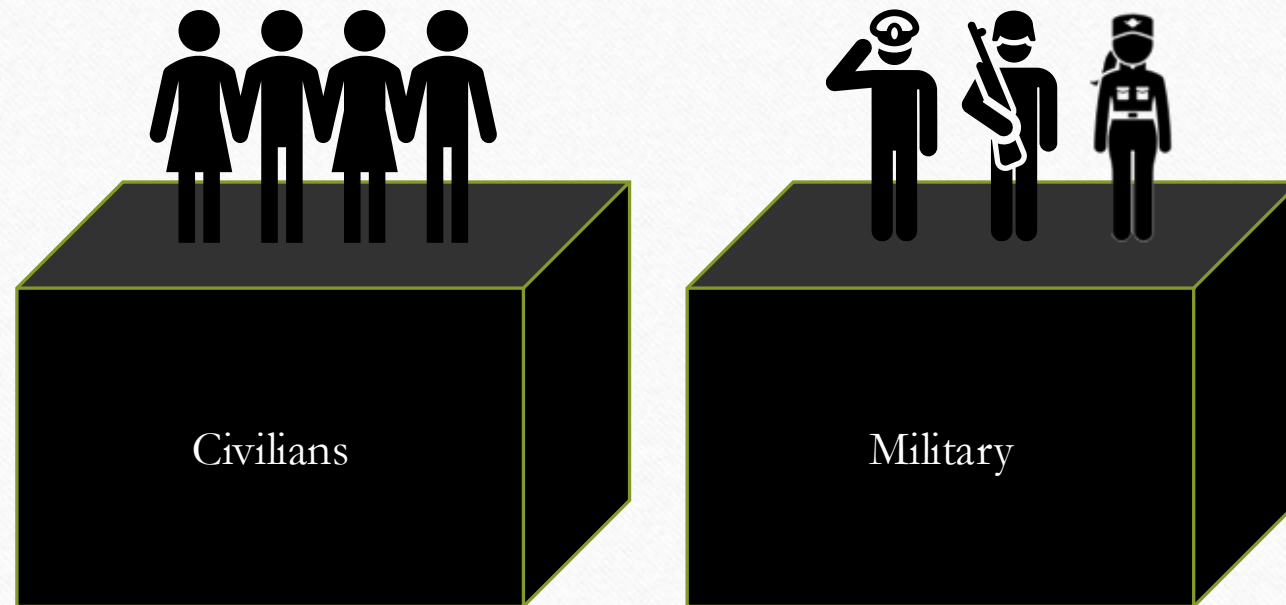
- Pity from the public
- A sense of superiority from the military

Perpetuated by veteran support ecosystem dynamics

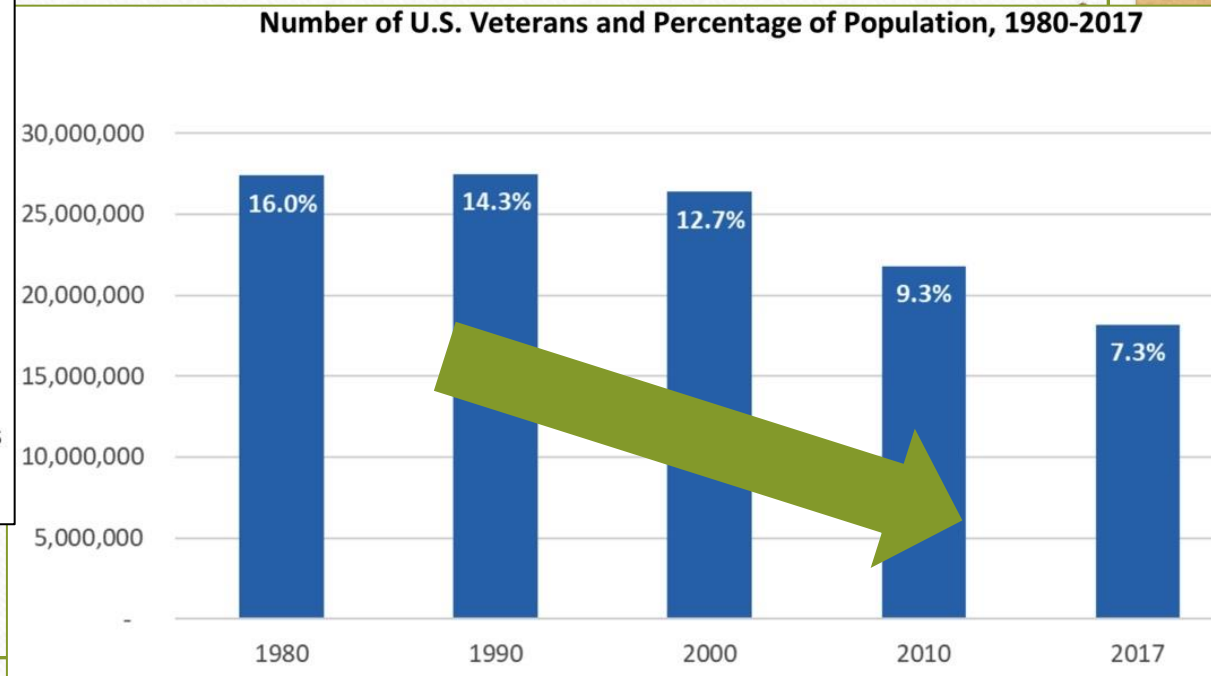
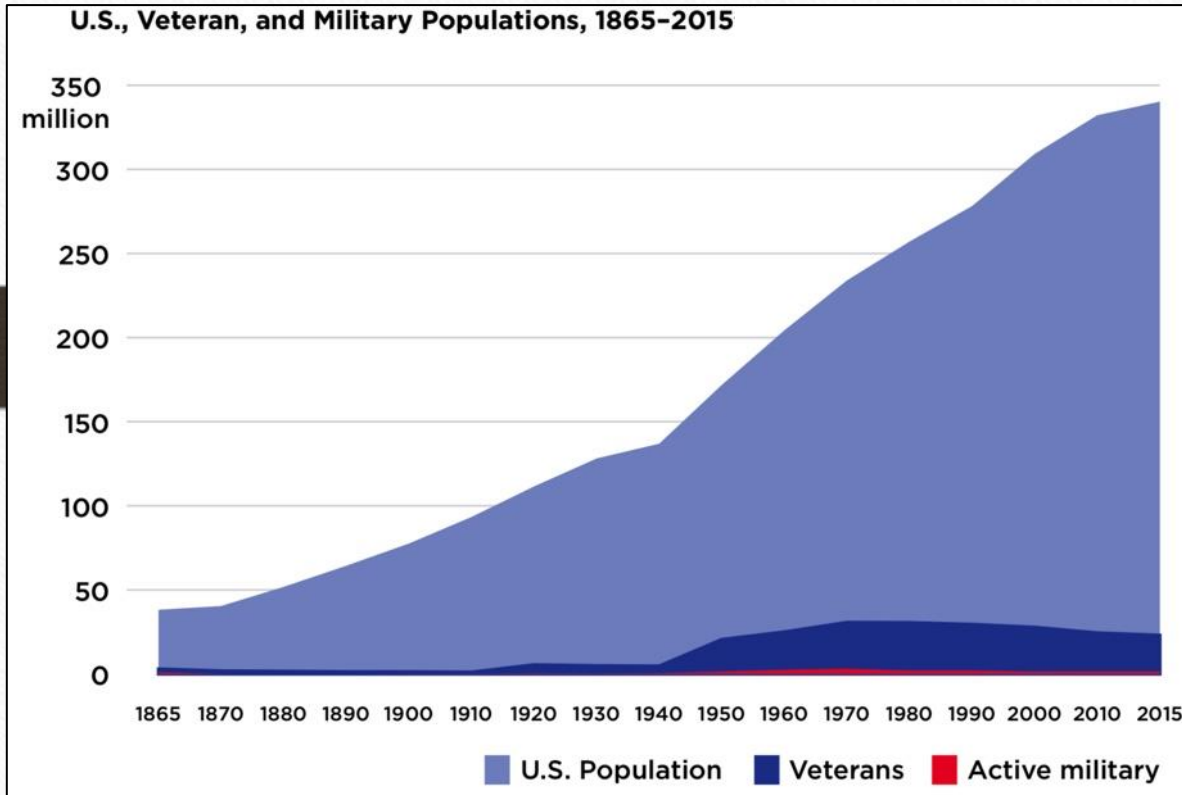
- “Sea of Goodwill” is not focused on root causes
- Politics, policies, power, and self-preservation thwart progress

This drives a fundamental disconnect between what veterans expect of employers and what employers expect of veterans, thwarts progress toward resolving its root causes, and reinforces the “broken veteran” narrative.

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.

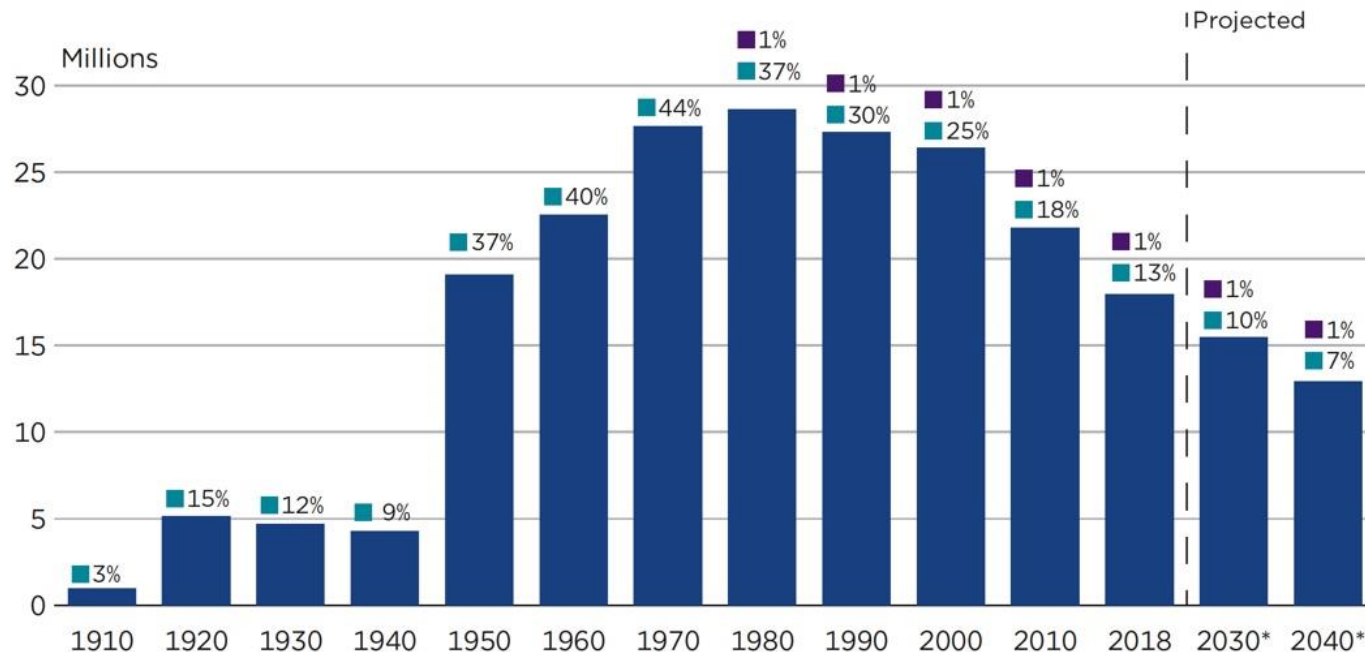
Veteran Definition & Demographics

- 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

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

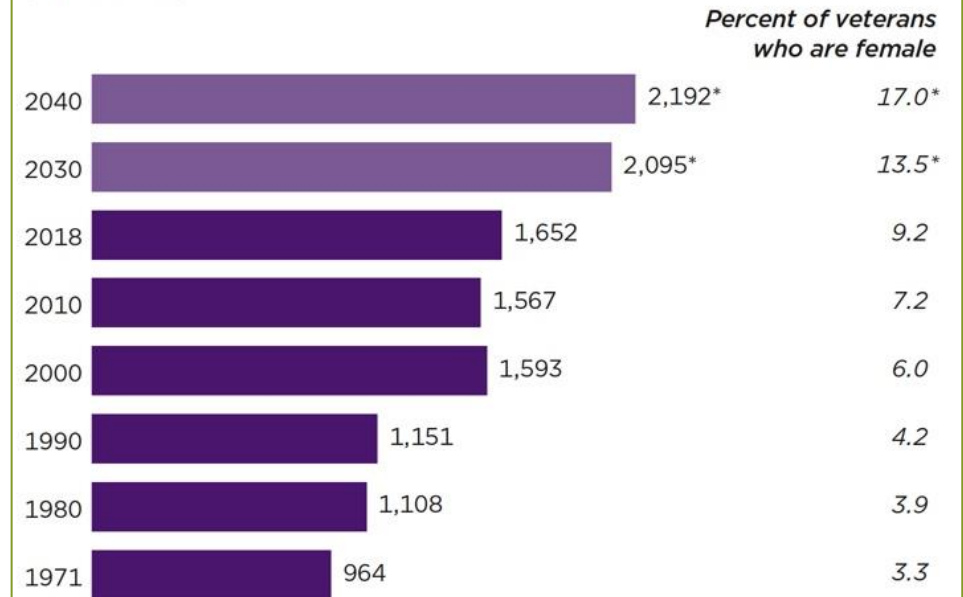


Note: The 1980 Census was the first to ask veteran status of both men and women. Prior to 1980, the decennial census asked it only of men.

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

Rise of Female Veterans

Historical and Projected Trends of Female Veterans (In thousands)

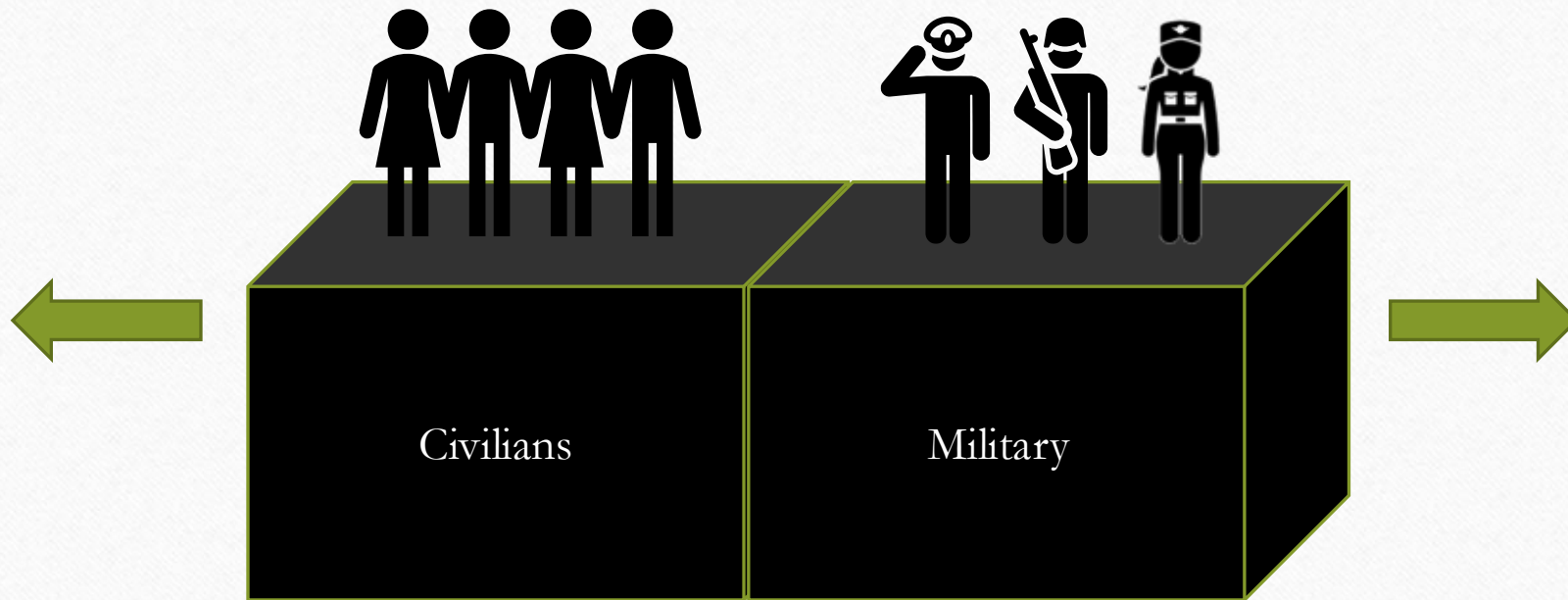


* Projected numbers.

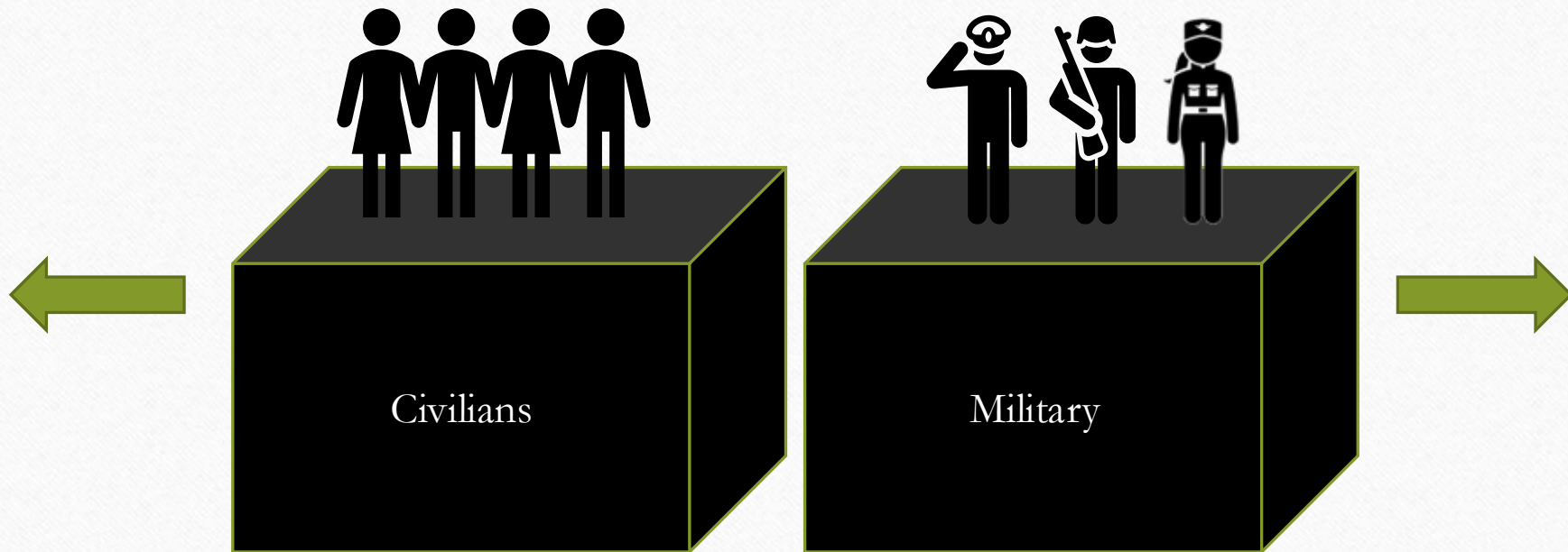
Note: Data from 1971 and projected values for 2030–2040 are from the U.S. Department of Veterans Affairs, Veteran Population Projection Model 2016 (VetPop 2016).

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

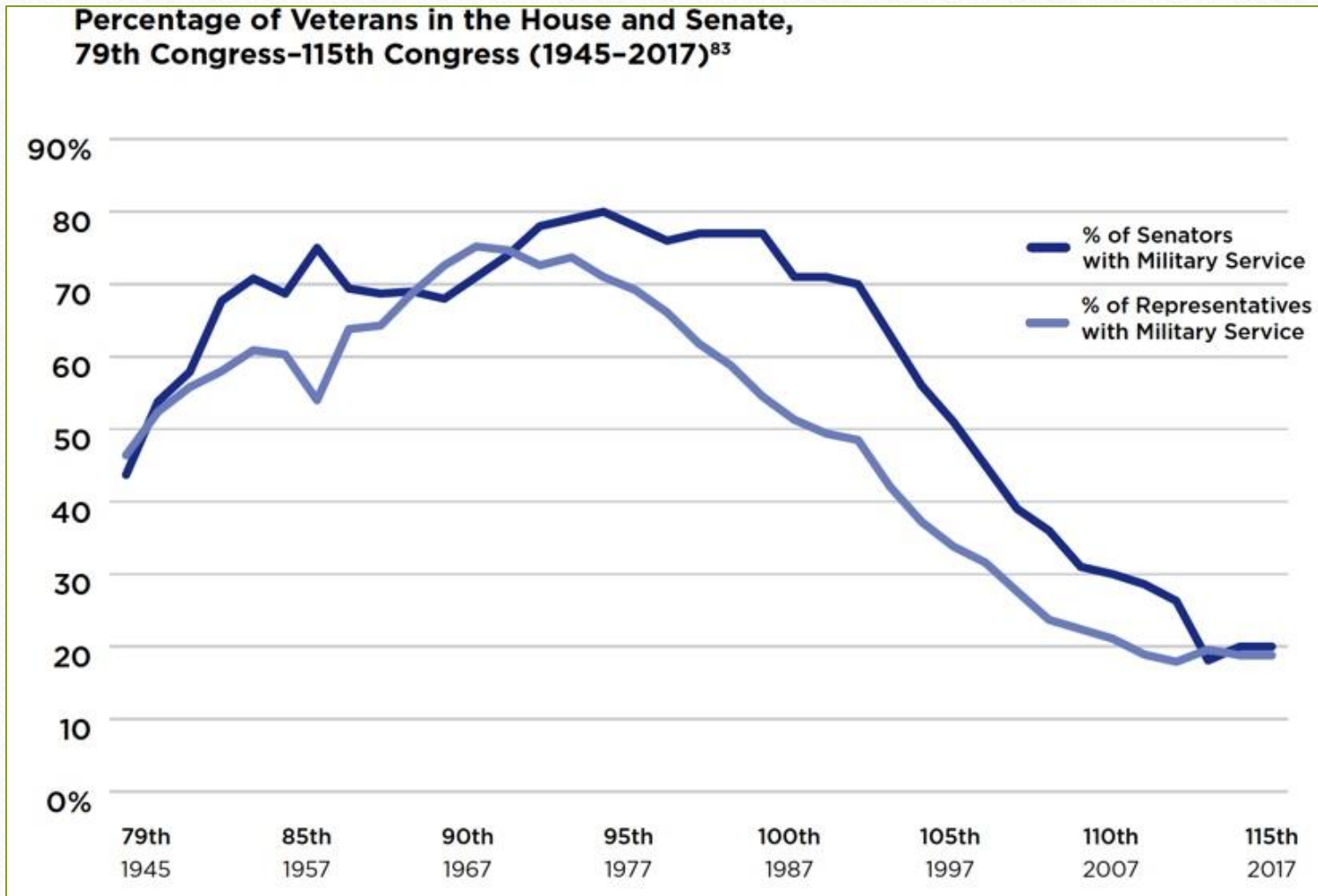
The Civil-Military Gap



The Civil-Military Gap

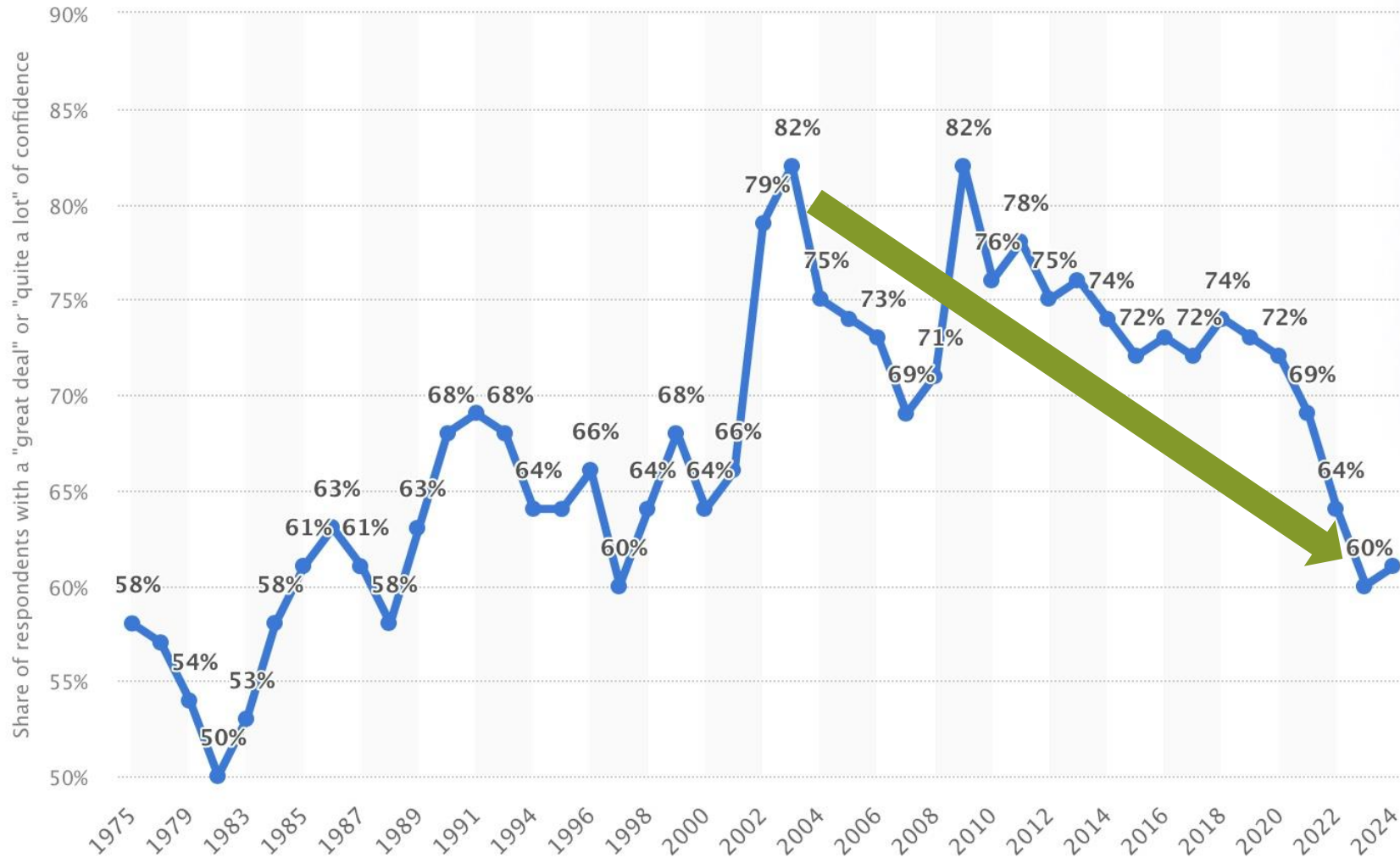


Elected veteran leadership is at an historic low



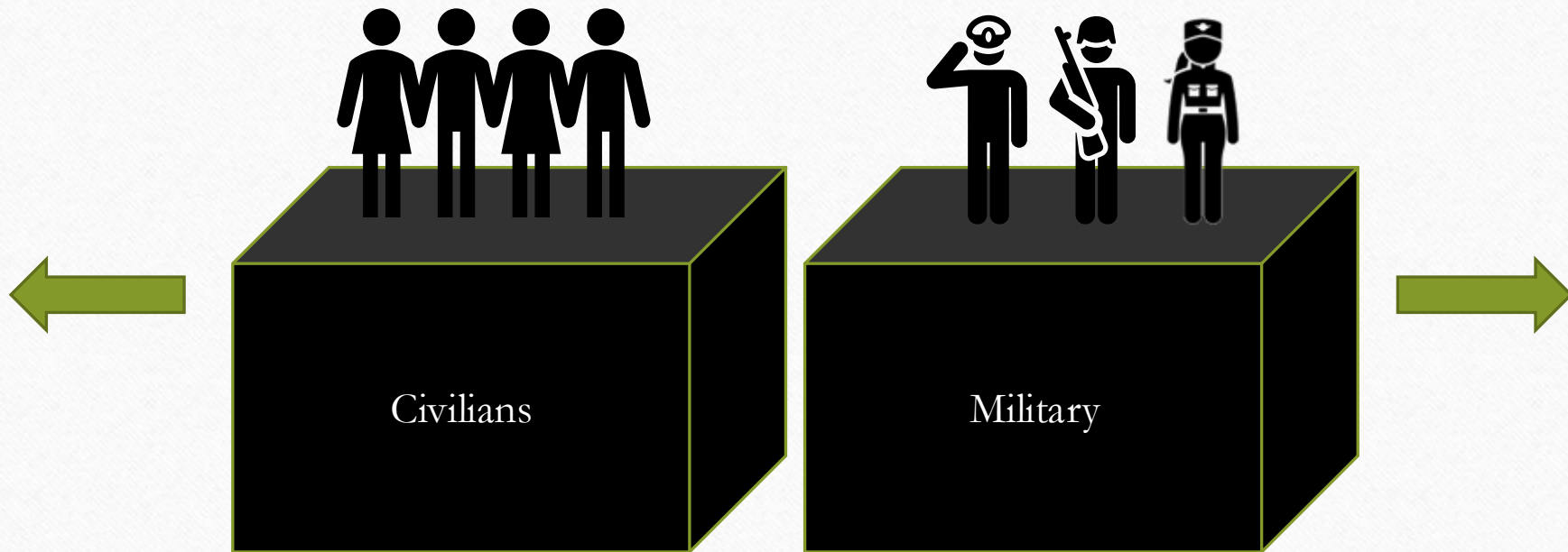
- 99.5% of the American public has not served on active duty since 9/11.

Public Confidence Levels in the US Armed Forces

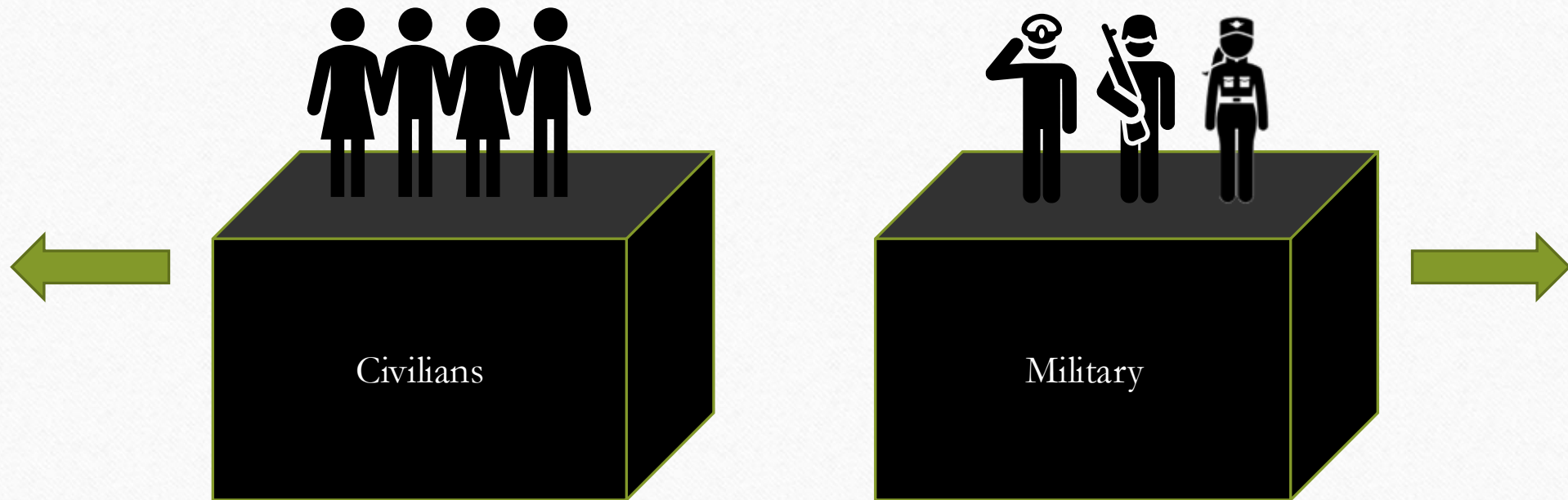


- Public confidence levels in the US armed forces haven't been this low since before 9/11.

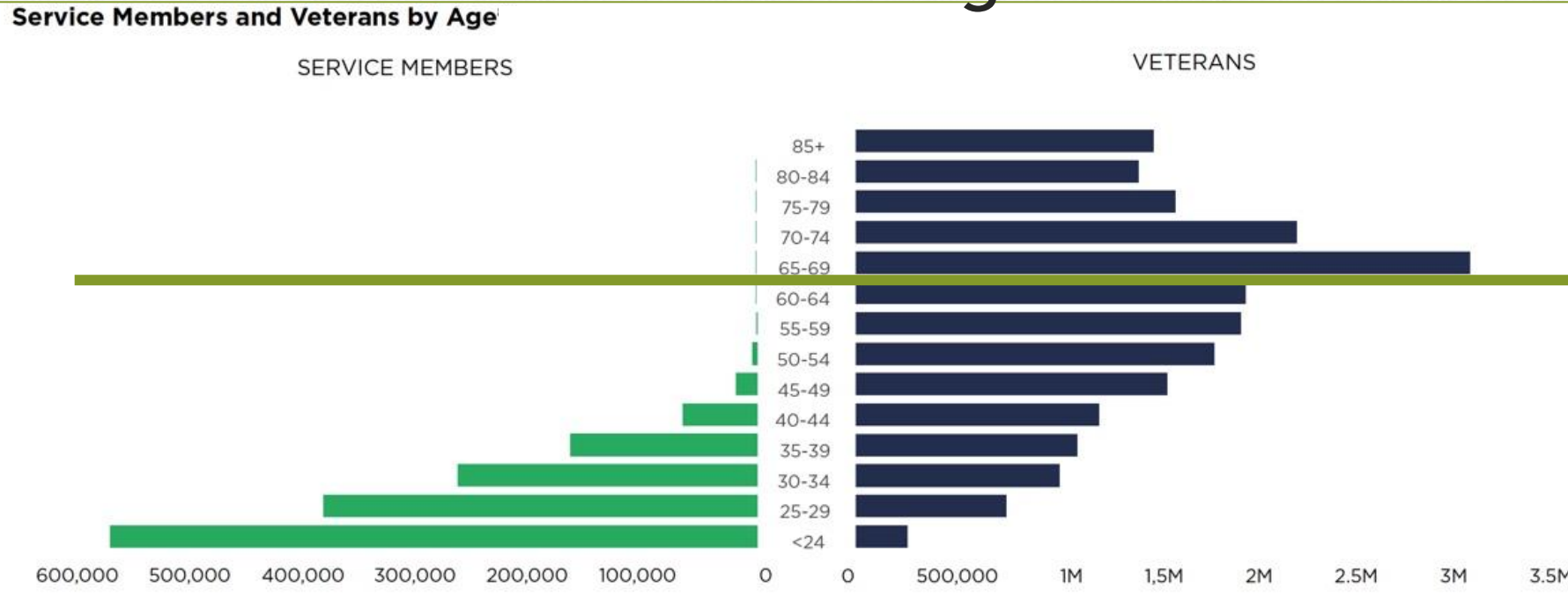
The Civil-Military Gap



The Civil-Military Gap



Large numbers of veterans enter a workforce whose leaders no longer include them



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%

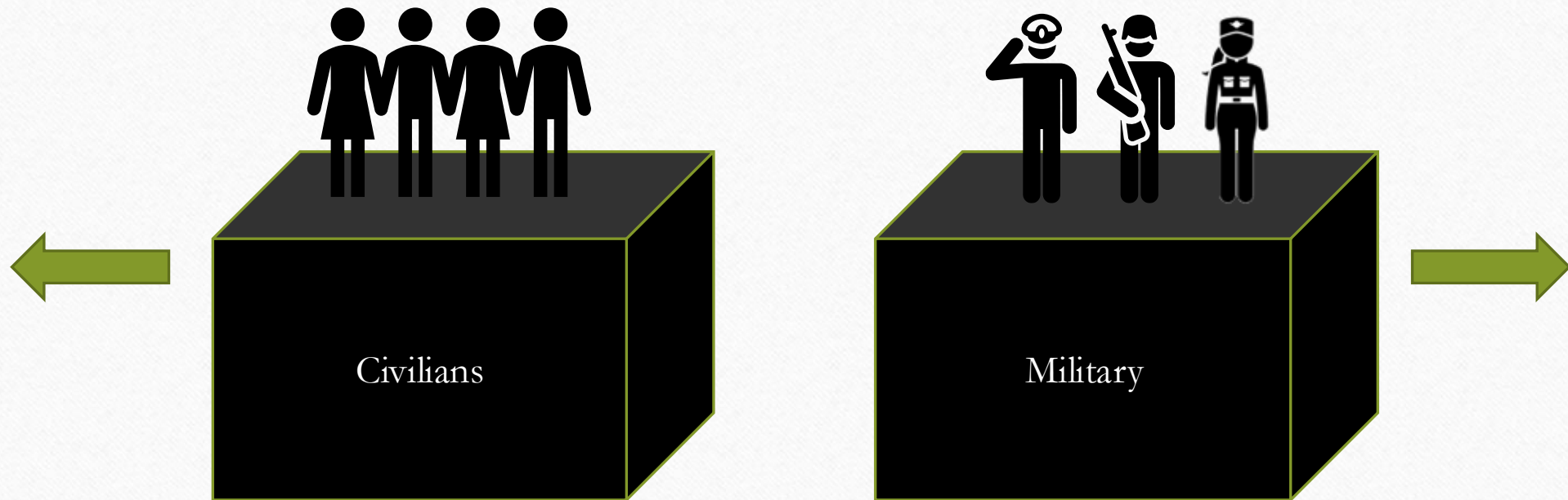
Percentages of U.S. Veterans and Nonveterans by Age Categories, 2017

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

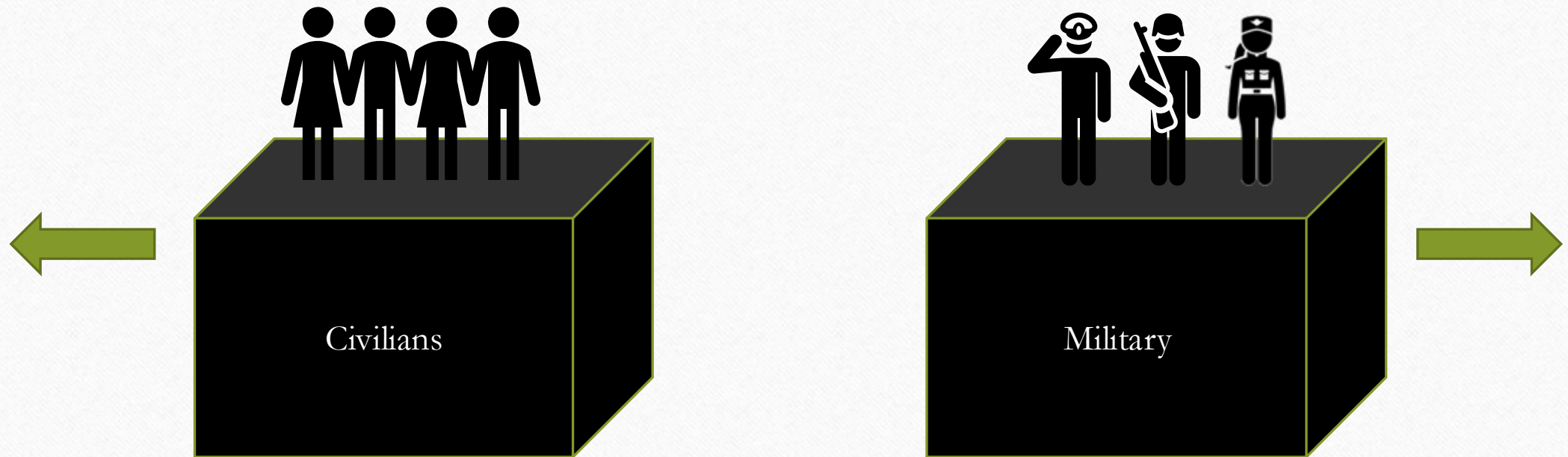
Table note: 2017 ACS summary table data.

Sources: (Above) Philip Carter, Amy Schafer, Katherine Kildner 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, Carol. "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-1514191924?hpid=hp_hp-top-table-main-business-leaders&hpt=hp-top-table-main&mod=hp_hp-top-table-main-business-leaders.

The Civil-Military Gap



The Civil-Military Gap



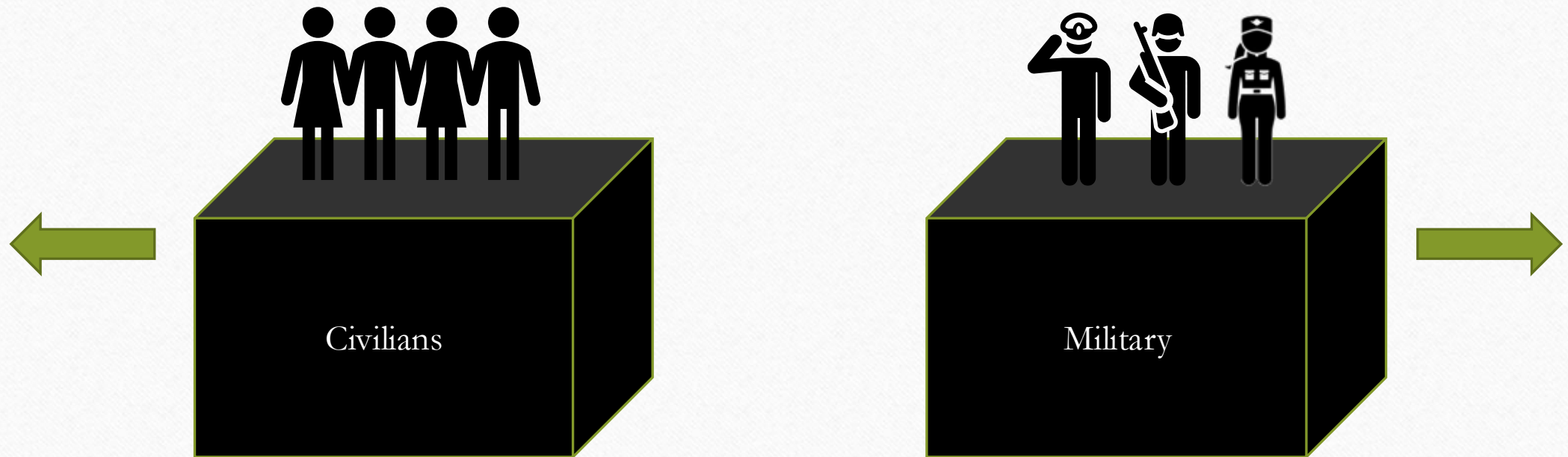
The American public does not live near or interact with the military population

- 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

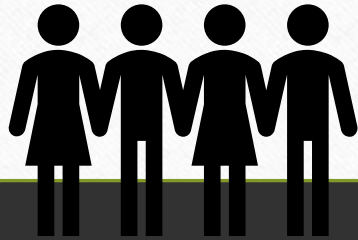
Densest Areas of US Population (Per Capita) versus the 50 Densest County Veteran Populations (Per Capita)



The Civil-Military Gap



The Civil-Military Gap



Civilians



Military

Focus of the “Sea of Goodwill”

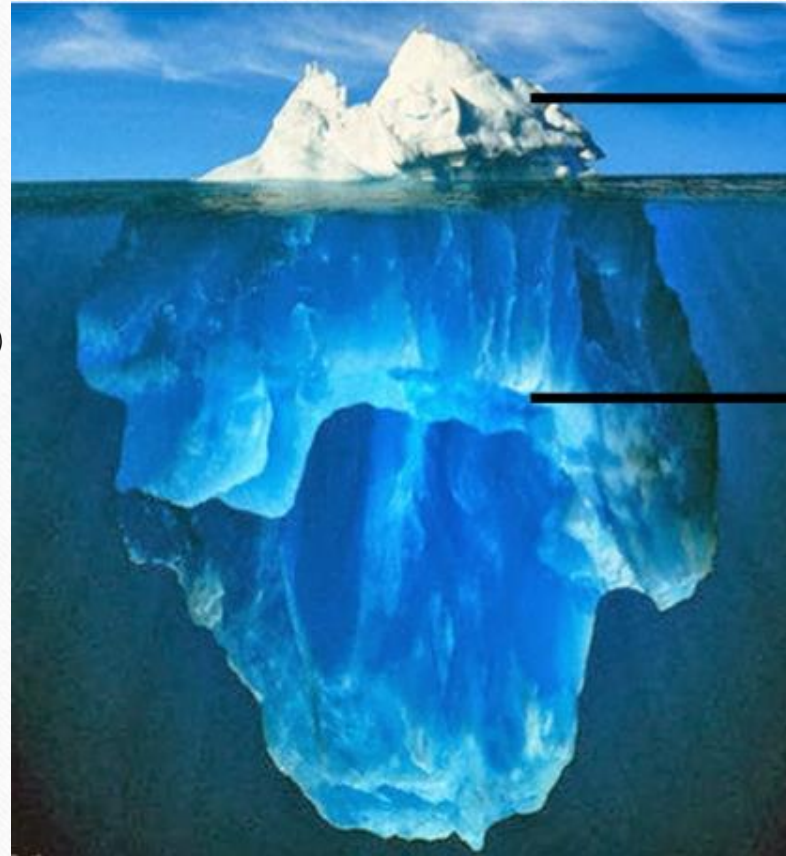
- The U.S. has ~45,000* registered veteran-serving nonprofits that consume \$3.7B annually in philanthropic funds.
- Fewer than 1–2% of VSOs explicitly identify policy reform, labor-market structure, or cultural integration as their primary mission. Here is where they are focused:

Hand-outs

- SYMPTOM MITIGATION (≈92–95%)
 - Direct aid
 - Crisis intervention
 - Benefits navigation
 - Charity & relief

Hand-ups

- SYSTEMIC INTERVENTION (≈5–8%)
 - Policy reform
 - Employer practice change
 - Credential translation
 - Cultural integration
- ROOT-CAUSE REFORM (≈1–2%)
 - Structural incentives
 - Civil-military literacy
 - Market redesign



Symptoms ~96% of VA Budget

- PTS
- Homelessness
- Suicide

Root Causes ~4% of VA Budget

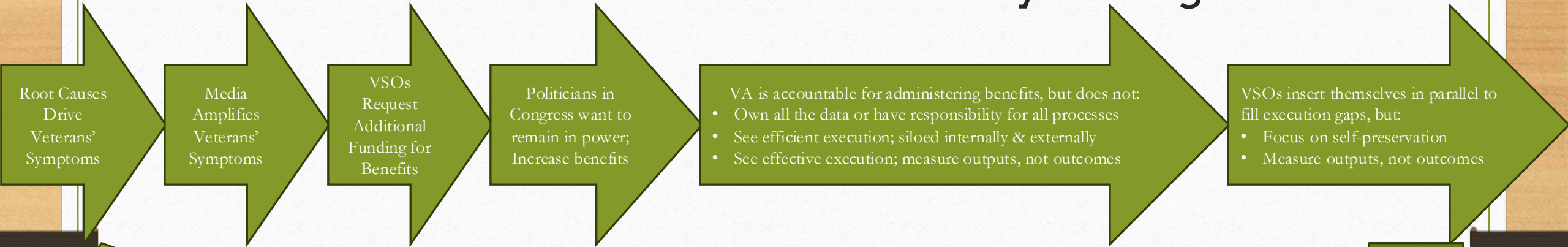
- Under-employment
- Insufficient transition support
- Lack of coordinated support systems across government agencies
- Veteran support ecosystem dynamics
- Misaligned incentives
- Lack of political will

* IRS + Candid/GuideStar aggregation

The veteran support ecosystem overwhelmingly treats downstream symptoms rather than upstream causes of veteran under-employment and alienation.

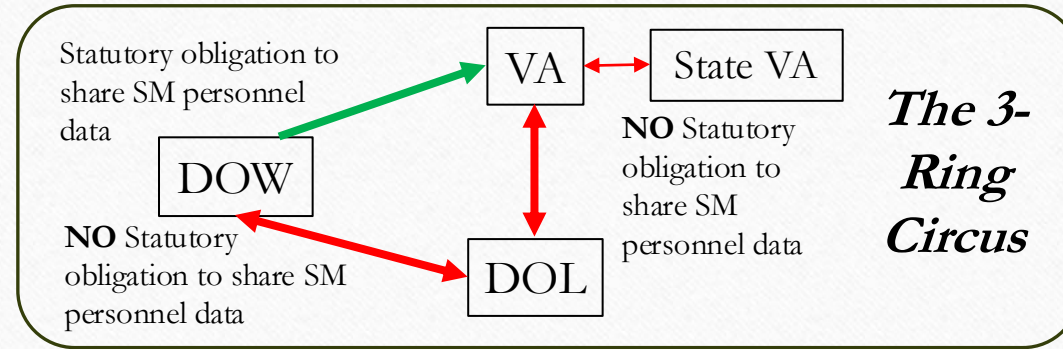
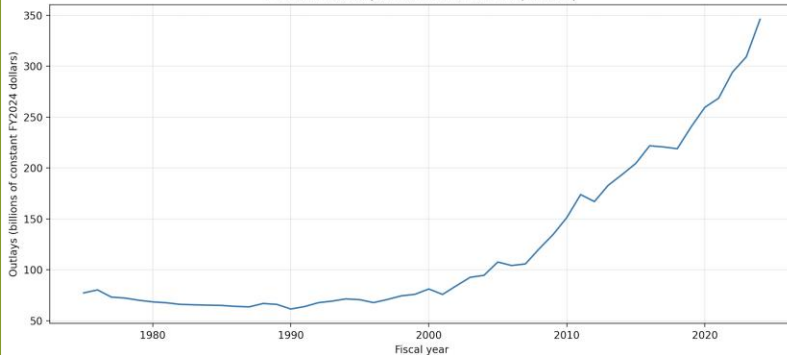
Source: “How does the government support veterans?” USAFacts, August 1, 2024, <https://usafacts.org/articles/how-does-the-government-support-veterans/?time-source=the-ist.com>, U.S. Department of Veterans Affairs FY 2025 Budget Submission, March 2024, <https://department.va.gov/annual-report/2024/03/2025-budget-submission>, “Veterans’ and Military Organizations Get Less Than 1% of All U.S. Charitable Giving, New Research Finds,” Lilly School of Philanthropy, Indiana University Indianapolis, <https://philanthropy.org/analysis/indiana/news-events/news/2025/military-veterans-community-2025.htm#source=donor.com>, “Funding Flows in the Sea of Goodwill: An Analysis of Major Funders in the Veteran-Serving Nonprofit Space,” Emma Moore, Margaret Seymour, Jared Stefani, Kelly Kennedy and Kyla M. Williams, Center for a New American Security, June 18, 2019.

Misaligned Incentives Drive a Vicious Circle of Veteran Policymaking



- Agency & VSO Funding and Power Grow
- No Incentives to Improve the status-quo
- Root Causes not Addressed; Veterans' Symptoms Worsen

U.S. Department of Veterans Affairs Outlays (Inflation-adjusted)
FY1975-FY2024 (constant FY2024 dollars; billions)

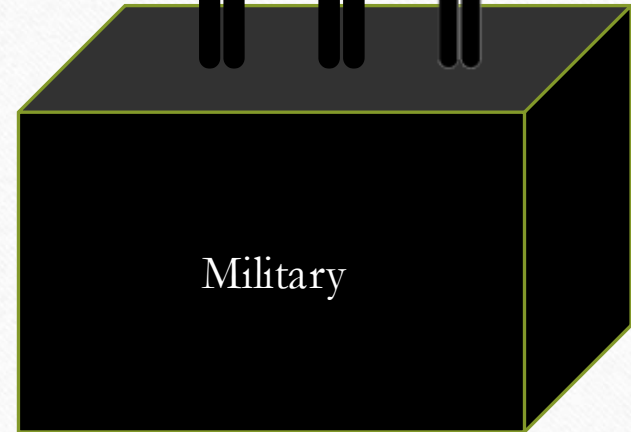
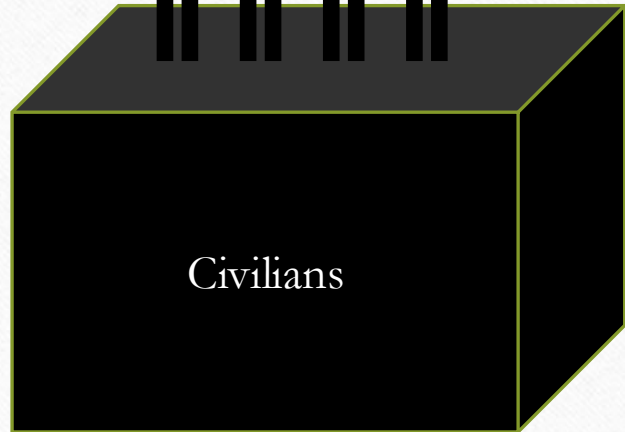
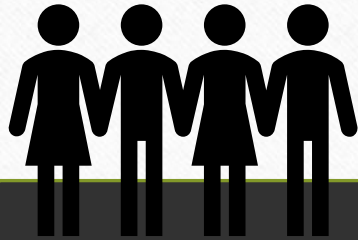


- VA Benefits System & Policies:
- Are compensation-focused; not rehabilitation-focused
 - Signal that society values veterans more when they are ill or injured
 - Reinforce/encourage the “broken veteran” stereotype

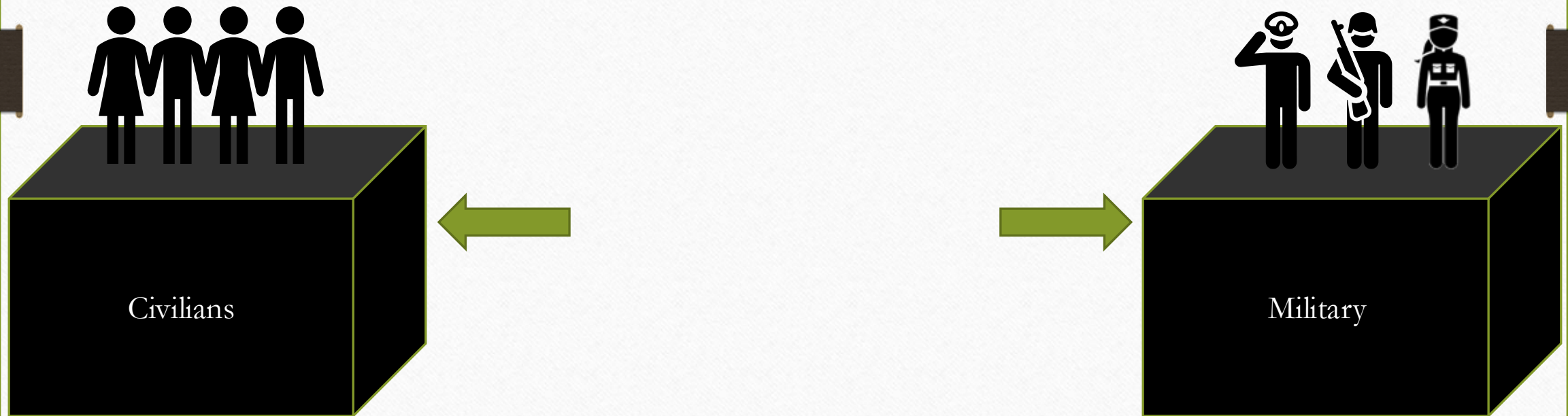
Every actor behaves rationally. The system behaves irrationally and prevents progress.
Agency and VSO budget increases are justified by greater needs. No reward for working yourself out of a job.

Source: OMB Historical Tables, Table 10.1 “GDP and Deflators Used in the Historical Tables” (FY2025 Budget, GovInfo)— specifically the GDP (Chained) Price Index.

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

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_REVISIED_digital.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

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
- Meanwhile, the veteran support ecosystem actively thwarts systemic solutions
 - 92%+ of the Sea of Goodwill is focused on symptoms, not root causes
 - Politics, policies, power, influence, and self-preservation trump doing the “right thing”

Business Value of Veterans



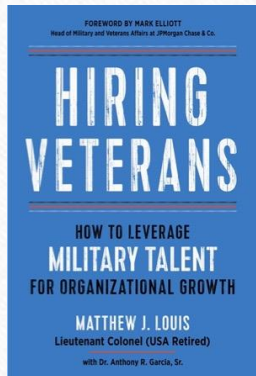
- Entrepreneurial
- Assume high levels of trust
- Adept at skill transfer across contexts/tasks
- Have advanced technical training
- Comfortable/adept in discontinuous environments
- High levels of resilience
- Advanced team-building skills
- Strong organizational commitment
- Have had cross-cultural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

Promoted
faster

Perform
better

Easier to
manage

...than their non-veteran peers



Hiring Veterans

Overcoming Stereotypes

Question:

Are veterans *more* or *less* educated than their civilian peers?

MORE

LESS

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%

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"> Enterprise leader Coalition Leader (Joint Services, Interagency, International) 	<ul style="list-style-type: none"> Advancer Senior Leader Education Joint Chiefs of Staff Education 	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> Large Unit Leader Staff Commander 	<ul style="list-style-type: none"> War College Command & General Staff College 	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> Small unit leader 	<ul style="list-style-type: none"> Officer Basic & Advanced Training Technical Schools 	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> Large-Size Unit Leader Senior Staff Leader / Member 	<ul style="list-style-type: none"> Advanced professional and advisor courses 	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> Small unit leader 	<ul style="list-style-type: none"> Basic leadership & technical schools 	<ul style="list-style-type: none"> Basic leadership Team building Coaching 	10-60	Team Leader	3-12
E1 – E4	High School / GED	<ul style="list-style-type: none"> Member of team 	<ul style="list-style-type: none"> Basic training & technical schools 	<ul style="list-style-type: none"> Teamwork Performance under pressure Accountability Honesty, loyalty 	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%

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 suffers more from PTSD?

Veterans

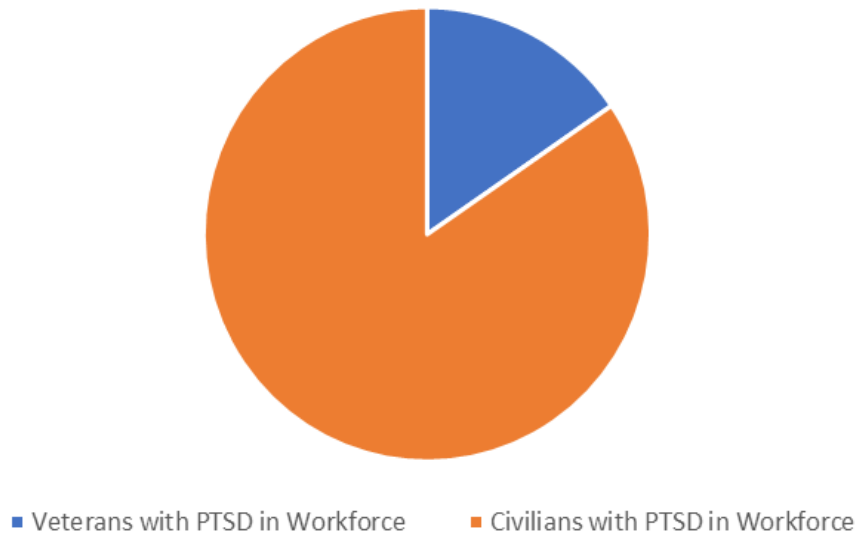
**Non-
Veterans**

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

Question:

Is the military
diverse?

Yes

No

Veteran Myths

- **MYTH:** The military is not very diverse
- **FACT:** The diversity of our military is a strength and continues to change. Women are now 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.
- **Bonus:** As a protected employee class, they help insulate veteran hiring programs from legal challenges.

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:

Most veterans are disabled and require expensive disability accommodations.

True

False

Veteran Myths



- **MYTH:** Most veterans are disabled and require expensive disability accommodations.

- **FACT:** Most veterans are not disabled and do not require expensive disability accommodations, 58% of which cost nothing.
 - *<30% of employed US veterans have a service-connected disability*
 - *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 on national security
-
- **FACT:** Hiring veterans has a direct and quantifiable impact on 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 War (DoW) 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 DoW's operating budget and thereby sacrifice funds that could otherwise be spent on our common defense.

Question:

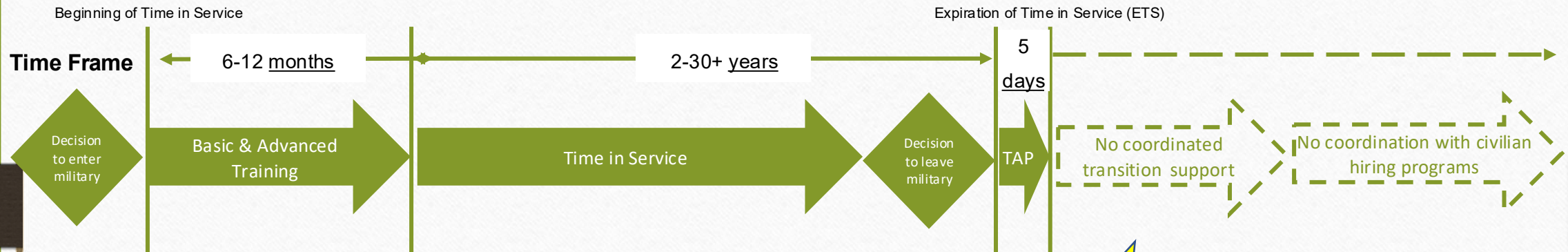
Veterans already get all the help they need to find full employment in optimal career fields.

True

False

Veteran Myths

- MYTH: Veterans already get all the employment transition support they need
- FACT: The current military transition model fails today's veterans



Issues

- 6-12 months to socialize vs. 5 days to re-socialize
- Limited acquisition of civilian licenses or certifications
- Limited civilian internships or fellowships
- Mission-first culture & assignment inhibits focus on transition
- Inability to deal with civil-military divide
- No coordinated transition support



Primary Outcome = Transition Failure

Question:

Most organizations have veteran hiring programs in place.

True

False

Veteran Myths



- **MYTH:** Most organizations have veteran hiring programs in place
-
- **FACT:** 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

Demand & Supply of Workplace Skills

Most Important Skills Cited by Civilian Employers for Workplace Success

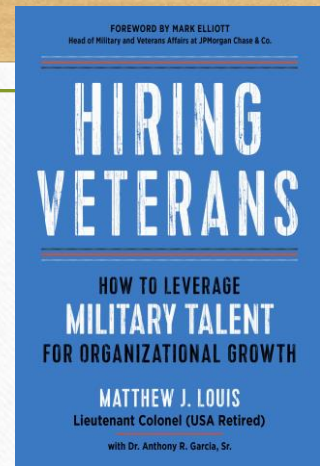
- Professionalism / Work Ethic
- Teamwork / Collaboration
- Oral and written communication
- Critical thinking / problem solving
- Ethics / social responsibility

Skills Strengthened or Enhanced by Military Service

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

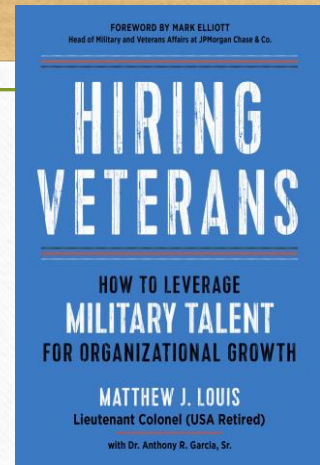
Keys To Success

- Your ability to effectively engage and attract veterans as a talent pool represents an organizational productivity opportunity and potential competitive advantage.
- Recognize your limitations, whom you are dealing with, and the opportunity this talent pool could afford your organization.
- When you design hiring programs for inclusion, you design your organization for the betterment of all.
- Understand that this is not a “broken” talent pool; this is a misunderstood and underutilized talent pool.
- This group will need more support than a typical new hire – throughout their transition as they acclimate and develop with mentorship.



Homework

- Secure a copy of *Hiring Veterans*



- Access my website for additional resources: <https://matthewjlouis.com/hiring-veterans/vet-resources/>



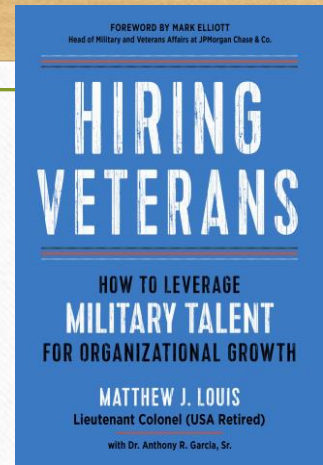
Hiring Veterans Resources

These resources are purposely organized by their appearance in my Career Press book **Hiring Veterans: How to Leverage Military Talent for Organizational Growth**. This voluminous group of templates, interactive tools, additional guidance and resources, and a repository for additional lessons learned is an integral part of **Hiring Veterans**. Please use it in concert with the book. All of these are critical to your success. Please use them!

Chapter 1: US Military Ranks & Insignia	Chapter 2: Applicable Regulations and Incentives Template	
Chapter 2: State Tax Incentives for Hiring Veterans	Chapter 2: How to Apply for the Federal Work Opportunity Tax Credit (WOTC)	
Chapter 2: State & Territory Employer Support Websites	Chapter 2: Summary of Pertinent State & Territory Laws Governing Military Affairs	
Chapter 2: Pertinent State & Territory Employment Laws Governing Military Affairs	Chapter 3: List of Supporting Policies Template	
Chapter 3 & Appendix C: Veteran Support Program Executive Dashboard Template	Chapter 3: Veteran Support Program Metric Template	
Chapter 3: Veteran Support Program Scope Template	Lessons for New Veteran Hires	Chapter 4: Mentoring Program Structure Template
Chapter 5: Stakeholder Analysis Template	Chapter 5: Communications Plan Template	
Chapter 6: US Military Installation Population by State	Chapters 6 & 7: Prioritization Matrices	
Chapter 7: Comparison of Military and Civilian Benefits	Chapter 7: Compensation and Benefits Comparison Summary Template	
Chapter 7: In-Person Interview Form	Chapter 7: Screening Interview Form	Additional Hiring Veteran Resources by Chapter
Hiring Veterans Bibliography	Mission Transition: Sample Resumes, Letters & Notes	Mission Transition: Financial Needs Exercises
Mission Transition: Military to Civilian Thesaurus	Mission Transition: Veteran Collaboratives	
Department of Defense Military Organizational Structure Chart		

Check out *Hiring Veterans* for...

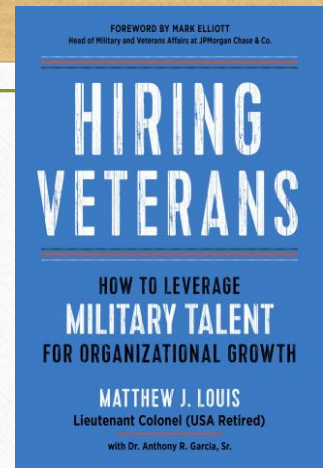
- Detail on the value of security clearances (military is the largest group that possesses them)
- Aspects of veteran hiring with which most organizations tend to struggle
- Perspective from organizations with successful veteran hiring programs
- Detailed review of these topics
- Additional resources to support your veteran support program



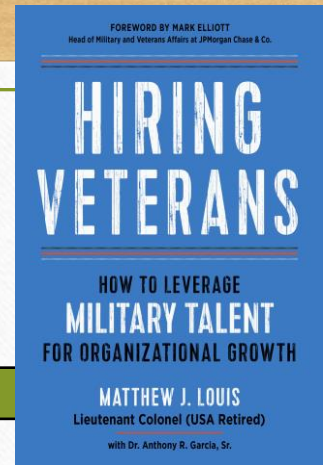


Check out www.matthewjlouis.com for...

- Articles, podcasts, and other presentations on these topics
- Military-to-Civilian thesaurus
- *Hiring Veterans* bibliography



Additional Resources



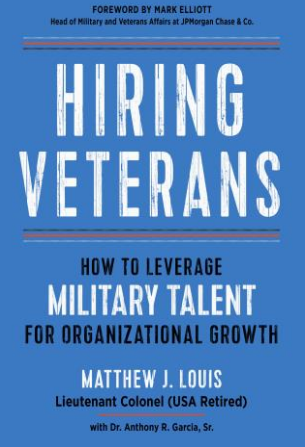
Resource	Description
Military Veteran Employment: A Guide for the Data-Driven Leader Edited By Nathan D. Ainspan, Ph.D. and Kristin N. Saboe, Ph. D.	Collection of perspectives from a diverse set of organizations on how to hire and retain veterans.
Field Tested Recruiting, Managing, and Retaining Veterans By Emily King	Provides insight and tools needed to recruit and retain veterans
America's Heroes at Work — Veterans Hiring Toolkit (https://www.dol.gov/vets/ahaw/)	Step-by-step guide to assist and educate employers to include transitioning Service Members, Veterans, and wounded warriors in their recruitment and hiring initiatives

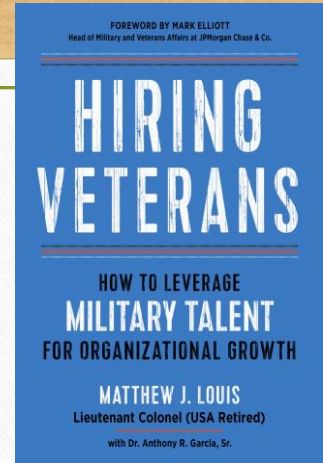
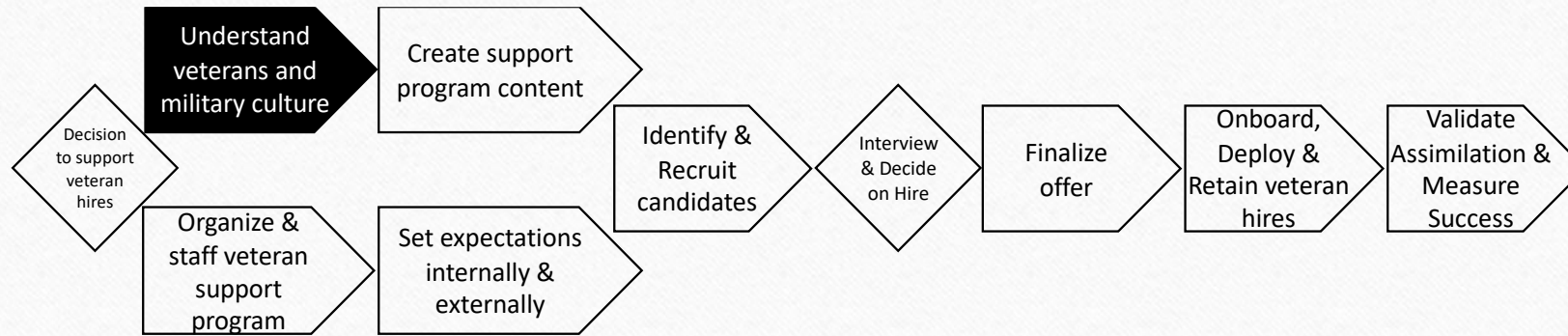
Instructor Contact Information

Louis Advisors, LLC
A Veteran-Owned Small
Business



Instructor web page
MatthewJLouis.com

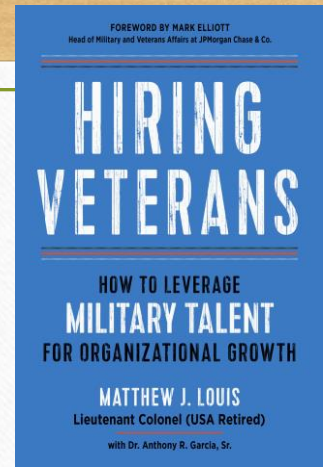




Course 2

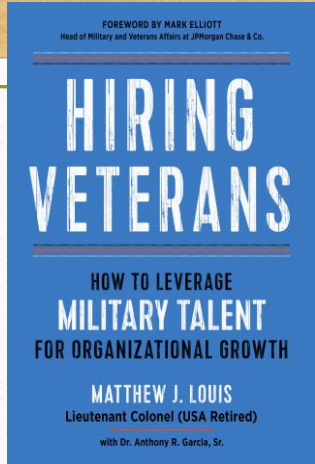
Understand the Veteran and Military Culture

Course Objectives



Course Objectives	Results/Outcome Expected
Understand the first requirement for veteran hiring program success	Senior executive commitment to providing sufficient financial and human resources to enable a successful veteran hiring program
Understand the nature of military culture	Identification of your organization's values and cultural dimensions, mapped to their military equivalent. Use of these insights in your veteran hiring program.
Understand how military culture differs from your own organization's culture	

Recommended Materials



Reading

- *Hiring Veterans*, Chapter 1

Supplies

- Notebook / diary
- Pen / pencil

Technology/Tools

- Computer with standard software
- Web access to <https://www.matthewjlouis.com>

Resources

Web & Software Tools

www.MatthewJLouis.com
for

- Tools
- Templates
- Worksheets
- Calculators
- Samples
- Downloads



Social Media

LinkedIn

Matt Louis

Facebook

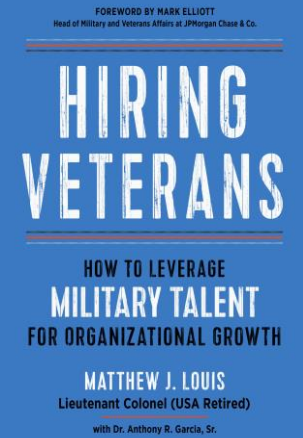
@MatthewJLouis

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@MatthewJLouis1

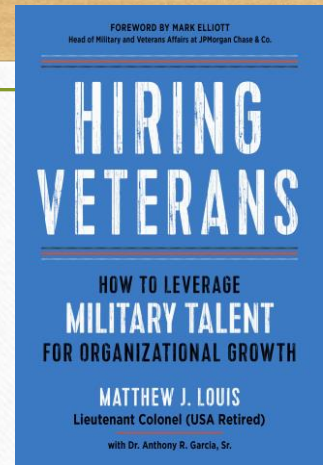
Instagram

matthewjlouis



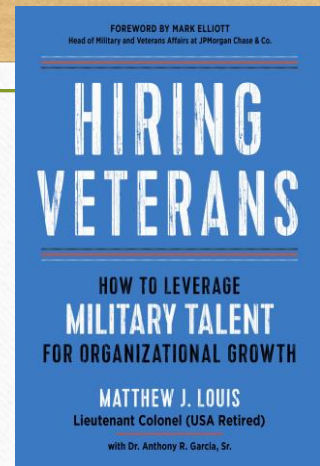
First Requirement for Veteran Hiring Program Success

- **Senior executive support with sufficient human and financial resources**
- Goodwill alone is insufficient
- IVMF: Senior leadership engagement is most important factor in overcoming organizational inertia related to such programs



Importance of Culture Fit

- When there is a good fit between the employee and the organization, the employee:
 - **Will report greater job satisfaction.** 50-90% of job satisfaction correlates directly with culture fit.
 - **Is more likely to continue employment with the organization.** 89% of employees who quit or are fired within their first 18 months do so because of a lack of cultural fit.
 - **Will show higher job performance levels.** Studies demonstrate a strong correlation between culture fit and better mental and physical health, which in turn improves job performance.
- How do you ensure a good fit?



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



How do Military Values Compare?

Military Values	Your Organization's Values
• Honor and integrity	•
• Commitment, loyalty, and duty	•
• Courage	•
• Leadership by example	•
• Selfless service	•
• Respect	•
• Excellence	•
• Discipline	•

Military and Civilian Cultural Dimensions

Exercise

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

What are the differences and why do they exist?

- Information
- Instruction

Navigating Cultural Dimension Differences

- Purpose

- The military's mission is patriotic and involves contributing to a cause greater than yourself. In such an environment, motivation is easy. Your mission is likely different (e.g., making money).
- You must help veterans look past the core reason for your business's existence (making money) and tie their personal value to what your organization does or enables
- Help veterans find meaning in their new work; help them find their 'new normal'

- Leadership Basis

- The military's selfless service environment prioritizes the team over self. Veterans emphasize "we," not "I." But you are hiring them – not their team – for their individual skills and competencies.
- Teach veterans how to thrive in a culture where individual efforts (while contributing to team and organizational goals) get recognized and rewarded
- In managing teams, teach veterans to understand the individual motivations of team members. They may be different.
- Teach veterans to make adjustments at evaluation or promotion time

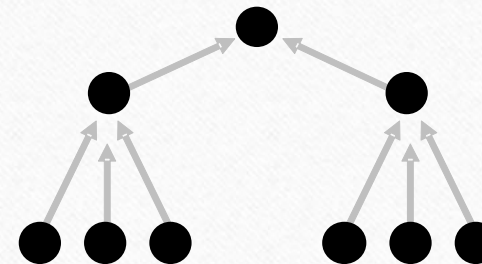
- Information
- Instruction

Navigating Cultural Dimension Differences

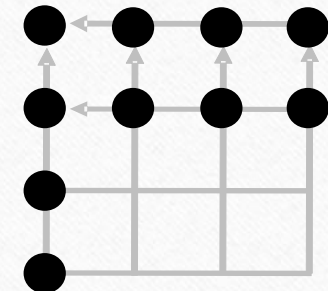
- Organizational Structure

- Military organizations are hierarchical
- Most civilian organizations are matrixed
- Matrix: multiple dimensions of accountability
- Coach veterans to champion collaboration, coordination, information flow, and knowledge sharing
- Teach them to leave their level (or job title) at the door; their former 'rank' has no place in your organization

Hierarchical Organization Structure



Matrix Organization Structure



- Information
- Instruction

Navigating Cultural Dimension Differences

- Power Basis
 - Military uses Legitimate, Reward, and Coercive power – a formal basis
 - Your organization likely uses Referent, Expert, and Informational power – a personal basis
 - Teach veterans to coach, guide, mentor, and inspire others vs. directing and commanding others

Six Bases of Power

- Reward Power – perceived ability to give positive consequences or remove negative ones
- Coercive Power – perceived ability to punish those who do not conform with your ideas or demands
- Legitimate Power – perception that someone has the right to prescribe behavior due to election or appointment to a position of responsibility
- Referent Power – association with others who possess power
- Expert Power – having distinctive knowledge, expertise, abilities, or skills
- Informational Power – based on controlling the information needed by others to reach an important goal

- Information
- Instruction

Navigating Cultural Dimension Differences

- On-boarding Process & Training Administration
 - Basic training experience: structured, formal, automatically programmed, and provided immediately
 - Most organizations have virtual, on-demand curricula. Onboarding is likely less formal and structured and may not be automated.
 - Set clear expectations up front regarding what the onboarding experience entails – programs, classes, etc.
 - Encourage veterans to leverage their new internal network for lessons learned
- Compensation & Benefits
 - Educate veterans on what is public vs private information
 - Establish simple rules about what can be shared and with whom
 - Teach veterans to leverage your Human Resources (HR) department with any questions or concerns

- Information
- Instruction

Navigating Cultural Dimension Differences

- Assumption of Responsibility
 - The military confers significant responsibility at a young age. They will quickly get bored if that's not the case in your organization.
 - Establish expectations regarding responsibilities before they are onboarded
 - Ensure your team is staffed with individuals who understand how to best deploy veteran talent
- Recognition & Rewards and Rank
 - Nature of the military uniform. Veterans will need to work harder to understand others' backgrounds.
 - Provide access to online organization charts and personnel biographies
 - In recruiting veterans, consider the breadth and depth of roles they had previously held (see the next few slides)
 - Teach your veterans that...
 - Ceremonies may be less frequent, less public
 - Awards may be slower in coming, and monetary in nature

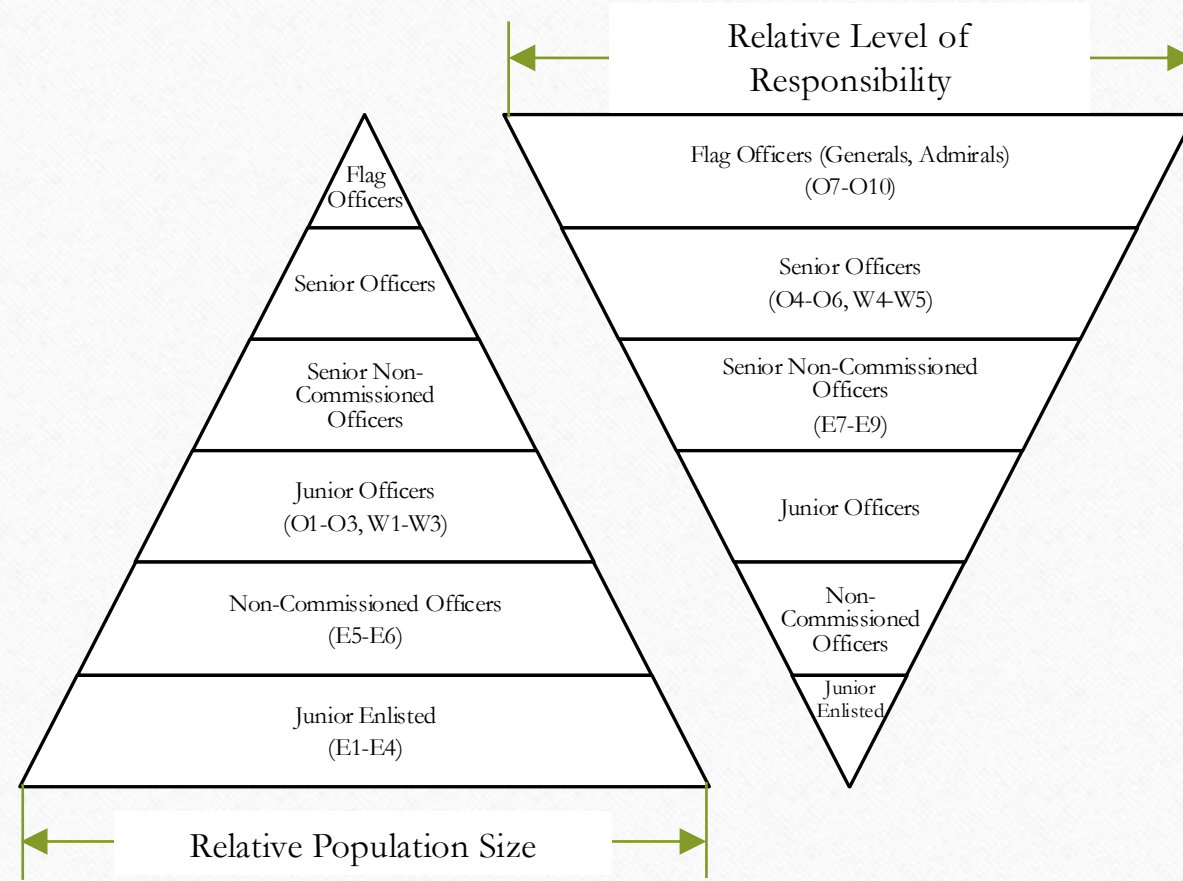
Enlisted Military Ranks

Rank	Army	Marines	Navy	Air Force	Space Force	Coast Guard
E-1	Private	Private	Seaman Recruit (SR)	Airman Basic	Specialist 1 (Spc1)	Seaman Recruit (SR)
E-2	Private (PV2)	Private First Class (PFC)	Seaman Apprentice (SA)	Airman	Specialist 2 (Spc2)	Seaman Apprentice (SA)
E-3	Private First Class (PFC)	Lance Corporal (LCpl)	Seaman (SN)	Airman First Class (A1C)	Specialist 3 (Spc3)	Seaman (SN)
E-4	Corporal (CPL) ----- Specialist (SPC)	Corporal (Cpl)	Petty Officer Third Class (PO3)	Senior Airman (SrA)	Specialist 4 (Spc4)	Petty Officer Third Class (PO3)
E-5	Sergeant (SGT)	Sergeant (Sgt)	Petty Officer Second Class (PO2)	Staff Sergeant (SSgt)	Sergeant (Sgt)	Petty Officer Second Class (PO2)
E-6	Staff Sergeant (SSG)	Staff Sergeant (SSgt)	Petty Officer First Class (PO1)	Technical Sergeant (TSgt)	Technical Sergeant (TSgt)	Petty Officer First Class (PO1)
E-7	Sergeant First Class (SFC)	Gunnery Sergeant (GySgt)	Chief Petty Officer (CPO)	Master Sergeant (MSgt) ----- First Sergeant	Master Sergeant (MSgt)	Chief Petty Officer (CPO)
E-8	Master Sergeant (MSG) ----- First Sergeant (1SG)	Master Sergeant (MSgt) ----- First Sergeant	Senior Chief Petty Officer (SCPO)	Senior Master Sergeant (SMSgt) ----- First Sergeant	Senior Master Sergeant (SMSgt)	Senior Chief Petty Officer (SCPO)
E-9	Sergeant Major (SGM) ----- Command Sergeant Major (CSM)	Master Gunnery Sergeant (MGySgt) ----- Sergeant Major (SgtMaj)	Master Chief Petty Officer (MCPO) ----- Fleet/Command Master Chief Petty Officer	Chief Master Sergeant (SMSgt) ----- First Sergeant ----- Command Chief Master Sergeant	Chief Master Sergeant (SMSgt)	Master Chief Petty Officer (MCPO) ----- Fleet/Command Master Chief Petty Officer
Senior Enlisted Advisors	Sergeant Major of the Army (SMA)	Sergeant Major of the Marine Corps (SgtMajMC)	Master Chief Petty Officer of the Navy (MCPON)	Chief Master Sergeant of the Air Force (CMSAF)	Chief Master Sergeant of the Space Force (CMSSF)	Master Chief Petty Officer of the Coast Guard (MCPOCG)

Officer Military Ranks

Rank	Army	Marines	Navy	Air Force	Space Force	Coast Guard
W-1	Warrant Officer 1 (WO1)	Warrant Officer 1 (WO)	USN Warrant Officer 1 (WO1)	N/A	N/A	N/A
W-2	Chief Warrant Officer 2 (CW2)	Chief Warrant Officer 2 (CWO2)	USN Chief Warrant Officer 2 (CWO2)	N/A	N/A	Chief Warrant Officer 2 (CWO2)
W-3	Chief Warrant Officer 3 (CW3)	Chief Warrant Officer 3 (CWO3)	USN Chief Warrant Officer 3 (CWO3)	N/A	N/A	Chief Warrant Officer 3 (CWO3)
W-4	Chief Warrant Officer 4 (CW4)	Chief Warrant Officer 4 (CWO4)	USN Chief Warrant Officer 4 (CWO4)	N/A	N/A	Chief Warrant Officer 4 (CWO4)
W-5	Chief Warrant Officer 5 (CW5)	Chief Warrant Officer 5 (CWO5)	USN Chief Warrant Officer 5 (CWO5)	N/A	N/A	N/A
O-1	Second Lieutenant (2LT)	Second Lieutenant (2ndLt)	Ensign (ENS)	Second Lieutenant (2 nd Lt)	Second Lieutenant (2 nd Lt)	Ensign (ENS)
O-2	First Lieutenant (1LT)	First Lieutenant (1stLt)	Lieutenant Junior Grade (LTJG)	First Lieutenant (1 st Lt)	First Lieutenant (1 st Lt)	Lieutenant Junior Grade (LTJG)
O-3	Captain (CPT)	Captain (Capt)	Lieutenant (LT)	Captain (Capt)	Captain (Capt)	Lieutenant (LT)
O-4	Major (MAJ)	Major (Maj)	Lieutenant Commander (LCDR)	Major (Maj)	Major (Maj)	Lieutenant Commander (LCDR)
O-5	Lieutenant Colonel (LTC)	Lieutenant Colonel (LtCol)	Commander (CDR)	Lieutenant Colonel (Lt Col)	Lieutenant Colonel (Lt Col)	Commander (CDR)
O-6	Colonel (COL)	Colonel (Col)	Captain (CAPT)	Colonel (Col)	Colonel (Col)	Captain (CAPT)
O-7	Brigadier General (BG)	Brigadier General (BGen)	Rear Admiral Lower Half (RDML)	Brigadier General (Brig Gen)	Brigadier General (Brig Gen)	Rear Admiral Lower Half (RDML)
O-8	Major General (MG)	Major General (MajGen)	Rear Admiral Upper Half (RADM)	Major General (Maj Gen)	Major General (Maj Gen)	Rear Admiral Upper Half (RADM)
O-9	Lieutenant General (LTG)	Lieutenant General (LtGen)	Vice Admiral (VADM)	Lieutenant General (Lt Gen)	Lieutenant General (Lt Gen)	Vice Admiral (VADM)
O-10	General (GEN)	General (Gen)	Admiral (ADM)	General (Gen)	General (Gen)	Admiral (ADM)
Wartime Only	General of the Army	N/A	Fleet Admiral	General of the Air Force	N/A	Fleet Admiral

Relationships Among Military Ranks



Military Rank Demographics

Demographic Detail	Rank upon exit from the military	
	Enlisted (82% of population)	Officers (18% of population)
Educational Profile	Bachelors Degree (8%) High School Diploma or Equivalent (92%)	Bachelors Degree (42%) Graduate Degree (41%)
Typical Strengths	Supervisory skills Training facilitation Technical expertise	Managerial skills Project management Leadership experience
Largest military occupational groups	Engineering, Science, and Technical (15%) Combat Specialty (14%) Vehicle and Machinery Mechanics (14%) Transportation and Material-Handling (12%) Electronic and Electrical Equipment Repair (11%)	Engineering, Science, and Technical (23%) Transportation (19%) Combat Specialty (15%) Executive, Administrative, and Managerial (12%) Healthcare (11%)

Military Education and Experience Comparison

Exercise

Rank	Education	Military Role	Military Training	Translatable Skill Sets	Military Personnel Supervised	Equivalent Civilian Role	Civilian Personnel Supervised	Available Roles
O-7 – O-10	Advanced Degree	<ul style="list-style-type: none"> Enterprise leader Coalition Leader (Joint Services, Interagency, International) 	<ul style="list-style-type: none"> Advancer Senior Leader Education Joint Chiefs of Staff Education 	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> Large Unit Leader Staff Commander 	<ul style="list-style-type: none"> War College Command & General Staff College 	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> Small unit leader 	<ul style="list-style-type: none"> Officer Basic & Advanced Training Technical Schools 	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> Large-Size Unit Leader Senior Staff Leader / Member 	<ul style="list-style-type: none"> Advanced professional and advisor courses 	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> Small unit leader 	<ul style="list-style-type: none"> Basic leadership & technical schools 	<ul style="list-style-type: none"> Basic leadership Team building Coaching 	10-60	Team Leader	3-12	
E1 – E4	High School / GED	<ul style="list-style-type: none"> Member of team 	<ul style="list-style-type: none"> Basic training & technical schools 	<ul style="list-style-type: none"> Teamwork Performance under pressure Accountability Honesty, loyalty 	0	Analyst Programmer Generalist Specialist	2 1 1 0	

- Information
- Instruction

Navigating Cultural Dimension Differences

- Occupational Specialty ~ Corporate Function
 - Military Occupational Specialty (MOS) - Army, Marines, Coast Guard
 - Air Force Specialty Code (AFSC) – Air Force
 - Space Force Specialty Code (SFSC) – Space Force
 - Naval Enlistment Classification (NEC) – Navy
- Deep expertise, especially among enlisted ranks
- Breadth of expertise increases with tenure
- ~85% of the military serves in specialties immediately accretive to equivalent functions in your organization

Military Occupational Specialties	Personnel per Occupational Specialty	
Administrative	50,652	3.9%
Combat Specialty	197,561	15.1%
Construction	29,312	2.2%
Electronics	122,278	9.3%
Engineering	230,831	17.6%
Managerial	30,716	2.3%
Healthcare	92,625	7.1%
Human Resources	40,274	3.1%
Machine Operator	22,649	1.7%
Media and PR	18,803	1.4%
Protective Service	79,634	6.1%
Support Service	28,702	2.2%
Transportation / Logistics	187,629	14.3%
Vehicle / Machine Mechanic	159,706	12.2%
Unspecified Code	20,706	1.6%
Total	1,312,078	100.0%

- Information
- Instruction

Navigating Cultural Dimension Differences

- Time in Grade and Talent Models
 - Military members tend to be promoted more quickly, even more so at less tenured levels
 - Mandatory retirement exists in the military
 - With some exceptions, that is not the case outside the military
 - Military talent model is ‘up or out.’ Your organization may have alternate talent models.
- Before onboarding, provide transparency on career paths, expectations for ‘time in grade,’ and details on available talent models.

- Information
- Instruction

Navigating Cultural Dimension Differences

- Career Management
 - In the military, there tends to be a tighter linkage between the performance management system and the career management system
 - This “top-down” component is less present outside the military
 - During onboarding, make it clear that veterans may need to take more responsibility for managing their careers than they have in the past

- Information
- Instruction

Navigating Cultural Dimension Differences

- Personal Initiative
 - Military takes a more formal approach to decision-making: The Military Decision-Making Process (MDMP)
 - It tends to involve more people than the process your organization likely uses, and helps reduce ambiguity.
 - Your organization likely tends to rely more on the thinking, judgment, and problem-solving skills of specific individuals in positions of authority
 - During onboarding, set the expectation that...
 - The organization's decision-making process will likely be different from what they have come to expect in the military, and...
 - Because of that, they should learn to deal with ambiguity and apply judgment and problem-solving skills to be successful
- Thriving On Chaos vs Order
 - Service members are expected to improvise, adapt, and overcome – and are usually provided the autonomy to do so
 - Your organization may expect more order and compliance with processes
 - Set expectations with veterans during onboarding. Use examples and provide guidance for contingency scenarios.

- Information
- Instruction

Navigating Cultural Dimension Differences

- Standard Operating Procedures (SOPs)
 - The military maintains very detailed SOPs for almost everything. They tend to be published and available in hard-copy format wherever they are applicable.
 - Your organization's policies offer an approximation and may be available electronically, but they may fall short of the veterans' experience and expectations.
 - Teach veterans that they may experience less-than-perfect guidance in your policies and will need to master managing ambiguity.
 - Encourage veterans to leverage their experience with after-action reviews (AARs) and their resulting lessons learned, which represents an opportunity to add value.

- Information
- Instruction

Navigating Cultural Dimension Differences

- Work Intensity Duration
 - Military activity tends to be intense and more physical in nature, but lasts only days or weeks.
 - Activities in your organization are likely more mental in nature, but last for weeks or months. They will be stressed in different ways.
 - Coach veterans to incorporate well-being activities (e.g., exercise) into their daily routine.
 - Guide them in managing their time optimally. See the “Eisenhower Matrix” on the next slide.
- Receptiveness to Change
 - Military thrives on change; it encourages autonomy and flexibility in meeting challenges
 - Larger organizations tend to focus on efficiency and are less receptive to change
 - Smaller organizations are more flexible and innovative
 - Advise veterans on the norms in your organization and encourage them to do what they can to help your organization succeed, regardless of the circumstances.

'Eisenhower' Matrix

	Urgent	Not Urgent
Important	Crises Pressing problems Deadline-driven projects Paying the mortgage Must-Do Activity; Schedule It	Prevention; Getting Exercise Relationship-building New opportunities Business Development; Saving \$ Value-Added Activity; Do It Now
Not Important	Interruptions Answering the phone Non-Value-Added Activity; Delegate It	Trivia Most social media Non-Value-Added Activity; Do It Later

"I have two kinds of problems, the urgent and the important. The urgent are not important, and the important are never urgent."

Dwight D. Eisenhower, 34th President of the United States, USMA 1915

- Information
- Instruction

Navigating Cultural Dimension Differences

- Lifestyle choices
 - Veterans had limited choices in the military; familiarity/comfort with a structured environment
 - Outside the military, they have nearly unlimited freedom of choice in all daily activities
 - Teach veterans to leverage their network to understand what is acceptable outside of uniform
 - Encourage them to develop a new set of daily habits, a new set of boundaries
- Frequency of feedback
 - Formal feedback is normally provided quarterly in the military; informal more frequently
 - Feedback occurs far less frequently in civilian organizations
 - Have veterans establish expectations for timing & frequency early on with their new supervisor
 - Encourage them to act upon whatever feedback is provided; do something positive with it

- Information
- Instruction

Navigating Cultural Dimension Differences

- Requesting help
 - Military sees this as a form of weakness; there is a preference to persist in ignorance
 - Organizations value efficiency: time is money
 - Teach veterans that efficiency requires the immediate resolution of confusion/questions and...
 - Success requires asking questions and following through on their answers
- After work interaction
 - Military was a way of life for the entire family; camaraderie and community were 24-7
 - Far less interaction in civilian workplaces; more in smaller organizations
 - Encourage veterans to address this within their sphere of influence if they desire
 - Teach them that they will need to fill in the new information gaps their family has

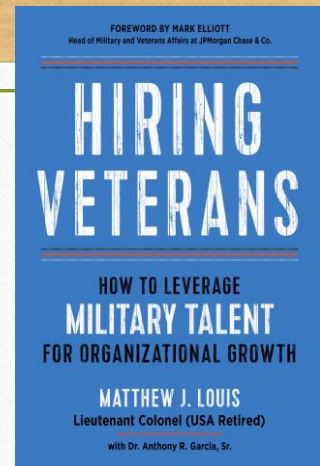
- Information
- Instruction

Navigating Cultural Dimension Differences

- Employee category
 - Just-cause (military) and at-will (most civilians) employment categories
 - At-will employees can be terminated for any reason, or no reason at all
 - Encourage veterans to recognize their new reality and that...
 - At-will employment goes both ways
- Governing law
 - UCMJ vs Constitutional Law; different consequences for transgressions
 - Help veterans understand that with new freedom comes increased responsibility
 - Encourage them to abide by all laws, policies, rules, and regulations
 - They owe it to you, to themselves, and to their families

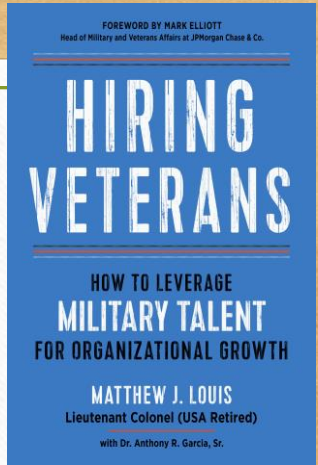
Keys To Success

- Ensure the most senior executives in your organization directly support your veteran hiring program.
- Define the cultural similarities and differences between the military and your organization. Document the same and provide it as part of your onboarding curriculum.
- Validate that every person who encounters veterans during the employment lifecycle understands and appreciates the cultural differences between the military and your organization.
- Use your understanding and appreciation of these cultural differences to engage veterans proactively throughout the employment lifecycle.



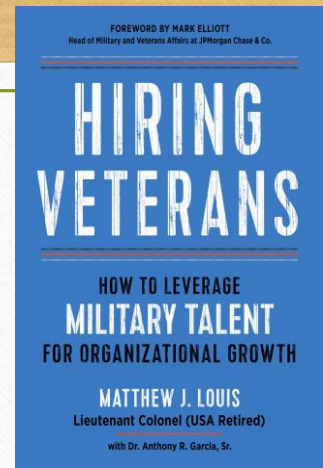
Homework

- Identify the values and cultural dimensions of your organization
- Identify differences between your organization's culture and the military's
- Include these insights in recruiting and onboarding materials



Check out *Hiring Veterans* for...

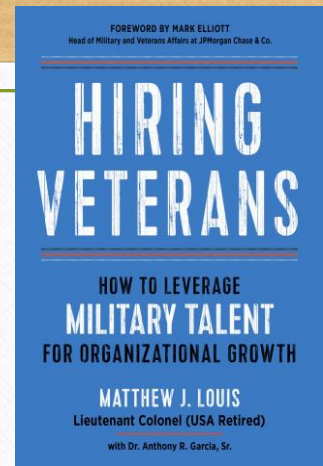
- Perspective from organizations with successful veteran hiring programs
- Detailed review of these topics
- Additional resources to support your veteran support program





Check out www.matthewjlouis.com for...

- Insignia for all US military ranks
- Department of Defense military organizational structure chart
- Military-to-Civilian thesaurus
- *Hiring Veterans* bibliography
- Articles, podcasts, and other presentations on these topics



Additional Resources

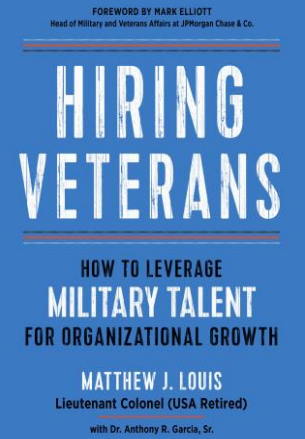
Resource	Description
PsychArmor Institute (https://psycharmor.org/)	National nonprofit that provides free education to anyone who works with, lives with or cares for Veterans, service members and/or their families
National Veterans Training Institute (http://www.nvti.org/)	DOL site focused on developing and enhancing the professional skills of those seeking to hire and train veterans
Military Culture Course https://deploymentpsych.org/military-culture	Uniformed Services University course that provides an overview of military culture.
U.S. Chamber Hiring Our Heroes Veteran Employer Roadmap https://www.vetemployerroadmap.org	USAA-produced guide to hiring and retaining veterans and military spouses.
Toolkit for Helping Private-Sector Employers Understand the Nontechnical Skills Developed in the Military https://www.rand.org/pubs/tools/TL160-1.html	RAND toolkit that helps civilian employers understand the full value veterans offer, including nontechnical skills addressed through formal military training, education courses, and on-the-job experiences.
A Civilian's Guide to the U.S. Military: A Comprehensive Reference to the Customs, Language, and Structure of the Armed Forces By Barbara Schading, Ph.D.	Concise, basic explanation of our armed forces, their organization, and structure
Mission Transition: Navigating the Opportunities and Obstacles to Your Post-Military Career By Matthew J. Louis	Practical guide for veterans and service members that illuminates ways in which employers can understand and support their transition from the military.
Mission Critical: Unlocking the Value of Veterans in the Workforce By Michael Abrams and Julia Taylor Kennedy	Center for Talent Innovation study that documents how veteran talent can thrive in the corporate world.
Secret Weapon: Five Keys to Leveraging Your Veteran Workforce By Dawn A. McDaniel	Guide by a veteran and military spouse that aims to expand the cultural awareness of prospective employers of veterans
From We Will to At Will: A Handbook for Veteran Hiring, Transitioning, and Thriving in the Workplace By Justin Constantine with Andrew Morton	Iraq Marine veteran's guide to becoming a veteran-ready organization

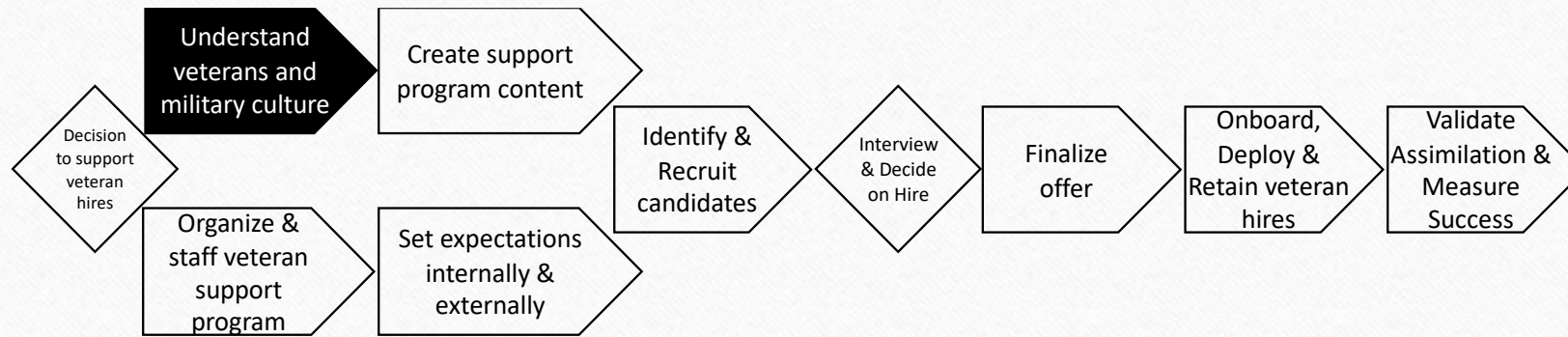
Instructor Contact Information

Louis Advisors, LLC
A Veteran-Owned Small
Business



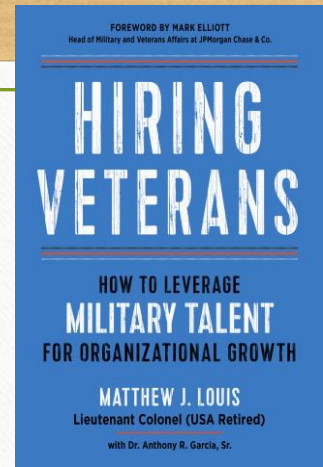
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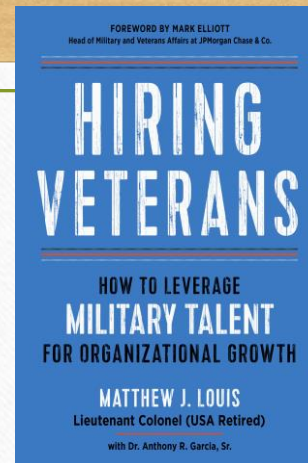




Course 3

Understand Governing Regulations

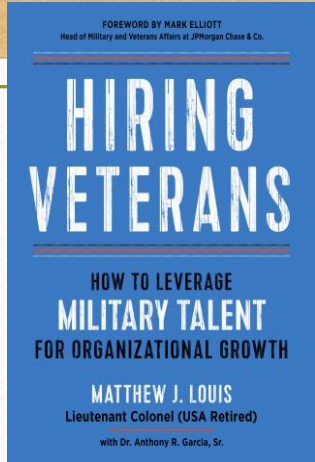




Course Objectives

Course Objectives	Results/Outcome Expected
Learn how to identify regulations impacting veteran employment at state and federal levels	Identification of the applicable state and federal regulations impacting your organization
Learn how to identify incentives for veteran employment at state and federal levels	Identification of the state and federal incentives for hiring veterans relevant to your organization
Understand the implications of those regulations and incentives for a veteran support program	Incorporate those above applicable regulations and incentives into the execution of your veteran support program, in accordance with guidance from your organization's legal counsel

Recommended Materials



Reading

- *Hiring Veterans*, Chapter 2

Supplies

- Notebook / diary
- Pen / pencil

Technology/Tools

- Computer with standard software
- Web access to <https://www.matthewjlouis.com>

Resources

Web & Software Tools

www.MatthewJLouis.com
for

- Tools
- Templates
- Worksheets
- Calculators
- Samples
- Downloads



Social Media

LinkedIn

Matt Louis

Facebook

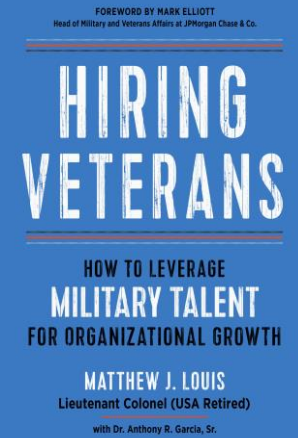
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Major Regulations Impacting Veteran Employment

Regulation	What It Does
Uniformed Services Employment and Reemployment Rights Act (USERRA)	<ul style="list-style-type: none"> Protects job rights of service members, applicants to the uniformed services, and those who voluntarily or involuntarily leave employment positions to undertake military service. Prohibits discrimination in employment or adverse employment actions against service members and veterans.
Vietnam Era Veterans' Readjustment Assistance Act of 1974 (VEVRAA)	<ul style="list-style-type: none"> Prohibits employment discrimination by federal government contractors against certain veterans. Requires affirmative action for specific veterans by federal government contractors that have at least 50 employees and a contract worth \$150k or more.
Americans with Disabilities Act (ADA) of 1990	<ul style="list-style-type: none"> Protects against discrimination based on the presence of disabilities. Mandates that employers make appropriate and reasonable accommodations for employees with disabilities.
Family and Medical Leave Act (FMLA)	<ul style="list-style-type: none"> Entitles eligible employees of covered employers to take unpaid, job-protected leave for specified family and medical reasons with continuation of group health insurance coverage under the same terms and conditions as if the employee had not taken leave. Permits military family members to take up to 12 weeks of FMLA leave during any 12-month period to address issues that arise during a military member's deployment to a foreign country. Allows family members of a covered service member to take up to 26 weeks of FMLA leave during a single 12-month period to care for the service member who is undergoing medical treatment, recuperation, or therapy for a serious illness incurred on active duty.
Veterans' Preference	<ul style="list-style-type: none"> Gives eligible veterans preference in appointment over other federal job applicants. Applies to new appointments in both the competitive and excepted service; however, it does not guarantee a job and does not apply to promotions, transfers, reassignments, or reinstatements.
Higher Education Act of 1965, As Amended	<ul style="list-style-type: none"> Requires institutions of higher education to promptly readmit with the same academic status a servicemember previously admitted to the institution but who did not attend, or did not continue to attend, because of service in the uniformed services.
Rehabilitation Act of 1973, As Amended	<ul style="list-style-type: none"> Prohibits discrimination on the basis of disability in programs conducted by federal agencies, in programs receiving federal financial assistance, in federal employment, and in the employment practices of federal contractors. Employment discrimination standards are the same as those used in title I of the Americans with Disabilities Act.

- The Veterans' Employment and Training Service (VETS) of the Department of Labor manages a compliance assistance website to support your efforts (see Additional Resources at the end of this course).
- If you qualify as a federal contractor, the Office of Federal Contract Compliance Programs can help you remain in compliance with these requirements

Federal Agency Special Hiring Authorities

Regulation		What It Does
Veterans' Recruitment Appointment (VRA) program		<ul style="list-style-type: none"> Allows agencies to appoint eligible veterans without competition.
Veterans Employment Opportunity Act (VEOA)		<ul style="list-style-type: none"> When filling permanent, competitive service positions, it allows veterans to apply for jobs that are only open to "status" candidates, which means "current competitive service employees."
Schedule A Appointment Authority		<ul style="list-style-type: none"> Though not specifically for veterans, it allows agencies to appoint eligible applicants who have a severe physical, psychological, or intellectual disability.
30% or More Disabled Veteran		<ul style="list-style-type: none"> Allows an agency to non-competitively appoint any veteran with a 30% or more service-connected disability.
Disabled Veterans Enrolled in a VA Training Program		<ul style="list-style-type: none"> Veterans who complete the VA vocational rehabilitation program may be appointed by the agency non-competitively under a status quo appointment that may be converted to career or career-conditional.
Executive Order 13518: Veterans Employment Initiative		<ul style="list-style-type: none"> Created an Interagency Council on Veterans Employment to coordinate a government-wide effort to enhance veteran employment opportunities and serve as a national forum for promoting veterans' employment opportunities across 24 federal government agencies.
Military Spouse Hiring Authorities	Executive Order 13832: Enhancing Noncompetitive Civil Service Appointments of Military Spouses	<ul style="list-style-type: none"> Enables agencies to provide Federal job opportunities for military spouses by using the Government-wide noncompetitive hiring authority.
	Appointment of military spouses (5 U.S. Code § 3330d)	<ul style="list-style-type: none"> Enables a hiring manager to non-competitively appoint a military spouse who meets certain criteria to any position in the competitive service for which they are qualified. There is no grade-level limitation.

None of these authorities entitle a veteran (or their spouse) to an appointment, but agencies may use them to enhance a veteran's or military spouse's chance of being considered.

Summary of Pertinent State & Territory Laws Governing Military Affairs

State / Territory	USERRA-like protections	Veteran preference in public employment	Veteran preference in private employment
Alabama	✓		
Alaska	✓	✓	
Arizona	✓	✓	✓
Arkansas	✓		
California	✓	✓	
Colorado	✓	✓	
Connecticut	✓	✓	
Delaware	✓	✓	
Florida	✓	✓	✓
Georgia	✓	✓	✓
Hawaii	✓	✓	
Idaho	✓	✓	
Illinois	✓		
Indiana	✓	✓	✓
Iowa	✓	✓	✓
Kansas	✓	✓	✓
Kentucky	✓	✓	✓
Louisiana	✓	✓	✓
Maine	✓	✓	✓
Maryland	✓	✓	✓
Massachusetts	✓	✓	✓
Michigan	✓	✓	✓
Minnesota	✓	✓	✓
Mississippi	✓	✓	
Missouri	✓	✓	
Montana	✓	✓	✓
Nebraska	✓	✓	✓
Nevada	✓	✓	✓
New Hampshire	✓	✓	✓
New Jersey	✓	✓	✓

State / Territory	USERRA-like protections	Veteran preference in public employment	Veteran preference in private employment
New Mexico	✓	✓	
New York	✓		
North Carolina	✓	✓	✓
North Dakota	✓	✓	✓
Ohio	✓		
Oklahoma	✓	✓	
Oregon	✓	✓	✓
Pennsylvania	✓	✓	✓
Rhode Island	✓	✓	✓
South Carolina	✓		
South Dakota	✓	✓	
Tennessee	✓	✓	✓
Texas	✓	✓	✓
Utah	✓	✓	✓
Vermont	✓	✓	
Virginia	✓	✓	✓
Washington	✓	✓	✓
West Virginia	✓	✓	✓
Wisconsin	✓	✓	
Wyoming	✓	✓	✓
District of Columbia	✓	✓	
Guam	✓		
Puerto Rico	✓	✓	✓
Virgin Islands	✓		

- All states and territories have adopted USERRA-like protections
- Most have adopted laws enabling veteran preference for public employment
- Many have adopted laws enabling the same for private employment

See my website for a list of all 1) state & territory employer support websites and 2) state & territory laws governing military affairs

Financial Incentives

Financial incentives are available via two avenues:

- Tax Credits
 - The Work Opportunity Tax Credit (WOTC)
 - Federal tax credit for each veteran hired
 - Differential Wage Payment Credit for activated military reservists
 - Disabled Access Credit
 - Federal tax credit for small businesses that incur expenses to provide access to disabled persons
 - Architectural Barrier Removal Tax Deduction
 - Individual state tax credit programs:

State	Employment Tax Incentive Program(s)
Alabama	<ul style="list-style-type: none"> • Veterans Employment Act - Employer Credit • Veterans Employment Act - Business Start-Up Expense Credit
Alaska	<ul style="list-style-type: none"> • Veteran Employment Tax Credit
Maryland	<ul style="list-style-type: none"> • Hire Our Veterans Tax Credit
Utah	<ul style="list-style-type: none"> • Utah Veteran Employment Tax Credit
Washington	<ul style="list-style-type: none"> • Veterans Employer Business & Occupation Tax Credit • Veterans Employer Public Utility Tax Credit
West Virginia	<ul style="list-style-type: none"> • Military Incentive Program
Wisconsin	<ul style="list-style-type: none"> • Wisconsin Veteran Employment Credit

- Veterans Benefits
 - The veterans you hire have access to:
 - VA Veteran Readiness and Employment (VR&E) program
 - ❑ Vocational and employment services to veterans with service-connected disabilities.
 - ❑ Subsidized salary support for on-the-job training programs.
 - ❑ Free tools, equipment, and workplace modifications for eligible veterans.
 - ❑ Veteran Employment Toolkit to support your veteran hiring efforts.
 - VA's Special Employer Incentives (SEI) program (up to 50% salary reimbursement for 6 months)
 - You have access to the Department of Labor's CareerOneStop Business Center
 - Helps employers looking to recruit, hire, train, and retain employees, especially veterans.
 - Veteran employment representatives are available at its 2500 American Job Centers nationwide.
 - They also offer a helpful toolkit.

See my website for details on how to apply for the Federal Work Opportunity Tax Credit

Reputational Incentives

- Reputational incentives represent a marketing opportunity for your organization
- These award and recognition programs are available to all organizations. Some offer tiered participation levels.
 - The Department of Labor HIRE Vets Medallion Program.
 - Employer Support of the Guard and Reserve (ESGR) awards:
 - Patriot Award and Spouse Patriot Award
 - Seven Seals Award
 - Above and Beyond Award
 - Pro Patria Award
 - Extraordinary Employer Support Award
 - Secretary of Defense Employer Support Freedom Award
 - Chief Executive Magazine's annual Patriots in Business Award (in concert with West Point's Thayer Leader Development Group).
 - VETS Indexes' annual Employer Awards program
 - Disabled American Veterans (DAV) annual National Commander Employer Awards Program.
 - The American Legion's annual National Veterans Education & Employment Awards.
 - Victory's Military Friendly® program.

You'll find additional details on these programs in Course 10

Applicable Regulations and Incentives Template

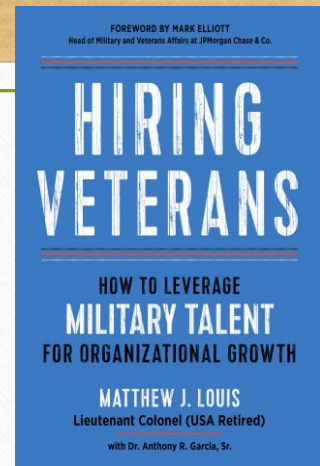
Exercise

<i>Applicable Regulations and Incentives</i>	Federal		State & Local	
Regulations	<i>Name</i>	<i>Implication</i>	<i>Name</i>	<i>Implication</i>
	i.e., VEVRAA	If qualifying as a contractor or subcontractor, submit an annual VETS-4212 report	i.e., Maryland Code	Maintain compliance with Title 13 (Militia) § 13-704 to 13-706, Title 3 (Employment Standards and Conditions) § 3-714 - Hiring and promotion preferences -- Veterans and veterans' spouses
	Etc.		Etc.	
Incentives	<i>Name</i>	<i>Implication</i>	<i>Name</i>	<i>Implication</i>
	i.e., WOTC	1. Complete IRS Form 8850 by the day the job offer is made 2. Complete ETA Form 9061 3. Submit the completed and signed IRS and ETA forms to your State Workforce Agency	i.e., Hire Our Veterans Tax Credit	Apply by submitting Application Forms A & B, Qualified Veteran Employee's Self-Certification Form(s), copies of W-2s or pay stubs, and copies of DD214 to the Maryland Department of Commerce
	Etc.		Etc.	

See my website for a downloadable regulations & incentives template

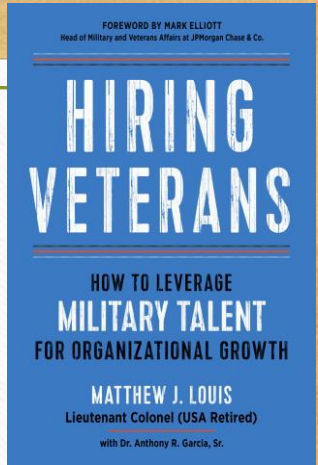
Keys To Success

- Understand in detail the regulatory obligations pertaining to your organization at the federal, state, and local levels.
- Take advantage of all applicable programs and incentives for hiring veterans at the federal, state, and local levels.
- Do so with the best of intentions, fully utilizing the veteran talent pool as the competitive economic weapon it represents.



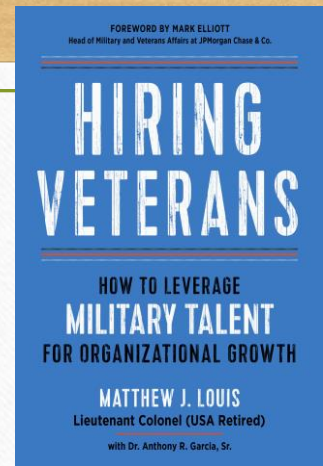
Homework

- Complete the regulations & incentives template for your organization and review it with your program and organizational leadership
- Apply for the Federal Work Opportunity Tax Credit
- Apply for all applicable state & local tax credits
- Apply for all applicable reputational incentive programs



Check out *Hiring Veterans* for...

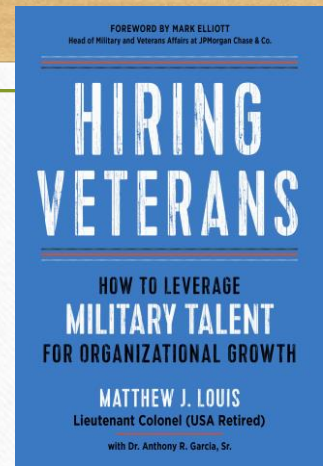
- Additional details on qualifying as a federal contractor and how to remain in compliance with additional reporting requirements
- Detailed application requirements for applicable tax incentives
- Perspective from organizations with successful veteran hiring programs
- Detailed review of these topics
- Additional resources to support your veteran support program





Check out www.matthewjlouis.com for...

- Downloadable regulations & incentives template
- Details on how to apply for the Federal Work Opportunity Tax Credit
- Detailed listing of state & territory employer support websites
- Detailed listing of all state & territory laws governing military affairs
- Military-to-Civilian thesaurus
- *Hiring Veterans* bibliography
- Articles, podcasts, and other presentations on these topics



Additional Resources

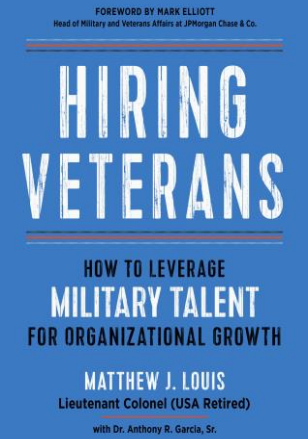
Resource	Description
Office of Federal Contract Compliance Programs (https://www.dol.gov/ofccp/index.htm)	Contains the Annual VEVRAA Benchmarks and Effective Dates
The Essential Guide to Federal Employment Laws By Lisa Guerin, JD & Sachi Barreiro, JD	Covers the basics of 20 key Federal workplace laws, including USERRA & FMLA
Veterans' Employment & Training Service (VETS) (https://www.dol.gov/vets/)	Department of Labor organization charged with protecting veteran employment rights and promoting employment opportunities
Employer Guide to Hire Veterans (https://www.dol.gov/sites/dolgov/files/VETS/files/Employer-Guide-to-Hire-Veterans.pdf)	DOL VETS guide for leveraging federal and state resources to find, hire, train, and retain veterans
National Veterans Training Institute (http://www.nvti.org/)	DOL site focused on developing and enhancing the professional skills of those seeking to hire and train veterans
Veteran Readiness and Employment (VR&E) program (https://www.benefits.va.gov/vocrehab/index.asp)	VA site that provides employers support and incentives to hire eligible veterans
Special Employer Incentives (SEI) program (https://benefits.va.gov/BENEFITS/factsheets.pdf)	VA program that provides employers monetary incentives for hiring disabled veterans
CareerOneStop Business Center Toolkit and list of American Job Centers (2500 nationwide) (https://www.careeronestop.org/BusinessCenter.asp)	DOL veteran hiring toolkit and list of local support centers providing employers assistance in doing so
Veterans Employment Toolkit (https://www.va.gov/vetsinworkplace/resources.asp)	VA list of outside resources for employers, managers or supervisors, and human resource professionals
The Veteran Advantage: Hiring and Retaining Veterans with Disabilities (https://www.dav.org/get-involved/hire-veterans/hiring-guide/)	DAV guide to hiring and retaining veterans with disabilities

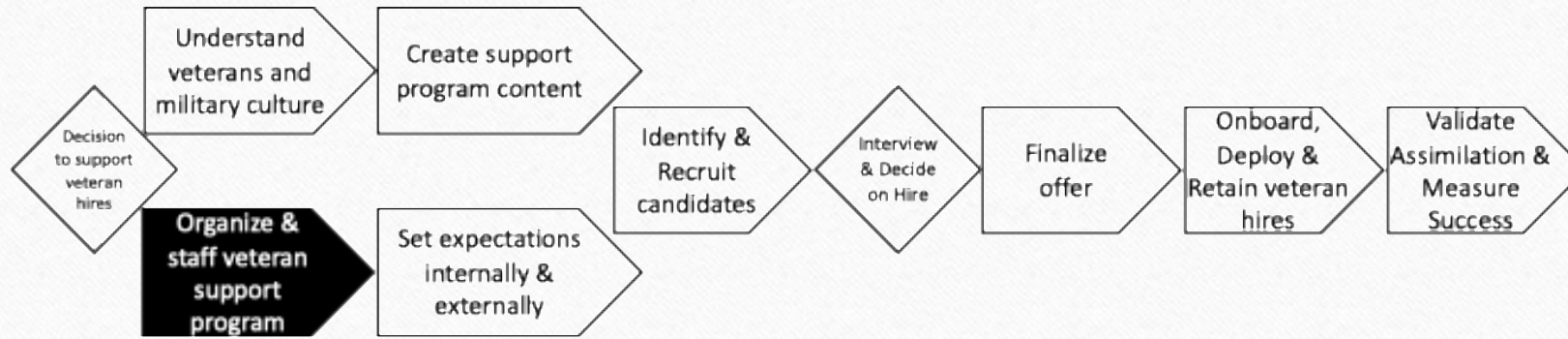
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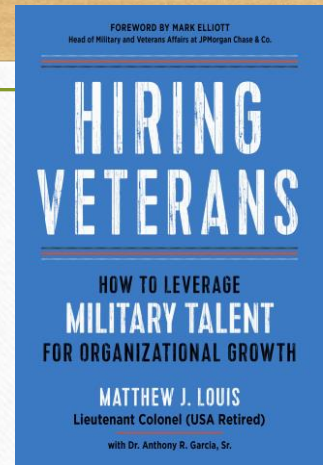
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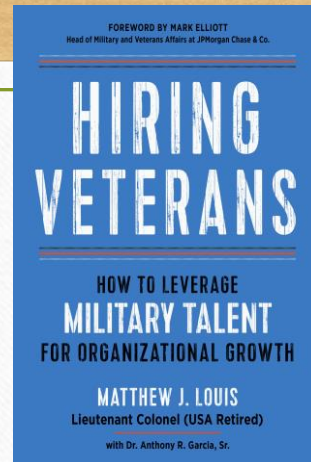




Course 4

Organize and Staff a Veteran Support Program

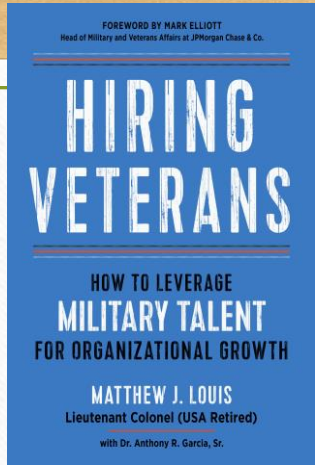




Course Objectives

Course Objectives	Results/Outcome Expected
Define the scope of the veteran support program	A properly scoped veteran support program specific to your organization
Establish veteran program leadership, governance, and reporting processes	Supporting governance, processes, leadership, and staff for your organization's veteran support program
Define the roles and responsibilities of a veteran talent translator	
Define the conditions for success and establish supporting organization policies	Sufficient supportive processes and policies enabling your veteran support program's success

Recommended Materials



Reading

- *Hiring Veterans*, Chapter 3

Supplies

- Notebook / diary
- Pen / pencil

Technology/Tools

- Computer with standard software
- Web access to <https://www.matthewjlouis.com>

Resources

Web & Software Tools

www.MatthewJLouis.com
for

- Tools
- Templates
- Worksheets
- Calculators
- Samples
- Downloads



Social Media

LinkedIn

Matt Louis

Facebook

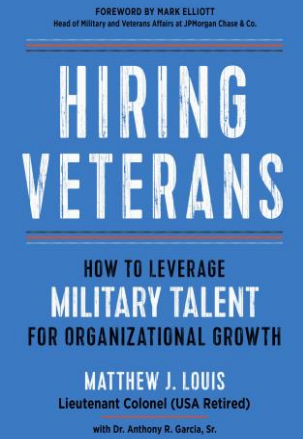
@MatthewJLouis

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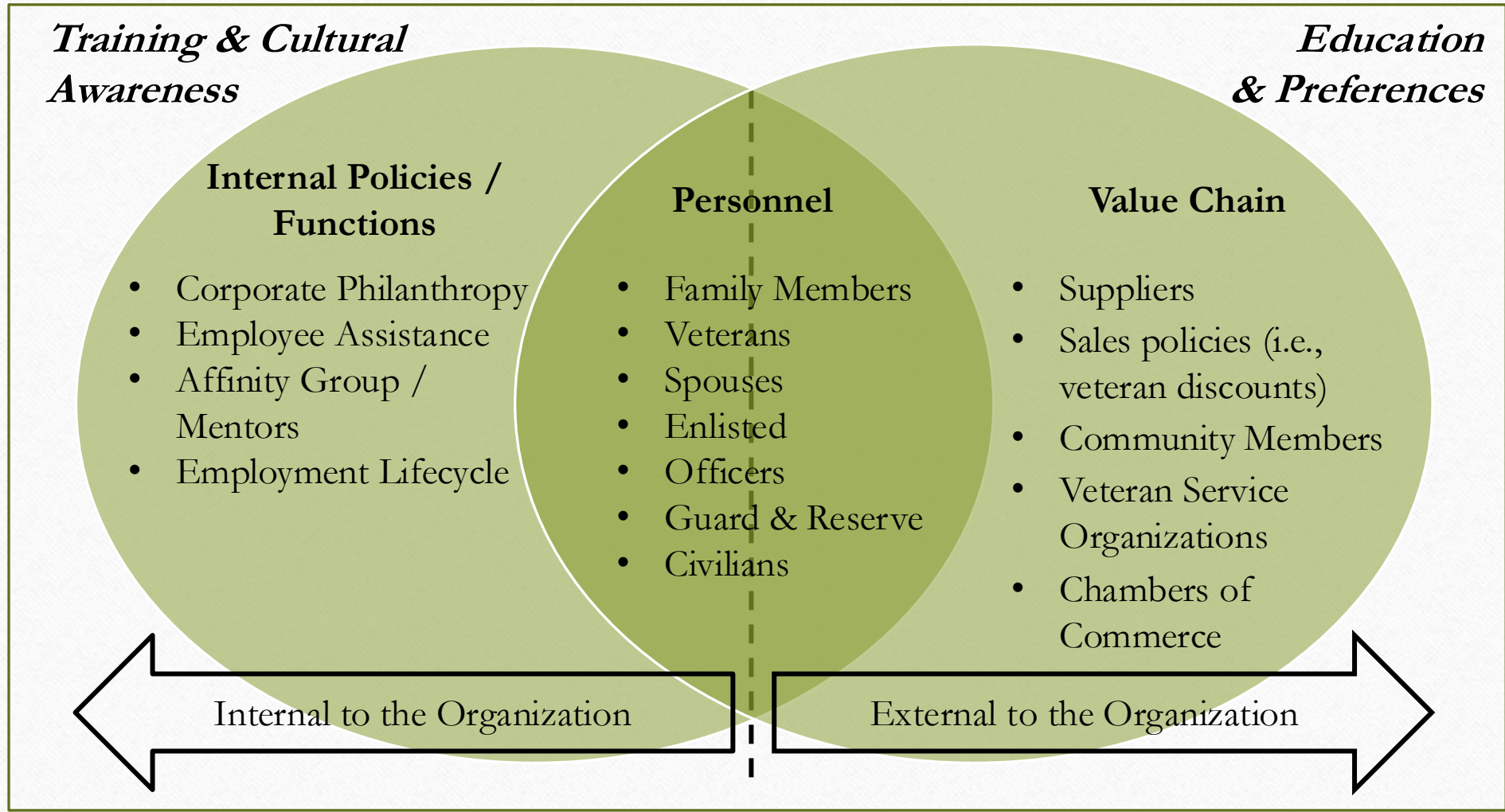
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Potential Scope of a Veteran Support Program



To what extent does your organization want to be perceived as military- or veteran-friendly?

Veteran Support Program Scope Template (*Sample Content*)

Scope Dimension	Components	Policies / Benefits	Policy / Benefit Definition
Personnel	<i>Hiring Targets: Officers, Enlisted, Spouses, Wounded Warriors</i>	<ul style="list-style-type: none"> <i>Hiring preferences. Additional points in federal hiring.</i> <i>Targeting specific subsets of the population</i> 	<ul style="list-style-type: none"> <i>All other evaluative components being equal, the veteran gets hired.</i> <i>Targets with at least four years of experience; enlisted ranks E-6 and below, officer ranks O-3 and below</i>
	<i>Veteran employees</i>	<i>Promotion preferences</i>	<i>All other evaluative components being equal, the veteran gets promoted.</i>
	<i>Civilian employees</i>	<i>Mandatory training programs for managers of veterans</i>	<i>All managers of veterans must complete a course on how to best manage them.</i>
	<i>Guard & Reserve employees</i>	<i>Differential pay when activated or deployed, USERRA compliance</i>	<i>No member's employment status will be negatively impacted by activation or deployment status.</i>
	<i>Etc.</i>		
Internal Policies / Functions (Internal to the Organization)	<i>Affinity Group</i>	<i>Business resource group enabling a "tribal" community.</i>	<i>Every new veteran hire included.</i>
	<i>Mentor Program</i>	<i>Veteran-based mentor program</i>	<i>Every new veteran hire is assigned a veteran mentor.</i>
	<i>Non-veterans</i>	<i>Onboarding training</i>	<i>Every employee provided training on veteran hires as part of onboarding.</i>
	<i>Employee Assistance Programs</i>	<i>Employer support group</i>	<i>Veteran needs are segmented and prioritized.</i>
	<i>Corporate Philanthropy Programs</i>	<i>Philanthropic funding</i>	<i>Designated percentage of funds go to veteran-related causes.</i>
	<i>Veteran Onboarding Program</i>	<i>Mandated for all veteran-related hires.</i>	<i>All veteran-related new hires must complete the program within 90 days of hire.</i>
	<i>Veteran Employment Information Fair</i>	<i>Organizational subject matter experts made available to answer veteran-related questions.</i>	<i>Open to all employees, but mandatory attendance for all veteran-related hires.</i>
<i>Etc.</i>			
Value Chain (External to the Organization)	<i>Veteran Suppliers</i>	<i>Business preferences</i>	<i>All other evaluative components being equal, the veteran business receives the contract.</i>
	<i>Veteran Customers</i>	<i>Sales discount</i>	<i>Standard 5 percent discount on all items not already discounted.</i>
	<i>Community Members</i>	<i>Exposure to veteran needs and capabilities</i>	<i>Participation in military holiday celebrations (Veterans Day, Memorial Day, Fourth of July, etc.).</i>
	<i>Veteran Service Organizations (VSOs)</i>	<i>Education on how to serve veterans more efficiently or effectively</i>	<i>Any philanthropic donations to VSOs include access to organizational lessons learned in dealing with veterans.</i>
	<i>Chambers of Commerce</i>	<i>Coordination on veteran-related education and hiring efforts in local communities</i>	<i>Participation at the state and local levels in helping to educate other organizations about veteran support programs.</i>
<i>Etc.</i>			

The infrastructure and governance of your program must be tailored to your organization

Sample Veteran Support Program Scopes

Organization	Veteran Support Program Scope		
	Personnel	Internal Policies / Functions	Value Chain
ADP	<ul style="list-style-type: none"> All veterans Spouses 	<ul style="list-style-type: none"> All corporate functions Military Strong & Allies Business Resource Group, Mentoring Program Military Leave and Pay Policies to support National Guard / Reserve associates and their families 	<ul style="list-style-type: none"> Participation in military holiday celebrations (Veterans Day, Memorial Day) ADP Foundation philanthropic support of selected Veteran organizations Supplier Diversity
JPMorgan Chase	<ul style="list-style-type: none"> All veterans (global) Spouses 	<ul style="list-style-type: none"> All corporate functions Business Resource Group, Mentoring Program Military Leave and Pay Policies to support National Guard / Reserve associates and their families Manager training of non-veterans Support of Service Academy Interns, Secretary of Defense Fellows, Skillbridge Interns 	<ul style="list-style-type: none"> Participation in military holiday celebrations (Veterans Day, Memorial Day) Philanthropic support of select veteran organizations Mortgage-free homes for veterans Supplier Diversity Small Business incubation – Bunker Labs Small Business Access to Capital – Veterans LLC Leadership of the Veteran Jobs Mission coalition
Procter & Gamble	<ul style="list-style-type: none"> Junior Military Officers Non-Commissioned Officers 	<ul style="list-style-type: none"> All corporate functions, Filling site technicians Affinity Group, Mentor Program, Cultural training of non-veterans 	<ul style="list-style-type: none"> Preferences for disadvantaged supplier groups
Prudential	<ul style="list-style-type: none"> All veterans Spouses 	<ul style="list-style-type: none"> All corporate functions Business Resource Group Military Leave Policy to support National Guard / Reserve associates Third-party training program 	<ul style="list-style-type: none"> Philanthropic support of veterans organizations Military wellness initiative Share thought leadership with veteran organizations (i.e., IVMF) and peer companies Community events during military holidays Supplier diversity
Schlumberger	<ul style="list-style-type: none"> Junior Military Officers (JMOs) Non-Commissioned Officers (NCOs) 	<ul style="list-style-type: none"> JMOs targeted for general management NCOs targeted for non-exempt roles 	<ul style="list-style-type: none"> Community events during military holidays
Tesla	<ul style="list-style-type: none"> All veterans Spouses 	<ul style="list-style-type: none"> Leadership positions, Supervisors Skilled trades Production associates Sales & service 	<ul style="list-style-type: none"> Community events during military holidays Blood drives Donations to veteran causes Wreath laying at a veterans cemetery
Walmart	<ul style="list-style-type: none"> All veterans Guard & Reserve Military spouses 	<ul style="list-style-type: none"> All corporate policies and functions Military Family Promise, turning jobs into careers for spouses through enlightened transfer policy Enhanced Military Leave of Absence Policy, encouraging associates to serve in the Reserve and Guard Third-party training program 	<ul style="list-style-type: none"> Walmart Find-a-Future program Walmart SERVES (veteran and military family Associate Resource Group) Coalition for Veteran-Owned Business Philanthropy via Walmart.org Share thought leadership with strategic partners
U.S. State Department	<ul style="list-style-type: none"> All veterans Family members 	<ul style="list-style-type: none"> All civil service and foreign service vacancies Veteran Employment Training for all HR personnel & hiring managers Veteran Employment Information Fairs for veteran employees Annual hiring team training on engaging with veterans 	<ul style="list-style-type: none"> Veterans Innovation Partnership (VIP) Fellowship program Diplomats in Residence at U.S. universities Career fairs at TAP centers and other commercial venues; includes classes on résumé preparation and job-hunting skills
Xavier University	<ul style="list-style-type: none"> All veterans (any discharge status) Active duty, Guard & Reserve Spouses & Dependents 	<ul style="list-style-type: none"> Early separations for undergraduate education Mid-career separations for graduate education 	<ul style="list-style-type: none"> Campus-wide recognition of Memorial Day, Veterans Day Hosting military-friendly speakers Public recognition of student veteran accomplishments

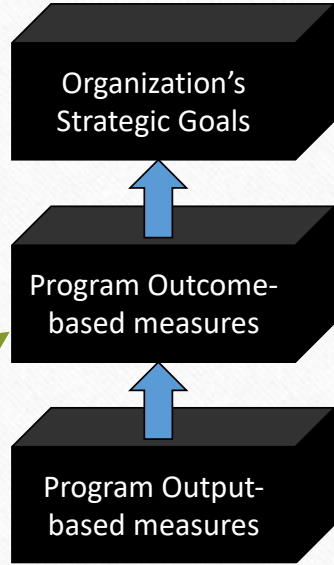
Veteran Program Leadership Considerations

- Ideally, the leader is a veteran.
 - Respect and relational value of being one of “their own.”
 - Military ID or a security clearance eases the burden of overcoming security measures on military installations when trying to access candidates. Access is even easier for military retirees.
- The leader should not be a veteran who has recently transitioned from the military.
 - The leader should have at least five years’ experience in a civilian organization (ideally, yours) and be sufficiently able to relate to organizational leadership and staff.
- The leader must be accountable and regularly report to senior organizational leadership
 - Must have sponsorship from senior leadership in the organization
 - Must link the veteran support program directly to the organization’s values: your “why,” your reason for being.
- Typical leader responsibilities
 - Hiring and training support program staff
 - Developing and maintaining curricula and processes for:
 - Training recruiters, interviewers, & hiring managers
 - Training the balance of civilians in the organization
 - Training veteran mentors
 - Liaising with internal and external veteran communities
 - Supporting onboarding sessions for veterans
 - Monitoring successful acclimation of veterans

Organization	To Whom its Veteran Support Group Reports
Procter & Gamble	Chief Diversity & Engagement Officer
JPMorgan Chase	Chief Diversity, Equity, and Inclusion Officer
Tesla	Chief People Officer
Walmart	Senior Vice President, Global Talent
USAA	Vice President, Talent Acquisition
Prudential	Senior Vice President, Inclusive Solutions
Schlumberger	General Counsel
Cajun Industries	Chief Executive Officer
Xavier University	Vice President for Enrollment Management & Student Success

Veteran Program Governance

- Appropriate governance involves regular updates on program progress.
- Key performance indicators (KPIs)/metrics enable quantifiable measurements of your program’s progress and its value to the organization.
 - Micro (output-based) measures such as recruiting, participation, and retention rates.
 - Macro (outcome-based) measures such as organizational productivity, increased revenue, cost savings, or margin improvement.
 - Outcome measures should support, if not be identical to, the organization’s strategic goals.
- They hold the program’s leadership accountable for its results.



- Reporting essentials for successful programs
 - Regular reporting takes place
 - Quantifiable metrics monitor the value realized against an established goal
 - The program leader is accountable for both
- Examples:

Metric Type	Metric	Operational Definition (how it is measured)	Reporting Frequency	To Whom It Gets Reported
Output-based	First-year retention	Percentage of new veteran hires employed by the organization beyond the first anniversary of their hire date	Quarterly	Chief Executive Officer
	Etc.			
Outcome-based	Productivity	Outputs (# of products produced within X time) / Inputs (labor hours worked over X time)	Quarterly	These are typically tracked at the organizational level by the Chief Financial Officer.
	Etc.			

Veteran Support Program Metric Template (Sample content)

Organization	Metric	Reporting Frequency	To Whom It Gets Reported
P&G	Recruiting, Active participation, & Progress on activities	Twice / year	CEO & Diversity Council
Walmart	Hiring figures	Quarterly	Walmart leadership
USAA	Retention of veteran hires	Upon request	Executive sponsor & USAA leadership
Prudential	Geographic and demographic breakdown of new hires, roles they have assumed, & how they are performing	Quarterly	Enterprise & organizational leadership
Performance Contractors	Numbers and status of veteran new hires and rehires	Quarterly	HR & Training directors
Xavier University	Veteran-related enrollment, retention, cumulative GPA, student engagement, & career outcomes	Twice/year	University leadership

Executive Dashboard Template

○ Overall Summary:

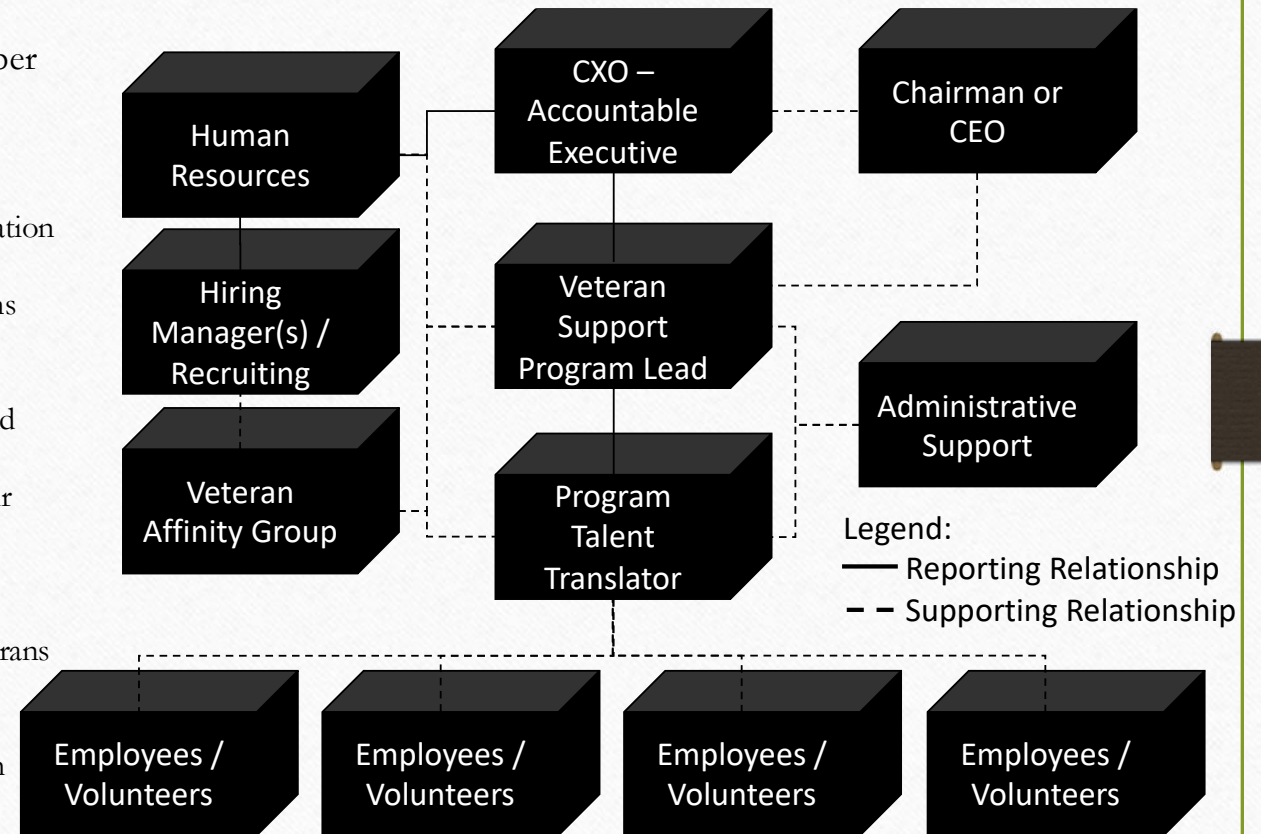
Lifecycle Component	KPI	KPI Trend	Status v Goal	Summary Highlights	Organization Strategic KPI	Strategic KPI Trend
Identify				<ul style="list-style-type: none"> • A • B • C 		
Recruit	OUTPUT MEASURES			<ul style="list-style-type: none"> • A • B • C 	OUTCOME MEASURES	
Interview				<ul style="list-style-type: none"> • A • B • C 		
Hire				<ul style="list-style-type: none"> • A • B • C 		
Onboard / Train				<ul style="list-style-type: none"> • A • B • C 		
Deploy / Develop				<ul style="list-style-type: none"> • A • B • C 		
Retain / Separate						<ul style="list-style-type: none"> • A • B • C

- Monitor outcome-based metrics to document how veteran hires helped “move the needle” for the overall organization
- Coordinate with your organization’s finance function
- Tailor to your organization’s structure in cascading levels of detail. Examples:
 - By employment lifecycle component
 - By geographic location
 - By organizational function
 - By veteran status (e.g., reserve, retired, etc.)
- Visit www.matthewjlouis.com for a downloadable template

Legend: ○ On Track ● Behind Plan ● Off Track *As of: [DATE]*

Veteran Talent Translator Roles & Responsibilities

- Successful programs require a resource that acts as an intermediary between civilians and military members.
- This “talent translator” is optimally a veteran and a tenured member of your organization.
- Typical responsibilities would include:
 - Develop and manage the veteran-related program curricula
 - Train veteran recruits on résumé preparation and terminology translation
 - Translate veteran résumés for civilian consumption
 - Work with recruiting and hiring managers to translate job descriptions
 - Participate/lead veteran interviews
 - Facilitate program events (e.g, onboarding sessions)
 - Facilitate training of employees who interact with veteran recruits and new hires (e.g, recruiters, interviewers, first-line managers)
 - Train additional facilitators as the program scales and coordinate their participation in veteran-related programs
 - Monitor the execution of veteran-related programs and incorporate continuous improvement feedback from each
 - Act as a resource for career counselors and civilian managers of veterans
 - Maintain a database of potential veteran hires
 - Maintain a library of veteran-related educational materials
 - Vet software programs that may improve the efficacy of the program
- As it scales, your program may require additional staff:
 - Administrative support
 - Marketing & communications
- What starts as part-time support may become full-time.



Sample of a Mature Veteran Support Program Organization Chart

Establishing Supporting Organization Policies

- Sources of funding: Executive Sponsor, the organization's philanthropic arm
- “Table stakes” supporting practices throughout the employment lifecycle:
 - Identifying
 - An existing military-themed Affinity Group
 - Knowledge of the best sources of military talent
 - Means of accessing military installations
 - Materials necessary for participating in relevant job fairs
 - Recruiting
 - A small team of recruiters dedicated to veteran recruiting
 - Training materials for ALL recruiters on best practices for recruiting veterans
 - A human resources leader who understands the advantage of a veteran recruiting team
 - An application that veterans can understand
 - A strategy for using social media to recruit veteran talent
 - Interviewing
 - A trained cadre of professionals capable of understanding veterans
 - Scripted competency-based questions aimed at uncovering transferable skill sets
 - Hiring
 - Offer packages that contain sufficient education on compensation and benefits
 - Send messages to the managers & senior managers of veteran new hires upon arrival
 - Onboarding
 - Policies that encourage former military personnel to self-identify as veterans
 - A program that assigns every new veteran hire a mentor
 - An affinity group for veteran peers in the organization
 - A “fast start” program providing the “inside scoop” on how to succeed in the organization, i.e., understanding organizational culture and understanding how to complete annual work reviews.
- “Table stakes” supporting practices (continued):
 - Training
 - Access to classrooms with audiovisual capabilities sufficient for teaching classes – or their virtual equivalent
 - Curricula for 1) transitioning veterans on the nature of their roles and the culture of the organization, and for 2) civilians on the nature of veterans and means for engaging with them
 - Re-training veterans to support re-deployment in the organization
 - Deploying
 - Assign veterans to roles that directly contribute to strategic goals
 - Ensure goal setting to encourage organizational commitment
 - Ensure supervisors establish clear assignment expectations and then follow-up to ensure compliance
 - Developing
 - Provide veterans early, frequent, informal performance feedback
 - Transparent policies regarding training requirements, appraisal or review cycles, reward systems, and career path expectations
 - Enable re-deployment of talent pending performance feedback to allow for an optimal “fit”
 - Retaining
 - Supporting ongoing service in the National Guard or Reserve
 - Supporting military spouses and portable careers
 - Address segments that underperform in retaining veterans
 - Separating
 - Successfully outplace those veterans unable to be retained
 - Exit-interview process to understand reasons for turnover to address root causes
 - Policies that enable re-employment of separated individuals

It is the veteran program leader's responsibility to ensure necessary financial support and the presence of supportive organizational processes and policies

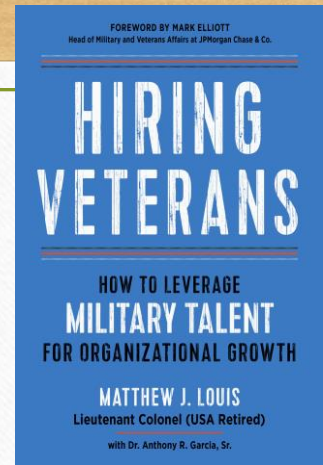
Template for Generating a List of Supporting Policies (*Sample*)

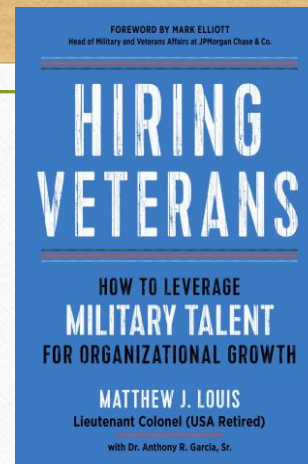
Phase	Process	Supporting Policy
Identifying	<i>Means of accessing military bases</i>	<i>Recruiters accessing military bases must have a security clearance.</i>
	<i>Materials necessary for participating in relevant job fairs</i>	<i>All materials provided to prospects at job fairs must be brand compliant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

Exercise

Keys To Success

- Successful programs tend to be components of the broader organization's overall talent acquisition efforts.
- Make the scope of your veteran support program a conscious choice. Directly link the program to the organization's values and its purpose for being.
- Veteran support program leaders are optimally veterans or retirees who have significant experience in the civilian world post-military, ideally within your organization.
- Make veteran support program leaders accountable to an individual at the executive level of the organization who has sponsorship from the chief executive.
- Ensure program leaders regularly track and report on metrics intended to measure the value and trends of veterans in the organization.
- Ensure needed enabling area infrastructure is in place. Sufficient financial resources and a robust set of supporting processes will support success.
- A competent veteran talent translator can be a significant source of added value to any veteran support program.



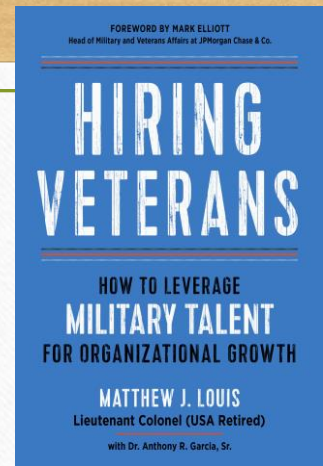


Homework

- Populate the veteran support program scope template
- Determine to whom your veteran support program leadership will report
- Populate the list of supporting policies template for your organization
- Tailor and populate the veteran support program executive dashboard template
- Tailor and populate the veteran support program metric template
- Initiate a reporting cadence with sponsoring executives to ensure progress and accountability

Check out *Hiring Veterans* for...

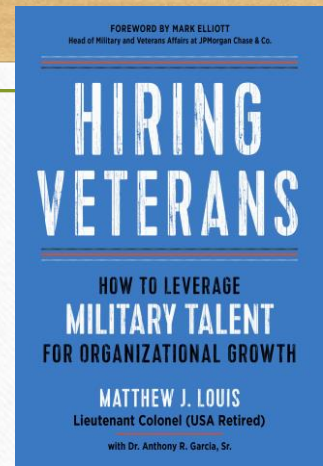
- Perspective from organizations with successful veteran hiring programs
- Details on wounded warrior hiring programs
- Formal job description for a veteran support program leader and program talent translator
- Persona matrix listing summary responsibilities of all veteran support program personnel
- Considerations for especially large or global organizations
- Examples of percentage-of-workforce goals some organizations have for veterans
- Example of how the US State Department organizes its veteran support program
- USAA's top ten best practices for successful veteran hiring programs
- Sample Walmart supporting policies for their veteran support program
- Detailed review of these topics
- Additional resources to support your veteran support program





Check out www.matthewjlouis.com for...

- Veteran support program scope template
- List of supporting policies template
- Veteran support program metric template
- Cascading veteran support program executive dashboard template
- Military-to-Civilian thesaurus
- *Hiring Veterans* bibliography
- Articles, podcasts, and other presentations on these topics



Additional Resources

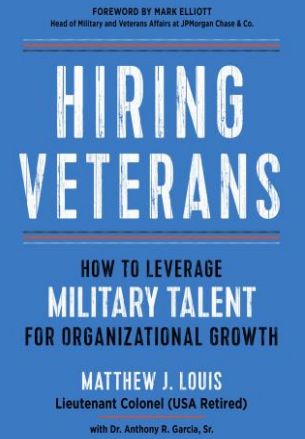
Resource	Description
Veteran Employment Program Offices (VEPO) Directory (https://www.fedshirevets.gov/veterans-council/agency-directory/)	U.S. Office of Personnel Management list of offices responsible for promoting veterans' recruitment, employment, training and development, and retention within federal agencies
Employer Roadmap for Hiring Veterans (https://www.vetemployerroadmap.org)	USAA and Hiring our Heroes guide to hiring and retaining veterans and military spouses

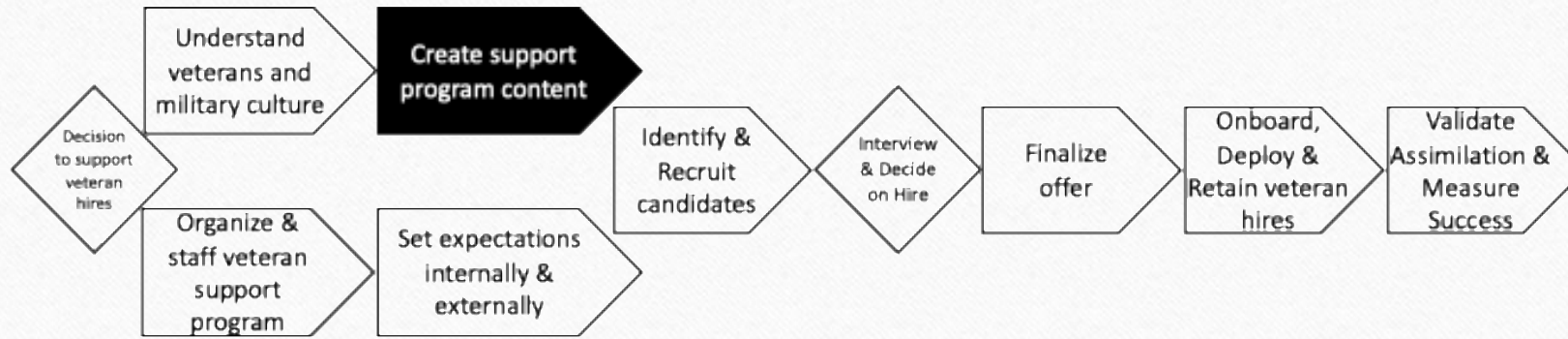
Instructor Contact Information

Louis Advisors, LLC
A Veteran-Owned Small
Business



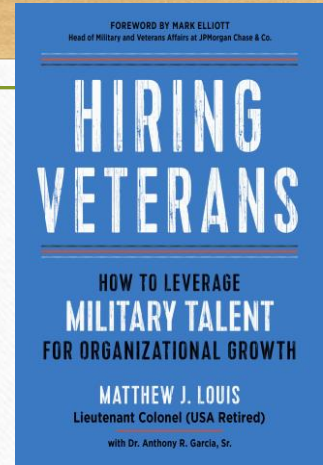
Instructor web page
MatthewJLouis.com

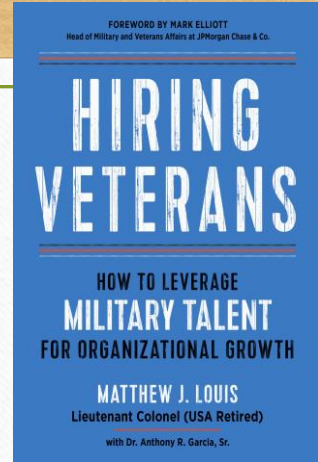




Course 5

Create Support Program Content

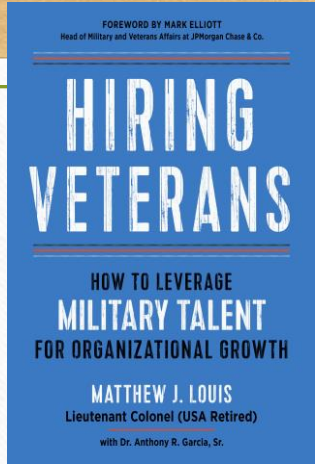




Course Objectives

Course Objectives	Results/Outcome Expected
Enable a veteran affinity group and a mentoring program	A fully functioning “tribe” of veteran peers and mentors to accelerate the cultural acclimation and assimilation of veteran new hires
Create an onboarding curriculum	Sufficiently tailored content to enable a fully functioning veteran support program encompassing all applicable stakeholders
Create a training program for both veterans and civilian employees	
Orchestrate delivery of support program content	A synchronization plan for delivering your program’s tailored content to incoming veteran new hires

Recommended Materials



Reading

- *Hiring Veterans*, Chapter 4

Supplies

- Notebook / diary
- Pen / pencil

Technology/Tools

- Computer with standard software
- Web access to <https://www.matthewjlouis.com>

Resources

Web & Software Tools

www.MatthewJLouis.com
for

- Tools
- Templates
- Worksheets
- Calculators
- Samples
- Downloads



Social Media

LinkedIn

Matt Louis

Facebook

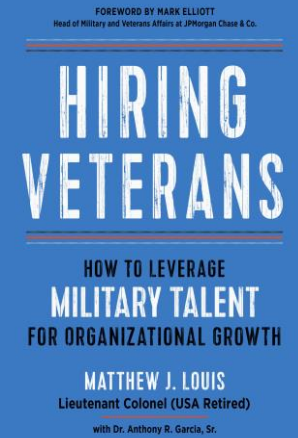
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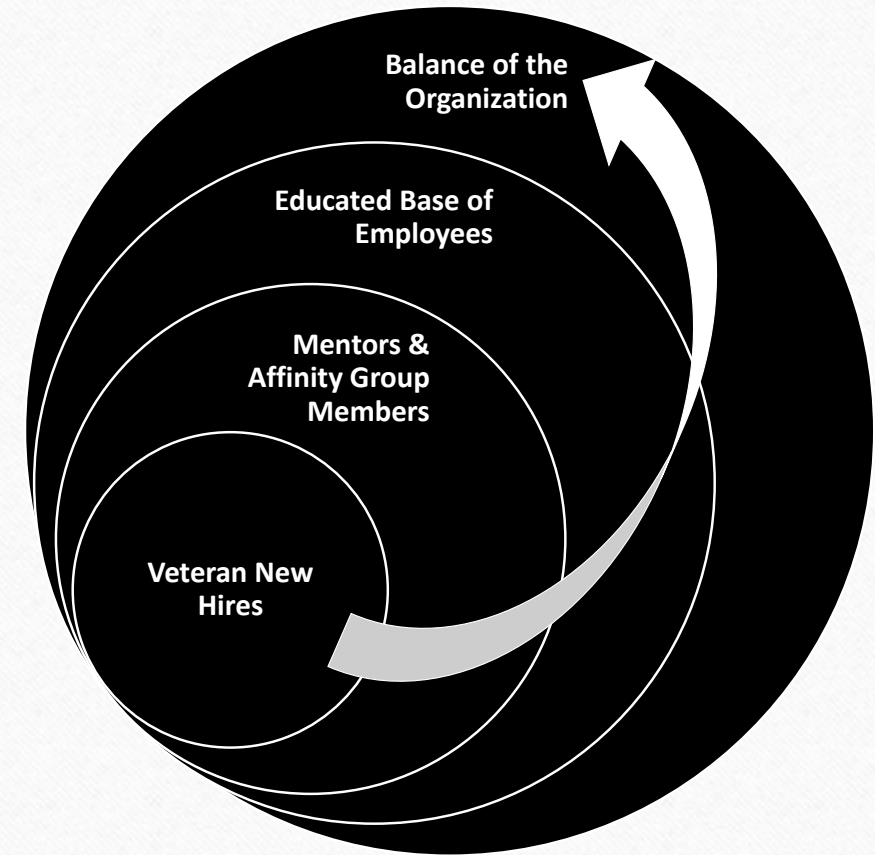
Instagram

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Importance of Affinity Groups & Mentoring Programs

- The sequential process of engaging first with a “tribe” of veteran peers and then gradually expanding to other elements of the organization’s employee base supports the assimilation process significantly
- “Tribe” = Veteran Affinity Group = Veteran Business Resource Group (BRG)
- Purpose: Execute a mission whose outcome directly impacts the organization’s goals – financial or otherwise
- Why prioritize their construction?
 - BRG members serve as primary resources and offer significant bandwidth to generate the content needed for your veteran support program – and act as a source of referrals for more members of the same talent pool.
 - They are a necessary means of practically and successfully enabling the reintegration of veterans into civilian society – and assimilation within your organization.
- BRG Leader <> Veteran Support Group Leader
- Members should include veterans, military spouses, family members, and other non-veteran supporters



Veteran Networking Assimilation Process

Combined, they significantly improve retention rates

Steps to Create a Veteran Affinity Group & Mentoring Program

1. **Conduct a business needs assessment.** Determine the quantifiable business goals these programs can help your organization achieve.
2. **Benchmark best practices.** Identify and incorporate the lessons of organizations that have succeeded in hiring and retaining veterans using such programs.
3. **Set goals and objectives.** Identify outcome measures for which these program leaders are accountable.
4. **Design the program.** Create the structure, staff, and content needed for your organization.
5. **Publicize the program.** Use the stakeholder analysis and communication plan approaches noted in Course 6 to inform and enroll priority stakeholders in the efforts.
6. **Execute the program.** Ensure identified leaders have the needed resources, and program participants receive the training required for success.
7. **Evaluate and continuously improve the program.** Track and report the outcome performance measures identified above, and implement feedback from surveys that the programs might periodically conduct.

Best Practices

- Align the program with the organization's culture
- Ensure the program has a clear charter linked to quantifiable business goals
- Ensure the program has adequate resources and leadership support
- Improve the program continuously based on regular feedback
- Align these efforts with related programs

Veteran Affinity Group Administration (*Sample Content*)

- To ensure effective coordination, the veteran support program leader works closely with the veteran affinity group leader.
- Identify similar groups in other organizations that could partner on shared goals (examples below). Track and report progress.
- Define by whom, to whom, and on what frequency program success will be measured and reported.
- Determine the level of leadership support, budget, and resources required.
- Define the group’s governance structure and frequency of meetings. Conduct periodic surveys to solicit feedback.
- Define members’ assigned roles and responsibilities, and how performance against those will be tracked and reported.
- Identify how you will market the program internally and externally. See Course 6.
- Determine whether participation is an additional duty or part of a veteran’s assigned role (i.e., chargeable time).



Sample Community-Building Goals

<i>Support local veteran service organizations (VSOs), especially veteran collaboratives.</i>
<i>Participate in any nearby Soldier For Life – Transition Assistance Program (SFL-TAP) instances.</i>
<i>Ensure organizational philanthropic events include veterans causes.</i>
<i>Celebrate Memorial Day and Veterans Day by participating in some sort of veteran-related event (i.e., run a 5k).</i>
<i>Support the Marine Corps’ annual Toys for Tots campaign.</i>
<i>Support any internal veteran support programs (i.e., RED Friday events).</i>
<i>Facilitate internal veteran networking – conduct quarterly social gatherings.</i>
<i>Support any nearby veteran-related events (i.e., Honor Flights, Warrior Games, Wheelchair Olympics).</i>
<i>Network with veteran affinity groups from other local organizations and mutually support local veteran initiatives.</i>
<i>Support local chambers of commerce or rotary clubs in furthering their veteran-related programming.</i>

Sample Recruiting Goals


<i>Actively support company veteran recruiting and retention efforts – ensure BRG participation in all veteran recruiting events.</i>
<i>Participate on veteran new hire interview panels.</i>
<i>Offer to act as mentors to veteran new hires or coordinate a program for doing so.</i>
<i>Partner with local colleges that have a Student Veterans of America (SVA) chapter.</i>
<i>Refer qualified, high potential veterans from your network.</i>
<i>Support or sponsor veteran internship opportunities available via DoD’s SkillBridge program.</i>
<i>Formally sponsoring transitioning veterans via American Corporate Partners.</i>
<i>Support or sponsor veteran fellowship opportunities available via the U.S. Chamber of Commerce’s Hiring Our Heroes program.</i>
<i>Support the organization’s social media strategy for veterans.</i>
<i>Participate in the formation of veteran-related organization policies (i.e., military leave, workplace accommodations, diversity supplier programs).</i>

Sample Veteran Affinity Group Goals

Veteran Mentoring Program Creation

- Mentoring programs enable a more experienced person (the mentor) to work with a less experienced person (the mentee) to share skills and insights that will help the mentee grow in their career and life.
- When combined with affinity groups and formal onboarding, mentoring programs are a sound way to improve retention among targeted groups.
- The best mentoring programs implement two types of mentoring that coincide.
 - Traditional approach, where a more tenured employee is paired with a newly hired one.
 - Peer mentoring, where a peer sponsor – someone of similar age and experience – offers guidance and support within the first year of employment.
- Leading mentoring programs include several components you should tailor to your organization (see the next slide). Leverage your veteran support program lead and affinity group lead to create this content.
- While most organizations maintain mentoring programs in-house, there are opportunities for outside programs to provide mentors (e.g., American Corporate Partners).

Veteran Mentoring Program Structure (*Sample Content*)

Component	Traditional Mentoring	Peer Mentoring
Participation Criteria	<ul style="list-style-type: none"> Mentor: Employees (ideally veterans) with more than five years of tenure with the organization or part of an executive leadership development program Mentee: Newly hired veterans 	<ul style="list-style-type: none"> Mentor: Veterans with 1-3 years of tenure with the organization Mentee: Newly hired veterans
Pairing Methodology / Considerations	<ul style="list-style-type: none"> Career compatibility Experience level Location Personal interests 	<ul style="list-style-type: none"> Same location Same role level Same organizational function Similar service background (i.e., branch, officer/enlisted, Guard or Reserve, gender) Similar veteran type – experienced (those familiar with – and not familiar with – your industry) or recently transitioned (those direct from the military and graduating student veterans)
Commitment	<ul style="list-style-type: none"> Open-ended time frame Meetings once per month In-person or virtual 	<ul style="list-style-type: none"> 1-year relationship Meetings twice per month In-person
Ground Rules	<ul style="list-style-type: none"> Pairing and mentoring initiation takes place within 60 days of hire Mentoring Handbook provided to Mentors ahead of relationship Establish concrete goals and develop an action plan Share responsibility for the relationship Respect each other's time 	<ul style="list-style-type: none"> Pairing and mentoring initiation takes place within 30 days of hire Mentoring Handbook provided to Mentors ahead of relationship Establish concrete goals and develop an action plan Share responsibility for the relationship Respect each other's time
Mentoring Handbook	<p>Topics include:</p> <ul style="list-style-type: none"> Program structure & eligibility Definitions of roles Expectations of commitment 	<ul style="list-style-type: none"> Best practices Available resources Conversation topics detail Relationship assessment 
Conversation Topics	<ul style="list-style-type: none"> First-year career objectives Finding meaning at work Career development; progression within the organization Networking Compensation and benefits Recognition programs Veteran affinity group efforts 	<ul style="list-style-type: none"> Military vs. organizational values Military vs. organizational culture Military vs. organizational leadership Influencing others Military vs. organizational structure Managing ambiguity Military vs. organizational communication styles Organizational behavior, conduct, and collaboration expectations

Creating an Onboarding Curriculum

- Ideally takes place in the very early days of their tenure at your organization. New veteran hires are used to early, direct leadership engagement to explain organizational direction, expectations, and norms.
- Two approaches:
 - A dedicated, veteran-only class delivered centrally and periodically. New courses would include new veteran hires since the last class. This approach emphasizes the importance of initiating tribal behavior.
 - A dedicated but shorter veteran-only briefing, coupled with onboarding sessions with the balance of employees. Places a premium on getting veterans acclimated with the rest of the new hire population soonest.
- Content creation considerations:
 - As this content will be among the first things these new employees experience, it should represent the best of the organization. First impressions have a significant impact.
 - The onboarding curriculum should be specific to a veteran audience, enabling internal tribal behavior to begin. Leverage your veteran talent translator to help compose it.
- Onboarding topics to include in your curriculum
 - How organizational values, culture, leadership styles, structure, and communication styles compare to those of the military
 - How to network and the benefits of networking within the organization
 - How to influence others within the organization
 - How to manage ambiguity in your daily work
 - Understanding organizational behavior, conduct, & collaboration expectations
 - Defining first-year career objectives
 - How to find meaning at work
 - Understanding the typical career progression within the organization (i.e., promotion timing expectations)
 - Understanding what career development support/processes exist within the organization (e.g., training, mentoring)
 - Understanding compensation and benefits, recognition programs, and how they are different from those in the military
 - Understanding the support offered by the veteran affinity group
 - Understanding other internal or external support structures, groups, or elements and how to utilize them
 - Understanding how to perform - and the resources that enable - administrative tasks (e.g., time-keeping, payroll, scheduling, accessing employee assistance programs)

See *Hiring Veterans* for Onboarding curriculum case studies from Deloitte, ADP, and Prudential

Creating a Training Program for Veterans & Civilians

- The next assimilation challenge: Ensuring new veteran hires have the technical skills to be effective in their roles.
- Multiple ways to administer a training program: as a series of classes, over a shorter period, in-house, or not.
- The integration of veterans into the overall employee population is most important.
- These training experiences serve dual purposes: cultural assimilation and technical orientation/ development.
- Training managers of incoming veterans is a best practice, as most managers in today's corporate setting lack experience with military members.
- Ideally, this training includes a handbook that managers of veterans can take with them for future use.
- Topics in this training session might include:
 - Understanding veterans and the military
 - Organizational values & military values
 - Organizational culture & military culture
 - Organizational leadership styles & military leadership styles
 - Organizational structure & military organizational structure
 - Organizational compensation and benefits & military compensation and benefits
 - Organizational recognition programs & military recognition programs
 - Purpose and meaning of work
 - Welcoming and onboarding military new hires, including the military new hire's spouse and family
 - Orientation to the new hire's team
 - Connection with a veteran affinity group or mentor
 - Setting expectations for military new hires
 - Understanding metrics
 - Setting goals
 - Career progression
 - Reward systems
 - How the organization supports veterans
 - Reserve or National Guard service
- Topics might include (continued):
 - Communicating with military new hires
 - Organizational terminology
 - Military terminology
 - Networking within the organization
 - Influencing within the organization
 - Training military new hires
 - Participation in pre-programmed training
 - Exposure to additional self-paced training
 - Coaching/providing feedback to military new hires
 - How to conduct feedback sessions
 - Recommended frequency of feedback sessions
 - For federal hiring managers
 - Benefits of hiring veterans
 - Veterans' Preference
 - Special appointing authorities
 - How to cultivate a ready recruitment source of veterans
 - Where to find resources for the veteran employment process
 - Recruitment strategies that will increase veteran hiring

Orchestrating Delivery of Veteran Support Program Content

- Consider two dynamics of veterans to deliver this content effectively:
 - They arrive with varying degrees of both military and civilian experience
 - They will need support over an extended period to effectively assimilate
- A veteran is not a veteran is not a veteran. Tailor the content of your program to the level of experience of individual veterans.
- Individuals value training only when they see it as accretive to their incoming experience level. You wouldn't treat a non-retired NCO with no industry experience coming into your organization like a retired officer with a graduate degree.
- Also, consider the timing of its delivery. Space the content delivery over the new hire's first year to enable a constant drumbeat of "tribal" activity with veteran peers.
- Moreover, the sequencing of these programmatic activities matters.
 - For example, you want the incoming veteran population to be greeted immediately – ideally by veteran peers, shortly followed by a welcome from a senior executive sponsoring the program. This approach would resonate with veterans, who are used to such practices when reporting to military units.
 - Similarly, you would want to pair the incoming veteran with a mentor before any assimilation training. The mentor can help the incoming veteran apply the content provided in that training.
- See the next slide for an example.*

Instruction Type	Instruction	Possible Incoming Veteran Populations				
		Hire without Industry Experience	Hire with Industry Experience	Hire from Under-graduate School	Hire from Graduate School	Retiree hire
Briefing	Welcome Briefing	✓	✓	✓	✓	✓
Program	Onboarding Training	✓	✓	✓	✓	✓
Meeting	Informal Check-ins	✓	✓	✓	✓	✓
Briefing	Veteran Affinity Group Briefing	✓	✓	✓	✓	✓
Program	Mentor Pairing	✓	Optional	Optional	Optional	Optional
Briefing	Executive Champion Meeting	✓	✓	✓	✓	✓
Program	Veteran Assimilation Training	✓	Optional	✓	✓	✓
Meeting	Formal feedback	✓	✓	✓	✓	✓

Sample Program Content Delivery by Veteran Population Type

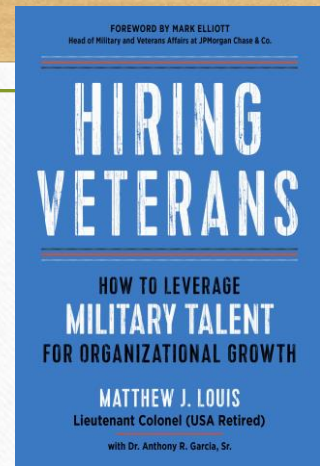
Sample Timing of Program Content Delivery by Vet Population Type

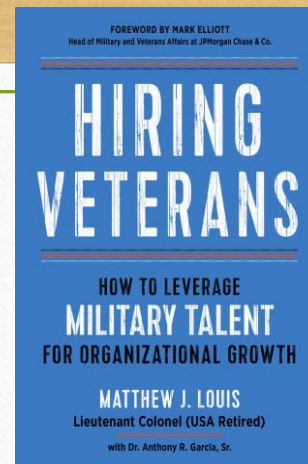
Exercise

Veteran Population Type	Hire without industry experience	Hire with industry experience	Hire from undergraduate school	Hire from graduate school	Retiree hire
Week 1	• Welcome briefing		• Informal supervisor check-in		
Month 1	• Onboarding training	• Personal goal identification	• Informal supervisor check-in		
Month 2	• Executive Champion meeting • Paired w Mentor	• Executive Champion meeting • Paired w Mentor (optional)	• Informal supervisor check-in		
Month 3	• Veteran Affinity Group Briefing	• Mentor touch-point (optional)	• Informal supervisor check-in		
Month 4	• Affinity Group Activity		• Formal supervisor feedback		
Month 5	• Mentor touch-point • Veterans Assimilation Training	• Affinity Group Activity • Veterans Assimilation Training (optional)	• Affinity Group Activity • Veterans Assimilation Training		
Month 6	• Mentor touch-point • Informal supervisor check-in	• Mentor touch-point (optional)	• Informal supervisor check-in • Affinity Group Activity		
Month 7	• Mentor touch-point • Affinity Group Activity	• Mentor touch-point (optional)	• Affinity Group Activity		
Month 8	• Affinity Group Activity		• Formal supervisor feedback		
Month 9	• Mentor touch-point • Informal supervisor check-in	• Informal supervisor check-in	• Affinity Group Activity		
Month 10	• Mentor touch-point • Affinity Group Activity	• Mentor touch-point (optional)	• Affinity Group Activity		
Month 11	• Mentor touch-point • Affinity Group Activity	• Mentor touch-point (optional)	• Affinity Group Activity		
Month 12	• Affinity Group Activity		• Formal supervisor feedback		

Keys To Success

- If it doesn't already exist, first enable a veteran affinity group. Leverage that affinity group in creating your support program content.
- Create and administer onboarding materials unique to incoming veteran new hire types, but integrate veterans with the balance of the employee population when conducting technical training specific to their new roles.
- Teaming with third parties on the composition and execution of program content has proven to be successful in some organizations. In deciding whether to do so, consider how you want to maintain control over program content and its evolution.
- Train managers of incoming veteran talent on the nature of veterans and the military. Provide the resources and guides to enable their successful support of transitioning veterans in their new roles.



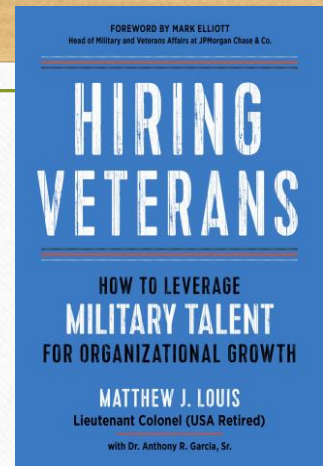


Homework

- Create a veteran affinity group and mentoring program for your organization
- Establish goals for your veteran affinity group
- Populate the mentoring program structure template
- Create an onboarding program for veterans and a training program for both veterans and their civilian supervisors
- Tailor and orchestrate the timing of program content delivery for different types of veterans

Check out *Hiring Veterans* for...

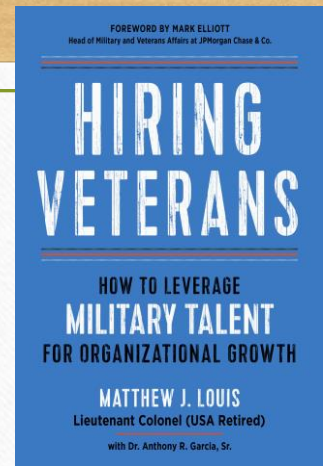
- Perspective of military dependents on the cultural assimilation of veteran new hires
- Details from Sebastian Junger on how affinity groups positively affect a veteran's transition back into civilian life
- Onboarding curriculum case studies (Deloitte, ADP, Prudential)
- Multiple sources of corporate training curriculum content
- Perspective from organizations with successful veteran hiring programs
- Detailed review of these topics
- Additional resources to support your veteran support program





Check out www.matthewjlouis.com for...

- Advice, guidance, and lessons learned from veteran program leaders and executive sponsors
- Mentoring program structure template
- Military-to-Civilian thesaurus
- *Hiring Veterans* bibliography
- Articles, podcasts, and other presentations on these topics



Additional Resources

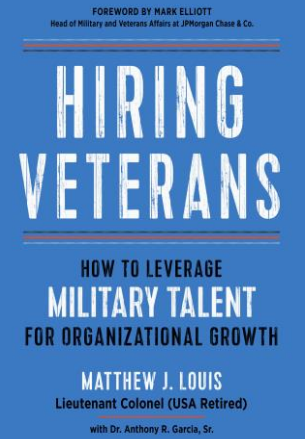
Resource	Description
PsychArmor Institute (https://psycharmor.org/)	National nonprofit that provides free education to anyone who works with, lives with or cares for Veterans, service members and/or their families
National Veterans Training Institute (http://www.nvti.org/)	DOL site focused on developing and enhancing the professional skills of those seeking to hire and train veterans
Veteran Employment Startup Guide (https://veteranjobsmission.com/content/dam/veteran-jobs-mission/documents/vjm-playbook-2019.pdf)	Veteran Jobs Mission guide for starting a veteran hiring program
Veteran Employment Startup Guide for Mid-Market Companies (https://veteranjobsmission.com/content/dam/veteran-jobs-mission/documents/veteran-employment-startup-guide-for-middle-market-companies.pdf)	Same as above but tailored for smaller organizations
Veterans at Work (https://www.veteransatwork.org)	SHRM veteran hiring guide for HR professionals
Business Resource Groups – Your Force Multiplier (https://www.veteranjobsmission.com/content/dam/veteran-jobs-mission/documents/Business%20resource_groups%20your_force_multiplier.pdf)	Veteran Jobs Mission leading practice discusses how BRGs are used to not only to engage employees, but also to support and add momentum to an organization's veteran's initiatives
The Pathfinder Playbook, Developing Your Company's Mentorship Program (https://www.veteranjobsmission.com/content/dam/veteran-jobs-mission/documents/pathfinder-playbook-updated-ada.pdf)	Describes JPMorgan Chase's veteran peer mentoring program that pairs recently transitioned veterans with veterans who have been with your company for over a year, to support acclimation and development
Employee Support Tools for HR Professionals and Supervisors (https://www.vaforvets.va.gov/vaforvets/hr/Pages/default.asp)	VA for Vets website with a focus on supporting Guard & Reserve members
Veteran Supportive Supervisor Training (https://www.servestudy.org/vsst)	Self-paced, 1-2 hour training program for all leadership levels
Mentoring the Future: A Guide to Building Mentor Programs that Work By Shona C. Welsh	Guide for establishing mentor programs
Power Mentoring: How Successful Mentors and Proteges Get the Most Out of Their Relationships By Ellen Ensher and Susan Murphy	Practical guide for applying lessons learned from successful mentoring relationships
Co-Active Coaching: The Proven Framework for Transformative Conversations at Work and in Life (Fourth Edition) By Henry Kimsey-House, Karen Kimsey-House, Phillip Sandahl, and Laura Whitworth	A leading guide to coaching, for mentors
Engaging with Veteran Talent: A Quick and Practical Guide to Sourcing, Hiring, Onboarding, and Developing Veteran Talent By Lida Citroën	Mini guide for managers of incoming veterans
Tribe: On Homecoming and Belonging By Sebastian Junger	Explains the irony that for veterans war feels better than peace and how we can learn from tribal societies about loyalty and belonging.
American Corporate Partners (ACP) (https://www.acp-usa.org)	Nonprofit that provides corporate career counseling for veterans and active-duty military spouses
DOD Skillbridge (https://skillbridge.osd.mil)	DOD program that enables employers to sponsor government-paid internships for transitioning service members
Hiring Our Heroes (https://www.hiringourheroes.org)	US Chamber of Commerce Skillbridge program
For federal agencies	
Veterans Employment Training (https://www.opm.gov/policy-data-oversight/training-and-development/reference-materials/online-courses/veterans-employment-training/index.htm)	Office of Personnel Management's annual Veterans Employment Training for federal agencies

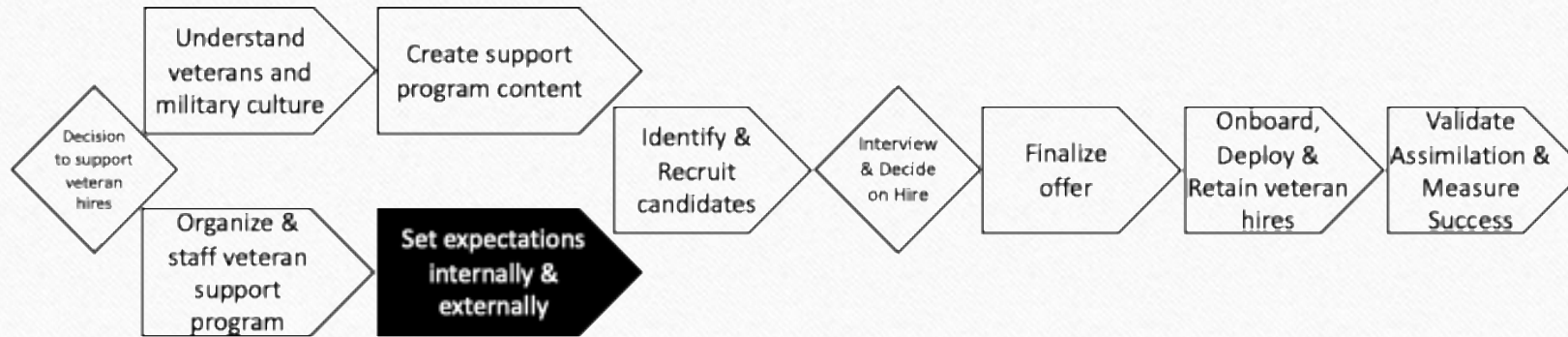
Instructor Contact Information

Louis Advisors, LLC
A Veteran-Owned Small
Business



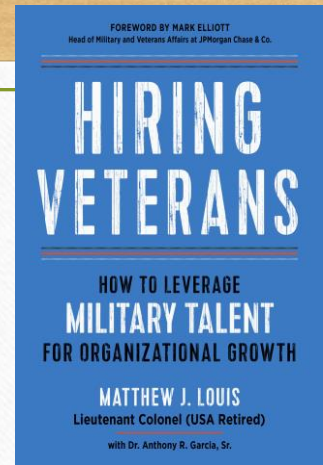
Instructor web page
MatthewJLouis.com

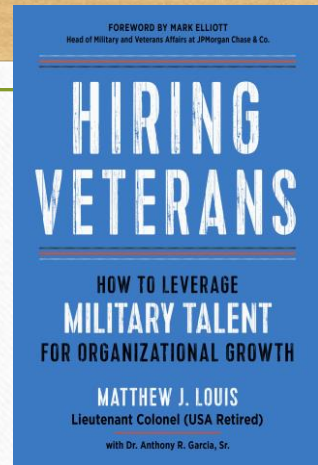




Course 6

Set Expectations – Internally and Externally

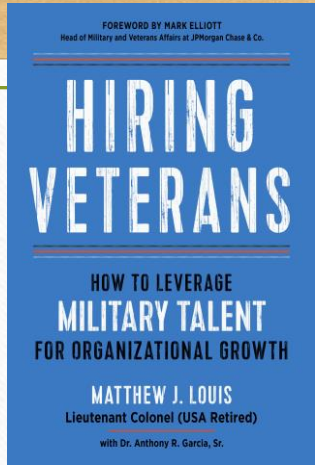




Course Objectives

Course Objectives	Results/Outcome Expected
Identify and influence internal and external stakeholders	A list of those you must positively influence regarding your veteran hiring program
Define program participant requirements	
Update recruiting and marketing materials	Stakeholder understanding of why your organization is undertaking veteran hiring efforts, what they can expect, and what you need from them. Successful stakeholder engagement based on that understanding.

Recommended Materials



Reading

- *Hiring Veterans*, Chapter 5

Supplies

- Notebook / diary
- Pen / pencil

Technology/Tools

- Computer with standard software
- Web access to <https://www.matthewjlouis.com>

Resources

Web & Software Tools

www.MatthewJLouis.com
for

- Tools
- Templates
- Worksheets
- Calculators
- Samples
- Downloads



Social Media

LinkedIn

Matt Louis

Facebook

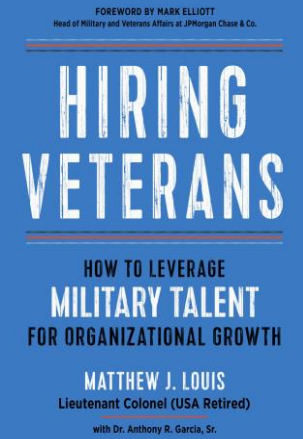
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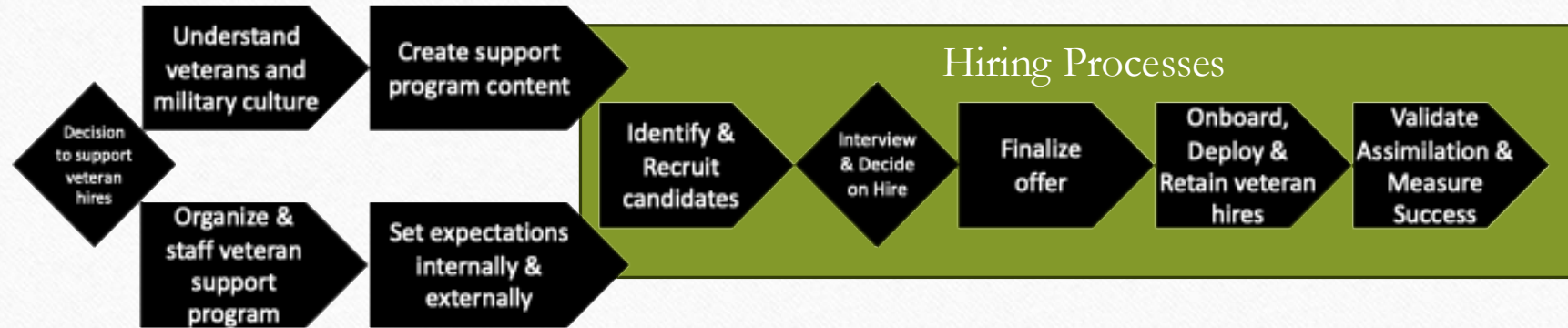
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Overall Intent of Course 6

1. Transform all of your hiring processes to be military-friendly



Hiring Veterans Assimilation Process

2. Portray those hiring processes to all internal and external stakeholders as being military-friendly
 - Military-friendly = fostering an organizational culture that is supportive, appreciative, respectful, embracing, and inclusive of the veterans and military spouses it recruits and employs.
 - More tactically, being easily understood by, used by, and attractive to talent (applicants and employees) with military backgrounds (veterans and their spouses).

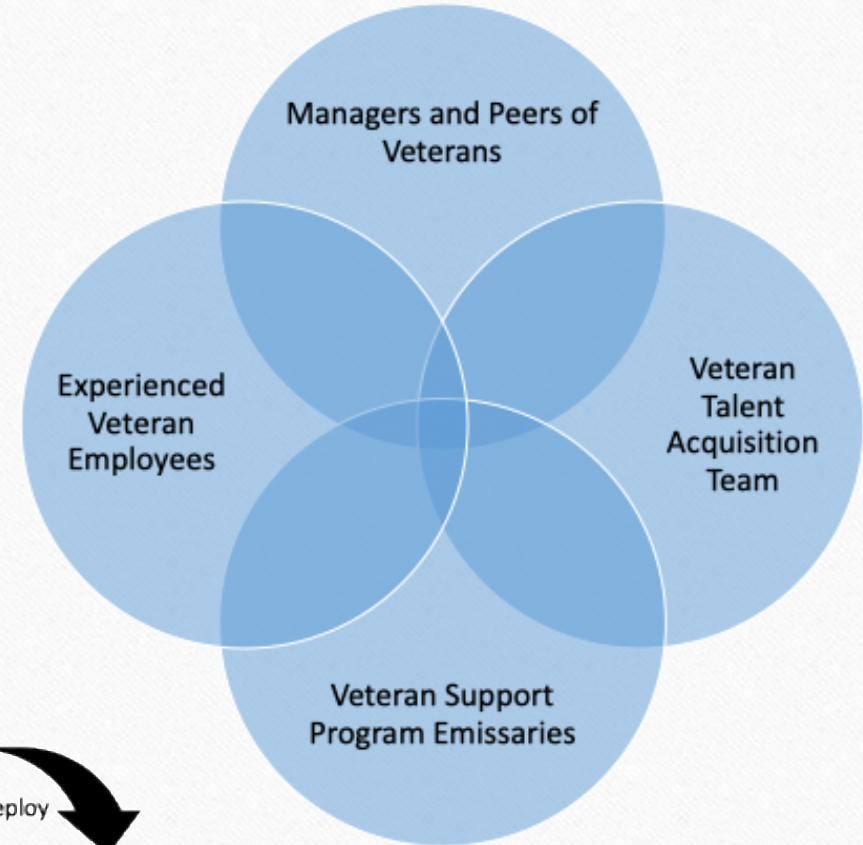
We start by identifying our stakeholders...

Typical Veteran Support Program Internal Stakeholders

Four distinct groups (responsibilities may overlap):

- **Veteran Talent Acquisition Team**
 - Must understand the challenges veterans face in leaving military service.
 - Must utilize tactics to enable a veteran's successful recruiting, hiring, onboarding, and training.
 - Includes your veteran affinity group members.
- **Managers & Peers of Incoming Veterans**
 - Must understand military culture and which management tactics work.
 - Includes the balance of the employee population.
- **Veteran Support Program Emissaries**
 - Must learn how to accurately represent the veteran support program's overall intent, implementation process, and successful outcomes.
 - Includes your executive sponsors.
- **Experienced Veteran Employees**
 - The “tribe” of veteran peers
 - Includes veteran affinity group and mentoring group members

All share responsibility for employment lifecycle processes:



Military-Friendly Business Processes by Internal Stakeholder Group

Exercise

Internal Stakeholder Group	Business Processes	Sample “Military-Friendly” Characteristics
Veteran Hiring Team	Identify	<ul style="list-style-type: none"> • <i>Source veterans upstream before or as they depart the service.</i> • <i>Have a physical presence at all sources of veteran talent, even if intermittent.</i> • <i>Make the process inclusive of spouses and wounded warriors.</i>
	Recruit	<ul style="list-style-type: none"> • <i>Use experienced veterans to recruit veterans.</i> • <i>Ensure team members can translate military jargon and acronyms.</i> • <i>Provide as much information as possible; make the entire process transparent.</i> • <i>Tout the organization’s value proposition for veteran talent. Make the process inclusive of spouses and family members.</i>
	Interview	<ul style="list-style-type: none"> • <i>Utilize competency-based interview questions.</i> • <i>Ensure that only team members understanding military jargon and acronyms conduct interviews.</i> • <i>Give interviewing veterans some idea of what types of questions to expect.</i>
	Hire	<ul style="list-style-type: none"> • <i>Provide competitive offers that demonstrate an apples-to-apples comparison of total compensation and benefits vis-à-vis the military.</i> • <i>Provide offer packages that set expectations for what to expect upon acceptance, upon joining the organization, and over the first two years.</i> • <i>Make the process inclusive of spouses and wounded warriors.</i>
	Onboard	<ul style="list-style-type: none"> • <i>Provide a welcome from a senior executive that connects the organization’s purpose to their role.</i> • <i>Ensure early assignment of a mentor and membership in the organization’s veteran support group.</i> • <i>Make the process inclusive of spouses, family members, and wounded warriors.</i>
	Train	<ul style="list-style-type: none"> • <i>Provide targeted veteran assimilation training that focuses on values and cultural differences vis-à-vis the military.</i> • <i>Make the process inclusive of spouses, family members, and wounded warriors.</i>
	Retain	<ul style="list-style-type: none"> • <i>Provide clear policies regarding service in the Guard and Reserve.</i> • <i>Ensure membership and active participation in Employee Support of Guard and Reserve (ESGR).</i> • <i>Participate in industry veteran hiring award/recognition programs.</i>
	Separate	<ul style="list-style-type: none"> • <i>Outplace veteran talent with industry peer organizations.</i> • <i>Conduct exit interviews with all separating veterans; capture and address feedback from all interviews.</i>
Veteran Support Program Emissaries	Identify	<ul style="list-style-type: none"> • <i>Facilitate executive-level relationships at sources of veteran talent.</i>
	Recruit	<ul style="list-style-type: none"> • <i>Publicize the organization’s value proposition for veteran talent.</i>
	Onboard	<ul style="list-style-type: none"> • <i>Welcome new veteran hires and connect the organization’s purpose to their role.</i>
	Retain	<ul style="list-style-type: none"> • <i>Support community involvement programs supporting veteran causes. Support service in the Guard and Reserve</i> • <i>Support organizational efforts to celebrate military-themed holidays (i.e., July 4th, Veterans Day, Memorial Day).</i> • <i>Publicize awards from veteran hiring recognition programs.</i> • <i>Act on feedback from veteran support group leaders.</i>

Military-Friendly Business Processes by Internal Stakeholder Group (cont.)

Exercise

Internal Stakeholder Group	Business Processes	Sample “Military-Friendly” Characteristics
Managers and Civilian Peers of Veterans	Interview	<ul style="list-style-type: none"> Utilize competency-based interview questions. Understand military jargon and acronyms or conduct interviews with someone that does. Be educated on military culture and its differences from organizational culture.
	Onboard	<ul style="list-style-type: none"> Verify organizational welcome from a senior executive. Reinforce linkage of the organization’s purpose to their role. Establish clear expectations from the outset on the requirements of their role. Provide a career roadmap for at least the new hire’s first two years and promotion requirements. Attempt to answer all veteran new hire questions. Verify early assignment of a veteran mentor. Encourage veteran new hire involvement with the veteran affinity group. Ensure completion of onboarding training.
	Train	<ul style="list-style-type: none"> Ensure completion of veteran assimilation training. Reinforce key take-aways from veteran assimilation training.
	Deploy	<ul style="list-style-type: none"> Assign veterans to roles that contribute to the organization’s strategic goals and objectives. Establish annual goals and clear assignment expectations and follow-up to ensure compliance.
	Develop	<ul style="list-style-type: none"> Provide veterans early, frequent, informal performance feedback. Publish training requirements, appraisal cycles, reward systems, and career path expectations.
	Retain	<ul style="list-style-type: none"> Celebrate military-themed holidays (i.e., July 4th, Veterans Day, Memorial Day). Provide frequent and regular feedback to newly hired veterans. Support community involvement programs targeted at veteran causes. Support members of the Guard and Reserve. Make the process inclusive of spouses, family members, and wounded warriors.
Experienced Veteran Employees	Identify	<ul style="list-style-type: none"> Refer veteran talent to the veteran hiring team. Act as a networking hub in supporting transitioning veterans.
	Recruit	<ul style="list-style-type: none"> Participate in or support the veteran hiring team.
	Interview	<ul style="list-style-type: none"> Coach prospective veteran talent on how to answer the types of questions they should expect. Interview prospective veteran talent.
	Hire	<ul style="list-style-type: none"> Offer to answer questions of prospective veteran hires; relate stories from your transition. Help set expectations for the first month and two years. Reinforce organizational principles/values and expectations.
	Onboard	<ul style="list-style-type: none"> Act as an instructor for onboarding training. Act as a mentor to incoming veteran talent. Enroll new veteran hires in the veteran support group. Reinforce expectations of their first role and career path requirements.
	Train	<ul style="list-style-type: none"> Act as a facilitator for veteran assimilation training.
	Retain	<ul style="list-style-type: none"> Participate in the veteran support group. Check in periodically with newly hired veterans. Facilitate community involvement programs supporting veteran causes. Coach members of the Guard and Reserve on activation/deployment and re-deployment processes. Lead organizational efforts to celebrate veteran-themed holidays (i.e., July 4th, Veterans Day, Memorial Day).

Internal Stakeholder Group Motivational Tactics (*sample content*)

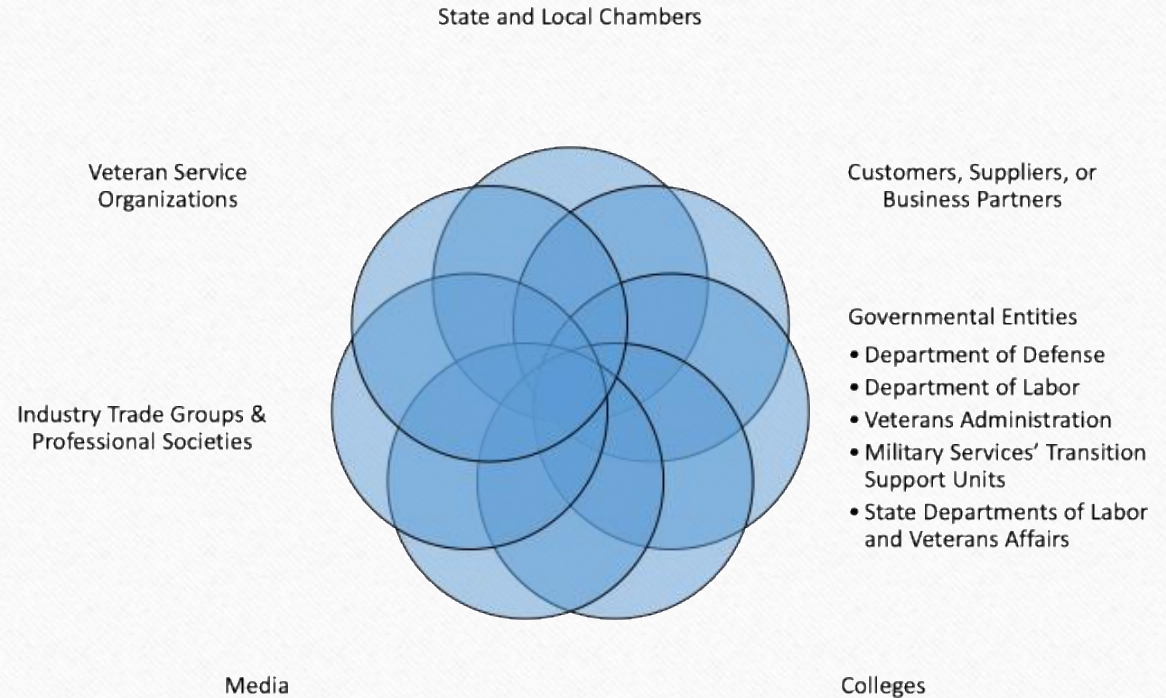
- Motivating internal stakeholders to participate in your veteran support group is usually not difficult.
- These groups tend to be already positively disposed to veterans and relish the opportunity to support them.
- That said, create a list of tactics to ensure their buy-in (*samples below*):

Internal Stakeholder Group	Sample Motivational Tactics
Veteran Hiring Team	<ul style="list-style-type: none"> • Rewards for achieving program goals (i.e., number of veterans hired, veteran retention levels)
Experienced Veteran Employees	<ul style="list-style-type: none"> • Highlights in internal news stories • Positive feedback/ support from veteran support program emissaries and organization executives
Managers and Civilian Peers of Veterans	<ul style="list-style-type: none"> • Rewards for veteran retention levels • Highlights in internal news stories • Positive feedback/ support from veteran support program emissaries and organization executives
Veteran Support Program Emissaries	<ul style="list-style-type: none"> • Rewards for “veteran-friendly” organization awards • Rewards for increased organizational productivity

See *Hiring Veterans* for examples of how Procter & Gamble’s veteran affinity group conducts regular activities that build camaraderie inside & outside of their organization

Typical Veteran Support Program External Stakeholders

- Many groups with overlapping impact.
- Equally important to manage the perceptions of these groups proactively.
- Their perceptions will weigh heavily on your organization's perceived brand in the marketplace.
- Your organization's perceived brand will weigh heavily on how veteran talent joins your organization.
- *How might you engage with these stakeholders?*



See *Hiring Veterans* for examples of Tesla's veteran employment resource group's efforts in their local communities

Tactics For Influencing External Stakeholders (*sample content*)

Exercise

External Stakeholder Group	Ways to Demonstrate “Military-Friendly” Culture
Veteran Candidates and their Families	<ul style="list-style-type: none"> • Demonstrate the presence and effectiveness of veteran affinity groups, onboarding resources, and past success in hiring veterans and military spouses. • Demonstrate a high veteran retention rate (including Guard & Reserve employees, spouses, and wounded warriors) and one that is higher than non-military employees. • Demonstrate that military employee (including Guard & Reserve employees, spouses, and wounded warriors) turnover is low and is lower than that of non-military employees. • Demonstrate that promotion rates of military employees (including Guard & Reserve employees, spouses, and wounded warriors) are higher than non-military employees. • Demonstrate that the percentage of military applicants (including Guard & Reserve applicants, spouses, and wounded warriors) selected is higher than that of non-military applicants. • Demonstrate that Guard and Reserve policies exceed federal requirements, the organization is a member of Employer Support of the Guard and Reserve (ESGR), and maintains “rear detachment support” for activated or deployed personnel. • Appear on “Best for Vets” employer lists of various periodicals. • Receive “veteran-friendly” type organization awards. • Get certified as a “Veteran Ready Organization” (nonprofits only). • Conduct annual surveys gauging the effectiveness of the organization’s veteran support program and publicize their results. • State compelling reasons why veterans should join your organization.
Governmental Entities	<ul style="list-style-type: none"> • Maintain relationships with local offices of the VA and Departments of Labor (American Job Centers, VETS program) and Defense (Transition Support Units of any nearby military installations), as well as state-level departments of labor and veterans affairs, to include County Veteran Service Officers (where they exist). • Have no outstanding claims or violations under investigation by the U.S. Departments of Labor or Defense, or the Consumer Financial Protection Bureau. • Don’t be debarred from participation in federal contracting.
Veteran Service Organizations (VSOs)	<ul style="list-style-type: none"> • Maintain active relationships with regional veteran collaboratives (more on this in chapter 6). • Actively support national VSOs (i.e., The American Legion, AMVETS, Veterans of Foreign Wars, Disabled American Veterans, Vietnam Veterans of America, Paralyzed Veterans of America, United Service Organizations (USO), Wounded Warrior Project).
Colleges	<ul style="list-style-type: none"> • Actively support and engage with veteran support groups and chapters of Student Veterans of America on target college campuses. • Support military-related on-campus activities. • Actively recruit veterans from target campuses; include veteran alumni as part of those efforts.
State and Local Chambers	<ul style="list-style-type: none"> • Provide programmatic materials on how to establish veteran hiring programs that they, in turn, could pass on to other local employers. • Support the creation and facilitation of a “Community Veteran Business Resource Group” for small or mid-size employers whose available budgets may prevent their insourcing of such capability.
Media	<ul style="list-style-type: none"> • Maintain a communications or public relations office that welcomes the presence of outside media outlets and routinely showcases the success of your veteran support program. • Maintain a newsletter or report regularly provided to external stakeholders highlighting the progress and success of your veteran support program.
Industry Trade Groups & Professional Societies	<ul style="list-style-type: none"> • Secure recognition as a “military-friendly” brand. • Maintain a dialogue with trade groups or professional societies specific to your industry regarding the progress and success of your veteran support program. • Include veterans in maintaining relationships with trade groups or professional societies specific to your industry.
Customers, Suppliers, or Business Partners	<ul style="list-style-type: none"> • Include veteran-owned and service-disabled, veteran-owned businesses as part of your supplier diversity program. • Maintain an outreach program to attract veteran-owned and service-disabled, veteran-owned businesses. • Maintain procurement infrastructure or mentoring programs to improve relationships with veteran-owned and service-disabled, veteran-owned businesses. • Allocate resources to support veteran-owned and service-disabled, veteran-owned businesses.

Defining Program Participant Requirements (*sample content*)

- Define the program’s entry requirements from the outset. Which applicants get in, which don’t, and why. Set the tone.
 - Do applicants include only veterans? What about spouses, disabled veterans, or other family members?
 - Which selection criteria are most important?
- Make these expectations transparent to all applicants.
- This effort should be thoughtful, proactive, and purposeful.
- The outcome of this exercise should reflect the values and culture of both the organization and the affinity group that reinforces it.

Sample Veteran Hiring Criteria

Sample Selection Criteria	Context
Cultural match - Organizational Value #1 - Organizational Value #2 - Organizational Value #3 - Etc.	<ul style="list-style-type: none"> • Culture is the most challenging aspect for veterans to research and is critical to a good fit within your organization. You want a good match; help veterans understand how one looks.
Education & training	<ul style="list-style-type: none"> • Although most veterans will have degrees from formally accredited institutions of higher learning, much of their training comes from on-the-job experiences unique to their specialty. They are highly trained, but you may need to ask them to elaborate on their experiences to determine a fit.
Certifications	<ul style="list-style-type: none"> • Much of the training service members receive would qualify them for civilian-equivalent certifications in their fields, but often the military does not issue them. You may need to enumerate the certifications' requirements to understand if the veteran would qualify.
Work Experience	<ul style="list-style-type: none"> • Be as specific as you can in stipulating these requirements. Otherwise, veterans may struggle with where to start. They have enough difficulty here as it is. Translation of military experience is one of the most challenging things with which veterans struggle. They have these skills in spades but often fall short in relating them in a language that civilians can understand and appreciate - all the more reason to include an experienced veteran hire on your interviewing team.
Technical skills	
Supervisory skills	
Leadership skills	
Interpersonal skills	
Problem-solving skills	
Teamwork skills	
Time management skills	
Customer service orientation	
Personal motivation	<ul style="list-style-type: none"> • Veterans leave the service for all kinds of reasons, and many do so without thinking through their next career. You want transitioning military personnel that aspire to join your organization because it is the best “fit,” not someone just looking for a revenue source.
Compensation and benefits expectations	<ul style="list-style-type: none"> • Most transitioning veterans don’t fully appreciate the totality of their military compensation or the package you may offer them. Moreover, they tend to have little understanding of the tax implications for various portions of their benefits package. You will need to help them produce an apples-to-apples comparison for your offer to make sense.
Etc.	Etc.

Conduct Stakeholder Analysis (*sample content*)

- First, think about how you would conduct purposeful outreach to your internal & external stakeholders:
 - Which stakeholders should take priority (especially if I have a limited budget)?
 - What are their specific information needs?
 - How much do I need to influence them to achieve a desired state of support?
 - By what method(s) should I engage these stakeholders for optimal effectiveness?
- Conduct a formal stakeholder analysis that includes both internal and external stakeholders.
- Doing so will enable you to more finely tailor your communications approach and the materials you may use to engage your intended audience.

Stakeholder Group	Priority (H, M, L)	Information Needs	Level of Awareness*		Engagement Strategy	
			Current	Desired		
<i>Military members</i>	<i>High</i>	<i>Understand opportunities and support programs at our organization.</i>	<i>Unaware</i>	<i>Supporter</i>	<i>Email/ phone/ website</i>	
<i>Spouses</i>	<i>Medium</i>		<i>Unaware</i>	<i>Supporter</i>	<i>Email/ phone/ website</i>	
<i>Transition support units</i>	<i>High</i>		<i>Aware</i>	<i>Advocate</i>	<i>In-person visits/ website</i>	
<i>Local chambers of commerce</i>	<i>Medium</i>	<i>Understand veteran employment opportunities.</i>	<i>Unaware</i>	<i>Advocate</i>	<i>Email/ phone/ in-person/ website</i>	
<i>ESGR</i>	<i>Low</i>	<i>Understand existence of support program and how they might support it.</i>	<i>Unaware</i>	<i>Advocate</i>	<i>Email/ phone/ website</i>	
<i>State / Local Government</i>	<i>Medium</i>		<i>Unaware</i>	<i>Advocate</i>	<i>Email/ phone/ website</i>	
<i>Veteran Collaboratives</i>	<i>Low</i>		<i>Unaware</i>	<i>Supporter</i>	<i>Email/ phone/ website</i>	
<i>Local Colleges</i>	<i>High</i>		<i>Unaware</i>	<i>Advocate</i>	<i>Email/ phone/ website</i>	
<i>County Veteran Service Officers</i>	<i>High</i>		<i>Unaware</i>	<i>Supporter</i>	<i>Email/ phone/ website</i>	
<i>Industry Trade Groups</i>	<i>Medium</i>		<i>Unaware</i>	<i>Supporter</i>	<i>Email/ phone/ website</i>	
<i>Suppliers</i>	<i>Low</i>		<i>Understand the benefits of our support program.</i>	<i>Unaware</i>	<i>Aware</i>	<i>Email/ phone/ website</i>
<i>Customers</i>	<i>Medium</i>			<i>Unaware</i>	<i>Aware</i>	<i>Email/ phone/ website</i>
<i>Employee Civilian Peers</i>	<i>Medium</i>			<i>Unaware</i>	<i>Aware</i>	<i>Email/ website</i>
<i>Fellow Veteran Employees</i>	<i>High</i>	<i>Understand detailed expectations of the support program and where to find – and how to utilize – supporting materials.</i>	<i>Aware</i>	<i>Supporter</i>	<i>In-person meetings/ email/ intranet site</i>	
<i>Employee Managers</i>	<i>High</i>		<i>Supporter</i>	<i>Advocate</i>	<i>In-person meetings/ email/ intranet site</i>	
<i>Employee Trainers</i>	<i>High</i>		<i>Aware</i>	<i>Supporter</i>	<i>In-person meetings/ email/ intranet site</i>	
<i>Employee Recruiters</i>	<i>High</i>		<i>Supporter</i>	<i>Advocate</i>	<i>In-person meetings/ email/ intranet site</i>	
<i>Etc.</i>			Stakeholder Analysis Template			

Updating Recruiting and Marketing Materials

- Next, create (or update) the materials you will use to engage those stakeholders (websites, brochures, etc.).
- Consider:
 - In general, transitioning service members are seeking secure landing spots.
 - So, your materials should portray your organization as a safe harbor where they can allow their second career to set sail.
 - Also, to the extent possible, consider tailoring these materials to each stakeholder group. Examples:
 - Call out successful Army hire case studies if you were targeting Army personnel
 - Add subtle patriotic color schemes in recruiting materials to help endear your audience to your message.
- Consider examples from these leading organizations:
 - ADP
 - Amazon
 - JPMorgan Chase
 - Performance Contractors
 - Procter & Gamble
 - Prudential
 - Schlumberger
 - Tesla
 - USAA
 - U.S. Department of State
 - Walmart
 - Xavier University

Communications Plan Template (*sample content*)

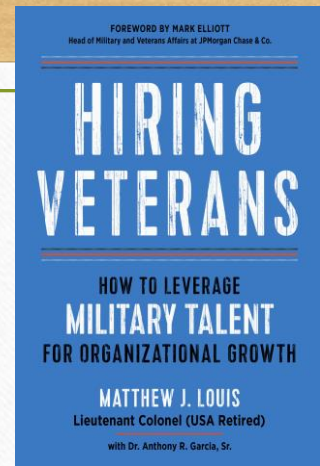
- Finally, fashion a communications plan to set expectations internally and externally with your updated recruiting & marketing materials.
- This plan will address:
 - What message gets sent to which stakeholder group, in what order, for what purpose, at what timing, and via what method?
 - Who is responsible for communicating the message, and what is the status of each scheduled communication?

Stakeholder Group (To Whom)	Content (What)	Purpose (Why)	Timing (When)	Media (How)	Responsible (By Whom)	Status*
<i>All military (- Marines)</i>	<i>Organizational value proposition; veteran</i>	<i>Recruit for general needs.</i>	<i>1st of next month</i>	<i>Email</i>	<i>Veteran Hiring</i>	<i>Planned</i>
<i>Marines</i>		<i>Recruit for specific skills.</i>	<i>1st of next month</i>	<i>Email</i>	<i>Team Member</i>	<i>Planned</i>
<i>Transition support units</i>	<i>hiring program details</i>	<i>Awareness</i>	<i>Next week</i>	<i>In-person</i>	<i>Veterans Support</i>	<i>In progress</i>
<i>Local media</i>	<i>(several waves of content that build upon one another)</i>	<i>Awareness</i>	<i>Next week</i>	<i>Phone, email</i>	<i>Program Emissary</i>	<i>Complete</i>
<i>Spouses</i>		<i>Recruit for general needs.</i>	<i>Two weeks out</i>	<i>Phone</i>	<i>Veteran Hiring</i>	<i>Complete</i>
					<i>Team Member</i>	
<i>City chamber of commerce</i>	<i>Marketing piece that highlights organization's veteran support program</i>	<i>Encourage awareness, support, and coordination.</i>	<i>Annual; March 1st</i>	<i>Email, web site</i>	<i>Veteran Program Leader</i>	<i>Planned</i>
<i>State ESGR</i>						<i>Planned</i>
<i>County Government</i>						<i>Planned</i>
<i>Veteran Collaborative</i>						<i>Planned</i>
<i>Community College</i>						<i>Planned</i>
<i>County Veteran Service Officer</i>						<i>Planned</i>
<i>Industry Trade Group</i>	<i>Applicable details of veteran support program</i>	<i>Understand opportunities and benefits of program.</i>	<i>Annual; Sept 1st</i>	<i>Email, sponsor-ships</i>	<i>Marketing, w/ Vet Program Lead</i>	<i>Complete</i>
<i>Suppliers</i>			<i>Bi-annual</i>	<i>Email, web site</i>	<i>Purchasing, w/ Vet Program Lead</i>	<i>In-progress</i>
<i>Customers</i>			<i>Monthly</i>	<i>Email, web site, adverts</i>	<i>Marketing, w/ Vet Program Lead</i>	<i>In-progress</i>
<i>Employee Civilian Peers</i>	<i>Documentation of all program details,</i>	<i>Understand and comply with program expectations.</i>	<i>Annual</i>	<i>Email;</i>	<i>Veteran Talent</i>	<i>Complete</i>
<i>Fellow Veteran Employees</i>	<i>training materials, expectations, roles & responsibilities</i>		<i>Bi-annual</i>	<i>intranet site</i>	<i>Translator, Veteran Support Program lead</i>	<i>In-progress</i>
<i>Employee Managers</i>			<i>Annual</i>			<i>Complete</i>
<i>Employee Trainers</i>			<i>Annual</i>			<i>Complete</i>
<i>Employee Recruiters</i>			<i>Bi-annual</i>			<i>In-progress</i>
<i>Etc.</i>						

* Status: Planned, In Progress, Complete

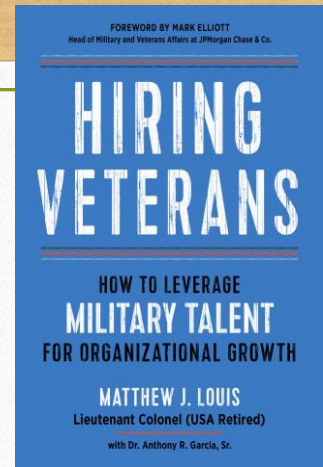
Keys To Success

- Proactively identify internal and external stakeholders.
 - Internally, this is more than just HR's role. Every business function can – and should – play a role.
 - Externally, this may involve interfacing with individuals and organizations that are an extension of your existing network. Leverage those connections to build relationships.
- Define how your organization can be military-friendly and enroll internal stakeholders in making it so.
- Thoughtfully plan how you will influence internal and external stakeholder groups to support your program.
- Purposefully consider the selection criteria for veteran applicants and share them with those applicants.
- Conduct a stakeholder analysis before updating recruiting and marketing materials.
- Compose a communications plan before engaging with stakeholder audiences.



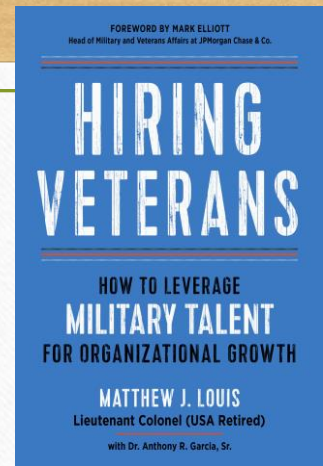
Homework

- Define “military-friendly” characteristics for all employment lifecycle processes
- Identify and implement motivational tactics for all internal stakeholder groups
- Identify and implement tactics for positively influencing all external stakeholder groups
- Define requirements for your veteran support program participants
- Populate the stakeholder analysis template
- Use the stakeholder analysis outcomes to update your program’s recruiting & marketing materials.
- Populate the communications plan template



Check out *Hiring Veterans* for...

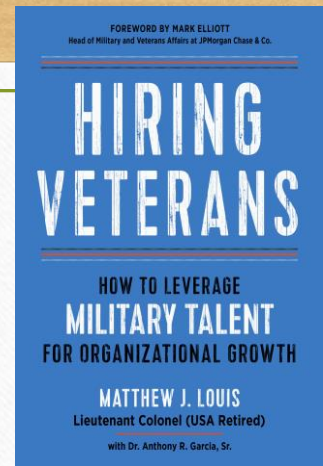
- Examples of how Procter & Gamble's veteran affinity group conducts regular activities that build camaraderie inside & outside of their organization
- Examples of Tesla's veteran employment resource group's efforts in their local communities
- Perspective from organizations with successful veteran hiring programs
- Detailed review of these topics
- Additional resources to support your veteran support program





Check out www.matthewjlouis.com for...

- Stakeholder analysis template
- Communications plan template
- Military-to-Civilian thesaurus
- *Hiring Veterans* bibliography
- Articles, podcasts, and other presentations on these topics



Additional Resources

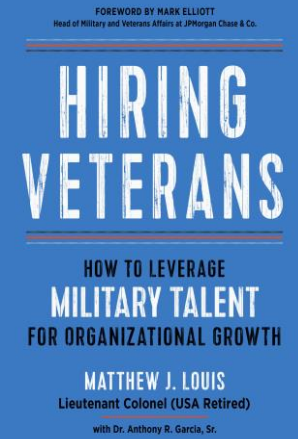
Resource	Description
Military Friendly® (https://www.militaryfriendly.com/military-friendly-companies-overview/)	Guidelines on becoming, and surveys to enable, your recognition as a “Military Friendly” organization
Directory of Veteran Service Organizations (https://www.benefits.va.gov/vso/index.asp)	VA list and contact information of veterans service organizations nationwide, updated annually

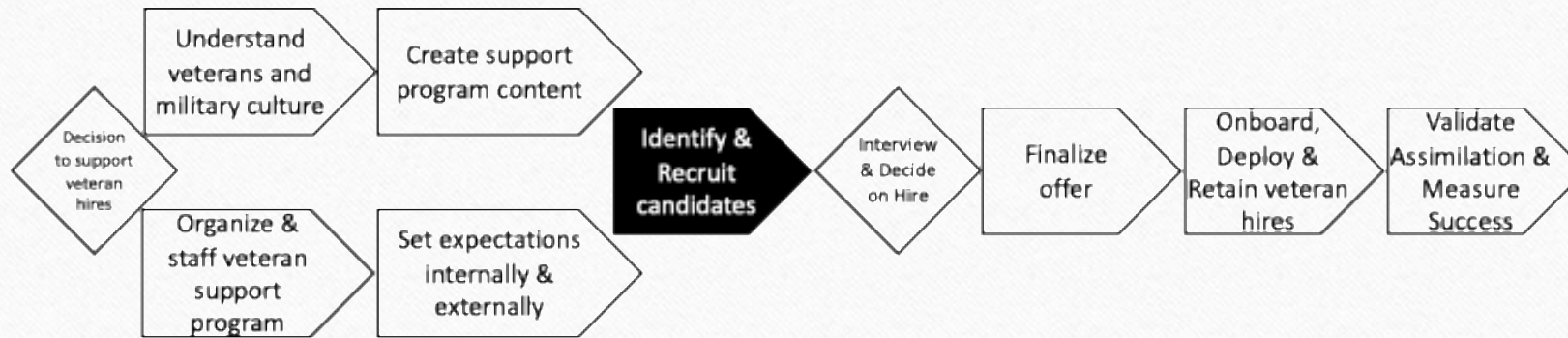
Instructor Contact Information

Louis Advisors, LLC
A Veteran-Owned Small
Business



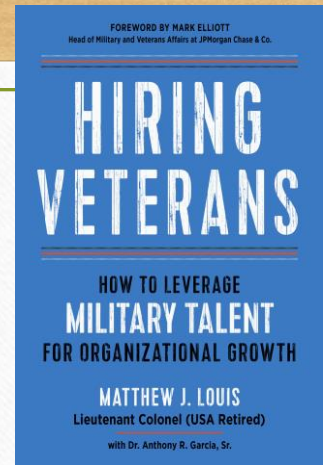
Instructor web page
MatthewJLouis.com

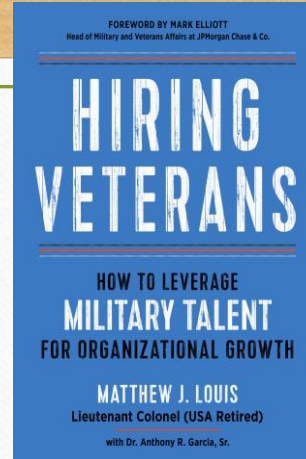




Course 7

Identify and Recruit Candidates

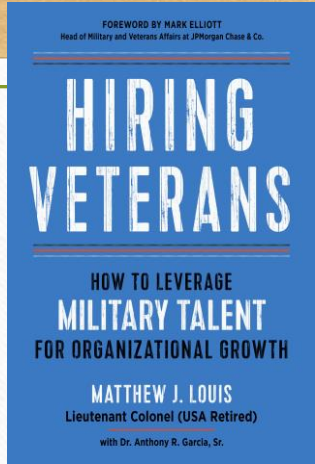




Course Objectives

Course Objectives	Results/Outcome Expected
Augment established recruiting processes	Understanding of where to find veteran talent and how to attract it to your organization
Identify sources of veteran talent	Sufficient pool of applicable veteran candidates
Translate role descriptions	
Establish or update outreach platforms	Veteran candidates attracted to your organization
Vet and prioritize candidates	Finite list of prioritized veteran candidates

Recommended Materials



Reading

- *Hiring Veterans*, Chapter 6

Supplies

- Notebook / diary
- Pen / pencil

Technology/Tools

- Computer with standard software
- Web access to <https://www.matthewjlouis.com>

Resources

Web & Software Tools

www.MatthewJLouis.com
for

- Tools
- Templates
- Worksheets
- Calculators
- Samples
- Downloads



Social Media

LinkedIn

Matt Louis

Facebook

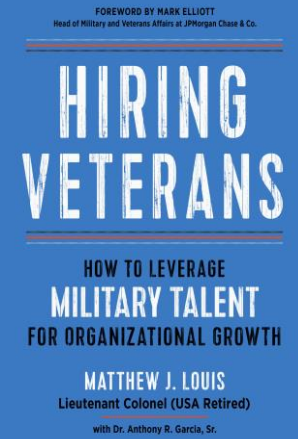
@MatthewJLouis

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@MatthewJLouis1

Instagram

matthewjlouis



Augment Established Recruiting Processes

- Your standard recruiting approaches for civilian talent won't succeed with service member candidates.
- Staff your recruiting team with experienced veterans from your veteran support program or BRG.
- Create (or update) recruiting materials tailored to prospective veterans and that appeal to their perspectives.
 - Use translated terminology that would resonate with them.
 - Use patriotic color schemes.
 - Portray wounded warriors and men and women of different backgrounds in and out of uniform.
 - Review any stock photography used for accuracy; many media outlets (including major motion pictures) get this wrong.
- Ensure that your recruiting materials and website clearly articulate your organization's values.
 - Military culture is big on values.
 - Overtly relating your organization's values to military values tends to resonate with veteran talent.
- If your organization has one, educate applicants with military backgrounds on how to overcome the challenges of Applicant Tracking Systems (ATS), which have historically been a bane for such applicants.
- Leverage your experienced in-house veterans in executing these approaches. They will inherently understand what will resonate with your intended targets, making your overtures more effective and your results more productive.

See *Hiring Veterans* for details on how to help service members overcome your ATS.

Identify Sources of Veteran Talent

- Many organizations struggle with where to find veterans.
- Their geographic location varies, depending on whether you target current service members or those who have left the military.
- See the charts to the right.
 - More than 80% of active-duty service members reside in 15 states.
 - Having a presence at duty stations within those states could be a productive approach.
 - About half of veterans do not return to their home of record, the geographic location from which they originated their service.
 - The transition centers at those locations will be your primary points of contact.

Rank	State	Number of Active Duty	Percentage of Total U.S. Active Duty	Cumulative Percentage
1	California	162,936	14.0%	14.0%
2	Virginia	125,665	10.8%	24.7%
3	Texas	115,574	9.9%	34.7%
4	North Carolina	100,055	8.6%	43.2%
5	Georgia	68,276	5.9%	49.1%
6	Florida	62,735	5.4%	54.5%
7	Washington	57,645	4.9%	59.4%
8	Hawaii	40,495	3.5%	62.9%
9	South Carolina	39,573	3.4%	66.3%
10	Colorado	37,274	3.2%	69.5%
11	Kentucky	33,759	2.9%	72.4%
12	Maryland	28,906	2.5%	74.8%
13	Illinois	26,375	2.3%	77.1%
14	Kansas	21,859	1.9%	79.0%
15	Oklahoma	21,714	1.9%	80.8%

Geographic Profile of Active-Duty Service Members

States with Highest Percentage of Veterans per capita		States with Highest Number of Veterans	
Alaska	9.2%	California	1,789,862
Maine	9.0%	Texas	1,603,328
Montana	9.0%	Florida	1,594,218
Washington	8.7%	Pennsylvania	872,301
New Hampshire	8.3%	New York	838,129

States with Highest Percentage of Women Veterans per capita		States with Highest Number of Women Veterans	
District of Columbia	14.0%	Texas	168,967
Virginia	13.6%	California	142,904
Alaska	13.3%	Florida	142,193
Maryland	12.6%	Virginia	99,399
Georgia	12.1%	Georgia	84,894

Geographic Profile of Veterans

See www.matthewjlouis.com for a list of precise locations of military installations by state

Identify Sources of Veteran Talent for the Private & Public Sector

- Internal referrals. The most reliable source of leads.
- Veteran collaboratives
- College campuses
- Veteran student support groups
- Workforce Recruitment Program (DOL & DOW program)
- Military scholars fellowships
- Graduating recipients of military-themed scholarships
- Military career fairs
- National veteran-related conferences
- Hire Heroes USA[®]
- American Job Centers
- Other organizations' HR representatives
- Federal apprenticeship programs
- Civilian apprenticeship programs
- VetsInTech
- Department of Labor's Veteran Employment and Training Service (VETS)
- Corporate internship or rotational programs
- Federal agency internships
- Education and Employment Initiative (DOW program)
- Corporate transition programs
- Military recruiting firms
- Veteran job boards
- Job-matching sites
- Select nationwide veteran service organizations (VSOs)
- Organizations supporting the employment of veterans with disabilities
- Job boards connecting employers with disabled veterans
- Entrepreneurship programs
- Employer Support of the Guard and Reserve (ESGR)
- County Veteran Service Officers (CVSOs) – most states
- Chambers of Commerce
- Social media
- Classifieds / Want ads in military periodicals

The only excuse for not finding veteran talent is not looking for it. See *Hiring Veterans* for 23 pages of detail.

Identify Sources of Veteran Talent for the Public Sector

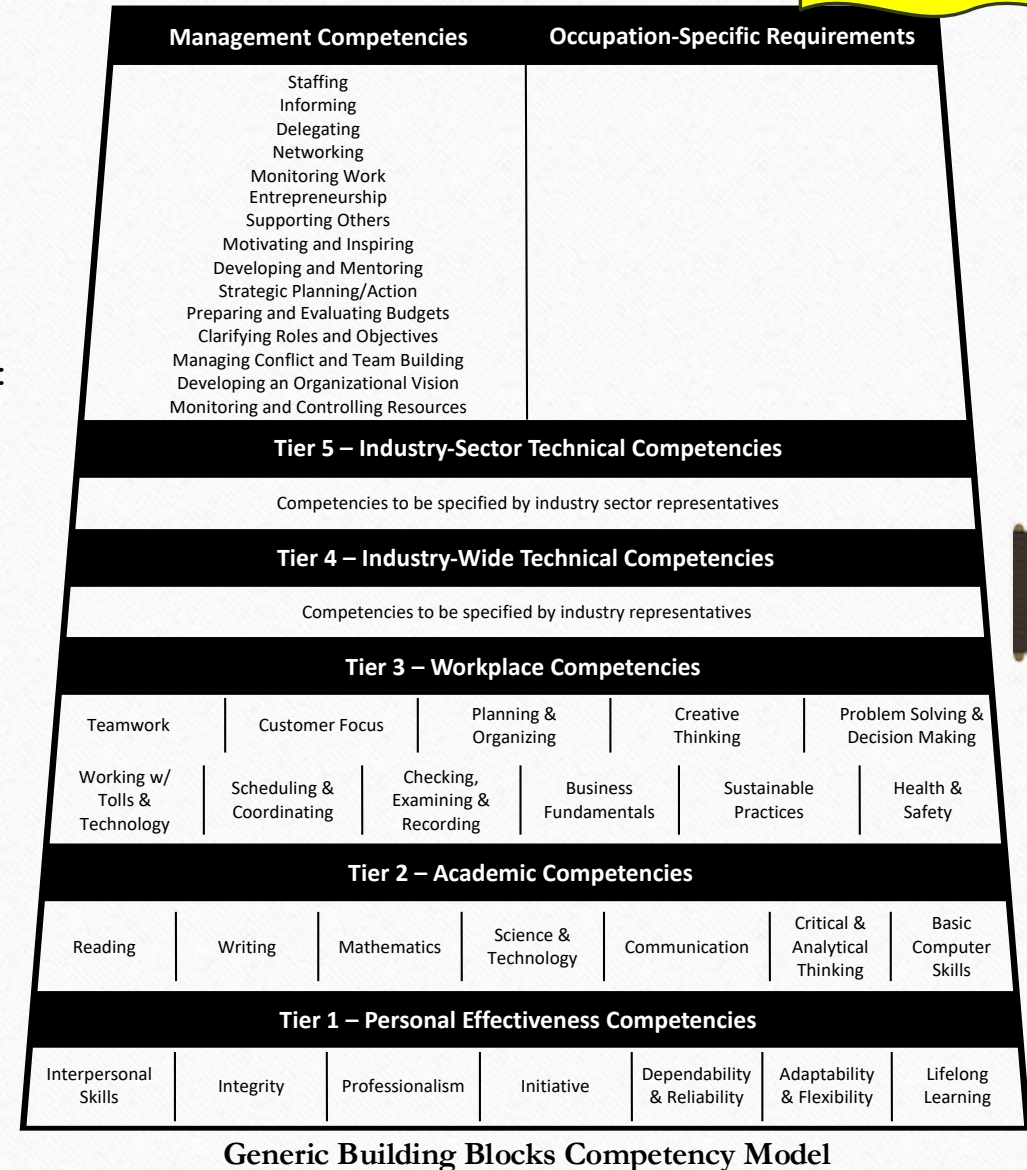
- Military scholars fellowships (all levels of government)
 - Council on Foreign Relations (CFR) Military Fellowship
 - White House Fellowship
 - Veterans of Foreign Wars (VFW) – Student Veterans of America (SVA) Legislative Fellowship
 - Anna Sobol Levy Foundation Fellowship
 - Department of Homeland Security’s Secretary’s Honors Program
 - The Smith Richardson Foundation Strategy and Policy Fellows Program
 - Hertog War Studies Program
 - Belfer Center Fellowships
- Disabled Veterans’ Outreach Program (DVOP) - all levels of government
- Local Veterans’ Employment Representatives (LVER) program (all levels of government)
- Federal agency hiring programs
 - Vets-to-Feds (V2F) Program
 - Reintegration of Guard and Reserve Members
 - Disabled Veterans Affirmative Action Program
 - Women Veterans Hiring Initiative
- Federally Sponsored Apprenticeship programs
 - Department of Labor apprenticeships (all levels of government)
 - Hiring Our Heroes Corporate Fellowship Program (all levels of government)
 - Department of Defense Skillbridge Program (all levels of government)
 - Army Career Skills Program (all levels of government)
 - The State Department’s Veterans Innovation Partnership (VIP) Fellowship (Federal)
 - The Department of Energy’s Veterans Programs (Federal)
 - Office of the Secretary of Defense Fellows Program (Federal)
 - United Services Military Apprenticeship Program (USMAP) - all levels of government
 - The VA’s Veteran Readiness and Employment (VR&E) program (all levels of government)
- State Vocational Rehabilitation Agencies (State and Local)
- Federal agency internships
 - DoW’s Operation Warfighter
 - Pathways
 - VA Intern Programs

The only excuse for not finding veteran talent is not looking for it

Translate Role Descriptions

Exercise

- It is critical to reach veterans in a language that they can understand
- DOL competency models provide a common framework that:
 - Identifies specific employer skill needs
 - Develops competency-based curricula and training models
 - Develops industry-defined performance indicators, skill standards, and certifications
 - Develops resources for career exploration and guidance
- Multiple industry-specific competency models exist. Each comes with:
 - Worksheets to help you fashion the required competencies for roles within your industry
 - Gap-analysis worksheets for veteran applicants to identify specific knowledge, skill, or ability gaps
- As an employer, you might leverage these models as a common platform to define the requirements of available roles that you desire veterans to fill.
- They enable an apples-to-apples way of communicating your employment needs and, as such, allow a transparent way to relay them in a language veterans understand.
- Leverage experienced veterans within your organization to draft these descriptions, overlaying their military experience with the content of the above competency models
- Consider leveraging translation tools available at platforms such as SkillMil.com



Establish or Update Outreach Platforms

- Next task = establish (or refresh) the conduits you use to reach veteran talent using your updated recruiting/marketing materials.
- Intent = influence word-of-mouth within the military community. Why?
 - 76% of the military community say they learn about opportunities from word-of-mouth. (The second-highest-ranking medium is print ads at only 30%.)
 - Members of the military community have strong bonds and trust each other's opinions; they can be suspicious of outside offers. And so, your offers and promotions must be thoughtful, generous, and transparent.
- Leverage your in-house veteran network to assist in this effort.
 - They will have insight into how best to update your platforms
 - They can connect your organization with their extended military network
- Consider timing your outreach before a “military” holiday.
 - Veterans Day
 - Memorial Day
 - Independence Day
 - May is Military Appreciation month
- Primary outreach platforms
 - Your website
 - Prominently feature your commitment to hiring veterans on your “About” and “Careers” pages (e.g., ESGR’s Statement of Support).
 - Use translated terminology that would resonate with veterans, use patriotic images and icons, portray both men and women of different races in and out of uniform, in addition to wounded warriors, and review any stock photography used for accuracy.
 - Consider a separate page devoted to content addressing military-connected job seekers (e.g., benefit programs, business resource groups).
 - Consider updating job descriptions to portray how military skills might relate to required organizational skills.
 - Social media. Platforms with the largest military community:
 - Facebook
 - Snapchat
 - Instagram
 - X
 - LinkedIn
 - WhatsApp
 - Military-specific online outlets. The top three:
 - Military.com
 - Military Times
 - Military OneSource

Vet and Prioritize Candidates

- Your next challenge is to identify which candidates should move to the next stage in the veterans assimilation process.
- Leverage veteran affinity group members to translate the contents of veteran candidate résumés.
 - Fellow veterans understand the military jargon on these résumés.
 - They can educate non-veterans on the intricacies of an applicant's Verification of Military Experience and Training (VMET, DD Form 2586), their Joint Services Transcript (JST), and their military awards – items that all veterans possess.
 - They will recommend which candidates to interview based on the materials provided and the matrix below.
- Use a prioritization matrix to narrow your slate of interviewees:
 - List the criteria by which you will judge each applicant from Course 6, ranking the criteria on a 1-5 scale (1-less important, 5-most important)
 - List the applicants on the horizontal axis and score them using the following scale (1-not a good fit, 3-good fit, 9-best fit)
 - Define a “floor” ranking below which you will not interview applicants.
 - Cross-multiplication will yield an emotionless result. In this example, Applicant C would not be interviewed if our “floor” ranking were 250.

		Applicants			
Criteria from Course 6	Ranking	Applicant A	Applicant B	Applicant C	Applicant D
Cultural match	5	3	9	9	1
Education & training	3	3	3	1	3
Certifications	4	9	9	3	9
Work Experience	2	1	3	9	1
Technical skills	5	3	9	1	3
Supervisory skills	4	9	9	3	9
Leadership skills	5	3	9	9	1
Interpersonal skills	3	3	3	1	3
Problem-solving skills	4	9	9	3	9
Teamwork skills	2	1	3	9	1
Time-management skills	5	3	9	1	3
Customer-service orientation	4	9	9	3	9
Personal motivation	5	3	9	1	3
Compensation and benefits expectations	4	9	9	3	9
Etc.					
	Outcome	277	435	207	257

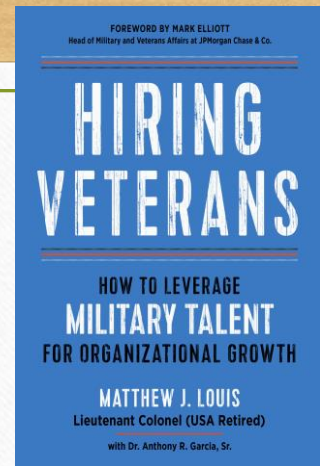
Prioritization Matrix

Download a free version of this matrix from my website

www.matthewjlouis.com

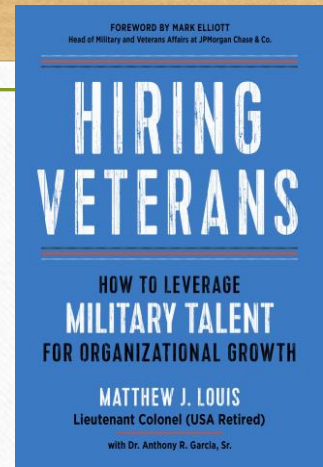
Keys To Success

- Take advantage of all relevant sources of veteran talent.
- Allocate recruiting resources strategically to the most productive of those sources.
- Translate role descriptions into language that veterans implicitly understand.
- Leverage your in-house veterans in performing these tasks.
- Update your recruiting processes to resonate with today's veterans and establish or update the outlets you use to connect with them.
- Educate applicants on how to overcome typical challenges posed by ATSes.
- Utilize prioritization matrices to simplify applicant vetting and prioritization.



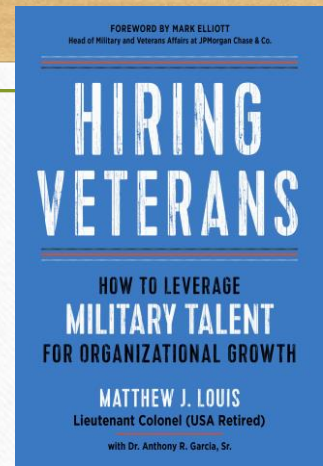
Homework

- Augment your established recruiting processes to be military-ready
- Identify optimal sources of military talent
- Translate role descriptions & update outreach platforms to be military-friendly
- With the support of your veteran affinity group, use prioritization matrices to select finite targets to interview for open roles



Check out *Hiring Veterans* for...

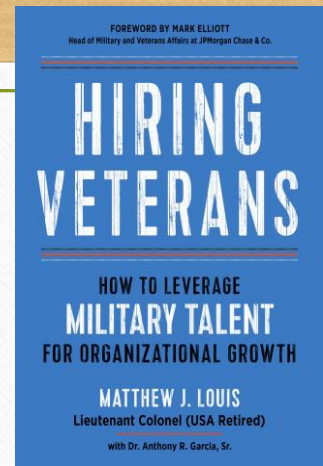
- Details on how to help service members overcome your ATS
- More than 23 pages of specific sources of veteran talent
- Details on the value proposition of veteran collaboratives
- Details on how to become a Military-friendly Academic Institution
- Suggestions on how to vet career fairs & hiring conferences
- Additional sources of women veteran talent
- Perspective from organizations with successful veteran hiring programs
- Detailed review of these topics
- Additional resources to support your veteran support program





Check out www.matthewjlouis.com for...

- List of U.S. military installation population by state
- Prioritization matrices template
- Military-to-Civilian thesaurus
- *Hiring Veterans* bibliography
- Articles, podcasts, and other presentations on these topics



Additional Resources

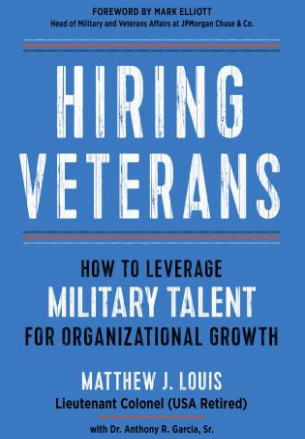
Resource	Description
MilitaryINSTALLATIONS (https://installations.militaryonesource.mil)	DOD resource for identifying military installations, state resources, or other helpful programs and services
Employer Guide to Hire Veterans (https://www.dol.gov/sites/dolgov/files/VEETS/files/Employer-Guide-to-Hiring-Veterans.pdf)	Department of Labor guide for employers interested in hiring veterans
VA Campus Toolkit (https://learn.psycharmor.org/courses/va-campus-toolkit)	Toolkit that provides faculty, staff, and administrators resources to support student veterans
Toolkit for Veteran Friendly Institutions (https://www.acenet.edu/Documents/Veterans-Toolkit-2018.pdf)	Online resource designed to help higher education institutions build effective programs for military-connected students
Competency Model Clearinghouse (https://www.careeronestop.org/CompetencyModel/)	DOL industry-specific models that define competencies needed to succeed therein
Purepost (www.purepost.co)	Talent-matching resource based on underlying competencies and skills
Civilian-to-Military Occupational Translator (https://www.careeronestop.org/BusinessCenter/Toolkit/civilian-to-military-translator.aspx)	O*Net translation tool from DOL/ETA
Chamber of Commerce Directory (https://www.uschamber.com/co/chambers)	National list of local chambers of commerce
National Association of County Veterans Service Officers (https://www.nacvso.org/directory/directory_5.aspx)	National list of County Veteran Service Officers
ApprenticeshipUSA (https://www.apprenticeship.gov/employers/hire-veterans)	DOL guide for employers on structuring apprenticeship programs for veterans
Cultivating Veteran Communities: Building collaborative networks to support military family transitions (https://matthewjlouis.com/wp-content/uploads/2018/09/Cultivating_Veteran_Communities_Whitepaper.Deloitte.2018.pdf) By Matthew J. Louis & Nate Pelletier	Guide to organizing and scaling veteran collaboratives in local communities around the country
<i>For colleges and universities</i>	
School Program Approval (https://benefits.va.gov/gibill/School_Program_Approval.asp)	VA guide for schools seeking approval for accepting GI Bill benefits for their training programs
Accreditation in the United States (https://www2.ed.gov/admins/finaid/accred/index.html)	Describes requirements for receiving Armed Forces Tuition Assistance (TA) Funding
Yellow Ribbon Program (https://www.benefits.va.gov/gibill/yellow_ribbon/yellow_ribbon_info_schools.asp)	VA website that describes the Yellow Ribbon GI Education Enhancement Program

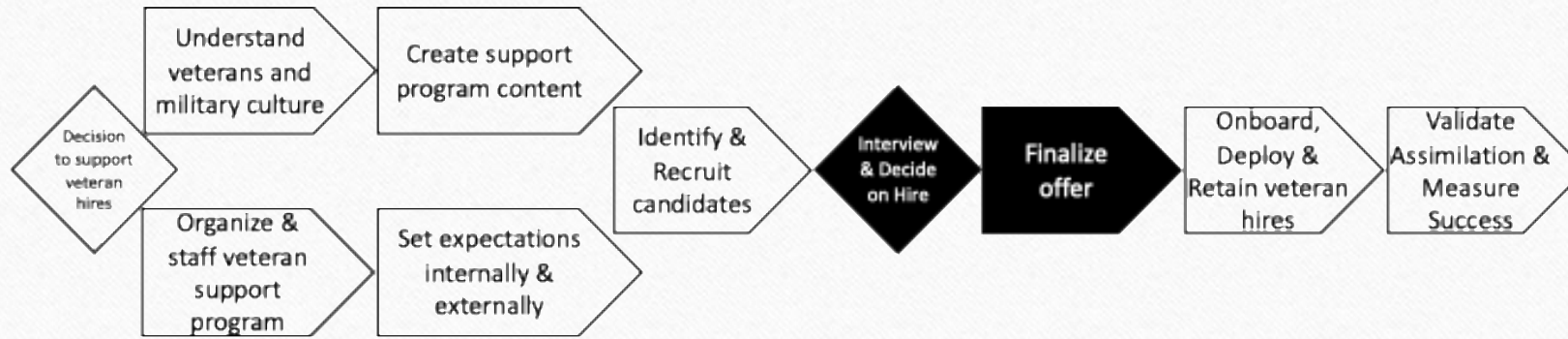
Instructor Contact Information

Louis Advisors, LLC
A Veteran-Owned Small
Business



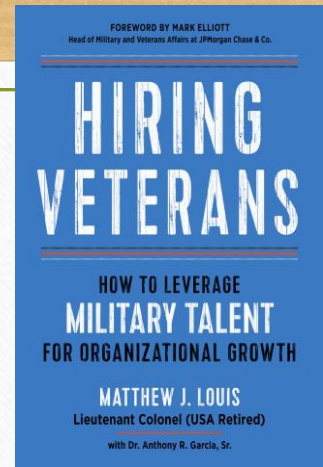
Instructor web page
MatthewJLouis.com

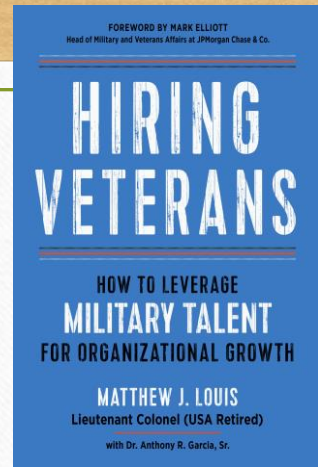




Course 8

Interview Candidates and Initiate Offers

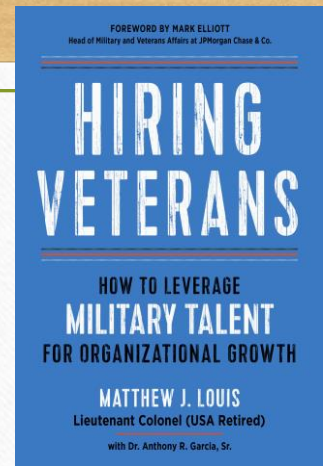




Course Objectives

Course Objectives	Results/Outcome Expected
Structure a Competency-Based Behavioral Interviewing (CBBI) approach	A platform for accurately assessing competencies of veteran talent
Ask appropriate questions of veterans	An accurate reflection of how a veteran's competencies match the available role
Translate job offer components	Mutual understanding of the relative value of your compensation package
Help veterans understand your culture and organizational expectations	Increased retention rates upon assimilation
Support the veteran decision-making process	Increased commitment to your organization

Recommended Materials



Reading

- *Hiring Veterans*, Chapter 7

Supplies

- Notebook / diary
- Pen / pencil

Technology/Tools

- Computer with standard software
- Web access to <https://www.matthewjlouis.com>

Resources

Web & Software Tools

www.MatthewJLouis.com
for

- Tools
- Templates
- Worksheets
- Calculators
- Samples
- Downloads



Social Media

LinkedIn

Matt Louis

Facebook

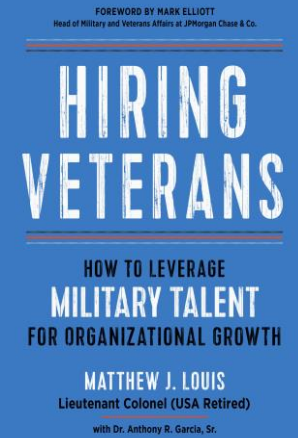
@MatthewJLouis

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@MatthewJLouis1

Instagram

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Structure a Competency-Based Behavioral Interviewing (CBBI) approach

- We conduct interviews to:
 - Confirm that the interviewee possesses the required technical and functional skills and abilities for the open role.
 - **Most interviews only focus here.**
 - Have the interviewee demonstrate the needed position's competencies (and the values underlying them).
 - **This is not only more important; this is where veteran talent shines.**
- Competencies are behaviors that describe the expected performance in a particular work context. They are different from technical skills, functional skills, knowledge, education, and experience.
 - Asking veterans about competencies taps into your core needs and better aligns with their military experience.
 - Asking veterans whether they have had four years of management experience is insufficient. Asking a veteran whether they had four years of experience managing diverse teams invites a demonstration of the required competency of valuing diversity – an area where all veterans excel.
- Competency-Based Behavioral Interviewing (CBBI) examines competencies with the premise that:
 - The best predictor of future performance is past performance
 - The more recent the performance, the more likely it is to be repeated
- CBBI is **3-5 times more accurate** in predicting a person's potential than traditional interviews. It focuses on actual past behavior, and is more likely to result in a successful hire, which in turn results in:
 - Greater productivity
 - Lower turnover
 - Higher morale
 - Better quality
 - Improved customer service

Structure a Competency-Based Behavioral Interviewing (CBBI) approach (cont.)

- CBBI is a structured process that helps interviewers stay on track, minimizing the possibility of illegal or inappropriate questions:
 1. Determine the structure of the competency model (unique to every organization). There is no singular “best” way. Options include:
 - a) **Organization-wide.** A set of competencies tied to the organization’s strategy and applied to everyone in the organization.
 - b) **Corporate build.** Sets of competencies that apply to every individual in the organization. Additional competencies are added for incremental levels that individuals assume. (Least time-consuming approach.)
 - c) **By level.** Unique competencies apply to each level in the organization: Hourly, Professional, Supervisor, Management, Executive
 - d) **By function or department.** Each function has a unique set of competencies applicable to every person, regardless of position.
 - e) **By position.** Competencies are established for each position in the organization. (Most time-consuming but most complete approach.)
 2. Determine and define the competencies. Focus on those critical to the success of the individual and the organization.
 3. Determine the interview questions (see the next couple of slides)
 4. Develop the rating scale
 5. Design the organization’s interview formats (i.e., screening, face-to-face, virtual)
 6. Provide training to all interviewers. Include the following topics:
 - a) How much time should be spent on each part of the interview
 - b) Developing and presenting consistent messages about the role and the organization
 - c) Using rating scales
 - d) How to ask questions and listen for STAR (Situation, Task, Action, Results) answers
 - e) How to use interview forms and take notes
 - f) Probing for additional information and evidence of critical thinking skills
 - g) Legal and illegal queries
 - h) Discussing candidates and making a hiring decision
- Leverage your in-house veteran affinity group to structure the questions, train interviewers, and participate in interviews.

Ask Appropriate Questions of Veterans

Questions to ask veterans

- 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?

Questions NOT to ask veterans

- 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?

- What's different?
 - The first list is open-ended and open to possibilities.
 - It invites the veteran to demonstrate how the competencies learned in the military will translate into this potential role.
 - The second list is not only close-ended in nature but outright illegal.
 - They may violate either Title VII of the Civil Rights Act of 1964 or Title I of the Americans with Disabilities Act.
 - Such questions are discriminatory and reveal nothing about the veteran's ability to satisfactorily demonstrate the competencies required for the role.
- How to avoid venturing into illegal territory:
 - **Ask only job-related questions.** Focus on competencies, skills, and behaviors directly related to the job description.
 - **Ask questions directly.** Veterans appreciate and respond to clarity and direct approaches. Don't beat around the bush, play games, or expect them to read between the lines.
 - **Ask questions that involve work scenarios, not personal issues.** You are there to assess the candidate's fit, not develop a personal relationship with them.

Traditional vs. CBBI Questions

Traditional Interview Question	CBBI Question	Competency Tested
<ul style="list-style-type: none"> How well do you work under pressure? Do you handle pressure well? 	<ul style="list-style-type: none"> Tell me about a time you faced stressors at work that tested your coping skills. Tell me about a time you did not handle a high-pressure situation well. 	<ul style="list-style-type: none"> Stress Management Taking Charge Planning / Priority Setting
<ul style="list-style-type: none"> How would you rate your communication skills? What have you done to improve them? 	<ul style="list-style-type: none"> Give me an example of when you were not as successful in your oral communication as you would have liked to have been. What did you learn from that situation that caused you to improve your communication skills? 	<ul style="list-style-type: none"> Oral Communication Learning Listening
<ul style="list-style-type: none"> With what kind of people do you like to work? With what kind of people do you have difficulty working? 	<ul style="list-style-type: none"> Describe how you handled a situation involving others with different values, beliefs, or ideas. 	<ul style="list-style-type: none"> Valuing/Encouraging Diversity Respect for Others Teamwork
<ul style="list-style-type: none"> What motivates you to put forth your best effort? 	<ul style="list-style-type: none"> We all get assignments we would prefer not to do. Give me an example of when that happened to you and how you managed to get it done. 	<ul style="list-style-type: none"> Motivation Flexibility / Adaptability Perseverance
<ul style="list-style-type: none"> How do you make a sale to a demanding customer? 	<ul style="list-style-type: none"> Tell me about your most challenging customers. How were you able to work with them? 	<ul style="list-style-type: none"> Sales Understanding Others Political Awareness/ Savvy
<ul style="list-style-type: none"> What process do you use to solve problems? 	<ul style="list-style-type: none"> Give me an example of a difficult problem you faced and how you went about solving it. 	<ul style="list-style-type: none"> Creativity / Innovation Problem Solving Results Orientation
<ul style="list-style-type: none"> What are your strengths? 	<ul style="list-style-type: none"> Describe a time when one of your strengths enabled you to be successful. What did you learn from that situation? 	<ul style="list-style-type: none"> Self-Awareness Personal Growth Perspective

Assuming your interviews follow a typical sequence of a screening interview followed by in-person interviews, see www.matthewjlouis.com for free downloadable CBBI-based templates of both

Conducting Interviews

- Recognize that this may be the first time veteran candidates have had to interview for a role. They will be nervous and not know what to expect. They may struggle to translate what they've done in the military, may use military acronyms and courtesies, and may struggle to relate their accomplishments in the first person.
- Some empathy will go a long way. Consider these tactics:
 - Include a member of your veteran affinity group when conducting all interviews.
 - Acknowledge and show respect for their service. A simple thank-you will do the job.
 - Be transparent; describe the interview process for this specific interview and the overall series of interviews to set expectations.
 - Use ice-breakers and make them feel comfortable. Do you know someone who is or was in the military? Say so.
 - Describe your organization's support of veteran efforts and programs designed to support their successful acclimation and assimilation. Make sure to highlight any programs that support veteran spouses.
 - Describe how your organization's values align with those of the military.
 - Use a similar approach in interviewing military spouses.
 - Avoid judgments regarding the frequency of job changes and relocations. Military members and their spouses follow orders for a good reason, and those orders are almost always outside their control.

Translate Components of Your Offer

- Veterans will neither understand nor appreciate all aspects of a compensation package.
 - While in uniform, the government automatically provides health care, housing, meals, uniforms, and incentive pay for pilots and others in combat zones, etc.
 - Service members may never have considered the quantifiable impact of their many valuable benefits. And they have little understanding of what a comprehensive compensation package might look like outside the military.
- Providing a **Summary Comparison of Military & Civilian Benefits** will help them identify, quantify, and qualify the differences between your offer and the components of their military compensation.
 - The more candidates know about the details of your offer, the fewer declinations you may receive and the better retention you may realize.

See www.matthewjlouis.com for a free, downloadable, robust template of the Summary Comparison of Military & Civilian Benefits

Military Benefit	Value	Civilian Equivalent	Value
Income			
Salary	\$\$\$	Base salary	\$\$\$
Basic Allowances for Subsistence/Housing (BAS, BAH)	\$\$		
Awards, recognition		Bonus, commissions, profit sharing (variable component)	\$\$\$
Other Allowances (i.e., flight pay, combat pay, clothing, family separation)	\$		
Veterans' Compensation for Service-Connected Disabilities*	\$\$		
Healthcare			
TRICARE, Basic medical benefits package, Access to VA medical centers*, Health Care Benefits for Dependents (CHAMPVA)*, VA Care in the Community*	\$\$	Medical Insurance	\$\$
SGLI, VGLI*, Gratuitous Service-Disabled Veterans Insurance (ARH)*, Service-Disabled Veterans Insurance (S-DVI)*	\$	Life Insurance	\$
Family Servicemembers' Group Life Insurance Coverage (FSGLI), Parents' Dependency and Indemnity Compensation (DIC), Survivors' Dependency and Indemnity Compensation (DIC)	\$	Life Insurance for dependents	\$
Etc.		Etc.	

Summary Comparison of Military and Civilian Benefits (*excerpt*)

Translate Components of Your Offer (cont.)

- Use the **Compensation & Benefits Comparison Summary** to highlight the applicable portions of the Summary Comparison of Military and Civilian Benefits and share it with the veteran candidate.
 - The candidate may use the last column (or further expand the table) to compare your offer with others.
 - To ensure an apples-to-apples comparison, net all quantitative benefits of federal, state, and local taxes.
- Highlight these elements:
 - The amount and value of benefits realized while serving and afterward are significant.
 - Compensation packages include many benefits (beyond salary) and have (potentially significant) value.
 - A chart that summarizes the relative value of these benefits, when compared apples-to-apples with the military and potentially competing offers, can significantly aid their decision-making process.
 - Items included in your offer represent a starting point. Given potential opportunities to advance within your organization, the quantity and quality of compensation and benefits will increase accordingly.

Compensation Category			Compensation and Benefits Comparison		
			Military	Your Offer	Competing Offer
Income	Salary (NET OF TAXES)	Base			
		Variable			
		Advance			
Healthcare	Insurance	Medical Insurance			
		Life Insurance			
		Life Insurance for dependents			
		Accident Insurance			
	Disability	Umbrella Insurance			
		Short-term disability			
		Long-term disability			
	Other	Prescription Plan			
		Dental Plan			
		Vision Plan			
Legal Plan					
Etc.	Etc.	Etc.			

Compensation and Benefits Comparison Summary (*excerpt*)

See www.matthewjlouis.com for a free, downloadable, robust template of the Compensation & Benefits Comparison Summary

Help Veterans Understand Your Culture and Organizational Expectations

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

Exercise

- Veterans will likely not have worked in civilian environments and will be unfamiliar with the differences between the military's culture and yours.
- It would benefit you to provide them a summary chart of cultural dimension differences and facilitate a discussion with one of your veteran affinity group members.

Support the Veteran Decision-making Process

- Likely the first time veteran candidates have faced this many considerations in deciding on their career. Pondering all of these tends to cause significant undue stress for them and their spouses.
- You can help intervene in this crisis-like environment by providing a way for them to arrive at their decision in a way that minimizes emotion.
 - In doing so, you will likely earn some goodwill that may sway the candidate your way.
 - Worst case, the provision of the Prioritization Matrix below will result in a faster decision, enabling you to allocate your limited bandwidth to other viable candidates and tasks.
- Also consider making members of your staff available (especially fellow veterans and members of the organization’s veteran affinity group) to answer any questions the candidate or their family might have at any point in their decision-making process.
 - Make their contact information available via an application portal and provide a thorough list of answers to frequently asked questions (FAQs).
 - Emphasize what the future could hold beyond the role they are applying for. Help the candidate see themselves as a successful hire and what that could entail for them in the long term.

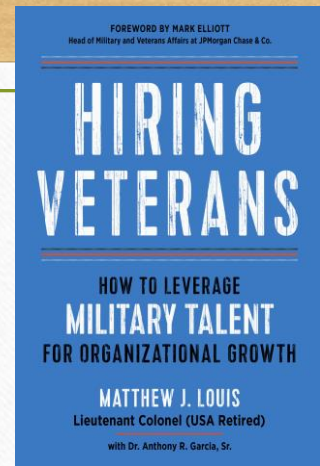
		Employer Options			
Criteria	Ranking	Employer A	Employer B	Employer C	Employer D
Career Field Match	5	3	9	9	1
Leadership Potential	3	3	3	1	3
Compensation	4	9	9	3	9
Travel Requirements	2	1	3	9	1
Culture Match	5	3	9	1	3
Benefits Package	4	9	9	3	9
Etc.					
	Outcome	113	177	95	103

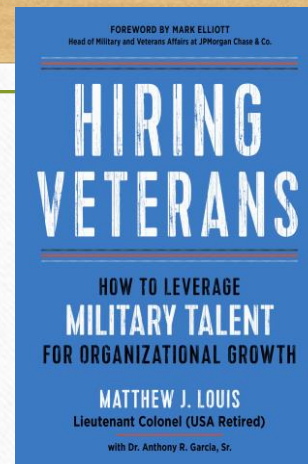
Prioritization Matrix

Download a free version of this matrix from my website
www.matthewjlouis.com

Keys To Success

- Ensure a member of the organization's veteran affinity group participates in all interviews of veterans.
- Ensure all interviewers are trained on how to conduct interviews with veterans, what questions to ask, and what questions not to ask of veteran candidates.
- Use competency-based behavioral interviewing (CBBI) questions when interviewing veterans.
- Use standard interviewing forms that leverage a CBBI approach.
- In conducting interviews, make veterans feel comfortable by acknowledging their service, being transparent, using ice-breakers, and relating your organization's support for veterans' efforts.
- To set expectations, veteran candidate interviews and offers will require more detail than a typical new hire.
- Ensure veterans understand the components of your compensation package on an apples-to-apples basis.
- Make the culture of your organization transparent to veteran candidates. Consider pre-employment testing to ensure a proper fit.
- Help veterans take the emotion out of deciding on your offer.



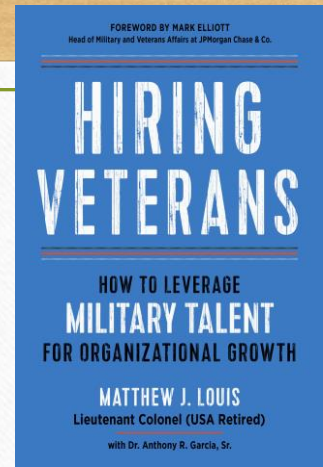


Homework

- Incorporate the screening and in-person interview forms into your veteran interview process
- Use the compensation and benefits comparison summary template to inform your employment offers to veteran candidates
- Use prioritization templates to compare/prioritize candidates

Check out *Hiring Veterans* for...

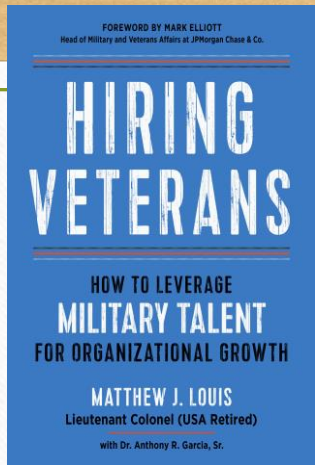
- Guidance on how to overcome employees that struggle to support the program
- Perspective from organizations with successful veteran hiring programs
- Detailed review of these topics
- Additional resources to support your veteran support program





Check out www.matthewjlouis.com for...

- Screening interview form
- In-person interview form
- Detailed comparison of military & civilian benefits
- Compensation & benefits comparison summary template
- Prioritization matrices template
- Military-to-Civilian thesaurus
- *Hiring Veterans* bibliography
- Articles, podcasts, and other presentations on these topics



Additional Resources

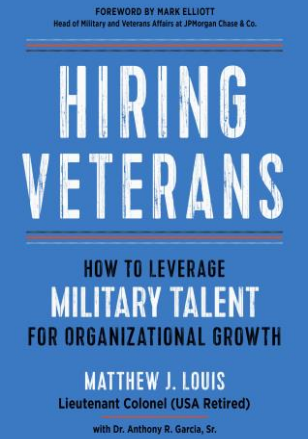
Resource	Description
High Impact Interviewing Questions: 701 Behavior-Based Questions to Find the Right Person for Every Job By Victoria Hoevemeyer	Guide to having job candidates describe specific, job-related situations to gain a clearer picture of past behaviors and more accurately predict future performance
Veterans Benefits for Dummies By Rod Powers	Outlines various programs that government agencies have in place as well as the procedures for filing applications, claims, and appeals for these benefits
Mission Transition: Navigating the Opportunities and Obstacles to Your Post-Military Career By Matthew J. Louis	Practical guide for veterans and service members that illuminates ways in which employers can understand and support their transition from the military.
Military-to-Civilian: Success for Veterans and Their Families By Ronald L. Krannich, Ph.D.	Guide for transitioning from the military to the civilian world.
Comparison of Military & Civilian Benefits Compensation & Benefits Comparison Financial Needs Exercises Budget Pro Forma Template Military to Civilian Thesaurus Prioritization Matrices (https://matthewjlouis.com/resources/)	Several free resources available to you at my website.

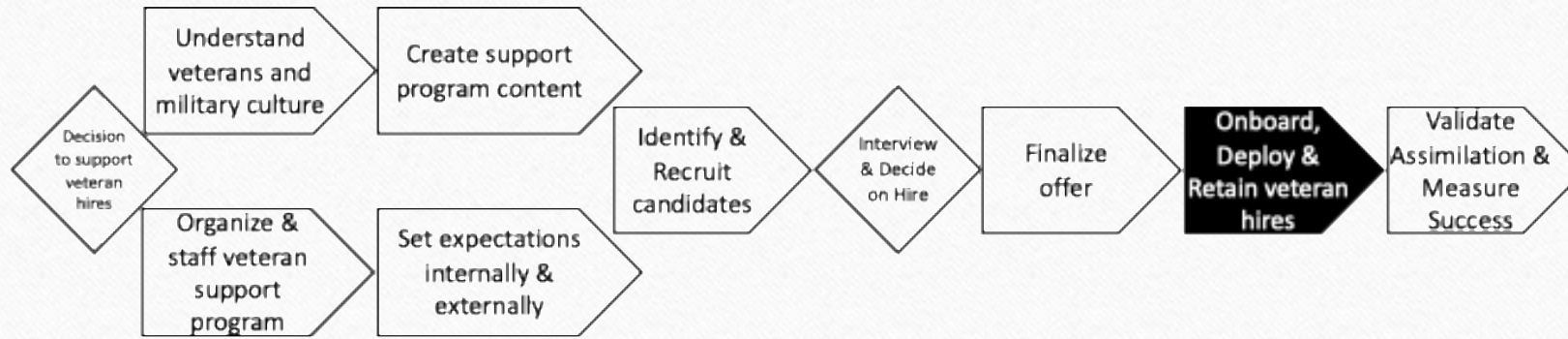
Instructor Contact Information

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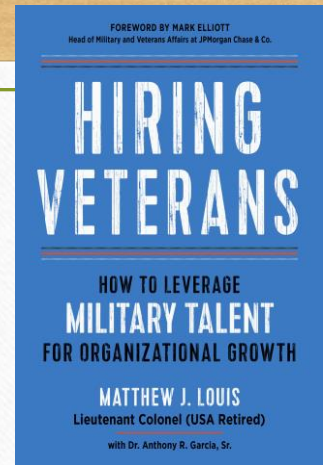
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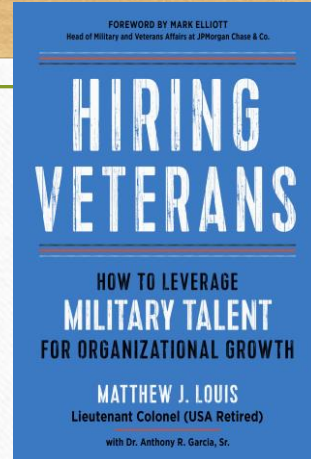




Course 9

Onboard, Train, and Retain Veteran Hires

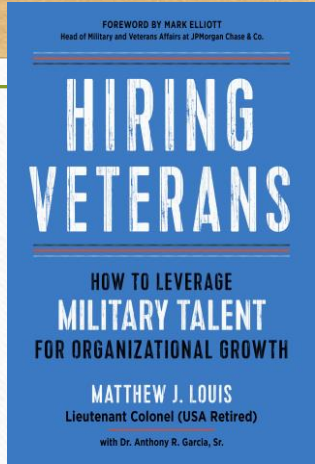




Course Objectives

Course Objectives	Results/Outcome Expected
Welcome, onboard, and train new veteran hires	Expedited assimilation Increased productivity Improved retention rates Improved national security
Facilitate integration with the rest of the employee base	
Deploy and develop veterans	
Facilitate veteran business resource groups and mentoring programs	
Manage members of the Guard and Reserve	
Utilize tactics to improve retention rates	

Recommended Materials



Reading

- *Hiring Veterans*, Chapter 8

Supplies

- Notebook / diary
- Pen / pencil

Technology/Tools

- Computer with standard software
- Web access to <https://www.matthewjlouis.com>

Resources

Web & Software Tools

www.MatthewJLouis.com
for

- Tools
- Templates
- Worksheets
- Calculators
- Samples
- Downloads



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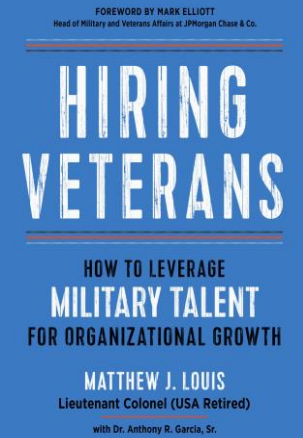
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Why Organizations Struggle to Retain Veteran Talent

- Most organizations don't bother to onboard their new veteran hires or train their supervisors.
 - A Korn Ferry survey found that **52% of organizations did not provide onboarding or transition support** to new veteran employees.
 - A U.S. Chamber of Commerce Foundation's Hiring Our Heroes project found that “**more than 80% of companies lack specialized training** to help civilian employees and staff relate to veterans.”
- The Institute for Veterans and Military Families (IVMF) at Syracuse University identified the reasons veterans most frequently cited for leaving their first post-military role:
 - Lack of career development
 - Lack of meaningful or challenging work
 - Inadequate professional development

Providing needed training and transparently addressing these causes of turnover in your onboarding program will go a long way

Sample Timing of Program Content Delivery by Vet Population Type

Exercise

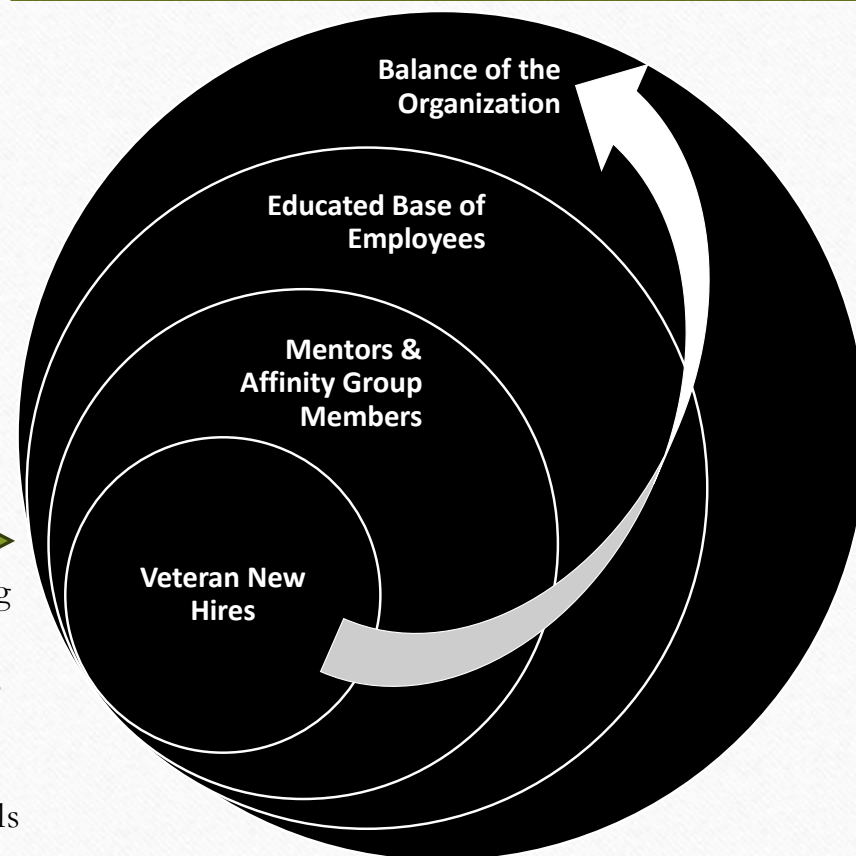
As documented in Course 5, appropriately sequencing and tailoring the delivery of **welcoming, onboarding, and training** content will be critical to optimally impacting its intended audiences

Veteran Population Type	Hire without industry experience	Hire with industry experience	Hire from under-graduate school	Hire from graduate school	Retiree hire
Week 1	• Welcome briefing		• Informal supervisor check-in		
Month 1	• Onboarding training	• Personal goal identification	• Informal supervisor check-in		
Month 2	• Executive Champion meeting • Paired w Mentor	• Executive Champion meeting • Paired w Mentor (optional)	• Informal supervisor check-in		
Month 3	• Veteran Affinity Group Briefing	• Mentor touch-point (optional)	• Informal supervisor check-in		
Month 4	• Affinity Group Activity		• Formal supervisor feedback		
Month 5	• Mentor touch-point • Veterans Assimilation Training	• Affinity Group Activity • Veterans Assimilation Training (optional)	• Affinity Group Activity • Veterans Assimilation Training		
Month 6	• Mentor touch-point • Informal supervisor check-in	• Mentor touch-point (optional)	• Informal supervisor check-in • Affinity Group Activity		
Month 7	• Mentor touch-point • Affinity Group Activity	• Mentor touch-point (optional)	• Affinity Group Activity		
Month 8	• Affinity Group Activity		• Formal supervisor feedback		
Month 9	• Mentor touch-point • Informal supervisor check-in	• Informal supervisor check-in	• Affinity Group Activity		
Month 10	• Mentor touch-point • Affinity Group Activity	• Mentor touch-point (optional)	• Affinity Group Activity		
Month 11	• Mentor touch-point • Affinity Group Activity	• Mentor touch-point (optional)	• Affinity Group Activity		
Month 12	• Affinity Group Activity		• Formal supervisor feedback		

Welcoming New Veteran Hires

- Should be a momentous occasion - something new hires will fondly recall.
- Ideally, the senior-most sponsor welcomes new hires, reinforcing the organization's commitment to veteran inclusion.
- Consider including new hires' family members to help build a sense of community and tribal behavior.
- Then facilitate an introduction to the new hire's manager to align expectations for the role and reinforce messages about career paths in the organization and promotion or pay-raise requirements.
- Finally, have the new hire meet their assigned mentor, the veteran affinity group leadership, and any other supportive networking contacts within the organization.
- The idea is to quickly engage the new hire with a tribe of supporting resources. These resources will foster the tribal behavior that is crucial to retaining this talent pool.
 - Personal attention and frequent engagement are essential to successfully crossing the "last mile" of a veteran's transition journey.
 - The speed with which a veteran new hire assimilates into an organization and its culture directly impacts their retention rates.
 - The veteran new hire's first-line leaders bear responsibility for helping them integrate into the "uneducated" balance of the employee base – those individuals who have not undergone formal training on veterans and their culture.

See *Hiring Veterans* for a detailed business case for hiring military spouses and details on the DOW's Military Spouse Employment Partnership



Veteran Networking Assimilation Process

Onboarding New Veteran Hires


- Onboarding should follow the welcome promptly and, ideally, include the new hire's spouse.
 - Military spouses are accustomed to engaging in benefit processes.
 - But most civilian organizations don't include spouses in onboarding, and veterans may not share critical information gleaned from such meetings.
 - Short-circuit those issues by simply including the spouse. In doing so, you may identify yet another under-utilized talent pool.
- Ensure that all new veteran hires are identified from the outset.
 - Some may have been missed in the interviewing phase or may not have self-identified.
 - While you can't ask directly about a person's protected status, there is nothing wrong with asking whether someone has ever served in the military or simply asking them about their background.
 - In-house veterans are exceptionally skilled in facilitating such conversations, so please leverage them.
 - Once identified, consider welcoming those veterans as above.
 - And, once identified, remember to complete all required affirmative action reporting.
- Use Course 5 content to conduct formal onboarding within the new hire's first 90 days. Highlight differences in:
 - Values and culture
 - Leadership and communications styles
 - Organizational structure
 - Compensation and benefits, rewards and recognition systems
 - Feedback systems and career planning processes
 - Networking, influence, and change processes
- Ensure execution of these critical activities:
 - The assignment of a peer-level sponsor (aka, a "buddy"). A sponsor is not a mentor.
 - The assignment of an executive-level mentor for at least 12 months.
 - Candid conversations with their supervisors about expectations for their first 90 days.

Training New Veteran Hires & Their Supervisors

- Consider ongoing training following the onboarding curriculum with a blended audience of veterans and civilians.
 - The goal is to gradually increase competence in all of these areas by periodically applying training designed to further develop skills in each.
 - Ideally, such curricula exist for each level and role within the organization
- Use Course 5 content to educate the new veteran hire's management team on the following topics:
 - Understanding veterans and the military
 - Welcoming and onboarding military new hires
 - Setting expectations for military new hires
 - Communicating with military new hires
 - Training military new hires
 - Coaching/providing feedback to military new hires
- Educate new veteran hires on these career management and professional development topics:
 - Industry-specific skills and expertise relevant to the organization and its competitors
 - Business-specific expertise regarding the organization's products or services
 - Function-specific expertise that allows the individual to improve in their assigned role(s) continually
 - Overall leadership abilities and their application in the above three areas

See www.matthewjlouis.com for a list of lessons for new veteran hires and sample military feedback forms for their supervisors.

Deploying and Developing New Veteran Hires

- Supervisors must deploy new veteran hires into roles that align with each individual's competencies to optimize their talents. In doing so, consider demographic details of – and trends within - the military population. 
- Consider these veteran deployment strategies:
 - Assign them roles aligned with the organization's strategic goals and objectives. Doing so will allow them to see how the organization's purpose relates to their efforts.
 - Directly reinforce the role's meaning and purpose for each individual. Help each person see their connection to the larger whole.
 - Set challenging goals for them, incentivize achievement, and identify role models who succeeded in similar capacities.
 - Set expectations for the frequency of feedback, appraisal cycles, reward systems, and career paths.
 - Tell them what potential career paths look like and what they need to do to make it to the next level (assuming that is their goal).

Demographic Detail	Rank upon exit from the military	
	Enlisted (82% of the population)	Officers (18% of the population)
Educational Profile	<ul style="list-style-type: none"> Bachelor's Degree (8%) High School Diploma or Equivalent (92%) 	<ul style="list-style-type: none"> Bachelor's Degree (42%) Graduate Degree (41%)
Typical Strengths	<ul style="list-style-type: none"> Supervisory skills Training facilitation Technical expertise 	<ul style="list-style-type: none"> Managerial skills Project management Leadership experience
Largest military occupational groups	<ul style="list-style-type: none"> Engineering, Science, and Technical (15%) Combat Specialty (14%) Vehicle and Machinery Mechanics (14%) Transportation and Material-Handling (12%) Electronic and Electrical Equipment Repair (11%) 	<ul style="list-style-type: none"> Engineering, Science, and Technical (23%) Transportation (19%) Combat Specialty (15%) Executive, Administrative, and Managerial (12%) Healthcare (11%)

Veteran Population Demographic Details

Exempt Hires	Non-exempt Hires	Both
<ul style="list-style-type: none"> More likely to succeed at upper-level positions Greater geographic flexibility upon hire Less difficulty (compared to non-veterans) adapting to larger companies Progressively less willing to relocate as they rise in the organization 	<ul style="list-style-type: none"> Less call-in absenteeism More likely to convert from part-time to full-time employment Higher exit rates; i.e., pursuing other opportunities or returning to school. 	<ul style="list-style-type: none"> More promotions than non-veteran peers Fewer disciplinary actions More willing to stay in roles for more extended periods


Behavioral Trends of Exempt and Non-exempt Veteran Hires

Facilitating Veteran BRGs & Mentoring Programs

There are two requirements for successfully facilitating your veteran support program:

- Thoroughly train your senior Human Resources managers to be effective champions.
 - These individuals must be fluent in all aspects of veteran benefits and be able to act as an in-house “One-stop”: someone that a veteran employee can approach with questions about any issues they might face – health care (mental or physical), housing, finance, GI Bill questions, and VA services.
 - These individuals need not be veterans, but they should be active stewards of their cause and advocate for them within the organization.
 - Ideally, they have relationships with both local and national veteran service organizations that could support their employees.
- Ensure your veteran BRG leadership proactively engages with the group, encourages participation, and enables regular meetings – some of which are in-person.
 - Such activity results in the kind of tribal behavior that is the goal of such affinity groups and benefits newcomers and old-timers alike, albeit in different ways.
 - Newcomers acclimate and assimilate more quickly
 - Old-timers benefit from strengthening existing bonds and trading best practices to further the group's aims
 - Such benchmarking is especially important – and works exceptionally well - in larger organizations with geographically dispersed locations, where individuals do not meet frequently.

Managing Members of the Guard & Reserve

- More than half of veterans will elect to extend their service in the Guard or the Reserve. There are compelling benefits for doing so. 
- But their regular drills and periodic active duty obligations may complicate your scheduling.
- This necessitates robust policies to successfully manage members of the Reserve Component, which will further enhance your brand.
- Encourage your veteran BRG to play the role of “rear detachment support” when a member of the Guard or Reserve is activated or deployed.

Educational	Financial	Quality of Life
<ul style="list-style-type: none"> • Tuition Assistance • College Credit • Montgomery GI Bill – Selected Reserve • On the Job Training • Post-9/11 GI Bill • Student Loan Repayment • Reserve Educational Assistance Program (REAP) • VA Veteran Readiness and Employment (VR&E) 	<ul style="list-style-type: none"> • Extra Income • Grocery & Department Store Privileges • Low-Cost Insurance • Health Care – Medical & Dental • Pension • Potential Bonus • Disability Compensation • VA Home Loan Guaranty • VA Burial & Memorial Services • Military discounts • Tax deductions for RC job-related expenses • Differential Pay (from some employers) 	<ul style="list-style-type: none"> • Sense of self-worth • Service to the nation • Camaraderie • Direct Transfer from Active Duty • Doing the Extraordinary • Keep Their Rank • Networking • No Need to Move • Access to: <ul style="list-style-type: none"> ○ Fitness Centers ○ Chaplain Services ○ Child Care Services ○ Financial Counseling ○ Family Centers ○ Legal Assistance ○ Recreation Facilities

Summary of Reserve Component Benefits

- Maintain contact with families, including those returning to their home of record during the deployment.
- Furnish important information to families regularly. Answer their questions and concerns.
- Attend and support any family group activities. Coordinate social activities to build and sustain morale and camaraderie.
- Provide families with administrative support. Resolve issues by referring them to appropriate military or community agencies.
- Conduct counseling as required.
- Coordinate with American Red Cross regarding emergency information on the deployed personnel and family members.
- Maintain a record of contacts, actions taken, and follow-ups with families.

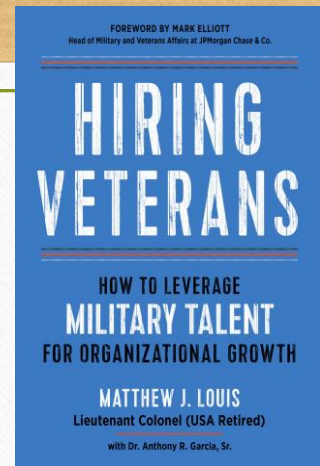
Managing Members of the Guard & Reserve

In composing policy, consider the rights that regulations enable you to manage Reserve Component (RC) members:

- You may request that some of your workers be named “key employees” who cannot mobilize.
- The DoD is obligated to proactively engage employers with relevant USERRA information based on the Civilian Employment Information (CEI) that RC members provide.
 - Should that fail, engage the Employer Support of the Guard and Reserve organization (ESGR)
 - ESGR is a DoD program that promotes cooperation and understanding 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.
- Per DoD Instruction 1205.12, RC members must fulfill the following obligations to be eligible for reemployment rights under USERRA:
 - Provide notice to their employer of the pending military service, preferably in writing and at least 30 days before departure.
 - Provide a return notification letter to their employer, samples of which you can find at ESGR.
 - Provide documentation of service performed to their employer.
 - Limit cumulative absences to no more than five years per employer.
 - Not be separated from the service under a disqualifying discharge.
- **The burden of proof of discrimination under USERRA rests with the veteran.**
- There is no obligation to continue full or differential/partial pay during an RC member's absence, although many leading companies have such policies.

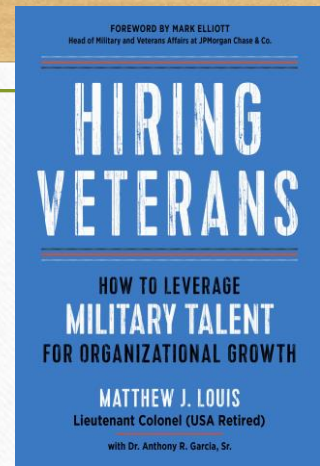
Keys To Success

- Acceptance of the offer should not end your veteran support efforts. Ensure a sequential assimilation approach that begins with peers and trained organizational leaders.
- Invest appropriately in onboarding and career development of veteran hires to support retention efforts.
 - Ensure new veteran hires are assigned a mentor and a peer sponsor.
 - Ensure new veteran hires receive regular and substantive feedback.
 - Administer an in-house “one-stop” support center for veteran employees.
- Training civilians on veterans is just as important as the inverse.
- Transparency is the best policy in onboarding and professional development activities.
- Capitalize on the opportunity that military spouse hires represent.
- Fully support the ongoing service of Guard and Reserve employees, especially during times of activation and deployment.
- Take advantage of federal resources to supplement your onboarding and training activities.
- Consider rotational programs for the initial assignments of newly hired veterans.
- Track veteran performance and retention metrics to understand which tactics and investments provide the greatest return.



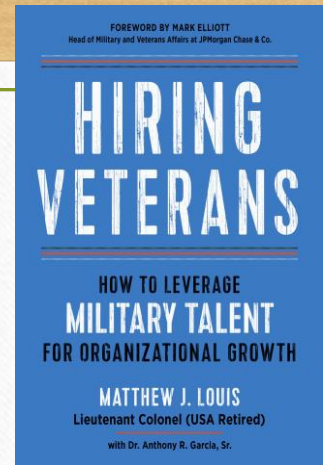
Homework

- Appropriately sequence the tailored delivery of welcoming, onboarding, and training content
- Review the efficacy of your new veteran hire deployment and development practices
- Review the efficacy of your processes for managing employees in the Guard or Reserve
- Apply the tactics successfully used by case study organizations in *Hiring Veterans* for improving the retention rates of new veteran hires
- Share my lessons for veteran new hires with your veteran new hires
- Refer to sample military feedback forms in shaping counseling sessions with your new veteran hires



Check out *Hiring Veterans* for...

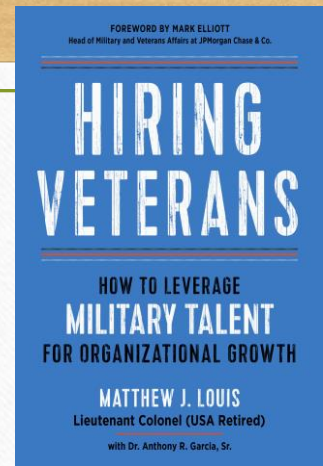
- A detailed business case for hiring military spouses
- Details on the Department of War's Military Spouse Employment Partnership
- Details on how the 2008 operationalization of the Reserve Component has impacted its value proposition for both new veteran talent and your organization
- Examples of tactics organizations use to improve new veteran hire retention rates
- Perspective from organizations with successful veteran hiring programs
- Detailed review of these topics
- Additional resources to support your veteran support program





Check out www.matthewjlouis.com for...

- Lessons for new veteran hires
- Sample military feedback forms
- Military-to-Civilian thesaurus
- *Hiring Veterans* bibliography
- Articles, podcasts, and other presentations on these topics



Additional Resources

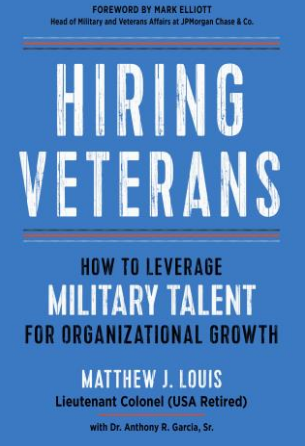
Resource	Description
High Impact Interviewing Questions: 701 Behavior-Based Questions to Find the Right Person for Every Job By Victoria Hoevemeyer	Guide to having job candidates describe specific, job-related situations to gain a clearer picture of past behaviors and more accurately predict future performance
Competency Model Clearinghouse (https://www.careeronestop.org/CompetencyModel/)	DOL industry-specific models that define competencies needed to succeed therein
Society of Human Resource Management (SHRM) (https://www.shrm.org)	Global nonprofit whose mission is to empower people and workplaces by advancing HR practices and by maximizing human potential
Employer Support of the Guard and Reserve (ESGR) (https://www.esgr.mil)	Organization that advocates for employers within the Department of Defense
Institute for Veterans and Military Families (IVMF) (https://ivmf.syracuse.edu)	Nation's first interdisciplinary academic institute focused on advancing the post-service lives of the nation's military veterans and their families
VA for Vets (https://www.vaforvets.va.gov/vaforvets/hr/Pages/default.asp)	Offers HR professionals services that help recruit veteran talent to the civilian workforce, ensure they acclimate to the culture, and have the resources needed to continue their military service.

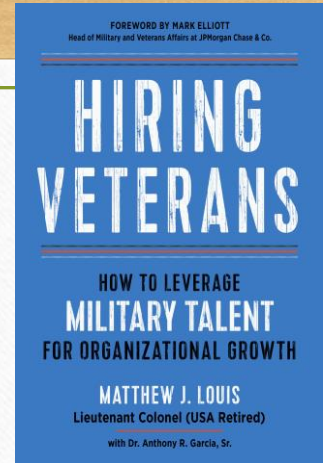
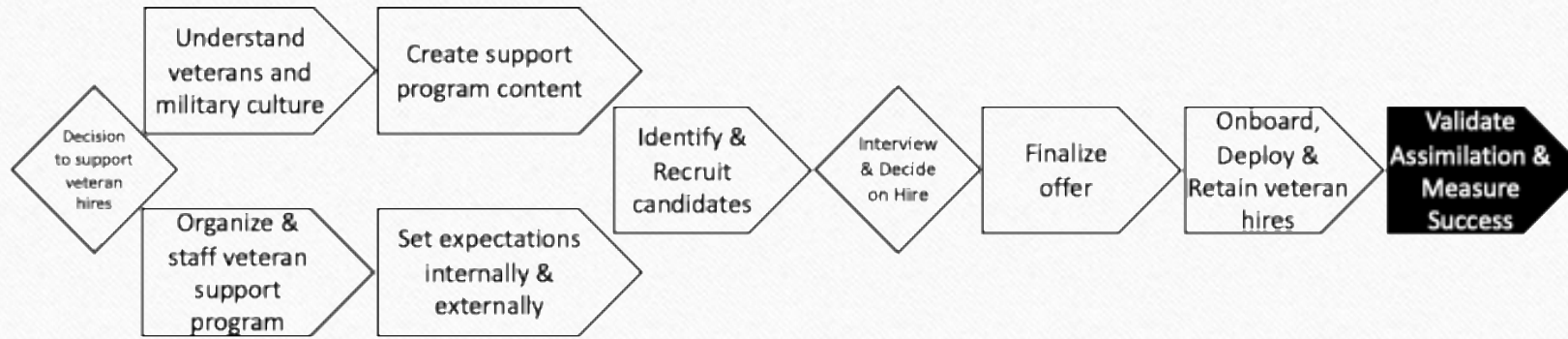
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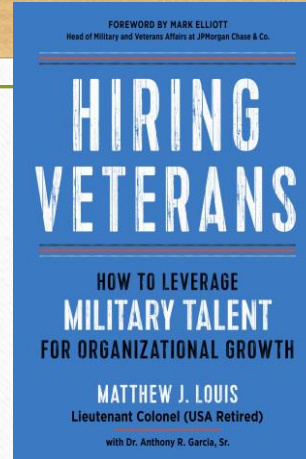
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Course 10

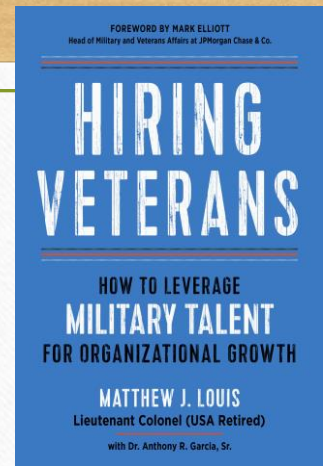
Validate Assimilation, Measure Success, and Share Lessons Learned



Course Objectives

Course Objectives	Results/Outcome Expected
Facilitate defined, periodic check-ins with new veteran hires	Expedited assimilation Improved retention rates
Monitor and report on progress against established metrics	Increased productivity
Outplace veterans	Brand enhancement
Apply for military-friendly recognition programs	
Make programmatic adjustments as needed	A continuously improved veteran support program
Share lessons learned with the broader veteran community	

Recommended Materials



Reading

- *Hiring Veterans*, Chapter 9

Supplies

- Notebook / diary
- Pen / pencil

Technology/Tools

- Computer with standard software
- Web access to <https://www.matthewjlouis.com>

Resources

Web & Software Tools

www.MatthewJLouis.com
for

- Tools
- Templates
- Worksheets
- Calculators
- Samples
- Downloads



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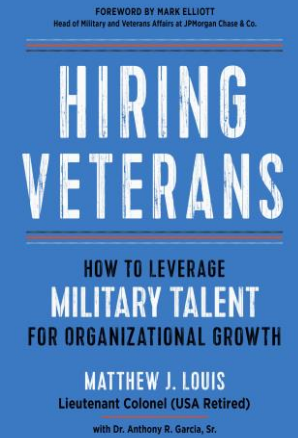
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Facilitating Defined, Periodic Check-ins With New Veteran Hires

- Retention rates improve if you can keep a veteran hire beyond two years.
- To do so, you must validate cultural assimilation, as this can be the most tenuous time in a veteran's transition from the military.
- Provide them with regular support, feedback, and mentoring, using your veteran affinity group members to foster a sense of tribal identity.
- Consider these approaches:
 - For the first few months, have affinity group members conduct a semi-formal check-in with new hires. Clear 30 minutes to discuss how things are going in their new roles.
 - Administer an organizational culture assessment to understand how new veteran hires fit the culture of the specific workplace assigned to them. Working through cultural disconnects will help the veteran and workplace leaders address issues that arise after onboarding and hiring. Consider using one of these four assessments:
 - The Organizational Culture Assessment Instrument (OCAI)
 - The Hofstede Culture in the Workplace Questionnaire™ (Hofstede CWQ)
 - The Organizational Culture Inventory (OCI®)
 - Organizational Culture Assessment Questionnaire (OCAQ)
- Refer veterans still struggling to adjust to the workplace to your organization's employee assistance program (EAP).
- Your EAP should leverage these prominent national veteran service organizations (VSOs) and civic engagement organizations.

Veteran Service Organizations

- Iraq and Afghanistan Veterans of America (IAVA)
- National Association of American Veterans (NAAV)
- Wounded Warrior Project
- American Legion
- Veterans of Foreign Wars (VFW)
- American Veterans (AMVETS)
- United Service Organizations (USO)
- Disabled American Veterans (DAV)
- Paralyzed Veterans of America
- Vietnam Veterans of America
- The VA's Center for Women Veterans (CWV)

Civic Engagement Organizations

- The Mission Continues
- Team Rubicon
- Team Red White and Blue (RWB)
- Travis Manion Foundation

Monitoring and Reporting Against Established Metrics

- To support new veteran hires:
 - Measure and report on the veteran support program's established metrics (as defined in Course 4)
 - Have senior management monitor and reward progress against those measures (as noted in Course 2)
- The formality of the reporting process must align with your corporate culture. It must:
 - Occur regularly
 - Allow for feedback and the opportunity for continuous improvement

Making Programmatic Adjustments

- Each reporting period brings the opportunity to solicit feedback from stakeholders – external and internal. Simple surveys or interviews can suffice for soliciting their inputs.
- Ensure their feedback gets recognized and used to further your efforts. If stakeholders feel their feedback offers little value, they may stop offering it.
- Their inputs, combined with the feedback from organizational leadership and benchmarking of other veteran programs, will enable a cutting-edge veteran support program.

Eliyahu Goldratt: “Tell me how you measure me, and I’ll tell you how I behave.”

Outplacing Veterans

There are two scenarios where hired veterans leave your organization: voluntarily and involuntarily.

- **Voluntary.** Don't fret over this outcome; consider this an opportunity in hiding. How you treat those departing the organization will be their last memory of it. Veterans talk, and word gets around. So, make this final memory a good one. These good stories may well produce future veteran applicants.
 - Consider offering departing veterans access to your organization's outplacement services, even if they are leaving voluntarily. Provide them a copy of *Mission Transition: Navigating the Opportunities and Obstacles to Your Post-Military Career*.
 - Incorporate a member of your veteran affinity group in the exit interview. Understand their reasons for departing, and plow those lessons back into your veteran support program.
 - Consider offering them employment alternatives, both inside and outside your organization, that better meet their needs.
 - Provide the outgoing veteran an open door should they decide to return. They might find the "grass isn't always greener" at other organizations. Knowing that they could return prevents them from burning a bridge.
- **Involuntary.** HR managers must understand that veterans are among the protected classes for equal opportunity purposes in the United States. It is illegal to discriminate in the terms and conditions of employment based on an individual's status as a veteran. Thus, it's not illegal to fire a veteran, but you can't discriminate against one (or a group of them) in doing so.
 - Be aware that veterans' preference plays a role in federal reductions in force (RIFs)
 - See *Hiring Veterans* for details

Good goes around. Be good!

Applying for Military-Friendly Recognition Programs

Recognition of your veteran support program will help embellish your organization's brand, which, in turn, will improve your standing in the eyes of prospective veteran hires. Consider applying to several of these annual awards:

- The Department of Labor's HIRE Vets Medallion Program
- Employer Support of the Guard and Reserve (ESGR) awards
 - Patriot Award
 - Spouse Patriot Award
 - Seven Seals Award
 - Above and Beyond Award
 - Pro Patria Award
 - Extraordinary Employer Support Award
 - Secretary of Defense Employer Support Freedom Award
- Thayer Leader Development Group & Chief Executive Magazine's Patriots in Business Award
- VETS Indexes Employer Awards
- National veteran nonprofit award programs
 - Disabled American Veterans (DAV) National Commander Employer Awards Program
 - American Legion's National Veterans Education & Employment Awards
- Viqtory offers an annual survey whose results would certify your organization as "Military Friendly[®]"
- Check for additional programs at the state and local levels (see state websites from Course 3)
- Enlist your veteran support program lead to apply for these awards.

Sharing Lessons Learned

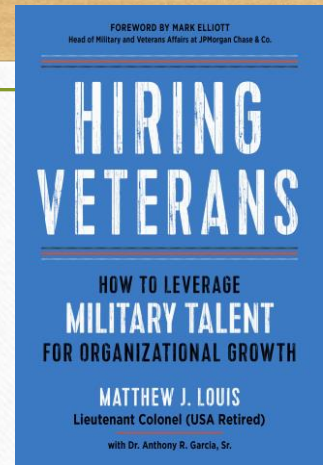
Two types:

- Those aimed at veterans themselves.
 - See my website www.matthewjlouis.com for a list of these.
 - Please have your new veteran hires add their own to this list.
- Those aimed at other organizations interested in hiring veterans.
 - *Hiring Veterans* is chock-full of these (see the “Companies in the Cockpit” call-out boxes throughout the book).
 - Please add your lessons to the list on my website, www.matthewjlouis.com.
 - Consider a few lessons from leading commercial organizations:
 - Procter & Gamble’s veterans’ affinity group conducts an annual cultural survey across the company to understand the impact of its approach.
 - Schlumberger regularly visits the Pentagon and the White House to share what the company does for its veterans.
 - Many organizations participate in the annual National Veteran Workforce Development Conference (NVWDC), which highlights best practices in veteran workforce development and employment.
 - Federal hiring managers might consider:
 - Following the regular postings on the Chief Human Capital Officers Council webpage for updates on veterans’ employment issues.
 - Leveraging best practices captured in the U.S. Office of Personnel Management’s Reintegration Framework for Guard and Reserve members.

See www.matthewjlouis.com for a list of lessons learned for both new veteran hires and organizations with veteran support programs.

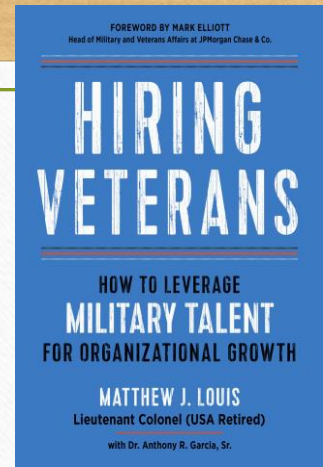
Keys To Success

- Validate the cultural assimilation of veteran new hires to get them beyond the second anniversary of their hire date. Use leading cultural assessments to augment your mentoring approach in doing so.
- Track and report on progress to ensure executive-level engagement.
- Solicit and incorporate feedback from internal and external stakeholder groups to continuously improve your program.
- Use outplacement as an opportunity to build a bridge and further improve your program.
- Apply to all available military initiative recognition programs.
- Apply for all tax incentives for which you are eligible.
- Be active in the community of organizations sharing lessons learned regarding their veteran support programs. Communal support benefits everyone.
- Provide veterans a hand up, not a handout.
- Consider incorporating an experienced external advisor to enable your program's success.

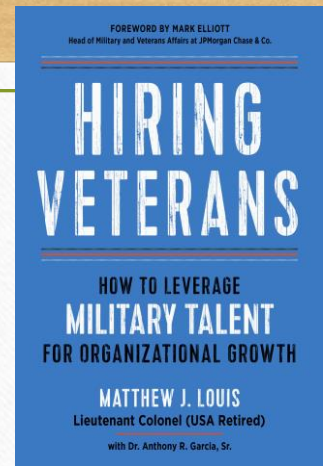


Homework

- Facilitate check-ins with new veteran hires to validate assimilation
- Report on programmatic progress and make adjustments as necessary
- Ensure processes are in place for successfully outplacing veteran hires
- Apply for any recognition programs for which you may be eligible
- Share your lessons learned. Pay it forward!



Check out *Hiring Veterans* for...

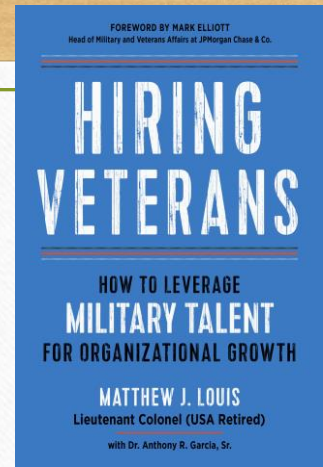


- Details on Employee Assistance Programs in federal agencies
- The VA's lengthy list of prominent national veteran service organizations that support veterans in transition
- IVMF's assessment of Executive Order 13518 - The Veterans Employment Initiative (VEI), which aimed to boost the employment of military veterans from Iraq and Afghanistan in 24 agencies of the federal government
- Details on veterans' preference in federal reductions in force (RIFs)
 - The Society for Human Resource Management's (SHRM's) guidance on minimizing risk in conducting involuntary outplacements.
 - The US Department of Labor's requirements for federal contractors.
- Additional details on military-friendly recognition programs
- Perspective and lessons learned from organizations with successful veteran hiring programs
- Detailed review of these topics
- Additional resources to support your veteran support program



Check out www.matthewjlouis.com for...

- A list of lessons learned for both new veteran hires and organizations with veteran support programs
- Additional Resources supporting the 9 Appendices in *Hiring Veterans*
- Military-to-Civilian thesaurus
- *Hiring Veterans* bibliography
- Articles, podcasts, and other presentations on these topics



Additional Resources

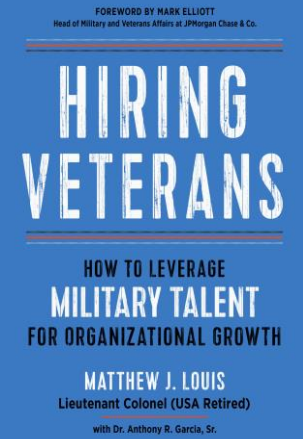
Resource	Description
WorkforceGPS Resource Library https://veteranspriority.workforcegps.org/resources	Centralized U.S. Department of Labor collection of information on state veterans programs, policies, and initiatives.
Society of Human Resource Management (SHRM) https://www.shrm.org	Global nonprofit whose mission is to empower people and workplaces by advancing HR practices and by maximizing human potential.
FedsHireVets https://www.fedshirevets.gov	U.S. Office of Personnel Management's Government-wide Veterans Employment Website.
HireVets Medallion Program https://www.hirevets.gov	Federal program that recognizes employer efforts to recruit, employ, and retain veterans.
ESGR Employer Awards https://www.esgr.mil/Employer-Awards/ESGR-Awards-Programs	Department of Defense awards that recognize employers who support their Guard and Reserve employees.
Patriots in Business award program https://chiefexecutive.net/patriotsinbusiness/	Partnership between Chief Executive Group and Thayer Leader Development Group that recognizes outstanding businesses that lead our nation in supporting active-duty military members, veterans and their families.
VETS Indexes Employer Awards https://vetsindexes.com/employer-awards/	Free annual awards program for organizations most supportive of hiring veterans.
Military Friendly® https://www.militaryfriendly.com/military-friendly-companies-overview/	Guidelines on becoming, and surveys to enable, your recognition as a "Military Friendly" organization
Mission Transition: Navigating the Opportunities and Obstacles to Your Post-Military Career By Matthew J. Louis	Practical guide for veterans and service members that illuminates ways in which employers can understand and support their transition from the military.

Instructor Contact Information

Louis Advisors, LLC
A Veteran-Owned Small
Business



Instructor web page
MatthewJLouis.com



Thank You!

...and good luck with your veteran support program!