

GUIDE TO LEADING POLICIES, PRACTICES & RESOURCES: SUPPORTING THE EMPLOYMENT OF VETERANS & MILITARY FAMILIES

Prepared by:
Institute for Veterans and Military Families, Syracuse University

From the Executive Director

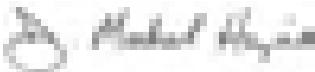
The Institute for Veterans and Military Families at Syracuse University (IVMF) is pleased to offer this “Guide to Leading Policies, Practices & Resources: Supporting the Employment of Veterans and Military Families.”

In light of ongoing and planned reductions in the size of the U.S. military, issues related to the employment situation of those who have served in uniform have been a salient public policy concern. As a result, politicians and policy-makers have espoused the important role that America’s employers can play by supporting private sector initiatives focused on creating careers for military veterans and their families. These calls to action have been warmly received by the employer community. That said, many employers have voiced an ongoing concern related to the shortage of shared and public resources positioned to facilitate the implementation of state-of-the-art human resource practices and processes supporting veteran employment initiatives.

This publication represents a response to calls for such a shared resource, and is the result of the collaborative effort of the IVMF, and more than 30 private sector employers, plus many more whose activities are reflected in the report. These leading firms and organizations agreed to share with the community of employers lessons learned and innovations with regard to recruitment, assimilation, retention, and advancement of veterans in the workforce.

It is our hope that this publication serves to empower America’s employers, large and small, to adopt a strategic and sustainable approach to the advancement of veterans in the civilian workforce. We are convinced that by doing so, both America’s veterans and America’s employers will benefit.

Respectfully,



J. Michael Haynie, Ph.D.
Executive Director and Founder
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Acknowledgements

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BAE	Health Net	Commerce
Bank of America	Humana	U.S. Department of Labor
Burton Blatt Institute	JPMorgan Chase & Co.	U.S. Small Business
CINTAS Corporation	Merck	Administration
Citigroup	PepsiCo	Walmart
Deutsche Bank	PLC Global Solutions	WILL Interactive

In addition, firms participating in the 100,000 Jobs Mission have also shared practices with the consortium of employers, and have graciously permitted the IVMF to learn from them and share these practices with the community of employers. Other companies have shared publicly with veterans' organizations, military services, and others, through their veteran-specific websites and recruiting efforts, social media, and more. Many of those efforts are reflected in this report.

We greatly appreciate the collaboration with, and support provided by, the Center for a New American Security (CNAS), with whom we co-hosted the Military Veteran Employment Leading Practices Summit aboard the USS Intrepid Sea, Air & Space Museum on Nov. 30, 2011. We wish to acknowledge Mirza Tihic, Rosalinda Maury, Jaime Winne Alvarez, Ellie Komanecky, and James Schmeling for their tireless effort conducting research for this publication. Finally, a special thanks goes to the staff of the USS Intrepid for hosting our best practices summit.

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Part I

“ I do not believe we can repair the basic fabric of society until people who are willing to work have work. Work organizes life. It gives structure and discipline to life. ”

— Bill Clinton

Executive Summary

Since 2001, more than 2.8 million military personnel have made the transition from military to civilian life. Another one million service members will make this transition over the next five years. For a great majority of the men and women that have or will make this transition, their most pressing concern is employment.

Our military veterans have conferred a great gift to all Americans through their service. Importantly, thanks to the rigorous and excellent training that our service members receive while on active duty, our veterans are well positioned to offer America's employers a great gift as well. Our nation's employers have, in essence, been handed a workforce of men and women who are highly trained and, in some cases, uniquely skilled. These are individuals who are creative, focused on the mission, can motivate a team, identify and solve problems, and deliver outcomes that will contribute positively to the bottom line. Further, military veterans are well positioned to meet the demand for a skilled workforce and through their service have demonstrated the ability to function in dynamic environments. In fact, in today's fast-paced American workplace, it's hard to imagine what's not appealing about a job candidate who really means it when he or she checks "yes" next to the box that says, "Works well under pressure."

All this said, data published by the U.S. Department of Labor (DOL) over the past four years consistently suggests that the employment situation of recent veterans

compares unfavorably to non-veterans. This raises the question, what explains this disparity, and how can it be addressed in a way that benefits veterans, communities, and the nation's employers?

One explanation is likely a lack of understanding among employers as to the underlying business case for hiring military veterans. Another contributing factor is likely a lack of understanding among hiring managers and human resources personnel as to the most efficient and effective approaches to recruit, acclimate, develop, and otherwise cultivate a robust veteran workforce. This publication is designed to address these issues, and more. Specifically, this guide has been designed to provide employers both context and insight into the idiosyncratic issues and challenges impacting the employment situation of veterans, and to open the door to leveraging public sector programs, private sector initiatives, and leading practices of civilian employers in a way that supports the adoption of a strategic and efficient approach to hiring military veterans.

Part

What This Guide Does

The “Guide to Leading Policies, Practices & Resources: Supporting the Employment of Veterans and Military Families” was developed from an employer-centric perspective, and is designed to offer a broad but focused view of the issues, challenges, and opportunities represented by the employment of military veterans. Specifically, the publication accomplishes the following:

- ▶ offers context for the employment challenges facing veterans, and also for the employer-centric barriers and facilitators related to employment of veterans;
- ▶ combines academic research grounded in human resources and organizational behavior, with the practical experiences of employers, to highlight leading practices in the employment of veterans and military family members; and
- ▶ details resources situated in both the public and private sector positioned to support employer efforts to cultivate and nurture a strategic approach to veteran employment.

Put simply, the goal of this publication is to leverage state-of-the-art research and practice to increase employment opportunities for veterans. This publication was designed to accomplish this goal in two ways.

First, the guide details a series of practice and policy issues identified by research and through our work with the employer community, as impacting veteran employment initiatives. These include:

- ▶ A Research-Informed Business Case Supporting Veteran Employment
- ▶ Implications of Corporate Culture on Veteran Employment Initiatives
- ▶ Implications of Leadership Championing of Veteran Employment Initiatives
- ▶ Overview of Human Resource Programs and Processes Impacting Veteran Employment
- ▶ Navigating Tension Between External Pressures and Internal Realities
- ▶ The Imperative of Tracking Veterans in the Workforce

Also included throughout this guide are discussions, descriptions, and case studies illustrating leading corporate practices impacting veteran employment that address:

- ▶ Recruiting and Onboarding
- ▶ Assimilation and Socialization
- ▶ Employee Assistance Programs (EAP)
- ▶ Training and Certification Issues
- ▶ Leveraging Financial and Non-Financial Resources
- ▶ Leveraging Supplier Programs

What's Next?

Further, the guide offers materials and resources, in the form of concise issue briefs and checklists, positioned to provide additional context and background related to veteran employment, and resources that can be leveraged by employers to support internal employment initiatives. These resources address topic areas that include:

- Veteran Employment
- Geography
- Gender, Age, and Race
- Disability
- Family Support
- Education Attainment
- Access to Healthcare
- Benefits
- Disability

At a time when so many industry leaders compare the business landscape to a battlefield, this effort is positioned to empower the nation's employers to act on the advantages of hiring someone who has boots on the ground experience managing the uncertainty and chaos characteristic of the contemporary business environment. As such, this publication is a means to realizing that important end.

However, we recognize that the publication of this guide is only a first step toward creating the culture change necessary to foster an environment where both veterans and employers are fully empowered. Moving forward, it is our hope and goal to build from this document a robust and dynamic set of employer-focused resources, which can be shared among those firms pursuing veteran-focused employment initiatives.

As these resources are developed and become available, they can be accessed through the IVMF web portal, <http://vets.syr.edu>. In the end, this collaborative effort will benefit our veterans, our nation's employers, and ultimately, all Americans.

The guide has been issued as a printed version, an e-book, and a PDF. Importantly, many of the issue briefs and related content described above are complemented by web-based and/or video materials that may be accessed directly from the digital version of the publication.

Part I

Introduction

In 2011, the Bureau of Labor Statistics (BLS) reported that 21.6 million living Americans have served the nation in uniform. Of this population of military veterans participating in the labor market, just under one million (8.3%) were unemployed at any given time throughout the past year. Historically, this employment situation compares favorably to the non-veteran population; that is, across the entire population of veterans participating in the labor market (all eras of service/age groups); there has not been a significant difference in the unemployment rate between veterans and non-veterans. However, this favorable comparison has not held true as it relates to the contemporary generation of military veterans.

“ In periods where there is no leadership, society stands still. Progress occurs when courageous, skillful leaders seize the opportunity to change things for the better. ”

— Harry S. Truman

Specifically, Gulf War Era II veterans (post-9/11) have experienced disproportionately higher unemployment rates compared to other veteran and non-veteran demographic segments throughout the period from 2008 to 2011. The disparity in the employment situation that exists between Gulf War Era II veterans and 1) non-veterans, and 2) veterans representing prior periods of military service, represents an important public and private sector concern for the following reasons:



Employment as a Bridge to Civilian Life:

After a decade at war, large numbers of veterans, many who have served multiple combat deployments, will be making the transition to civilian life over the next five years. Employment represents an important means through which to mitigate the uncertainty and culture-change associated with this transition. Not only does gainful and meaningful employment serve to provide economic stability throughout the transition period, but it also serves the purpose of creating a social support structure, important during the discontinuous life change represented by separating from military service. This bridge is important to both the veteran, and those connected to the veteran, including those communities.



Employment as an Antecedent to Well-Being:

Research highlights that gainful and meaningful employment is positively correlated to enhanced physical and psychological well-being. Alternatively, the inability of transitioning military members to secure gainful and meaningful employment after leaving service has been strongly linked to the myriad of dysfunctional and declining health and wellness outcomes. Those experiencing declining health and wellness outcomes will likely enter the Social Security benefit system, with its concomitant expenditure of resources, and will likely access Department of Veterans Affairs (VA) disability compensation at higher rates than employed veterans. Because these are poverty-level supports, this situation will likely contribute to even further deterioration in health and wellness outcomes.



Employment as an Agent of Socialization:

The military is an institution that relies on strong socialization processes to effectively link an individual's identity with that of the organization, an imperative given the military mission and the extreme demands placed on members of the armed forces. However, one of the most significant issues facing transitioning service members with regard to effective reintegration into civilian society is the need to find and cultivate organizational attachments that replace the sense of belonging conferred previously through their attachment to the military organization. Gainful and meaningful employment represents an opportunity to create and cultivate new organizational attachments, positioned to facilitate effective socialization into a non-military culture. (Universities and colleges may also play similar roles, but that is outside the scope of this publication.)

While the importance of gainful and meaningful employment for those transitioning from military to civilian life is somewhat intuitive, it is also important to note the opportunity inherent in this area for the nation's employers, particularly in a time of declining support for workforce training and education at all levels in the civilian sector. That opportunity is based on leveraging the unique skills, training, and experiences conferred to veterans as a consequence of their military service, in order to advance the competitiveness of American businesses. Unfortunately, to date the business case for hiring veterans has been largely informed in the public domain by non-specific clichés about leadership and mission focus.

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To be clear:

leadership ability and the strong sense of mission that comes from military service are characteristics that are highly valued in a competitive business environment. However, by themselves these generalizations have not been enough to empower U.S. employers in their hiring efforts to fully benefit from the knowledge, training, values, and experiences represented by those who have served in the military.

Importantly, the business case validating the organizational value of a veteran is supported by academic research in a way that is both more robust and more complex than leadership and mission focus alone. Specifically, academic research from the fields of business, psychology, sociology, and decision making strongly links characteristics that are generally representative of military veterans to enhanced performance and organizational advantage in the context of a competitive and dynamic business environment. In other words, the academic research supports a robust, specific, and compelling business case for hiring individuals with military background and experience.

This business case focusing on positive attributes of veterans is detailed later in this publication. However, it is important here to highlight that the community of military veterans represents for the nation's employers a robust pool of talent positioned to confer competitive advantage to those firms committed and willing to invest in cultivating a veteran-focused hiring initiative. This talent represents investment of significant

training and educational resources, including those specific to the military, e.g., the service academies with their science, technology, engineering and mathematics education; robust human resource leadership and management training at every level of supervisory responsibility; specialized technical and skills-based training; investment in civilian post-secondary education through assignments in pursuit of degrees or tuition reimbursement; and, through defense-industry specific educational institutions, such as the Defense Language Institute's foreign language training, the National Intelligence University, the National Defense University, and various other contracted and government-operated education programs. It is this context that represents the aim of this publication; that is, to both inform in theory and empower through practice the nation's employers, in a way that leverages the skills and experiences of those who have served in the military for the benefit of both the employer and the veteran.

In what follows we first provide context for the employment challenges facing veterans, and then highlight public and private sector policies and initiatives positioned to address those challenges. Next, we move to actionable practice, illustrating employment-focused initiatives and practices identified through collaboration with the private sector, in a way that opens the door to replication and continuous innovation by others working to advance veteran employment initiatives. Finally, we offer a series of issue-based discussions designed to provide supporting resources, context, and education related to policy, programs, and research that can be leveraged by employers to inform practice in the area of veteran employment.

Setting the Context

This section is designed to provide an overview of the issues and challenges that impact the employment situation of veterans. This information is provided as a means to educate civilian employers and provide context for public and private sector initiatives related to veteran employment.



Veterans and Employment

As previously cited, recent veterans are unemployed at higher rates as compared to their non-veteran peers, and this disparity is most significant in the cases of female, Hispanic, and younger veterans. A review of existing data, policy, and academic research—considered in the context of extensive interviews with both veterans and employers—suggests several possible explanations for this situation:

Skills Transfer:

The applicability of vocational skills and abilities learned in the military to a civilian work context is not always intuitive to both the veteran and the employer. Further, the transferability of skills learned in the military varies as to marketability in the civilian labor market. Robust understanding of the education and skills, and their transferability whether direct or indirect, of military veterans will enhance demand for veterans by business and industry.

Knowledge Gap:

Gaps in knowledge about the civilian employment sector among young veterans—or by career military service members who have never participated in the civilian labor market—appear to represent a significant barrier to employment. Further, gaps in employer understanding of veterans as prospective employees are pervasive, based on research and employer interviews conducted for this guide, as are misconceptions related to the civilian employment implications of continuing service obligations, and a high rate of volunteerism characteristic of many veterans.

Stigma:

Stigmas related to mental health issues that have been generalized to the veteran community appear to play a meaningful role in the unemployment situation of veterans. In a similar way, the increased number of returning veterans with unmet healthcare needs attributable to a variety of factors also represents a barrier to employment. These include mental-health care, which may need to be addressed prior to veterans actively seeking employment, or potentially through accommodations and employee assistance programs during employment. Media portrayals of veterans with post-traumatic stress disorder (PTSD), including those by uninformed media pundits, were specifically cited by employers in the context of this research, and negatively impact employer willingness to consider veteran employees.

Preparation for Employment:

Many of our youngest veterans are leaving first-term enlistments, and are often transitioning from active service directly from combat deployments. There are several apparent correlations to the high unemployment rate representative of this group. Specifically, they may not be actively seeking employment, they may not be ready for employment, or employers may perceive that they are not ready for employment. Further, the availability of unemployment compensation appears to impact some veterans with regard to the ‘urgency’ of their employment search, as might need for health care, and time for reunification with family and friends.

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Geography:

The tendency among veterans to return to their home-of-record (residence upon entering the military) after leaving military service, and importantly, the fact that many transitioning service members appear to be making the decision about where to relocate before beginning the job-search process, is reported by employers as impacting veteran-focused hiring initiatives. This tendency impacts employment for several reasons. Data suggests that rural Americans enter service at higher rates than urban Americans, in part due to lack of access to jobs and education. According to a study conducted by the Pew Research Group, 44% of those who have served in uniform since 2001 were from rural America.¹ Those who return to rural areas tend to experience challenges related to availability of suitable employment at adequate wage levels, among other issues. Particularly, enlisted service members do

not adequately consider availability of employment opportunities when deciding to return home. Recruiting efforts targeted to transitioning service members may not reach them during their transition, while they focus on a return home rather than a career opportunity.

Based on available data, interviews, and historical context, the factors noted above are most commonly cited by both veterans and employers as factors impacting the employment situation of veterans. While certainly this listing is not all-inclusive, it does serve to provide context for the employment challenges facing both stakeholder groups.

In the same way that the factors cited above impact the supply side of the employment situation of veterans, it is also important to consider trends in the labor market as they relate to industry demand for work roles that represent likely employment opportunities for veterans. These trends are detailed in the next section.

b.

Labor Market Trends Impacting Veterans Employment

In 2011,² the labor force participation rate for Gulf War Era I veterans was 83.8%, and this population experienced an unemployment rate of 7.0%. The labor market participation rate for Gulf War Era II veterans was roughly equivalent to the Gulf War Era I veterans, at 81.2% through 2011. However, Gulf War Era II veterans experienced unemployment at a rate of 12.1%. These figures compare to a labor force participation rate of 67.1% for non-veterans in 2011, and an average unemployment rate for the non-veteran population of 8.7%. This data suggests that on average, veterans participate in the labor force at higher rates than non-veterans—demonstrating a willingness

to work and to be economically engaged. That said, unemployment rates for Gulf War Era I veterans are more favorable than for Gulf War Era II.

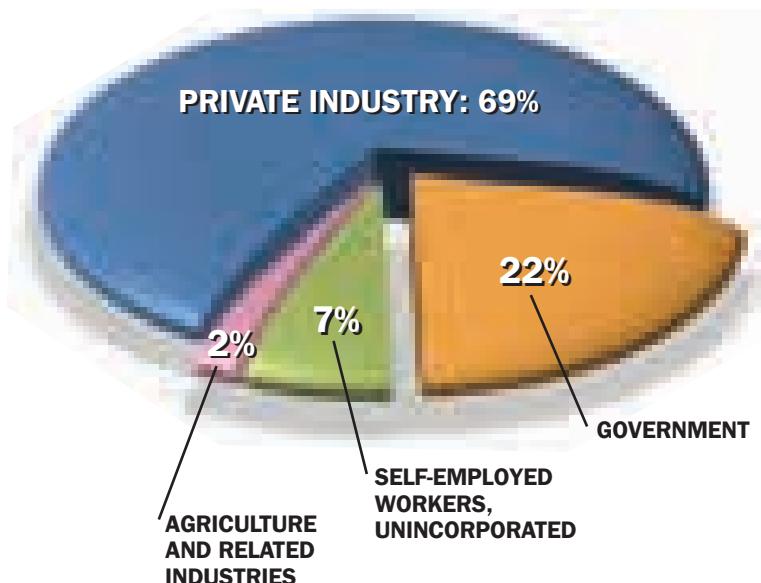
With regard to the channels through which veterans engage the labor market, the 2011 Employment Situation of Veterans report prepared by the DOL indicates that 69.5% of all employed veterans work in private, nonagricultural industries. An additional 21.7% were employed by federal, state and local governments, and 6.8% were self-employed.³

Figure 1 presents an overview of veteran employment by sector in the private, nonagricultural industries. Specifically, the top five industries employing veterans in 2011 were: manufacturing (13.0%), professional and business services (10.1%), education and health services (8.2%), retail trade (8.2%), and transportation and utilities (7.1%).

FIGURE 1: DISTRIBUTION OF EMPLOYED BY VETERAN BY INDUSTRY, 2011

PRIVATE INDUSTRY:

Manufacturing	13.00%
Professional and business services	10.10%
Retail trade	8.20%
Education and health services	8.20%
Transportation and utilities	7.10%
Construction	5.20%
Financial activities	4.60%
Leisure and hospitality	4.00%
Wholesale trade	2.80%
Information	2.40%
Mining, quarrying, and oil and gas extraction	0.90%
Other services	3.10%



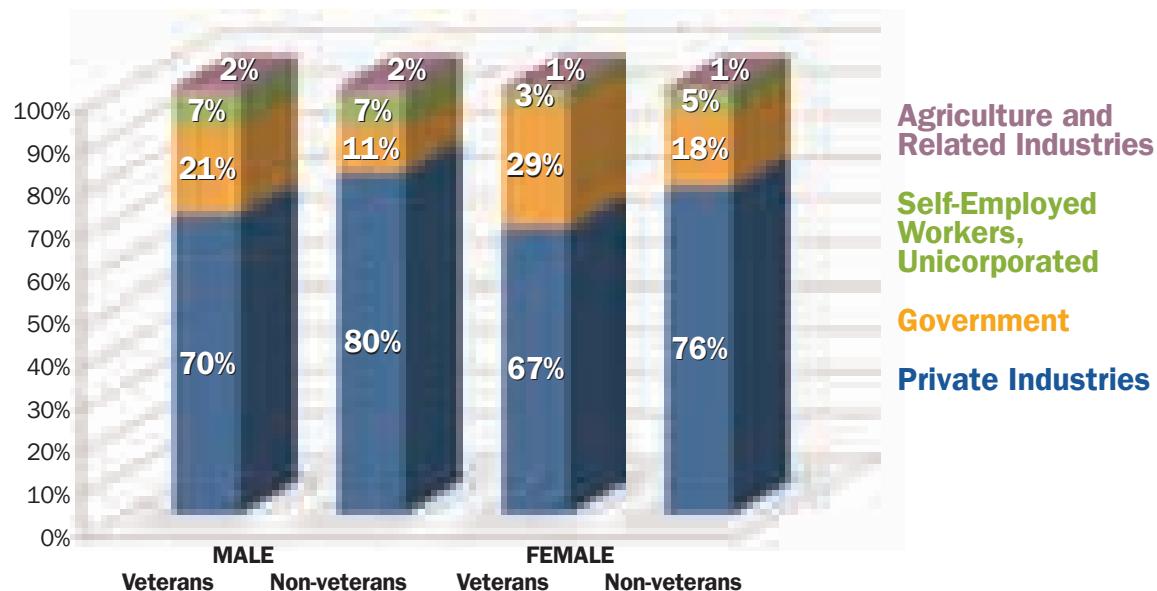
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Further, Figure 2 presents an overview of the nation's employment situation by sector, as a function of veteran status and gender.⁴ These rates are unadjusted annual averages for 2011 and represent the population of individuals ages 18 and over.

In summary, this data suggests that veterans are more likely to be employed by

government as compared to non-veterans, but the overwhelming majority of veterans are employed in private-sector, nonagricultural industries. The same amount of male veterans are self-employed (7%) compared to male non-veterans (7%), while the self-employment rate for female veterans (3%) is slightly less, as compared to non-veterans (5%).

FIGURE 2:
DISTRIBUTION OF EMPLOYED BY VETERAN STATUS, GENDER, AND INDUSTRY, 2011



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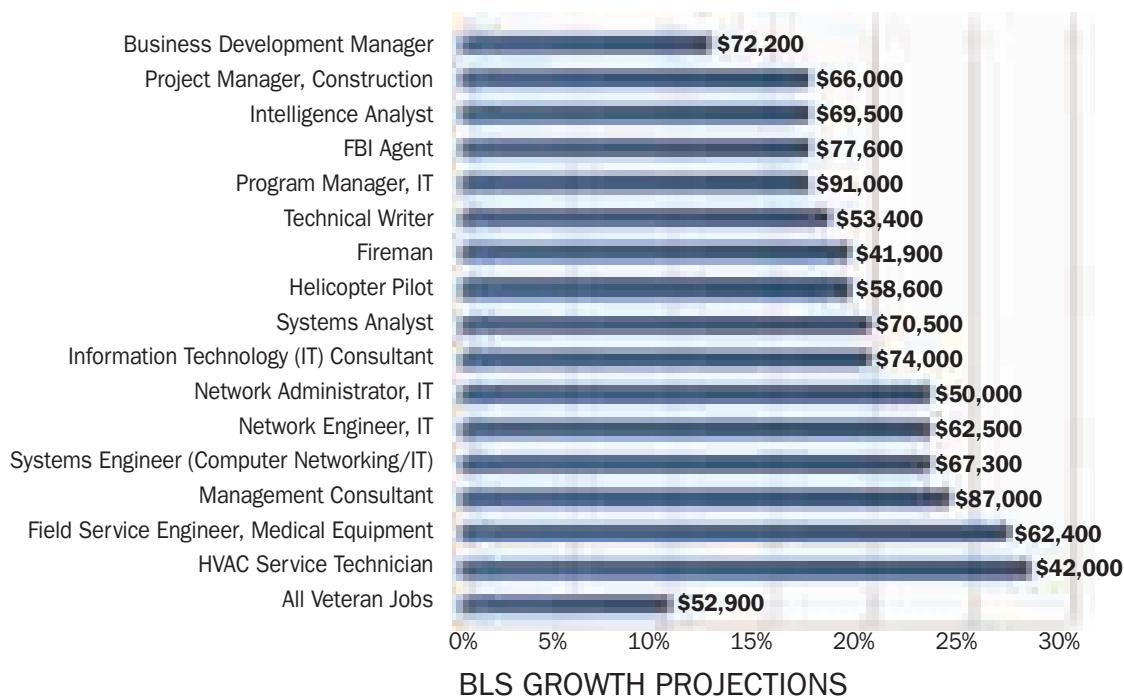
Projected Job Creation Impacting Veteran Employment

Data suggests that veterans have realized success finding employment in industry sectors projected to grow over the next decade. A recent study by the PayScale Research Center identified sixteen of the most frequent work roles held by veterans in the private sector, all of which are jobs that, according to the DOL, represent growing industry sectors. Further, these are work roles where the BLS suggests veterans are over-represented (as compared to non-veterans). Figure 3 depicts the jobs that are filled by veterans at a higher percentage, as compared to non-veterans, and also illustrates the median annual pay of those vocations (with 5-8 years of experience).⁵

One reason cited by PayScale as explaining why veterans are over-represented in these work roles relates to the skills that military training confers; PayScale's study identified that veterans are more likely (as compared to non-veterans) to hold technological skills in areas such as computer networking, computer security, electronic troubleshooting, Microsoft SQL Server experience, information security risk management, and information security policies and procedures.

Additional research by PayScale identified the top 15 employers of veterans, highlighting firms that employ veterans as an explicit consequence of the specific skills and competencies that veterans bring to the workforce; that is, PayScale included only employers—and positions at those employers—which had direct connections to the military service experience of the veterans, e.g., a cafeteria worker at a defense contractor was not counted, while a technician or an engineer was counted. Among these employers were Booz Allen Hamilton, Boeing, SAIC, and Lockheed Martin.⁷

FIGURE 3: GROWTH PROJECTIONS, MEDIAN ANNUAL PAY (5-8 years of experience), 2008-2018⁶



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d.

Public Policy and Public Sector Initiatives Impacting Veteran Employment

Public policy impacting veteran employment is complex and multifaceted, leading to public-sector initiatives that range from those that incur direct to indirect financial costs (including costs either to address or to ignore the employment issue), implicate national economic competitiveness, and those positioned to leverage the training and experience afforded to veterans as a consequence of taxpayer dollars. Public-sector initiatives also invoke the unemployment situation of veterans as a national security concern, given the imperative of fielding an all-volunteer military. In general, the scope of policy and regulatory efforts impacting veteran employment can be categorized as being motivated by one (or more) of the following:



National Obligation to Veterans:

The need for veterans to be supported and successful in their post-service employment pursuits is critical in order to maintain an all-volunteer force. Lengthy and frequent deployments impact family members, particularly children, in ways which we may not yet understand, and for which there may not yet be adequate support and response. Employers may be unwilling to

hire future reservists and guard members when the burdens of service fall to those components, and when deployments may be more frequent than previously contemplated. Such issues may be likely to deter future service by current members as well as future generations. This may be particularly true if service is viewed as having a negative impact on future life-course, including employment for veterans. Further, financial instability caused by lack of employment likely contributes to family destabilization, increasing these impacts.

The Cost of Unemployment and Related Public Benefit Programs:

Unemployment benefits are costly and time limited. Disability benefits are both costly and potentially ongoing for an indefinite period of time. Other public benefits which often accompany disability benefits, such as food stamps and housing vouchers, are also potentially life-long entitlements. Some benefits are means-tested, and are therefore less likely to result in situations where the individual is gainfully employed. Usage rates of public benefit programs may be mitigated by employment; the accompanying wellness resulting from gainful employment and history suggests that effective and expedited paths to reemployment (or education) may prevent reliance on disability and other public benefits throughout one's lifetime.



Health and Wellness Implications:

Unemployment leads to poor health outcomes and as previously noted, potentially increased higher use of the public benefits system in the best cases. Unemployment is correlated with increasing rates of homelessness, severe mental health impacts, substance abuse and alcoholism, and even suicide in the worst cases. Employment is known to positively impact health and wellness, and may potentially prevent poor health outcomes leading to increased public expenditure or poor life outcomes for veterans. Unemployment and lack of access to health benefits may further exacerbate physical and mental-health illnesses.



Enabling National Competitiveness:

Public education and training expenditures are decreasing in times of fiscal restraint, and there is a strong case to be made that leveraging the unique skills and education represented by veterans will enhance national competitiveness. Veterans are already a select group, with 7 in 10 Americans ineligible for military service due to education, criminal records, substance or alcohol use, and other factors. “Over 97% of all entering service members have a high school diploma and above (not including the GED), compared to a rate of only 81% for the general population (excluding the GED/alternative credential),”⁸ compared to a rate of only 70.5% for the general population. As of 2011, 27.20% of veterans had earned a bachelor’s degree or higher and 34.19% of veterans had some college or an associate’s degree. Over 82% of officers had either a bachelor’s degree (45.0%) or an advanced degree (37.7%), compared to only 29.9% of the U.S. population age 25 and over with at least a bachelor’s degree.⁹ Veterans also

have significant work experience, ranging from a few years to more than 20 years of service, which, when appropriately matched to private sector jobs, may impact the economic competitiveness of U.S. businesses and industries.



Leveraging Public-Sector Investments in Human Capital:

Related to the above argument, the U.S. has invested in both accession and training for each military member. Accession costs in FY 2010 were \$22,898 per member of the Army, and included funding for educational loan repayment and the Army College Fund. Costs for training averaged \$73,000 for those with advanced individual training (AIT) at a second duty station, or \$54,000 for those who attended AIT at the original training location.¹⁰ This cost is significantly higher than the 10-year average cost reported by GAO for FY94 through FY03, of \$6,400 per selected Army occupation. Other service averages for the same 10-year period were \$18,000 for the Navy and \$7,400 for the Air Force, both reported as training cost averages for members separated under Don’t Ask, Don’t Tell.¹¹ A more recent report by GAO reported training and recruitment costs per service member ranging from \$19,382 to \$90,813 per person, with reported costs included varying by each service.¹² Networks, trust, experience and other factors beyond training also are relevant components of human capital.

In what follows we briefly expand on each motivation above, so as to concurrently highlight noteworthy public and private sector actions positioned to address veteran employment issues and aims.

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National Obligation to Veterans

Examples of the public sector's expression of obligation to veterans include public/private partnerships such as the White House's Joining Forces initiative, focused messaging, and explicit employment partnerships.¹³ Expression of the obligation to veterans also includes intergovernmental collaboration.

Highly visible public White House engagement through First Lady Michelle Obama and Dr. Jill Biden leading the Joining Forces initiative raises awareness of veteran and family issues. This effort emphasizes and relies on volunteerism, such as Give an Hour and other volunteer-based not-for-profit organizations.

Examples of intergovernmental collaboration include the recently released report from the DOD and Department of the Treasury calling on state governments to streamline licensure and certification requirements for military spouses moving from one state to another. Licensure and evaluation activities are similarly called for to enable veterans and their family members to obtain licensure when moving into a state in their post-service lives. There are current and proposed activities in many states related to this activity detailed later in this report, and there may be opportunities for transfer of learning, and for businesses with activity in multiple states to encourage new models. This will require evaluation of military experience and training, collaboration between states

and DOD, as well as the various service branches, and between the states in order to evaluate and appropriately credit experience, education, training, licensure, and certifications across oversight boundaries. Such evaluation might also benefit from experience garnered by the American Council on Education (ACE), through its articulated evaluations of experience, training and education in the military, and its relevance to certification and licensure education and experience requirements.

The nation's obligation to those who have served is also reflected in widespread welcome home celebrations for deployed service members, yellow ribbon campaigns, clarity of the VA's exemption from sequestration in budget cuts, engagement of the DOL with the private sector through the Secretary of Labor's Advisory Committee on Veterans' Employment, Training and Employer Outreach (ACVETEO), Governor Cuomo's New York State Council on Returning Veterans, JPMorgan Chase' (JPMC) 100,000 Jobs Mission consortium of employers, the U.S. Chamber of Commerce's Hiring Our Heroes campaign, public/private partnerships such as Employer Support of the Guard and Reserves (ESGR), and many others. Such efforts highlight that novel times call for innovative partnerships to fully engage the actors with the necessary experience to address comprehensive issues.

There are a variety of policy initiatives that are intended to address obligation to veterans for service by addressing employment issues directly. These include protecting employment rights, prohibiting discrimination, implementing affirmative employment action, providing incentives and credits, and providing support for veteran employment through peer supports, encouragement, recognition and other activities. Some address veterans' unemploy-



ment directly, e.g., the Veterans' Preference Act of 1944, as amended, and now codified in Title 5, United States Code, the Veterans' Employment Opportunities Act; the VOW to Hire Heroes Tax Credit; the Uniformed Services Employment and Reemployment Rights Act (USERRA); Vietnam-Era Veteran Employment Readjustment Assistance Act (VEVRAA); state unemployment compensation systems; a new Veterans' Job Corp initiative; and others.

Indirectly, the GI Bill, the Post-9/11 GI Bill, and the Yellow Ribbon GI Bill impact employment by providing vocational and post-secondary education funding which allows veterans, and with the Post-9/11 GI Bill their dependents, to prepare for careers. The Americans with Disabilities Act (ADA) provides for accommodations for those with disabilities incurred in military service. And the Family and Medical Leave Act (FMLA), in addition to its provisions for typical occurrences in civilian life, specifically covers leave rights when military members are deployed and when caregivers of military members incur injuries which impact veteran and family member employment.

Title 38 U.S.C Section 43, USERRA, prohibits discrimination in employment or adverse employment actions against service members and veterans. Specifically, "An employer must not deny initial employment, reemployment, retention in employment, promotion, or any benefit of employment to an individual on the basis of his or her membership, application for membership, performance of service,

application for service, or obligation for service in the uniformed services."¹⁴ It also provides reemployment rights for those who are deployed from their civilian jobs. USERRA also includes requirements for reasonable accommodations, including obligations to assist veterans in their reemployment to become qualified for jobs through training or through retraining. This obligation applies regardless of whether or not the disability is connected to a veteran's service. USERRA's disability definition is less stringent than the ADA's, and it applies to all employers unlike the ADA which applies only to employers with 15 or more employees. VEVRAA also requires non-discrimination in employment for veterans for federal contractors (and not just to Vietnam-era veterans) with contracts that meet certain thresholds (generally greater than \$100,000/year) and which don't fall in certain exceptions (e.g., out of country, and for certain state or local governments). Some states, such as Washington, provide for preferences in hiring veterans under state law, and some states, e.g., California, provide significantly more protections related to disability, and therefore veterans with disabilities, than the ADA.

Part I

The Cost of Unemployment Compensation & Public Benefits

Unemployment compensation is available to veterans for up to 99 weeks through the Unemployment Compensation for Ex-Servicemembers (UCX) program, Emergency Unemployment Compensation (EUC08), and the Extended Benefit (EB). Benefits are repaid to the states by the military branches as no withholding exists for unemployment compensation from service member paychecks. States, however, determine the benefit programs available, benefit amounts, number of weeks of benefits available, as well as the eligibility for benefits.¹⁵

"For FY 2010, approximately \$1,571 million in unemployment benefits (UCX, EUC08, EB, and the since expired \$25 federal additional compensation benefit) were distributed to former military personnel."¹⁶ Purely from an employment outcome perspective, it may be better to direct the UCX benefits to other employment or training programs. From a public policy perspective, and to the extent that unemployment benefits support health, mental health, financial stability, and perhaps needed time out of the labor force, UCX may serve multiple purposes other than income support.

Unemployment benefits for veterans range from a low of \$235 per week to as high as \$862 per week, or approximately \$12,200 to nearly \$45,000 annually (depending on the state in which the claim is filed). This is equivalent to minimum wage at 34 hours per week on the low end of the scale, and significantly less than earnings in service. However, it may be equivalent or nearly so to those jobs available in some rural areas with little available employment. By comparison, a junior enlisted service member at the grade of E-4 with over 3 years of service earns base pay of about \$22,600 annually, with housing and meals provided or housing and food allowances paid as additional income. Those veterans from 18 to 24 years of age who separate are most likely junior enlisted members. While calculations of comparative wages are beyond the scope of this guide, understanding relative compensation of junior enlisted members, employment opportunities and wages immediately available to them, and the unemployment benefits available to them for up to 99 weeks may partially explain delays in seeking employment. This may be particularly true in comparison to jobs readily available in certain geographic locations post-service.

Public policy may also encourage delays in seeking employment or structuring the job search to maximize benefit eligibility. For example, it is possible in some states to seek unemployment compensation and then to begin workforce development system-funded training, particularly for high demand industries. This allows receipt of unemployment benefits, tuition payments for education and training lasting up to two years, and no concurrent obligation to seek work during the training. At the end of the training, often provided at a community college and bearing degree



credit, the veteran may transition off of unemployment, into a four-year degree program, and only then begin using GI Bill benefits with their accompanying living stipend. Thus, while formally counted as unemployed and seeking work during the first two years, the veteran is actually in training with significant income.

Many employees turn over in their first or second jobs during their first one to two years post-service at higher rates than in later years or later jobs—likely due to poor fit between the veteran’s employment or life goals and the jobs they are able to find in the current economy, in their geographic area, or due simply to taking short-term positions for income or benefits without regard to long term fit. However, most veterans remain in jobs they begin more than one year post-service—likely as they have found a better fit, but also potentially because they have been able to address other life issues which they were unable to address while still in service, e.g., relationship renewal with family members post-deployment, transitioning into civilian healthcare systems, moving to a permanent home or geographic location, or other factors.

Because the challenges in veteran unemployment are complex and multifaceted and not yet fully understood through research, the public policy context for veterans’ and dependents’ employment must include not only employment policy but also directly related policy, e.g., transportation, healthcare, disability, mental health, education, community reintegration, rural/urban distinctions and more. Policy impacting veterans is managed through a diverse stakeholder group, including the VA, DOL, DOD, and others. Indirectly, policies related to housing, homelessness, Social Security, Medicaid, Medicare, private healthcare, transportation, and other areas impact veterans and their families. Fully addressing the complex challenges may require public/private partnerships in policy, and the support of local communities, non-governmental organizations (NGOs), and veteran service organizations (VSOs) in transitioning veterans back into civilian life.

Part I



Implications for Employment and Well-being

Ultimately, employment is a key to economic, social and psychological well-being, community reintegration, family financial stability, and more. Therefore, employment practices, collaboration with businesses and industries, and more are critically important to the post-service life course of veterans leaving service. Public policy that supports integrated services, one-stop information gathering, referral and access to services, and other initiatives to streamline reintegration into civilian society will play an important role. Communities, including the civilian population, civic organizations, businesses and industries, healthcare, educational institutions, public officials, and others have significant roles to play in the reintegration of veterans.

A review of relevant research illustrates strong associations between poor health outcomes and unemployment, with over 40 articles related to the topic.¹⁷ One study explored the relationship between unemployment and mental health, and found the most significant predictor of mental health during unemployment was engagement in activity and perception of being occupied.¹⁸ Another recent study discussed the interactions between gender, family role, and social class, and found that “The financial strain of unemployment can cause poor mental health, and studies have reported the beneficial effects of unemployment compensation in such contexts. However, unemployment can also be associated with poor mental health as a result of the absence of nonfinancial benefits provided by one’s job, such as social status, self-esteem, physical and mental activity, and use of one’s skills.”¹⁹ The study found that unemployment impacted the mental health of women less than men, in part due to family care responsibility, which kept them engaged in activity. Additionally, the study found that receiving benefits during unemployment was correlated with better mental health outcomes. Voluntary or involuntary job loss, particularly followed by periods of unemployment, also negatively impacts health. Among health conditions which are linked to job loss were hypertension, heart disease, and arthritis.²⁰ Additional negative health outcomes attributed to unemployment included depression, substance abuse, and even suicide.²¹

However, there are mitigating measures, including benefits, access to healthcare, community engagement, productive use of time, family responsibilities and more. A recent study found: “The unemployed receiving unemployment compensation or benefits from other entitlement programs did not report significantly higher depression

Ultimately, employment is a key to economic, social and psychological well-being, community reintegration, family financial stability, and more.

relative to the employed.”²² Finally, people who have impaired health will also have longer periods of unemployment,²³ making access to health care a critical component of unemployment policy. There are many similar studies focused on the relationship between health and employment.

During periods of unemployment, it may be particularly important to mental health for the community to remain engaged with veterans, specifically with veteran men or others who are not productively engaged. Education and training programs may have a significant role to play, as may faith-based organizations, volunteer service opportunities, and others which impact their self-perception. Community coalitions can and should address the needs of veterans with a wide range of services, activities, and opportunities for productive engagement in order to reduce negative mental health impacts, which might in turn otherwise prolong periods of unemployment. Additional support for these activities comes from hiring managers who report that they would like to see unemployed job applicants who have been engaged in training or education, temporary or contract work, or volunteering.²⁴ These activities all support health outcomes and have additional networking effects, improved skills, and civilian reintegration components.

Additional concerns may include access to health care during periods of transition or unemployment. Those family members who previously had health access to military service providers may no longer have such access. Regardless of access, with a transition likely comes finding and engaging with a new healthcare provider, even with immediate employment. When mental health is also involved, it may be both more difficult to find a provider, and to gain access to appointments. During

transitions from military to VA healthcare, there may be delays in accessing care or in transferring records. Stigma may also play a role, both in forming a new patient/provider relationship and trusting the provider with mental health information, and in evaluating the risk of disclosure of a mental health diagnosis while seeking employment. Many veterans have shared anecdotally that they fear disclosure of a mental health diagnosis to healthcare providers because they believe employers will have access to such records, as supervisors and commanders were perceived to during military service.

Another public policy component related to health and wellness outcomes for veterans is fiscally motivated and relates to the impact of unemployment on state Medicaid budgets. During heightened unemployment more people turn to Medicaid and to State Children’s Health Insurance Programs (SCHIP), so states will often cut access to programs and services, including healthcare through Medicaid and SCHIP, and post-secondary education,²⁵ causing unemployed veterans to have less access to programs and services. This may in turn create further calls on public benefits and budget implications.

Part I

Enabling National Competitiveness

In addition to legislated and executive policies, concerns over national competitiveness have motivated calls to action by political and governmental players with regard to participation of the private sector and of the community in addressing the employment needs of military veterans. It is clear that the government is asking the private sector to take a role in hiring, e.g., VA Secretary Eric Shinseki engaging with the International Franchise Association (IFA) and its members, which have pledged 75,000 hires of veterans and their spouses by 2014. Other examples are the 100,000 Jobs Mission initiated by JPMC and partners, President Obama's call for private industry to hire 100,000 veterans, and others. Each is making progress; for example, the 100,000 Jobs Mission, at less than 12 months old, has reported that their 50 (and growing) member companies collectively hired 12,179 veterans through March 31, 2012. Even more important is that the coalition has begun sharing practices, tracking methods, and other resources with each other and with other interested employers, which may positively impact future veteran employment.

However, private sector initiatives have not yet been sufficient, and with over 1 million veterans returning to the civilian sector over the next five years, more will need to be understood.

To date, the business case for hiring a veteran has been largely informed in the public domain by non-specific clichés about leadership and mission focus. While leadership ability and the strong sense of mission that comes from military service are characteristics that are highly valued in a competitive business environment, alone these generalizations are not enough to empower U.S. employers to move beyond art to science, and in doing so gain competitive advantage and fully benefit from the knowledge, training, and experiences represented by those who have served in the military.

Importantly, the business case validating the organizational value of a veteran is supported by academic research in a way that is both more robust and more complex than leadership and mission focus alone. Specifically, academic research from the fields of business, psychology, sociology, and decision-making strongly links characteristics that are generally representative of military veterans to enhanced performance and organizational advantage in the context of a competitive and dynamic business environment. In other words, the academic research supports a robust, specific, and compelling business case for hiring individuals with military background and experience. This competitive advantage must be communicated to business and industry, and demonstrated through the contributions of veterans to high-performing organizations. However, until that message is compellingly communicated and widely adopted, public/private and public initiatives will remain important in the direct employment context.

Part I

Leveraging Investments in Human Capital

Investment in human capital has slipped in the United States, from education in K-12 to state funding of college education. The military, however, has continued to invest in training and education, and is selective in recruiting enlisted military members who have completed high school and score well enough on the ASVAB military entrance exam. For the officer corps, the military recruits those who have already attended college, participated in ROTC, or have been educated in the service academies prior to commissioning.

Recent analysis by PayScale demonstrates understanding of the human capital represented by veterans by companies such as Booz Allen, saying “Veterans are exceptional individuals who have served our country, upheld the highest ethical standards, and strive to do important work that makes a difference. Because of these qualities, veterans embody many of Booz Allen’s core values and they thrive within our culture.”²⁶ They follow on with discussion of military skill to civilian market opportunities with clients that included DOD, Air Force, Army, Navy, Marine Corps and Homeland Security. The relationships and familiarity of veterans with these organizations has immediate, cognizable value. SAIC, another firm that has extensive government relationships cites similar values and skillsets. With SAIC’s workforce consisting of 25% veterans, and 22% of last year’s new hires, the value they place on the human capital acquired through military service is clear. PayScale’s analysis shows that the top four industries hiring veterans for their specific skills include “weapons and security, aerospace,



government agencies and information technology.” Industry jobs include technical jobs and engineering, as well as government processes, which are learned through military service. Perhaps most important in consideration of human capital are networks. Military veterans are strongly aligned to each other, and are a source of recruitment, networking between firms and agencies, and are interested in supporting other veterans and their families in employment.

Research demonstrates that high road companies, those that are high performing and knowledge-based, often invest in human capital. They understand the value of providing training and education to their workforce, and continue to provide them as means to reach a competitive advantage. Common traits of these companies, which are similar to military service, include “selection of employees with technical, problem-solving, and collaborative skills; significant investment in training and development; commitment to building trust and relying on employees to solve problems, coordinate operations, and drive innovation.”²⁷ Veterans are likely to value and understand companies that will contin-

ue patterns of education and training they experienced while in the military—that is, companies that train for next assignments, provide mentoring, and are committed to their employees and enabling them to be productive. However, research also notes that while private business and industry may expend between \$70 and \$100 billion to train their executives or pay for tuition for higher education, they do not spend similarly for employees in technical jobs, for manufacturing, or for service. Those jobs may provide an excellent fit since many veterans have the skills and experience for these midlevel jobs, provided by military experience, training and education which allow immediate fit when properly translated. Additional research on high-performance workplaces, which should be similar to high-performing military workplaces, demonstrates significant benefits for both employee and firm, including “efficiency outcomes such as worker productivity and equipment reliability; on quality outcomes such as manufacturing quality, customer service, and patient mortality; on financial performance and profitability; and on a broad array of other performance outcomes.”²⁸ Expectations for training, mentoring, supervision with feedback and similar activities may also assist with acculturation to the new civilian employer.

Many companies are beginning to tap another component of human capital—the networks of their military veteran employees. Once veterans are employed, and find fits, they may be the best representatives to other highly qualified veterans, and may have the best access to veteran networks. Tools may include professional networks like LinkedIn and BranchOut, military-specific networks for those who have served, and social networks such as Facebook, Twitter, and Google Plus where many veterans maintain close ties to other mili-

tary members and veterans with whom they have served. Additionally, veterans who attend college may be members of student veteran clubs or chapters of Student Veterans of American (SVA) and may be familiar with other vets in priority recruitment colleges and universities. Given the opportunity to surround themselves with high-performing colleagues, they may assist in recruitment, and may help to form relationships with other agencies or businesses where their former colleagues have roles. With a critical mass for employee resource groups, they may also assist with retention.

These networks expand beyond recruitment and retention, as well. Networks of veterans across companies may create opportunities for cross-company collaboration or formation of new partnerships. Veterans may also have familiarity with process and subject matter in government, in the service branches, and with activities in other countries. The networks of others with subject matter and process knowledge that a veteran may tap into bring business value to organizations that understand and capitalize on the networks.

One less intuitive finding related to human capital relates to health and wellness, with one author noting, “Military service also occurs at an age when service members are forming lifelong habits that will affect their health in the future.”²⁹ Health also includes drug-free status, which may be even more likely for Guard and Reserve members with continuing service obligations who are subject to random drug tests with significant consequences. This suggests, from an employer perspective, that the health behaviors exhibited by veterans may be reflected in reduced health care costs and lost work days.

Part

e

Noteworthy Law and Regulation Impacting Veterans Employment

The policy motivated initiatives and collaboration identified in the prior section have, in some cases, been codified into law and regulation impacting the employment situation of veterans. In what follows, such law and regulation is detailed relevant to its real and perceived impact on employers.

Equal Opportunity

USERRA protects the job rights of past and present members of the uniformed services, applicants to the uniformed services, and those who voluntarily or involuntarily leave employment positions to undertake military service or certain types of service in the National Disaster Medical System. By providing for the prompt reemployment of such persons upon their completion of such service, USERRA is intended to minimize the disruption to the lives of service members, as well as to their employers, their fellow employees, and their communities. Title 38 U.S.C Section 43 of the act prohibits discrimination in employment or adverse employment actions against service members and veterans. Congress designated that the federal government should be a model employer in demonstrating the provisions of this chapter. Most importantly, the Supreme Court's interpretation of the legislation includes a mandate for its liberal construction for the benefit of service members, indicating that no practice of employers or agreements between employers and unions can cut down the service adjustment benefits which Congress has secured for veterans under the act.³⁰

Companies like Allied Barton Security Services, Verizon Communications, United Research Services Corporation, and General Electric (GE) all indicate that they have a company policy to comply with the intent of USERRA. Additionally, a new bill (H.R. 3670)³¹ proposed on December 14, 2011, would require the Transportation Security Administration (TSA) to comply with USERRA. In short, employers in both the public and private sectors have committed to honoring the provisions of the act, and many more companies continually join the list of its supporters. While USERRA provides protections for veterans, the burden of proof of discrimination rests with the veteran. The DOL enforces USERRA and provides ombudspersons to engage with employers to assist in resolving complaints prior to either litigation or enforcement actions, but voluntary support, and particularly public statements of support, such as engaging with ESGR, may prove more advantageous than enforced support.

Though not a military-specific law, the ADA of 1990 affects veterans who have sustained physical or mental disabilities related to their service, by protecting against discrimination based on the presence of disabilities and mandating that employers make appropriate and reasonable accommodations for employees with disabilities.³² The ADA defines accommodation as any enabling change to a work environment that allows a qualified person with a disability to apply for or perform a job, as well as any alteration that ensures equal employment rights and privileges for employees with disabilities. Corporations complying with this law will afford veteran employees with disabilities an equal foundation on which to apply and further their skills and talents. USERRA contains disability accommodation requirements that go beyond the ADA as

well, requiring affirmative steps to bring an employee to the level of being qualified for other positions, including promotions for which the employee would have been granted had the employee remained employed and working. Generally, similar accommodations will be effective under both laws, with training and retraining to attain qualification offered only under USERRA. This addresses the needs of returning service members who have sustained injury or disability (short term or permanent) while in service.

VEVRAA³³ (as amended) pertains directly to veterans, prohibiting employment discrimination by contractors with subcontracts entered into or modified on or after December 1, 2003 against certain veterans and requiring affirmative action for specific veterans. Under the regulations implementing VEVRAA, all covered contracts and subcontracts must include a specific equal opportunity clause and certain contractors and subcontractors are required to have a written affirmative action program (AAP). For employers with contracts and subcontracts entered into on or after December 1, 2003, each contractor or subcontractor that has 50 or more employees, a federal contract or subcontract of \$100,000 or more, and that does not fall in certain exceptions, such as being out of the country or working for certain state or local governments, must prepare, implement, and maintain a written AAP for each of its establishments.

VEVRAA protects several categories of veterans who served in the U.S. military on active duty for a duration of more than 180 days during the period of August 5, 1964 through May 7, 1975, as well as those who served in the Republic of Vietnam between February 28, 1961 and May 7, 1975, including special disabled veterans, disabled veterans, recently separated veterans (three years), other protected veterans, and Armed Forces Service Medal veterans.

- A special disabled veteran is a person who is entitled to compensation under laws administered by the VA for a disability rated at 30 percent or more; or, rated at 10 or 20 percent, if it has been determined that the individual has a serious employment disability; or, a person who was discharged or released from active duty because of a service-connected disability.
- A disabled veteran means a veteran who served on active duty in the U.S. military ground, naval, or air service and is entitled to disability compensation (or who but for the receipt of military retired pay would be entitled to disability compensation) under laws administered by the VA Secretary; or, was discharged or released from active duty because of a service-connected disability.
- With respect to federal contracts and subcontracts entered into on or after December 1, 2003, recently separated veterans means any veteran who served on active duty during the three-year period beginning on the date of such veteran's discharge or release from active duty.
- An other protected veteran means any other veteran who served on active duty in the U.S. military ground, naval, or air service during a war, in a campaign or expedition for which a campaign badge has been authorized.
- An Armed Forces Service Medal veteran means a veteran who, while serving on active duty in the U.S. military ground, naval, or air service, participated in a U.S. military operation for which an Armed Forces Service Medal was awarded pursuant to Executive Order 12985 (61 Fed. Reg. 1209).³⁴

Part

► Recommendations:

Employer familiarity with the law and policy encouraging or requiring veteran hiring or reemployment, including present enforcement activities is imperative.

Structure company policy to be in compliance, or to go beyond compliance, and use such policies to positively promote engagement with current employees and prospective employees, including those in the networks of current employees. Highlight efforts taken to reintegrate returning veterans who were on leave under USERRA or to integrate and train new veteran employees. Specifically, demonstrate that business processes not directly integrated into veteran initiatives understand veteran employees and the initiatives important to company leadership and legal compliance.

► Resources:

Help Navigating DOL Laws and Regulations:
<http://www.dol.gov/compliance/index.htm>

Equal Employment Opportunity on the Job:
<http://www.dol.gov/compliance/topics/eeo-otj.htm>

The Vietnam Era Veterans' Readjustment Assistance Act (VEVRAA):
<http://www.dol.gov/compliance/laws/comp-vevraa.htm>

The Uniformed Services Employment and Reemployment Rights Act (USERRA):
<http://www.dol.gov/compliance/laws/comp-userra.htm>

The Rehabilitation Act of 1973, Section 503:
<http://www.dol.gov/compliance/laws/comp-rehab.htm>

DOL Civil Rights Center:
<http://www.dol.gov/oasam/programs/crc/>

Americans with Disabilities Act (ADA):
<http://www.ada.gov/>

The Job Accommodation Network:
<http://askjan.org/>

JAN Veterans Resources:
<http://askjan.org/topics/veterans.htm>

Family Leave

In some cases, veterans and military families may experience situations mandating temporary leave from employment. Should these circumstances transpire, FMLA³⁵ 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. Two provisions to the FMLA pertain to military family members:

- Qualifying Exigency 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, such as attending military sponsored functions, making appropriate financial and legal arrangements, and arranging for alternative childcare.
- Military Caregiver Leave 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, is otherwise in outpatient status, or is otherwise on the temporary disability retired list for a serious injury or illness incurred or aggravated in the line of duty on active duty.

Both provisions apply to the families of members in both the active duty and reserve components of the Armed Forces.³⁶

► **Recommendations:**

Understand and implement policies to support legal compliance obligations. Highlight leave usage which benefits veterans and their families.

► **Resources:**

The Family and Medical Leave Act (FMLA):
<http://www.dol.gov/compliance/laws/comp-fmla.htm>

Tax Incentives Supporting Veteran Employment

President Obama's challenge to the private sector to hire 100,000 unemployed veterans by the end of 2013 has increased the awareness of the disproportionately high rate of unemployment among our nation's veterans. To further raise the issue and incentivize employers, the president signed the VOW to Hire Heroes Act of 2011,³⁷ wherein the federal government now offers tax credits for companies that hire unemployed post-9/11 veterans or their spouses.

According to TriWest, many companies across the U.S. are not aware of the veteran unemployment issue. The tax credit helps raise awareness among these companies and provides visibility that veteran unemployment is a national concern. President Obama's 100,000 Jobs Challenge, the Joining Forces initiative, private sector hiring initiatives like the 100,000 Jobs Mission led by JPMC, the Hiring our Heroes initiative

led by the Chamber, and the tax incentives of the VOW to Hire Heroes Act have contributed to increased media coverage. The public/private partnerships highlight the tax incentives available, and positive exposure of companies that are championing the cause to hire more veterans assists with awareness and provides benefits to the employers that are active in the issue. Additionally, positive public response received by these initiatives have received has incentivized new participating companies to join.

Overall, companies that have championed these veteran initiatives are not making hiring decisions based on tax breaks, nor are they influenced by social or civic pressure; rather, they are making their decisions based on the skills and talents that make good business sense. According to Walmart, hiring veterans is a great long-term investment. However, some companies are making veteran hiring decisions based on the tax breaks, so once the tax credit is gone, the hiring of veterans could decrease. To avoid this situation, it is important to collect data to make the case that hiring veterans makes good business sense. With limited durations of the tax incentives, the window of opportunity exists now to address unemployment issues among veterans and to make the case to help create sustainability in the hiring efforts and retention of veterans.

Because tax incentives are specific in nature and duration, with required steps to use them, and varying levels of benefit depending on characteristics of the veteran, it may be difficult to plan for specific credit levels for each hire. Alternatively, if tax credits are a determinative factor in hiring veterans, then it will be necessary to identify the level of credit desired, the characteristics of the veteran necessary to claim the credit, and then to recruit based on these characteristics.

Part

The VOW to Hire Heroes Act of 2011 amended the Work Opportunity Tax Credit (WOTC) to add credits for hiring veterans who are qualified under the act, and also to allow the tax credit to be taken by some tax-exempt employers, not against income taxes, but as credits for the employer's payment of social security taxes.

Vets must begin work before January 1, 2013 under the current legislation. The credit may be worth up to \$9,600 for each veteran hired at for-profit employers, and worth up to \$6,240 for certain tax-exempt employers. The level of the credit varies by certain factors, such as length of unemployment, hours worked, and first-year wages.³⁸ A fact sheet is available from the DOL which provides an overview of the credit and the various eligibility factors.³⁹

► Recommendations:

Determine whether tax credits will be a driving factor in new hires, if they will be used incidentally to new hires, or if they will not be used at all. After making this strategic determination, implement policy and processes which will drive hiring decisions and tax credit applications, including collecting necessary data at the relevant stage of the application or hiring process. If tax credits are a driving factor, advertise support for veterans and the policy to drive applications, monitor usage, and highlight usage in communications materials to demonstrate support of veterans.

► Resources:

VA VOW to Hire Heroes Act 2011:
<http://benefits.va.gov/vow/index.htm>

VOW to Hire Heroes Act 2011,
For Employers:
<http://benefits.va.gov/vow/foremployers.htm>

Internal Revenue Service Expanded
Work Opportunity Tax Credit Available
for Hiring Qualified Veterans:
<http://www.irs.gov/businesses/small/article/0,,id=253949,00.html>

DOL Fact Sheet:
http://www.doleta.gov/business/incentives/opptax/PDF/veterans_fact_sheet12_1_2011.pdf

Summary

The purpose of Part I of this publication was to offer context for, and insight into, the employment situation of veterans and also to provide a brief overview of the scope and breadth of the wide variety of public- and private-sector motivations for efforts positioned to address veterans' unemployment.

Moving forward, we turn our attention to the issues, findings, and practices illustrated by academic research, and espoused by leading employers of veterans, that serve as the basis for the actionable prescriptions offered throughout the remainder of the publication. These issues, findings, and practices are positioned to serve as the foundation for strategies that can be pursued by the employer community, supporting the employment of veterans and their family members.

Part III

As illustrated in Part 1 of this guide, the factors underlying efforts to support veterans in the pursuit of meaningful and gainful employment are multifaceted and complex. Those factors are also compelling and support a coordinated effort on the part of the public and private sector focused on positively impacting the employment situation of veterans.

However, that said, employers interviewed for this publication—and more broadly commenting in others forums—continue to cite practical impediments to executing a veteran-focused employment strategy. Such impediments form the basis of tension between external pressures based in “doing right” by America’s veterans, and the practical realities associated with managing a fair, efficient, and effective human resources practice.

In Part II of this publication we highlight the most commonly cited challenges reported by employers and where possible, suggest strategies, tactics, and resources positioned to mitigate these challenges based on academic research, as well as state-of-practice examples, as illustrated by leading employers.

1. Employer Challenge: Articulating a Business Case for Veterans' Employment

In the context of employer engagement, one of the most commonly cited challenges of senior leaders, hiring managers, and HR personnel is related to the inherent limitations of motivating a veteran-focused employment program in the absence of a robust and communicated logic as to why hiring a veteran is “good for business.” In other words, it was evident from research that the community of employers would benefit from a business case supporting veteran employment as a basis to garner stakeholder support for hiring initiatives focused on veterans and their families.

In what follows, we present the results of a comprehensive review of the academic literature positioned to illustrate the foundational elements around which employers can formulate research-informed logic for recruiting and developing military veterans in the civilian workforce. The propositions below, originally published by the IVMF in “The Business Case for Hiring a Veteran: Beyond the Clichés,” were developed based on:

- ▶ a review of academic research contrasting veterans/service members with non-veterans in the context of vocational tasks, skills, and experiences; and
- ▶ a review of academic research focused on specific abilities, attributes, and characteristics required for success in a given work role, as compared to research focused on the abilities, attributes, and characteristics descriptive (generally) of military veterans.

Part

Importantly, the scope of the academic research that informed this business case is limited to research that considers the abilities, attributes, and characteristics conferred to the individual veteran as a consequence of military service, as those attributes complement performance in a competitive business environment. That is, the research does not include elements of the business case for hiring veterans that are externally/market-driven, such as enhanced reputational value to the firm, customer/stakeholder legitimacy, and other similar motivations. Such considerations are real and compelling, and should also be considered by private-sector firms in the context of their employment strategy related to veterans. As one retail company executive cited, “If it matters to our customers that we are hiring veterans, then we better be hiring veterans!”

In addition, the academic research that informed this business case did not consider typical corporate social responsibility arguments for hiring veterans. Again, such considerations are real and compelling, and are likely similar to those related to hiring any population with public stakeholders, as well as the need for diversity of views and experiences to drive innovation and connection with specific market segments.

In the end, such factors serve to further enhance the following research-informed propositions supporting the inherent value of hiring individuals with military experience:

Veterans Are Entrepreneurial:

Academic research focused on the attributes and characteristics of successful innovators and entrepreneurs highlights that high-performing entrepreneurs have in common strong self-efficacy, a high need for achievement, are comfortable with autonomy and uncertainty, and make effective decisions in the face of dynamic environments. Across multiple studies, research illustrates that these same attributes are generally characteristic of military service members and veterans. For example, research focused on the current all-volunteer force suggests that those who are drawn to military service are individuals with a high need for achievement (self-selection). Further, military training and socialization processes have been demonstrated to instill high levels of self-efficacy, trust, and a strong sense/comfort with autonomy and dynamic decision-making processes. These attributes, as they are linked to entrepreneurship and an entrepreneurial mindset among military veterans, have been consistently demonstrated in practice. According to multiple studies commissioned by the U.S. Small Business Administration (SBA) and others, military veterans are twice more likely than non-veterans to pursue business ownership after leaving service, and the five-year success rate of ventures owned by veterans is significantly higher than the national average.

Veterans Assume High Levels of Trust:

The ability to trust coworkers and superiors has been consistently highlighted in organizational behavior literature as a significant predictor of high-performing teams, organizational cohesion and morale, and effective governance systems.

Research studies focused on both military personnel and veterans indicate that the military service experience engenders a strong propensity toward an inherent trust and faith in coworkers, and also a strong propensity toward trust in organizational leadership. In turn, the academic literature broadly supports the finding that in organizations where trust between co-workers—and between employees and leadership—is strong, organizational performance is enhanced.

Veterans Are Comfortable/Adept in Discontinuous Environments:

The contemporary business environment is dynamic and uncertain, and research consistently highlights the organizational advantage conferred to firms that are able to act quickly and decisively in the face of uncertainty and change. Cognitive and decision making research has demonstrated that the military experience is positively correlated to the ability to accurately evaluate a dynamic decision environment, and subsequently act in the face of uncertainty. Several studies highlight that this ability is further enhanced and developed in individuals whose military experience has included service in a combat environment.

Veterans Are Adept at Skills Transfer Across Contexts/Tasks:

The ability to recognize and act on opportunities to transfer skills learned in a specific context, to a disparate context, represents a valuable organizational resource. Several studies focused on skills transfer have highlighted that military service members and veterans are particularly skilled in this ability. Research has attributed this finding to the fact that military training most often includes contingency and scenario-based pedagogy, and as a result, service members and veterans develop cognitive heuristics that readily facilitate knowledge/skills transfer between disparate tasks and situations.

Veterans Exhibit High-Levels of Resiliency:

The notion of resiliency refers to a condition where individuals can successfully adapt despite adversity, overcome hardships and trauma, achieve developmental competencies, and excel even in the face of harsh environments. Multiple studies have found that military veterans exhibit high levels of resilient behavior; that is, as a consequence of the military experience veterans (generally) develop an enhanced ability to bounce back from failed professional and/or personal experiences more quickly and more completely, as compared to those who have not served. The business strategy and applied psychology literature highlights the positive benefits of employee resiliency in multiple contexts/settings where intermediate or terminal failures are likely to be high, such as in new product development, early-stage ventures, sales, high-technology ventures/work-roles, and in environments where customer relationships are transaction based.

Veterans Have [and Leverage] Advanced Technical Training:

Military experience, on average, exposes individuals to highly advanced technology and technology training at a rate that is accelerated relative to non-military, age-group peers. Research validates the suggestion that this accelerated exposure to high technology contributes to an enhanced ability to link technology-based solutions to organizational challenges, and also the transfer of technological skills to disparate work tasks. In other words, not only do military veterans (on average) have more advanced exposure to high technology relative to their age-group peers, but they also make the most of that knowledge by effectively leveraging knowledge across disparate work-related tasks.

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Veterans Exhibit Advanced Team-Building Skills:

Several studies have compared military service members and veterans to non-veterans in the context of team-building skills and efficacy. Findings from that research illustrate that (as compared to those that have not served in the military) veterans are more adept with regard to: 1) organizing and defining team goals and mission, 2) defining team member roles and responsibilities, and 3) developing a plan for action. Further, research also suggests that those with prior military service have a high level of efficacy for team-related activities; that is, veterans exhibit an inherent and enduring belief that they can efficiently and effectively integrate and contribute to a new or existing team. Taken together, the academic research supports the notion that veterans will enable high-performing teams in an organizational setting. Research on high-performance teams suggests that communication and idea exchange are critical, and in combination with skills at forming teams, provides additional reason to consider hiring veterans. Research finds the key components are frequent communication, including equal time listening and talking, frequent informal communication, and engagement with people not inside the team.¹ These fit with veteran abilities to form and dissolve project-based teams, using communication skills and processes developed in the military.



Veterans Exhibit Strong Organizational Commitment:

Socialization tactics can have profound implications for the identity of organizational members, by facilitating identity change so that one's concept of self becomes informed and intertwined with the identity of the organization. Military institutions are particularly adept at institutional socialization, and as a result the military experience engenders a strong linkage between the individual and the organization. Research has demonstrated that military veterans bring this strong sense of organizational commitment and loyalty to the civilian workplace. For the organization, this strong sense of organizational commitment can contribute to reduced attrition/turnover, and will also be reflected in the employee's work product. Further, in situations where organizational commitment is high, research suggests that organizational norms, customs, and ethical standards are more strongly internalized and adopted across the firm.



Veterans Have [and Leverage] Cross-Cultural Experiences:

The nature of military service today necessarily dictates that veterans must be skilled at operating across cultures and international boundaries. Multiple studies consistently highlight that those individuals with military backgrounds 1) have more international experience, 2) speak more languages (and more fluently), and 3) have a higher level of cultural sensitivity as compared to age-group peers that have not served in the military. The cross-cultural experiences characteristic of veterans represent a competitive advantage for the firm, given the increasing globalization of the business environment.



Veterans Have Experience/Skill in Diverse Work Settings:

While the military has been publically criticized for a lack of diversity on several important dimensions, research has consistently highlighted the fact that the all-volunteer military actually represents a very heterogeneous workforce across myriad dimensions. These include educational background, ethnicity, culture, values, and the goals/aspirations of organizational members. As a consequence, multiple studies have found that those with military experience are (on average) highly accepting of individual differences in a work setting, and exhibit a high level of cultural sensitivity with regard to such differences in the context of workplace interpersonal relationships.

These findings suggest a strong and compelling argument supporting the engagement of the nation's employers in the employment situation of veterans. Importantly, this argument extends beyond social responsibility or obligation, and goes directly to a market-based competitive advantage and employer's bottom line. As a consequence, we assert that this business case is well-positioned as a tool to support educating hiring managers and human resource personnel as to the potential value that a veteran brings to the civilian workforce. Further, this research also opens the door to assisting both the employer and the veteran to identify specific work roles that are well-suited for veterans.

Recommendations & Resources:

The following recommendations are provided for employers in order to leverage the material above:

- ▶ Disseminate the business case to hiring managers and human resource personnel as a means to communicate the potential value that a veteran brings to the civilian workforce
- ▶ Incorporate the findings cited above into internal training programs focused on the firm's non-veteran workforce
- ▶ Distribute the business case to key influencers across the firm, including board members and key customers
- ▶ Incorporate elements of the business case into marketing and communications efforts focused on both internal and external stakeholders
- ▶ Customize the business case in a way that links the "value of a veteran" to how your particular firm creates value for your customers
- ▶ As a resource, the full business case for hiring a veteran can be downloaded at <http://vets.syr.edu>.

Part

2. Employer Challenge: Certification, License, and Experience

Many military work roles would require licensure and certifications, if performed in the civilian sector. Civilian licensing of otherwise skilled veterans is commonly cited by employers as an impediment to fully leveraging the skills and experiences of military veterans.

Licensure and certification requirements are commonly preceded by education and training, which varies between military and civilian sectors. However, the skills are often similar or identical, and the training and education is also similar in scope and content (between military and civilian sectors). Two primary components are at issue for employers that cite licensing and certification as an impediment to hiring veterans:

- A lack of understanding related to the veteran's training and education as it correlates to the civilian equivalency (and how may the equivalency be ascertained)
- A lack of understanding related to the duties/activities of the veteran's work-role in the military, as it correlates to the requirements associated with civilian licensing and certification standards.

To a large extent, licensure and certification is a state-level issue; that is, individual states are responsible for vocational licensing related to most work roles requiring civilian certification. Legislative and executive policy is beginning to address certification and licensure for education, training, and skills obtained in military service, so as to allow easy transfer of licensure to take place as military members (and families) transfer from one state and jurisdiction to another post-service and not only during service. These policy initiatives continue to ensure the integrity of the license or certification but expedite attainment for those already qualified. These policies include license reciprocity, reduced documentation requirements for veterans, expedited reviews of licensing/certification applications, temporary licensure, and others.

Initiatives in several states, and for several target occupations including nursing, teaching, and childcare, were highlighted in a Treasury/DOD joint report on occupational licensing focused on spouses who move to support serving family members.

As mentioned, there are also efforts underway to streamline the process through which education, training, and experience gained as a result of military service can be applied to generate a civilian certification or license. Based on a review of

those efforts, New York State has made the most significant progress in this area. For example, in New York, a commercial driver's licensure (CDL) has been streamlined for veterans who held similar roles in the military, as have some positions in healthcare and education. Efforts are also currently underway in New York to reduce the training and experience required of many private security and law enforcement certifications, for those individuals who performed similar work roles while serving in the military. Other states have taken steps similar to New York for emergency medical technician and ambulance driver roles, and there is an ongoing effort on the federal level for those occupations that require federal licensure.

All that said, from an employer perspective the general consensus is that state regulatory agencies have been slow to address this important issue, and ongoing initiatives are disparate and uncoordinated. While some states have taken significant and meaningful steps to acknowledge military training and experience in their licensing and certification programs (e.g., New York, Pennsylvania, Washington), others have taken limited or no action. As it is in the best interest of both the veteran and the employer that military training and experience can be leveraged in the form of a civilian license or certification, some firms have taken proactive steps to overcome the challenges related to certification, and by doing so have been able to leverage the skills, training and experience of veterans in the workforce. Detailed below are some of the strategies adopted by leading employers to address the challenges related to certification and licensure of military veterans.



Recommendations & Resources:

The following recommendations are provided for employers related to licensing and certification:

- Identify those work roles within your organization that require state/federal licensure or certification, and concurrently identify those military occupations that assume similar skills, training, and experience. Many of the available Military Occupational Specialty (MOS) translator tools can assist with mapping civilian work roles to military occupations.²
- Assign the firm's human resources team to stay up-to-date and informed as to state-specific policies, programs, and initiatives focused on licensing and certification programs impacting veterans—particularly as those initiatives relate to work-roles in demand at your organization.
- Firms with operating locations across multiple states may be positioned to leverage state-specific reciprocity agreements with regard to the licensing/certification opportunities for prospective veteran employees, where a given state has taken steps to provide licensing/certification opportunities to veterans (given military education/training/experience).

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- Leverage internships, job shadowing, and similar initiatives as an opportunity for veterans lacking the experience dimension of a licensing/certification requirement, to acquire the required experience. Additionally, if possible, provide these opportunities by putting existing veteran employees in the trainer capacity.
- Leverage local workforce development organizations, many of which provide training that will contribute to fulfilling certification requirements
- Leverage private-sector training programs such, as JPMC's "GET-VET" (Global Enterprise Technology Training for Veterans) at Syracuse University (SU)³ or Prudential's "VETalent" program (technology training),⁴ as a workforce development opportunity for veterans. Both programs can lead to civilian sector certifications. Similar efforts exist in "green" jobs, forestry, firefighting, and other sectors in both government and the private sector.
- Encourage prospective veteran employees to utilize programs and resources available through the VA, such as the VA work-study program⁵ and the VA Vocational Rehabilitation program,⁶ as a means to obtain relevant training and education required for licensing/certification, and seek to hire veterans who complete such coursework.
- Related to state-specific initiatives positioned to address licensure and certification for veterans, summarized in Appendix G are ongoing initiatives enacted to streamline or accelerate licensure and certification for veterans within each of the 50 states.

Appendices A-D are checklists for employers, focused suggestions, steps, and opportunities to effectively leverage public/private sector resources and practices positioned to enhance opportunities for training and certification of the veteran workforce. These checklists were prepared based on the practices of private-sector firms that have leveraged such techniques successfully to advance their veteran-focused employment efforts.

3. Employer Challenge: Skills Transferability, Supply, and Demand

Another challenge commonly cited by employers relates to the transferability of military-trained skills and abilities to the civilian sector; that is, many hiring managers and HR professionals report a perception that skills and experiences gained through military service do not always correlate to the work-role responsibilities typical of many civilian sector jobs.

An important insight related to the perception among some hiring managers that military-trained skills and abilities don't easily translate to the civilian sector, is that this perception appears to be sometimes reinforced as a consequence of employers relying exclusively on one of the many MOS translator tools currently available. As a result, in some instances these tools have the unintended effect of closing the door to employment opportunities for some veterans who, as a consequence of a varied military career combined with other educational experiences, are in fact viable candidates for a given civilian employment opportunity.

Based on in-depth interviews of the employers contributing insights to this publication, and analysis of in-demand civilian occupations provided by these same employers, it appears that the misperceptions related to skills transferability are largely a function of a lack of understanding among civilian employers as to the roles and responsibilities associated with many military occupations.

As a means to better educate civilian employers seeking to relate military occupations to civilian employment opportunities, PayScale created a list of occupations for which veterans are ideally suited, based on the transferability of military skills and training, as well as a function of those occupational roles identified as "high demand" in the civilian sector. Similarly, Monster.com evaluated broad

occupational skills for supply, demand, and additional training and education requirement characteristics, finding:

“While these tools were created to provide employers general insight into the experiences and training associated with a given military occupation, in some cases we found that employers are relying on these tools as a first and only screen of prospective veteran employees.”

In addition to the careers and skilled trades listed by Monster.com, PayScale found that veterans more frequently hold the following skills than non-veterans: "Cisco Networking, Computer Security, Contractor Management, Electronic Troubleshooting, Leadership, Microsoft SQL Server, Program Management, Security Policies and Procedures, and Security Risk Management." Veterans also often hold security clearances, which are currently active or quickly able to be investigated and reactivated, a critical advantage for many firms engaged with government or with contractual requirements for cleared workers.

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Importantly, it's also critical to note that the notion of skills transferability applies equally to technical skills/abilities conferred as a consequence of military service, and also those less tangible skills and abilities characteristic of veterans that are valued in the workplace, but that are not necessarily work role specific.

For example, research conducted by Monster.com suggests that “soft-skills” characteristic of veterans such as the ability to concentrate for long periods, creativity, attention to detail and accuracy, a calm demeanor, the ability to communicate, self-discipline, confidence, and the ability to follow detailed instructions were all reported by employers already hiring veterans as skills that are both transferable and highly valued. However, both the transferability and value of these skills appears to be less salient to those firms with limited experience hiring veterans.

In sum, based on the accumulated research conducted for this publication, a key finding of this report is that there is little basis to suggest that 1) the population of veterans is unskilled or that the occupational skills characteristic of veterans are not readily transferable to a civilian work setting, and 2) that the skills conferred as a consequence of military service are not relevant and valued in the civilian workplace. In fact, those firms with meaningful and longer-term experience hiring veterans all report that opportunities to leverage veterans as a highly skilled and trained talent pool is a primary motivation for ongoing investments supporting veteran-focused employment initiatives.

Instead, it appears that the core impediment to employment related to the issue of skills transferability is largely based on:

- a lack of understanding among civilian employers as to how and what skills conferred to the prospective employee as a consequence of military service will transfer to a civilian work role, and
- a lack of understanding among many veterans as to how to best communicate the relevance of their skills and experiences to civilian employers.

Based on the combined lessons learned of the employer cohort that contributed to this publication, and the key finding, strategies and resources positioned to bridge this gap in understanding are as follows:



Recommendations & Resources:

- ▶ MOS translators are well suited to provide general insight into the presumed skills and training afforded to a prospective employee, but should not be used as a tool to disqualify an individual from an employment opportunity. Military experiences are seldom typical, and an individual's MOS alone is insufficient to understand the full scope and depth of skills, training, and experiences a given individual can potentially bring to the organization.
- ▶ Related to the above, some employers have started to ask veterans to (voluntarily) include the official narrative that accompanies the prospective employee's military awards and decorations, as a means to gain detailed insight into the veteran's specific military work roles and responsibilities. Often these award narratives include specific metrics related to the veteran's contribution to organizational performance and supervisory responsibility.
- ▶ Firm leadership plays a central role in bridging the divide in understanding related to the transferability of military skills to the private-sector firm. Firms with "class-leading" veterans' employment programs are ones where the leadership of those firms has invested the time to understand the relevance of military skills and experiences to the firm, and where those leaders have taken steps to communicate that understanding to non-veteran employees in a way that addresses increasing business productivity and ultimately shareholder value.
- ▶ Some leading firms have taken steps to move the case for veterans' employment out of the HR "shop," in the form of training programs and materials focused on front-line and hiring managers.

These training tools link relevant military training and experience to the civilian work environment, and have proved effective in helping non-veteran employees recognize the linkages between military and civilian work-roles and experiences.

- ▶ Class-leading firms have leveraged internal communications channels to publically recognize the achievements of current veteran employees, in a way that correlates the veteran's current work role responsibilities to their military training and experiences. Such symbols, ceremonies, and artifacts are well-positioned to impact the organization's broader culture as it relates to veterans' employment initiatives.
- ▶ Where possible, put veterans in training roles within the organization. Such situations create a broad opportunity to highlight military-learned skills and abilities in a way that communicates the transferability of such skills to the civilian workplace. Again, this strategy is effective in impacting the organization's broader culture, as it relates to veterans' employment initiatives.
- ▶ Expose veterans to a broad array of business functions and work roles. Some firms, like GE, have created leadership programs for veterans that provide rotations in different work roles and lines of business, with the goal to identify the strengths and interests of the veteran as aligned to the firm. Such programs effectively leverage military and leadership skills, and provide opportunities for veterans to become part of the decision-making process related to where they will ultimately work and contribute. Rotations also expose more individuals within the organization to high-performing hires, which assists in championing veteran initiatives.

Part I

4. Employer Challenge: Culture, Leadership Champions, and Veterans' Employment

Another challenge frequently cited by firms pursuing veteran-focused employment initiatives relates to a rigid, inflexible, or idiosyncratic corporate culture that makes implementation of specialized hiring initiatives difficult to institutionalize within the firm.

Fortunately, many issues related to corporate culture and leadership-in the context of employment-have been thoroughly explored in the context of initiatives focused on workforce diversity. As such, models for leadership-driven decision making have been developed in the areas of high-performance talent acquisition, diversity initiatives, disability accommodations, and more. As a result, the community of employers does not have to reinvent the wheel in the context of veteran-focused engagement, but rather survey the landscape and choose the models most appropriate given the firm's goals and setting. However, the model itself does not appear to represent the most important factor positioned to overcome obstacles based in corporate culture; instead, we have found that it is the engagement of leadership that will drive progress within the organization, as it relates to veteran-focused employment initiatives.

To date, much of the hiring of veterans has been driven by calls for corporate social responsibility, and the “support the troops” goodwill that exists in American society. That is a good starting point, as it has drawn attention to the employment needs of the population, and to corporate America’s drive to give back. However, all indications are that this motivation is insufficient to sustain enduring employer commitments. Instead, the longer-term sustainability of veteran-focused employment initiatives at any given firm will correlate directly to the commitment of the firm’s leadership to such programs. Executive level commitment is essential to motivate the culture change necessary to institutionalize programs and processes positioned to sustain a focus on veterans’ employment within a private-sector organization.

Based on our research of leading firms, it was apparent that almost all firms that have successfully implemented veteran-focused initiatives have also identified executive level champions responsible for those initiatives. In fact, almost all the firms participating in this research were of the opinion that to meaningfully address veteran employment, veteran-initiative leaders need to be involved either at, or reporting directly to the executive level. Only leadership commitment to the establishment of values and goals supportive of the initiative, backed by understanding of the competitive advantages veterans bring to a civilian employment situation, will overcome cultural barriers. Some practical advantages cited in support of executive-level engagement from the employers surveyed were:

- Executive-level engagement promotes robust assessment and the development of metrics designed to evaluate progress.
- Reporting progress at the executive level promotes opportunities to address institutional barriers and enhance opportunities for veterans.
- Programmatic successes connected to executive-level engagement are likely to be visible both within and outside the organization.
- Alternatively, programmatic failures not driven by executive-level engagement may impede current and future employment opportunities for veterans.
- The commitment of organizational resources to enable recruitment, hiring, retention and advancement of veterans in employment is more likely given executive-level engagement.

Class leading examples of leadership-driven initiatives include JPMC's decision to situate the firm's veteran initiatives under the direct purview of the firm's Chief Administrative Officer (CAO). JPMC integrates all the firm's veterans' initiatives (products, employment, philanthropy, training and education, etc.) under a single organizational unit, and by doing so can promote the firm's vision through a single, unified channel. Because this unified team is fully focused on veterans' issues impacting the firm, a deep understanding of the ties and integration between JPMC's varying initiatives impacting veterans is cultivated. This can be leveraged to educate others throughout the firm as to the opportunity available to business and industry related to veterans as customers, clients, suppliers, employees, and investors, with each reinforcing the other.



Other firms such as Walmart, Prudential, Ernst & Young, and Humana Healthcare have assumed a similar approach with regards to an executive-level champion for veteran-related issues. The key finding in this area is that executive-level engagement is most likely to foster a veteran-engaged culture within the organization.

Firms with a veteran-engaged culture are more likely to support access to employee development programs for veterans, including mentoring, career planning and full engagement, and sponsors who will focus on advancing the careers of veterans under their sponsorship. Advancing employee development creates a competitive advantage for both employee and employer by using the full range of skills and talents available and leveraging experience and training gained through military service, as well as through networks available to the veteran employees. Strength and growth opportunities may focus less on management, team building, or leadership, and more on fit and focus within the organization. Veterans may be able to impart lessons learned in military service to their teams, fostering organizational trust and cohesion.

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Firms with a veteran-engaged culture are also more likely to embrace strategies related to work-life balance given unique constraints of specialized healthcare for veterans. Veterans with healthcare needs may require flexible schedules, flexible work spaces, or other accommodations. Previous research on inclusive corporate cultures, and particularly on accommodations and flexibility, has demonstrated business value, including reduced turnover intention, fewer work absences, and increased performance. Perceptions of treatment and inclusion impact workplace engagement and productivity, and communicating the value of accommodations and investment in human capital imparts positive perceptions of the workplace.⁷

It is important to recognize the impact of veteran accommodations and the value of investing in their training and education, related to flexibility and inclusion, in order to realize the human capital inherent in veterans in the workplace. This realization is made even more important to the number of veterans returning from Afghanistan and Iraq with injuries and disabilities, and the stigmas that still exist for those who suffer from PTSD and depression. Workplaces with effective accommodations for people with disabilities also tend to have effective workplace modifications and flexibility that benefit the entire workforce, and in turn provide bottom-line value to the business. Accommodating the needs for flexibility may allow attainment of otherwise unavailable human capital.

All this said, it is unlikely that these accommodations will be institutionalized—and thus these advantages realized—without an executive-level commitment to a veteran-engaged culture.

Recommendations & Resources:

- ▶ Firms pursuing veteran-focused employment programs should establish an executive-level champion for such initiatives.
- ▶ Firms pursuing veteran-focused employment programs should consider establishing a firm-wide advisory board on veterans' initiatives, chaired by the executive-level champion.
- ▶ The executive-level champion should plan a consistent, cohesive communication strategy focused on veterans' issues over a significant period of time. The communications should start from the executive-level champion, and be consistently reinforced through many different channels and media, and targeted to specific stakeholders to advance business goals. Veteran-focused messages and talking points should be passed down so that mid-level managers are not creating their own messaging, but emphasizing and reinforcing the same innovation messages as the executive-level champion.
- ▶ The executive-level champion should develop goals and measurements related to the firm's veteran initiatives, which are tightly aligned to the strategic goals of the firm. Doing so will begin to institutionalize a focus on veterans' employment and career development across the firm.

5. Employer Challenge: Tracking Veterans in the Workforce

In order to understand the effectiveness of employment initiatives focused on veterans, and to better understand the organizational contribution made by veterans to the firm, companies need to track veterans in the workforce.

That being said, employers commonly cite tracking veterans in their workforce as a significant challenge for several reasons:

- Many firms have been unwilling to ask prospective employees about military service, based on possible liability concerns.
- Many veterans are unwilling to self-identify, based on fears of bias, stigma, and discrimination.

When working on initiatives to hire and retain veterans, an important first step is to understand existing veteran employment within a company, including tracking applications, hiring, employment, retention, advancement, and more. While there are voluntary self-identification questions in the hiring processes for many employers, there are usually not fully developed systems that address the veteran employee life cycle. Aside from initial hire questions, generally asked to comply with USERRA or VEVRAA, there are infrequent other data sources, or ways to engage with veteran employees. Reasons for not tracking include concerns (valid or not) on the legality of tracking Guard and Reserve members, their military or veteran status, as well as veteran family members. There is also a concern of the risk of having the human resource practice data available which might be used in employment discrimination lawsuits. Perceptions related to the use of the data are another reason frequently cited for not collecting or retaining data. Some employers report that veterans or family members, particularly Guard and Reserve members, may be likely to perceive data collection as a precursor to potential adverse employment actions.

These concerns may often be addressed by demonstrating positive value to veterans related to the collection and use of the data. Demonstrating positive use, such as support for the veteran or family members related to deployments, or for use in mentoring, sponsorship, career advancement, affinity groups, and other similar initiatives, will also alleviate concerns. Where policy exists to support veterans who are called to active service, some companies discussed internal challenges in discerning which questions will feel intrusive to the veterans and how they can ask veterans to self-identify, including through surveys. Such companies struggle internally with the decisions of how much they can reasonably and respectfully ask of employees.

Companies like GE, TriWest, AT&T, and Merck have implemented ways to voluntarily track and incentivize veterans to self-identify by leveraging existing programs and initiatives such as employee surveys, veterans' affinity groups, and more. It's widely accepted that employee resource and affinity groups can be leveraged for both self-identification and engagement, and that such groups positively impact companies, reinforcing the benefits of tracking and using the data for positive purposes. Finally, lack of identification may also result in missed opportunities for the firms to effectively train, retain, and empower veterans, which increases a firm's overall productivity and growth.

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Benefits of Tracking Veterans in the Workforce

As discussed earlier, the VOW to Hire Heroes Act of 2011⁸ includes provisions for tax credits for businesses that choose to hire veterans. However, businesses are unable to collect tax credits for hiring veterans if they are unaware of the veteran status of employees. Recent research by RAND showed that tax credits for disabled veterans may have been responsible for maintaining an unemployment rate that is 2% lower than it would have been without the tax credits, demonstrating that businesses used tax credits for roughly 32,000 jobs per year in 2007 and 2008.⁹ However, some businesses have indicated that they may not have the data available to claim the credits.

Other benefits of tracking veterans include knowing who has served in the military and what skills they have, in order to make the most effective use of them in the business or unusual circumstances. For example, during the Hurricane Katrina catastrophe in Louisiana, GE was able to identify their veterans and leverage their military skills to set up camps, manage people, as well as manage their projects and efforts during and post-Katrina devastation.

No matter what the company does, if there is not a “veteran-loving culture,” the veterans will not believe in it and will not self-identify.

Tracking veteran employees within a company allows measuring veteran productivity within the company to demonstrate value through the rate of return on investments in veteran employment initiatives, and to prove business benefits from hiring veterans. Additionally, tracking veterans will allow identifying different skills that veterans have in the workplace compared to their colleagues, allowing the company to leverage existing skills and grow talents. Failure to track and measure veterans' performance within the firm may lead to a poor understanding and lack of recognition of veteran employee contributions, and inaccurate perceptions about the value veterans bring may result in lack of supervisor or HR flexibility, perceived discrimination, or other adverse effects for the veteran. This may even lead to the underpayment of veterans and a lack of a clear career development path, which can cause attrition within the company.

Other benefits may include identifying and supporting family members during deployments, through employee resource groups or through employee outreach efforts in line with the company's culture. Tracking veterans who are deployed, or going to be deployed, including family members, allows companies to effectively create and implement employee assistance programs that reach both the veterans and their family members. Finally, understanding veteran networks may provide business opportunities from recruitment, to collaboration, to business relationships. Next we discuss tracking methods and strategies.

Strategies for Tracking Veterans in the Workforce

Examples of self-identification incentives that GE has developed within their tracking program include:

- 1 Social events & cocktail hours specific to veterans to recognize and honor their service. During these events, computers are available so that veterans can physically update the employee database and self-identify.**
- 2 GE Appliances has developed a challenge coin and makes the announcement to the top management level that a veteran is getting a coin, which is given by the CEO as means of recognizing and honoring veterans companywide. This incentivizes other veterans to self-identify.**
- 3 GE sends a message to identified veterans and asks them if they know any other veterans who have not self-identified and to help with that effort.**
- 4 The veterans' affinity networking group attracts veterans who usually do not come to veteran-specific events. The network provides many resources and initiatives such as professional development. The affinity network group has been the most effective initiative at GE (which is typical of affinity groups in a diversity context).**
- 5 GE has created a veteran wall to honor veterans within the company.**

According to GE, in order to be successful, the company needs a “veteran-loving culture,” and the veteran initiative needs to come from their leadership. For example, during Veterans Day, GE invites Vietnam veterans to a social event with their top management. Furthermore, the



company places service flags and an appreciation letter on each veteran's desk, which reinforces positive recognition of veterans in the workplace and motivates other veterans to self-identify. This small act identified that the non-veterans were appreciative of the company for doing it, and they became more supportive of veterans. No matter what the company does, if there is not a “veteran-loving culture,” the veterans will not believe in it and will not self-identify.

Screening for veteran status has become mandatory in many companies, due to the need to understand the issues and challenges that military families face, to fully leverage and expand on the skills and growth talents that veterans have, and to take full advantage of the tax credit opportunity. Additionally, some contractors have requirements to track and report veteran hiring. A company that has mandated tracking is AT&T, whose new policy mandates that after being given a job offer, candidates must be asked if they are currently, or have ever been, in military service.

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This specification is important, as some veterans do not identify themselves as veterans. Asking new employees about military service captures the relevant data better than asking about veteran status. Merck used existing employee surveys to measure corporate culture related to people with disabilities which are also relevant to wounded warriors. Another method, shared by Walmart, is using data from military leaves of absence to identify and track military employees.

Industry reporting, hiring, and demand are another component of tracking veteran employment. As part of the Monster Veteran Talent Index,¹⁰ Monster.com surveyed almost 500 employers in the U.S. that had hired an employee with prior military experience in the past year, indicating at least anecdotal evidence of tracking veterans. The results of the survey were analyzed and entered into the Employer Veteran Hiring Index, a tool that is used to monitor employer willingness to recruit and retain veteran talent, as well as the perception of veteran talent performance. The November 2011 Index indicated that 70% of surveyed employers reported having hired more than one veteran within the past year. Nearly all surveyed (99%) who had hired a veteran reported that their work experience was about the same or much better than non-veteran workers. Substantiating the quality of veteran employees, 69% of employer respondents indicated that veteran workers perform their job functions “much better” compared to non-veterans, and 98% said that they would hire a veteran again. In total, more than 60% of employers surveyed felt motivated to hire veterans based on their qualifications and prior work experience.

Tracking and reporting efforts such as these provide evidence of the utility of veteran workers and the transferability of their unique skill set. Furthermore, Monster.com’s work at measuring veteran employment helps to provide a general idea of the pervasiveness of veteran recruitment in the civilian sector. With 70% of surveyed employers having recently hired veterans and 60% feeling motivated to do so, but nearly 1 million unemployed veterans, there remains a strong need for enhanced analytical and evaluative tracking of veterans, once they have been hired into the civilian workforce. Obtaining tangible measures of veteran employee productivity and changes in general work environment may support further veteran recruitment, serving as evidence of veteran aptitude and qualifications when applied in the civilian work environment. Information uncovered by initiatives like Monster.com’s are valuable, and the development of standardized tracking methodologies within corporations will further aid in the assessment of veteran employment, while providing figures that can be used internally.

Finally, other internal efforts to support veterans require good tracking and reporting methods, whether to leverage skills and talents, to form and maintain employee supports for career enhancement, or to offer support in the face of deployments. Such supports range from engaging the families to offering continued pay and benefits to authorizing and tracking leaves and USERRA return to work obligations.

Recommendations & Resources:

- In order for tracking to be effective and to get all members of a veteran community to participate, the company has to create a veteran-engaged culture (see more details in the Veteran Recruiting and Onboarding chapter).

To create a veteran-engaged culture, the leadership has to demonstrate positive uses of tracking.

- Veteran initiatives need to come from company leaders. For example, have social events with top management and veterans, have companies leaders send a letter of appreciation, and more.
- Leadership needs to educate company members about the importance and benefits of tracking veterans. For example: understanding the needs of veteran families to provide adequate accommodations, take advantage of tax credits (see VOW to Hire Heroes Act of 2011), understand veterans' productivity and work ethics to better the HR strategy and investments, and more.
- Educate veteran and military families about the benefits of tracking. For example: what the missed opportunities are for both them and the company, how the company can assist the family during the deployment, how the company can recognize a veteran's skills and leverage them for meaningful career development, and more.
- Make tracking/employee surveys mandatory for all employees. Conduct the survey after the person is hired. This will help identify a veteran at an early stage and provide the company with opportunities to accommodate the veteran adequately. Furthermore, allowing employees to update their files on a regular basis may help identify veterans that did not self-identify initially and allows the company to recognize any changes in status such as deployment.
- Change the language in employment surveys; instead of tracking them as veterans, track current or past military service, since not all veterans will consider themselves veterans.
- Develop opportunities for veterans to self-identify. For example, social events for veterans, develop a company coin for veterans, the veteran memorial, encourage and support a company veteran affinity group, and many more.

6. Employer Challenge: Deployment Issues and Challenges

Employer-focused concerns related to the potential deployment of employees (Guard & Reserve) represented another challenge mentioned by companies.

Importantly, these concerns were not necessarily focused on the potential of a deployment as an obstacle to hiring, but instead focused on the implications for career development and family support. However, others have reported that deployment could be a concern for some employers.

For the family, the deployment of a spouse to a combat zone represents a challenge of significant magnitude.¹¹ Deployment means increased family responsibilities, financial issues, isolation, and fear for their spouse's safety, which causes anxiety, loneliness, sadness, and a feeling of being overwhelmed.¹² This has a direct impact on the company that employs a deployed military member or somebody whose family member is deployed; hence, awareness of veteran deployments is essential to respond effectively to the needs of employees and their families. In addition to the voluntary measures which employers may take, there are protections in Federal and state laws which apply to deployed military members and their families, and to their return to work.¹³ Employers, which engage deployed members in the workforce, that prepare for their deployments and their return-to-work plans, may be better positioned to meet workforce needs, plan for salary expenditures, temporary workers, job duty transitions, and more.

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Salary and benefits, particularly gap salaries and continued access to benefits, may be of particular importance. Policy decisions on continuation of salary and benefit eligibility vary between companies for business reasons. Employees may select jobs based on policies which will impact them and, perhaps more importantly, impact their families.

Other policies may include assistance with insurance or other benefit premiums; vacation time payouts to support family members; emergency assistance, including loans or grants; loans from profit sharing or similar benefits; family usage of employer facilities or benefits (e.g., daycare, fitness facilities, or discounts); and other similar benefits. Informal benefits may be regular care packages, communications from peers and leadership, integration of family members at company events, recognition of

deployed members, and other activities designed to promote awareness and support of the employee and their family during periods of service. In addition to supporting families and deployed service members, these actions may support a more engaged workforce and support employee retention.

An example of an integrated program was established by TriWest to address families during deployments. The program creates a community and raises awareness about deployments of Guard or Reserve members. A focus is placed on educating peer employees on deployment and its impact. Program components include deployment parties, a blue star flag on employee workspaces, informal invitations of deployed employees' family members to peers' homes for holidays, and more. In addition to creating awareness amongst employees, TriWest provides salary adjustments to meet financial needs and provide flexibility for deployed staff. Beyond benefits, communication of the company's engagement is an integral component of the program. For example, the CEO sends letters once a month to TriWest's deployed National Guard and Reserve members, and the letters include a telephone card so that they can stay connected with their loved ones.

Such activities require active self-identification, to assist and support military and veteran employees and their families. This is the company's business and employee justification for significant self-identification efforts. Attributing this to the benefits provided to the employee and family, TriWest indicates it has never been sued related to their inquiries on veteran status or related supports, and that they don't consider identification efforts to have legal risks which outweigh their benefit to both the company and their veterans.

Other companies, such as Google, provide tools to veterans and their families which provide the ability to stay in communica-

tion, as well as encouragement and advice on how to effectively use those tools in circumstances unique to military members, veterans and family members. Engagement and concern for employees may increase morale among other employees and may reduce turnover intention among veterans and other employees.

Recommendations & Resources:

- It is in the best interest of both the employer and the employee to design a specific corporate policy related to the deployment of employees. Consult the ESGR's "Employer Resource Guide" as a source of relevant information informing this policy.¹⁴
- Develop training programs for managers related to relevant law governing the deployment of employees, and approaches to implementation consistent with both obligations and the company's strategic vision and communication of veterans' initiatives.
- Communicate support for training programs by having the firm's leadership sign and display a Statement of Support for the Guard and Reserve.
- Leverage the firm's culture, resources, and capabilities to minimize the impact of a deployment on the employee's family. Examples include care packages, integration of family members at company events, recognition of deployed members and families in corporate communications, and other activities.
- Create a toolkit for the deployed member, the family member, employee peers, and managers that covers resources, policies, transitions, benefits, communications, and other resources to make deployments and reintegration easier to plan and implement.

7. Employer Challenge: Attrition and Turnover of Veterans

Employee attrition has been a major issue for American companies, and many firms participating in this study cited attrition of veterans as a concern.

According to the U.S. Chamber, the current trend among veterans is to change jobs twice within the first three years of civilian employment. The underlying cause of the job switch is likely a poor fit between the veteran and the job (specifically compensation level), personal investment in the firm or the work role, or inflexibility of the position, given external demands (family, medical, etc.) imposed on the veteran. The trend shows that (on average) it takes veterans three employment experiences to find the "right job"—the first two jobs tend to be situations that meet their needs in terms of income and geography, while the third job tends to be a job they want and are passionate about, and in which they tend to stay permanently. Employers are not yet experienced in working with candidates to identify their strengths, experiences, and skills, and to fit the position to those attributes and characteristics, nor are veterans yet adequately prepared to translate military skills, training, education, and experience. There is a need for familiarity with transition concepts, and for employee and employer tools to discover strengths, grasp job duties and descriptions, and to find a correct job fit. Application of these tools will decrease attrition rate and provide employment stability within the firm.

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According to GE employee data collected over the past 10 years, the attrition rate for veteran employees is 7% lower than for non-veteran employees.

Another factor in turnover intention is geographic location and employment stability, or conversely, willingness to move for a career opportunity. If veterans find meaningful employment in a preferred geographic location, particularly employment that may provide career development and opportunity for advancement, the veteran may be more likely to stay in a job. This reduced turnover may reduce costs of attrition. Job availability may not be consistent with veteran employment preferences because many enlisted veterans select geographic location as a first factor in transition out of military service. However, many veterans are also used to periodic military moves, and according to Monster.com's Veteran Talent Index,¹⁵ 68% of surveyed veterans said they would relocate for a job. In comparison, less than half (43%) of U.S. job seekers found on Monster.com state they would relocate in 2011. Of those veterans willing to relocate, over half (53%) of those surveyed said they would relocate anywhere in the U.S. It may be the case that targeting transitioning members early, combined with better job matching, will result in lower unemployment rates and reduced turnover. This trait may also be a significant benefit to employers recruiting veteran talent, providing a mobile workforce when needed.

An excellent incentive to cultivate a loyal veteran workforce, in addition to better job matching at the recruitment stage, is the high attrition cost of up to 18 months' salary (averaging as much as \$125,000) for each manager or professional who leaves

and up to one half of a year's pay for each hourly employee who leaves. Reduced attrition may also positively impact the firm by reducing direct recruitment and training costs and other costs, which include preparing for and implementing a search, employee burden of doing the jobs of individuals who have left, and inefficiencies during training for replacements.¹⁶

According to GE employee data collected over the past 10 years, the attrition rate for veteran employees is 7% lower than for non-veteran employees. GE indicates their veteran employees are more likely to stay, and GE uses their annual review process to track their employee turnover data. In addition to attrition, there are further benefits of productivity from veteran employees. TriWest's measured absenteeism from work is lower amongst military employees. This is also in accord with data on people with disabilities, another group that may face employer stigma and that has direct relevance to wounded veterans. Employees who feel valued may have lower absenteeism, and those who perceive that their employer doesn't stigmatize may have similar stability and reduced absenteeism. Of course it may be that veterans, wounded and not wounded, as well as people with disabilities, may feel as though they have fewer alternatives and may stay due to a concern about lack of opportunity.

Recommendations & Resources:

- Create awareness of employment opportunities targeted to military members, prior to separation, to encourage job applications from candidates with a good potential employment fit.
- Experienced hiring managers should interview and assess candidates to ensure they have the right skills, and that they fit well with the company culture, managers and co-workers.

- When the veteran is hired, make sure they understand how the company works, its policies, and to procedures. Give them a thorough orientation designed to help them to fit in easily and quickly, and to immediately contribute to the company.
- Compensation is important, but in many cases veterans are also focused on benefits related to their family and their well-being, given disability issues and family concerns. Highlight such benefits at the time of hire, and continue throughout their tenure.
- Pay attention to employees' personal needs and offer more flexibility where possible. Consider offering telecommuting, compressed schedules or on-site or back-up daycare when required. Offer benefits coordination to ensure transparent coordination between military, veteran, and civilian programs, particularly health and mental health care.
- By increasing veteran employee engagement with non-veteran employees, the firm will help veterans form organizational attachments, positioned to engender loyalty.
- Symbols, artifacts, and ceremony are the means through which the military engenders organizational commitment. As such, awards, recognition, and praise might just be the single most cost-effective way to maintain a committed veteran workforce.
- Provide a vision for the future, and help the veteran understand where they fit within the firm. Communicate that you are willing to invest time and money in order for them to achieve mutual goals.



Summary

The issues and challenges detailed in Part II of this publication represent those most commonly cited by employers as impediments to a robust veteran-focused employment program.

Given those challenges, we have offered recommendations and resources based on theory and practice positioned to mitigate these impediments.

In the next section, we focus on models positioned to enable business and industry, as well as government, to hire well-qualified veterans. These models will enable veteran acclimation to the business environment, retention by businesses, and advancement, as their talents and skills develop and warrant. Additionally, we draw from existing knowledge in organizational behavior, diversity practice, disability accommodations, and more to facilitate the most productive work environments. This knowledge will assist hiring and line managers, as well as coworkers, to recognize the strengths veterans contribute, to collaborate in the acclimation process, and more.

Part III

In response to calls from employers for a collaborative approach to addressing the employment situation of veterans, in Nov. 2011 a large group of private sector employers came together aboard the USS Intrepid in New York City. The aim was to share lessons learned and innovations, with regards to recruitment, assimilation, retention, and advancement of veterans in the workforce. In what follows, we deliver these lessons learned, innovations, and recommendations to the broader community of employers in an effort to advance employment and economic opportunities for veterans and military family members.

Specifically, Part III focuses on illustrating class-leading examples with regard to recruiting and onboarding, training and development, assimilation and employee assistance, leveraging financial and non-financial resources to create employment opportunities for veterans, and teaming and engaging small business partners to support veterans' employment initiatives.

Firms representing these leading approaches were asked to present their programs, detail experiences of the firm related to the program or initiative, address perceived implementation challenges, generalizability and replication, and also offer recommendations to other companies and/or stakeholders with regards to veteran-focused employment programs. Additional discussion points raised during the summit are also summarized, with participation by each of the stakeholders, and with issues, challenges, practices, and solutions being highlighted in the form

of actionable recommendations and examples. This material is supplemented in some cases with additional input from participants, from their websites, or veteran-related materials supplied by representative employers. Also included are examples and resources available from participating companies, research and practice materials, government and non-government stakeholders, and more.

Finally, a qualification related to this material: our purpose is focused on providing a general overview of select leading practices and initiatives, in an effort to share the strategic intent and approach of the program with the broader employer community. As such, given the inherent limitations of this publication with regard to covering any given program in great depth, we provide contact information for the corporate leader(s) of those initiatives highlighted so that interested parties can exercise the opportunity to seek additional information. Further, we acknowledge that this review is not all-inclusive. The omission of a particular program or initiative is not meant to suggest that the omitted program is not worthwhile, impactful, and innovative. Finally, because we will continue collecting and sharing practice information, we encourage sharing of additional practices, which we will highlight in updates, on our website, and in the e-book/e-reader version of this report.

Part

1. Leading Practices: Veteran Recruiting and Onboarding

a. Overview

As discussed previously, Monster.com's Veteran Talent Index¹ report suggests that more than 60% of employers are motivated to hire veterans based on their qualifications and prior work experience, and that nearly all (98%) of employers that had hired a veteran would do so again if given the opportunity. Many companies understand the value that veterans bring to the company, and have taken meaningful action to improve the employment of our nation's veterans.

However, many firms continue to struggle with recruiting efforts, due to obstacles inherent in their corporate culture, lack of know-how by hiring managers, and other factors. Additionally, most companies are not aware of the effective hiring practices represented by those firms that have found success recruiting and onboarding veterans. Sharing leading practices related to recruiting and onboarding represents a promising approach to addressing the challenges commonly cited as related to veteran-focused employment initiatives.

Two leading initiatives focused specifically on recruiting and onboarding are highlighted in what follows. The first, from BAE Systems, is focused on wounded warriors. The second, from JPMC, represents an innovation in human resources practice that has been demonstrated to be particularly effective, with regards to the large-scale recruitment of veterans.

Leading Practices Model: BAE Systems

Wounded Warrior Program

Conservative estimates suggest that 30% of the post-9/11 generation of veterans will transition from military to civilian life with a service-connected disability. In some cases, the nature of these disabilities may dictate a unique approach to recruiting and onboarding, in the context of initiatives focused on veteran employment.

In 2009, BAE Systems (BAE) launched an employment initiative specifically focused on the wounded warrior population. The initiative emphasizes a "high-touch" recruiting strategy, and since its inception (and at the time of publication), BAE has hired 67 veterans with disabilities under this initiative. To qualify for the program, a veteran must have a 30% or greater disability rating. In addition, family members of veterans are now eligible for program benefits, as well. Across many dimensions, the program has realized great success, and has conferred positive benefits to both the veterans hired through the program and also to morale and team cohesion at BAE, given the firm's positioning as a defense contractor.

Approach & Innovations: Leadership Commitment

In order to accelerate the development and implementation of the program, and to secure the institutional support required to enable the initiative, leadership commitment was perceived to be critical. As such, BAE created the position of VP of Strategic Acquisition, who reports directly to the CEO and the executive board. This employee is also a veteran. This new position is responsible for acting as an advocate and action officer for veterans issues

in the firm, and is physically assigned to the corporate headquarters.

In the context of this effort, communicating why BAE is focused on hiring veterans and wounded warriors was recognized as central to the successful implementation of the program. This key messaging is the responsibility of the VP of Strategic Acquisition. Importantly, BAE is hiring veterans to leverage their talents, and this is the content of corporate messaging in support of the program's recruitment goals.

The VP of Strategic Acquisition supports firm-wide recruitment goals related to veterans by visiting company sites and educating managers, line workers, and supervisors about veterans and the valuable skills they offer in the workplace. Using internal success stories of past veteran hires, the VP of Strategic Acquisition helps non-veteran employees to understand the important role that military candidates can play within the company.

In addition to this new position, BAE has developed a veteran mentorship program that pairs veterans to help them grow internally and to identify career growth resources, provide guidance, and to share information learned with others. Takeaways from the mentorship program include providing for planned career paths, access and planning for college education, and mentoring for career development. Likely a consequence, veterans hired under this program demonstrate a very low rate of attrition; only four veterans hired through the program have left the company.

As an external resource to identify potential veteran employees, BAE has highlighted the Chamber for their efforts in providing opportunities for veteran recruitment, particularly their job fairs, and encouraging veteran participation in job fairs. A useful component has been organization

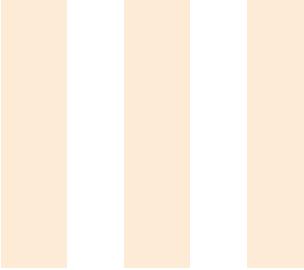
and production of localized veteran career fairs by the Chamber, preparing veterans to be career-fair ready, and maximizing the matchmaking effort prior, during, and post-career fair. Veterans intending to participate in the fairs can be adequately prepared with tools to successfully network and identify appropriate jobs, and to address criticisms of underprepared or poorly matched employer/attendee.

Implementation and Generalizability

Based on the firm's experience implementing and developing the program, the following issues were highlighted as an ongoing focus of effort:

- ▶ **Managing the inherent differences between the firm's mainline human resources practices, and those supporting the wounded warrior hiring program.**
- ▶ **Conveying to non-veteran employees the value that veterans bring to the work environment.**
- ▶ **Ongoing difficulties with regard to identifying potential veteran hires in a timely manner; that is, a challenge related to finding veterans proactively given projected open positions. In this regard, job fairs have been useful, but BAE reports that many veterans are unsure of how to best leverage the opportunities that are presented at these events.**

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Recommendations

- BAE stresses the importance of senior leadership commitments are a key driver in the success of the initiative.
- Partnerships with business and trade associations represent a critical channel for recruiting talent, and also a means to source resources in support of mentorship and education, related to communicating the value of veterans in the workforce.
- Provide training and education about PTSD to all employers and employees; focus on both general knowledge and accommodation issues given the firm's unique circumstance.
- BAE recommends incorporating the veteran's family (to the appropriate extent) into veteran-focused programs and initiatives. Family involvement tends to enhance organizational commitment and promote enhanced wellbeing of the employee.

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Leading Practices Model: JPMorgan Chase & Co.

Military Human Resources Department

As a large and diverse firm, JPMC is well aware of the inherent challenges and inefficiencies associated with integrating a veteran-focused hiring initiative into the unique HR practices, characteristic of the firm's disparate operating locations and lines of business. As such, the firm made the novel and innovative decision to create an integrated but distinct human resource practice, specifically focused on veteran employment.

Approach & Innovations: An Integrated & Collaborative Model of HR Practice

At JPMC, the Military Human Resources (MHR) group is centralized with a single, firm-wide director that reports up through the firm's CAO in close coordination with the firm's Global HR team. The MHR team is responsible for developing firm-wide strategy and process related to JPMC's veteran-focused recruitment and employment goals. Specific innovations, characteristic of the MHR approach at JPMC, are the following:

► High-Touch Recruitment:

JPMC has instituted a "High-Touch Gold Desk," where JPMC recruiters respond to any veteran applicant within five days of receiving the individual's application for employment. This high-touch approach is positioned to support veterans in finding the right opportunity at JPMC, based on the applicant's experiences and qualifications. In addition, this personal response to each and every applicant has the benefit of helping JPMC's HR

personnel to become better educated as to how military skills and experiences correlate to the firm's different work roles. The program functions by utilizing integrated, regional teams that map veteran applications against available positions at the firm. Using those maps, the MHR teams are able to identify positions across the firm that best match the veteran's skills profile. This results in a process that aligns the veteran with an opportunity where he or she is most likely to find success and also facilitates an approach to recruitment and hiring that looks across lines of business, as opposed to within a given organizational silo.

► **Data Driven Approach to Recruiting:**

The MHR created a data strategy working group, responsible for continuously studying the recruitment process, in order to ascertain the efficacy of the tools and practices used by hiring managers. Assessment is also focused on retention/attrition, as a means to understand the correlation between military work roles and those characteristic of JPMC. A monthly status summarizing the broad range of metrics, representative of the firm's veteran-focused recruiting efforts, serves as the basis for efforts to continuously improve the MHR practice and process.

► **Resources to Support a Career:**

The MHR has dedicated full-time resources to support veterans during the onboarding process and beyond, positioned to facilitate successful assimilation and professional development of newly hired veterans. These efforts include training for JPMC managers to help them understand the unique strengths veterans bring to the work-



place, as well as training for newly hired veterans focused on the unique aspects of the firm's corporate culture, norms, and processes.

► **A Collaborative Commitment:**

JPMC led efforts to create and launch the 100,000 Jobs Mission in March 2011. The 100,000 Jobs Mission represents collaboration with more than 50 other private-sector firms (and growing), together committing to the goal of hiring 100,000 transitioning service members and military veterans by 2020. The coalition members are committed to working together, sharing best recruiting and employment practices, reporting hiring results on monthly practice-sharing calls and quarterly meetings, and collaborating on job fairs and other hiring events. This collaborative approach confers to all participating firms scale and efficiency, with regard to recruiting veterans, and also accelerates the learning and education process for all coalition partners, related to promising practices and processes.

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Implementation and Generalizability

- Tracking the degree of success that has been achieved as a consequence of the initiative, particularly as it relates to post-employment outcomes, represents an ongoing area of focus for JPMC. While it is relatively straightforward to track the number of new hires, the firm recognizes a need to better understand what data needs to be captured during the recruitment process, and how that data relates to post-employment performance.
- Internal education represents another firm-wide challenge, as to the best of their current knowledge, 97% of JPMC's employees are not veterans. Given that internal managers retain hiring capabilities, it has been crucial that they receive education on the benefits of hiring veterans.
- Another identified challenge relates to transitioning from a hiring model that offers a job opening in need of a veteran with specific, job ready skills, to a complementary approach where veterans with "raw skills" are hired and subsequently provided specific work-role training.
- A final challenge identified relates to geography; that is, the firm's national recruitment strategy has sometimes been at odds with the fact that many large concentrations of veterans are in locations where the firm does not have a significant number of employment opportunities.

Recommendations

- Emphasize the commitment of senior leadership as critical to the meaningful development and implementation of a veteran-focused employment initiative.
- Provide ongoing support for veterans before, during and after the hiring process as a means to effectively assimilate veterans into the corporate culture.
- Capture data in order to measure the process effectiveness as well as the relevance of skills and talents that veterans possess, compared to the career opportunities within the firm.
- A high-touch recruitment strategy opens the door to matching veterans to employment opportunities that best match their skills, and results in high levels of satisfaction among veterans with regard to their recruitment process experience (even among those that are not eventually hired).
- Participate in private-sector collaborations, such as the 100,000 Jobs Mission, as a means to learn from peers and to share knowledge, which will contribute to improved practices and outcomes.
- Identifying and committing human capital resources at different levels throughout the HR infrastructure, focused on supporting the firm's veteran employment goals and objectives, has been central to the initiatives success.

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b.

Additional Leading Practice Examples: Recruitment and Onboarding

The programs and practices highlighted previously represent unique and novel approaches to recruitment initiatives focused on veterans. That said, there are many other programs and practices in place across private industry, having a significant impact on the employment situation of veterans. As such, as follows we have summarized additional recommendations and key findings, based on a broad review of private-sector initiatives, focused on recruiting and onboarding veterans into the civilian workforce. The recommendations and key findings are as follows:

- Leverage veteran referral opportunities by engaging existing veteran employees, and asking them to disseminate employment information to veteran networks. For example, Ernst & Young made use of word-of-mouth efforts to promote their Veterans Network. The network, which started as a grassroots effort in one of the practice areas, has already grown to include participants from other geographies and offices, provides networking and professional development opportunities, supports the firm's veteran recruiting and onboarding efforts, and supports veterans in the community.
 - Attend Chamber events, which include specialized jobs at particular locations, and which provide significant pre-event preparation for veterans to effectively seek meaningful employment.
 - Leadership involvement and getting leadership on the ground, at company sites, to talk with HR about veterans' issues. The VP of Strategic Acquisition at BAE speaks at their annual HR conference, giving an in-depth presentation to all HR managers and providing results, showing how hiring veterans works and is good for the company. Companies, such as BAE, believe that senior-level leadership needs to drive the veteran recruitment initiative,
- and educate and empower managers to hire veterans and provide career growth opportunities.
- Internal empowerment: TriWest identified a key veteran contact staff member to place within HR, with an ongoing service commitment. This person understands military and corporate culture, and TriWest re-educated them to provide HR training. Once this individual was placed on the HR team, it helped transform and impact the department, and assisted people in HR to understand military culture and service.
 - Hiring veterans as HR recruiters: Similar to TriWest and BAE, the Combined Insurance Company of America hired a Navy veteran² to lead their efforts to recruit high-potential candidates transitioning from military service to the private sector. Since then, the company has hired more than 100 military veterans.
 - Prudential has developed a feature film that is a three-part instructional video for hiring managers that addresses issues of PTSD, what vets bring to the table, benefits, and much more. They are interested in sharing these tools with others.
 - PLC-Global Solutions focuses on veterans' needs and skills, in order to match them with the best positions in the company. Before looking at resumes, hiring managers remove three things: sex, race, and school name. This is to ensure that they are only looking at job qualifications and are accordingly placing veterans. Additionally, they re-organized the company, removed the 9 to 5 focus, and stressed the importance of managers needing to know about their people so that they can be best accommodated, in order to get the job done.

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- Leverage collaboration and networking with other firms. For example, Northrup Grumman created a Network of Champions, consisting of nearly 100 other companies who have committed to assisting severely injured service members and their families with gaining employment in the civilian sector. In the event that Grumman is unable to provide a service member or member of their immediate family with a position, they will send the applicant's resume to all other companies in the network, to identify the right opportunity.
- Many companies have created military specific recruitment websites, examples include:
 - JPMorgan Chase & Co.
<https://www.chase.com/online/military/military-jobs.htm>
 - AT&T: Support for the Troops
<http://att.jobs/military.aspx>
 - Disney: Heroes Work Here
<http://disneycareers.com/en/working-here/heroes-work-here/>
 - Microsoft: We Still Serve
<http://www.microsoft-careers.com/content/military/we-still-serve/>
 - Sodexo: Sodexo Hires Heroes
<http://www.SodexoHiresHeroes.com>
 - T-Mobile: Military Talent Network
<http://www.tmobile.jobs/talent-network/military/>
 - Walmart: Careers with A Mission
<http://walmartcareerswithamission.com/>
- On GE's website, the company posts jobs for veterans, leadership programs, schedules of career fairs the company will be attending, invitations to join their talent community, as well as advice from recruiters such as interview tips and tips for veterans thinking about career transition into GE, <http://www.ge.com/careers/veterans/index.html>. In a similar manner, Health Net identifies career fairs the company will attend, <http://www.careersathealthnet.com/events.asp>.
- Some companies are using multiple portals and venues for their recruitment efforts with some overlap among their sites. The goal of these multiple portals is to reach different veterans, military families, and employers in slightly different ways. For example, AT&T has its military-specific recruitment website, <http://att.jobs/military.aspx>, while they also have a Veteran Talent recruitment platform at <http://www.military.com/jobs-in/employer/att/>. Similarly, CINTAS Corporation utilizes multiple platforms to publicize jobs for veterans, including its homepage³ and <http://www.monster.com>.⁴
- Connect with industry specific initiatives: for example, Dominion Resources Inc. announced a pilot program, Troops to Energy Jobs,⁵ which is part of the National Center for Energy Workforce Development and has a mission to link thousands of future job openings in the energy industry with troops leaving military service. Through a partnership of energy industry companies, their associations, unions, the military, and institutions of higher education, the program combines outreach, recruiting, education, assistance with skills transfer, train-



ing, and career coaching and mentoring they create a roadmap⁶ for entry into skilled utility and engineering positions in the energy industry.

- Partnerships with veteran-support organizations offer employers the opportunity to participate in programs and ceremonies that recognize the contributions of veterans and their families without being responsible for their organization. Employers can help collect funds from their employees, encourage them to volunteer with these organizations, and/or sponsor events or awards for veterans. For example, the Hyatt Regency partners with the local VA office to attend job fairs and do community service.
- Another example is the Lockheed Martin Corporation, which participates in the Army Partnership for Youth Success Program (PaYS), to allow those who serve our country to plan in advance to explore private-sector job opportunities. The program gives new soldiers the opportunity to select a job with a PaYS partner during the time of enlistment. After the position has been selected, a Statement of Understanding is signed, and the PaYS employer/partner promises to interview the returning soldier, as long as he or she receives an honorable discharge, is otherwise qualified, and a job vacancy exists.⁷

► Creating mentoring opportunities helps veterans identify marketable job skills they have developed in the military, assist them in search for civilian jobs that require their most advanced skills, help with resume writing that features their marketable skills in terms to match civilian job descriptions, and train them to develop dynamic interview skills that can be used in a variety of workplace cultures. For example, KPMG recruiters go beyond identifying veterans to hire, and assist veterans in their general job search efforts by providing resume-writing and interview guidance. Lockheed⁸ produces a Wounded Warriors Live Chat, a monthly two-hour wounded warrior virtual chat session hosted by their military relations team, to connect with injured/disabled transitioning service members about career opportunities.

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Summary

In the context of this research and review, we found no shortage of employers that espoused a desire to hire veterans. However, it became very clear that acting on such a desire sometimes represents a challenge to recruitment practices and processes.

Connecting employment opportunities to veterans was a commonly cited challenge, in spite of the many job boards and other resources currently positioned to serve this purpose. Further, veterans may not be their own best advocates, as employers report many veterans are inadequately prepared for the application and interview processes.

- Leverage existing practices, such as military assistance groups. AlliedBarton produced a military assistance group case study⁹ that can be used as a tool to guide other companies in identifying, recruiting, and retaining military employees. Overall, the study recommends the formation of military assistance groups, which are an incredible resource to employers, veterans and active service members. AlliedBarton cites this, the formation of military assistance groups, as a best practice for employers recruiting veterans, Reservists, and Guardsmen.
- Use of social media to further recruiting efforts: companies, like Microsoft, have been using LinkedIn to establish a group, We Still Serve at Microsoft, which includes discussions around military and veteran experiences, open positions, mentoring, and more.

Without resumes and interview tactics that positively feature their skills and their match to career requirements, they may begin employment in entry-level positions, or in positions that undervalue their experience. Some veterans also appear to come into the civilian job market with a higher level of experience and skill than they know how to present to civilian recruiters.

Companies that have successfully recruited veterans and military family members tend to have their leaders spearheading these efforts, or at least tracking them regularly, with those responsible reporting to senior leaders. As a result, these companies have created new HR positions, such as military recruiters, and have hired veterans into these positions. Some companies have gone even further and created stand-alone veteran initiative departments or groups whose role: extend across the company, impacting HR training, the company's philanthropy efforts, culture development, and much more. With leadership spearheading these initiative it has allowed the companies to create a veteran welcoming culture, which is supported through career development opportunities for veteran employees, mentoring, affinity groups, HR training, and addressing issues, such as PTSD.

Firms that have found success recruiting and onboarding veterans are also those that have taken proactive steps and made focused investments toward creating bridges between military service and civilian employment. These employers develop advanced outreach efforts to provide mentorship, training, and resources, positioned to help veterans navigate the recruitment process. Further, successful firms have common programs or resources, designed to educate hiring managers in a way that positions them as champions of the firm's veteran employment initiatives.

In the context of this research and review, we found no shortage of employers that espoused a desire to hire veterans.

Further, firms that have found success recruiting veterans recommend that recruiting and onboarding processes and practices should focus on the veteran's skills and talents and effectively translate them into meaningful career development. In a related way, encouraging inter- and intra-industry collaboration to identify and utilize the most comprehensive military skills translators creates more effective placements.

Finally, firms should leverage existing veteran employees to help in the recruitment efforts through referral and mentoring of new veteran hires, and should provide assistance to all veteran job seekers by offering them guidance in finding employment that best matches their skills and career goals.



Additional Resources: Recruiting and Onboarding

The following resources are positioned to support employers, related to veteran-focused recruiting and onboarding initiatives. This list is not all-inclusive, nor does the fact that a particular program is listed here represent an endorsement of that resource.

► U.S. DOL Vet Employment (VETS): <http://www.dol.gov/vets/index.htm>

VETS proudly serves veterans and service members by providing resources and expertise to assist and prepare them to obtain careers, employment opportunities, and employment rights, as well as information on transition programs. VETS offers a multitude of resources for veterans looking for jobs.

► Joining Forces:

<http://www.whitehouse.gov/joiningforces/resources>

One of President Obama's veterans initiatives, Joining Forces is a great resource and offers some of the nation's top job resources for veterans and employers, such as access to the Veterans Job Bank, links to employment tools, like My Next Move for Veterans, and many more.

► Virtual Career Fair for Veterans:

<http://www.veteranscareerfair.com>

This event includes military friendly employers that represent thousands of available job opportunities for veterans.

► U.S. Veterans Pipeline:

<https://usveteranspipeline.com/>

An effort of the 100,000 Jobs Mission, a talent networking and career management platform that allows users to connect directly to peers, companies, jobs, schools, education programs and more.

► Gold Card Initiative:

<http://www.dol.gov/vets/goldcard.html>

The DOL's Employment and Training Administration (ETA) and VETS have joined forces to develop the Gold Card Initiative. The program provides post-9/11 era veterans with intensive and follow-up services, necessary for success in today's job market. Eligible veterans can present their Gold Card at any One-Stop Career Center to obtain enhanced intensive services that include up to six months of follow-up, job readiness assessment, referral to job banks, and much more.

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► **100,000 Jobs Mission:**

<http://www.100000jobsmission.com/>

JPMC and other founding corporations launched the 100,000 Jobs Mission in March 2011, with the goal of hiring 100,000 transitioning service members and military veterans by 2020. The coalition members are committed to working together, sharing best recruiting and employment practices, and reporting hiring results.

► **Hero Health Hire:**

<http://www.herohealthhire.com/>

This initiative is a gathering place where business leaders, government officials and concerned citizens can learn, share information, and commit to helping our nation's disabled veterans find and retain meaningful employment. This initiative provides information, tools and guidance for recruiting, hiring, training and supporting disabled veterans in the workplace.

► **Hire Heroes USA:**

<http://www.hireheroesusa.org/about-us/mission-vision-values/>

Hire Heroes USA (Hire Heroes) is dedicated to creating job opportunities for U.S. military veterans and their spouses through personalized employment training and corporate engagement.

► **Military Spouse Corporate Career Network:**

<http://www.msccn.org/>

Offers virtual and in-person meetings or webinars, helping military spouses with resumes, employment resources, training to update skill sets, and assistance in finding employment resources in their current location or the area to which they're relocating.

2. Leading Practices: Training and Professional Development



Overview

Training and professional development is central to creating careers for veterans; that is, firms that have found success in the pursuit of veteran-focused employment initiatives cite the need to focus beyond hiring the veteran to also provide the training and resources necessary to empower the veteran in finding success in the civilian workplace.

Two leading examples of initiatives designed to create an environment where veterans are empowered as a consequence of ongoing training and professional development are the Junior Officer Leadership Program at GE and the VETalent program at Prudential. Each initiative is presented as follows.

Leading Practices Model: General Electric

Junior Officer Leadership Program

GE currently employs 10,000 veterans, and the company has made a significant effort to create a supportive work environment for veterans through the creation of the GE Veterans Network. The network provides an internal platform for veteran employees to interact with fellow veterans across different GE businesses, provides referrals and mentorship, opens the door to different career paths within the firm, and is positioned to support career development training and assistance. A key dimension of the GE Veterans Network is a program called the Junior Officer Leadership Program (JOLP).¹⁰ The JOLP program consists of a two-year rotational experience through which Junior Military Officers (JMOs), hired by GE, are exposed to

the firm's different lines of business and receive both on-the-job and formal classroom training. Each business within GE has a JOLP champion, a high-ranking person whose job description includes leading the JOLP within their respective business.

Approach & Innovations: Rotational Experience, Holistic Development

The JOLP is focused on providing a broad range of developmental experiences, while cultivating knowledge, skills, and abilities central to succeeding in GE's business culture. Furthermore, the JOLP provides veterans with broad business experience and exposure to various core systems that make up GE businesses. Typical training curricula include: Finance for Non-Financial Managers, Six Sigma Quality, Business Dynamics, Advanced Managers Course, Power Systems Product Knowledge Course, and Interview Training. Walking participants through the three-month rotations in different job fields allows GE to identify the strengths and interests of the junior officers, so that they may work and grow within that particular field once they graduate from the JOLP.

GE suggests that the program gives participants the opportunity to make an impact on GE in the near term, while at the same time creating the foundational knowledge necessary for a career at the firm. The JOLP program also provides participants with visibility to senior-level technical and business leaders, while fostering personal development through mentoring and coaching. The rotational assignments provide valuable contacts and experience that accelerate the development of technical, business, and professional skills.

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In line with GE's JOLP, Shell Oil has created "Career Transition Opportunity" (CTO),¹¹ a unique program that aids the transition of top-performing JMOs with four-year degrees and less than six years of military or private-sector experience from the military into corporate life at Shell. CTO combines on-the-job learning, training for recognized professional qualifications, personal development programs, and direction and support to assist JMOs with their transition.

Implementation and Generalizability

- The program is high-touch and participants benefit from personal mentoring and executive-level support. Such a model practically dictates limitations on scalability. Currently, only 50 individuals per year are accepted into the JOLP.
- Adapting the model to small and medium enterprises may represent a challenge, given the commitment of resources, and also based on limitations with regard to the diversity of a given firm's lines of business.
- The current program is focused on military officers, and the applicability of the model to prior enlisted employees is clear, but untested in the context of GE's experience.

Recommendations

- The value of a rotational training program, with regard to professional development, correlates directly with the quality and availability of mentors supporting the initiative. Rotational programs without a solid and dynamic model of mentorship can be counter-productive.
- To the extent possible, leverage existing veteran employees in a mentorship role. These individuals represent exemplars, and uniquely understand the socialization challenges facing new veteran hires.
- Throughout the rotational process, provide broad-based experience, but also assign the veteran specific tasks that are meaningfully related to the organization's mission. Make explicit the connection between the veteran's role on the team, and the impact on the organization.
- Assessment and evaluation throughout the program is critical, and should be so that insights into the veteran's strengths, talents, and skills become clear, making linkages between those skills/strengths and prospective work roles evident.

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Leading Practices Model: Prudential

VETalent Program

In 2010, Prudential partnered with a local community college and Workforce Opportunity Services (WOS),¹² a not-for-profit organization, to replicate an Information

VETalent is expanding, and Prudential is reaching out to other Fortune 500 companies to collaborate and open training and employment opportunities through the program. Initiated in 2010, the program now has the capacity to train 65 veterans per class.

Technology (IT) training program for veterans that was originally developed for disadvantaged youth. The program, called VETalent,¹³ provides formal education combined with on-the-job training to prepare veterans to succeed in IT-focused careers.

Approach & Innovations: Collaborative and Proactive Workforce Development

The innovation represented by the VETalent program is a collaborative approach to workforce development, which importantly acknowledges the unique situation of veterans. Prudential provides a scholarship to the veteran, which covers the cost of formal training (provided by a university partner). Further, Prudential provides each participating veteran a stipend of \$500 per week, allowing them to fully focus on the program without the burden of additional employment. The goal is to help the veteran achieve certification, obtain experience, and open the door to the opportunity for fulltime employment. Prudential invites any enlisted veteran to participate in the program.

The work-study portion of the program spans nine months, and is based on providing onsite work experiences for veterans, as a tool to socialize them to the civilian work environment. The program was originally managed by the IT department at Prudential, as it was the department that drove innovation; but today, the initiative is managed by Prudential's veteran-initiative team, a group that reports to the company's chairman.

VETalent is expanding, and Prudential is reaching out to other Fortune 500 companies to collaborate and open training and employment opportunities through the program. Initiated in 2010, the program now has the capacity to train 65 veterans per class.

Challenges to Implementation and Generalizability

- ▶ The current program is geographically constrained. Participation requires relocation to the New York or New Jersey area, and some candidates may not be willing to move. However, to address this constraint, new offerings are being developed in Jacksonville and Philadelphia.
- ▶ Capacity to absorb all graduates of the program (with employment opportunities) is an ongoing concern. To address the capacity to hire, the program has partnered with Johnson & Johnson, and is cooperating with additional firms on the effort. Prudential welcomes companies who want to partner in the initiative, provide job openings for VETalent veterans, and those expressing an interest in financially sponsoring interns.
- ▶ Awareness of the program among the veterans' community is an ongoing challenge.
- ▶ Assessment over the long-term program efficacy is another focus area.

Noteworthy actions on the part of Prudential to address some of the cited challenges include a willingness on the part of the firm to sponsor a VETalent student, if other partner companies become available to offer job training on site for the veteran. In addition, the VETalent program has evolved in a way that can be customized to any work-role position; that is, it is not solely an IT program, but the curriculum can be customized to fit the company's needs with regard to disparate work roles.

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Recommendations

- Prudential recommends that companies focus on developing career path programs, rather than job programs, focused only on initial hiring. Career path programs provide the opportunity for further development, training and certification, which results in meaningful careers for program participants.
- Prudential recommends that businesses partner with each other to leverage training and career programs across industries, and to gain the capacity to serve different veteran stakeholders and different geographic locations.
- When approaching workforce development, create flexible programs that can be customized to meet the needs of veterans and the sponsoring firm.
- Don't reinvent the wheel. Remain alert to opportunities to expand, move, repurpose, or refocus existing programs to serve the veteran community.

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b. Additional Leading Practice Examples: Training and Professional Development

The programs and practices highlighted above represent unique and novel approaches to training and professional development for veteran employees. That said,

there are many other programs and practices impacting private industry, positioned to advance the employment situation of veterans. As such, below we have summarized additional practices and recommendations, related to training and professional development opportunities for veterans:

- Leverage internship/apprenticeship opportunities. Training and experience programs targeted to veterans and run, or supported by, business and industry provide opportunities to veterans to gain entry into the civilian workforce, and to engage with potential future employers. Creating internships may enable companies to enhance the training and preparation of these veterans, who will be positioned as qualified applicants once they complete the internship/apprenticeship experience.
- Companies, including Walmart, leverage campus recruiting and veteran service organizations, such as the SVA,¹⁴ to provide internship opportunities to veterans.
- Ernst & Young suggests the creation of half-day internship fairs at schools for veterans, only. The schools can leverage existing job fairs, when companies are on campus and can provide specific time slots for veterans to attend. Furthermore, companies can inquire with universities on how to adjust their career sites and allow students to self-identify as veterans, as well as how to add a veteran-preferred option on their internship and job postings.
- AT&T has been working on an initiative to invite veterans to join the company through internships, job shadowing, and partnerships with the Chamber, encouraging veterans to



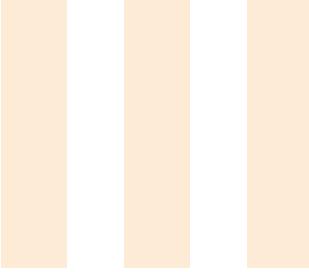
utilize these shadowing opportunities in order to test different career tracks within AT&T. They have been utilizing meet-and-greet events on university campuses and military bases. Recently, the company had 20 veterans attend a development workshop, where they provided them with training on how to market themselves. AT&T offers 12 leadership programs, although the company believes that it can do more, and has been exploring opportunities to develop a Junior Officer Training Program, to better and more effectively train and hire veterans.

- BAE offers internship opportunities for service-disabled veterans to develop individual professional skills while undergoing medical treatment and/or physical rehabilitation at a Military Treatment Facility.¹⁵
- As part of the White House's Joining Forces initiative, Intel piloted the Intel Veteran Employment Training (VET) program, which provides technology training and jobs for veterans and their partners. Intel is leveraging¹⁶ the Computer Clubhouse Network, which is a valuable resource that is available for learning about computers and technology. While currently focused as an after-school program for children, Intel has worked with their clubhouse partners to open this resource to veterans and their partners prior to after-school hours; this provides an opportunity to learn job-readiness and computing skills essential in today's labor market. The clubhouse's three-day training

program is made available once each month for veterans and their partners. Training includes:

- One-on-one coaching and training on resume writing with military to civilian occupation skills translation.
- Behavioral interview training and mock interviews with real-time feedback.
- Job search techniques.
- Intel veteran mentor matching.
- Access to free industry certification training (Project Management Professional, MCSE, etc.) and job placement programs to those eligible.
- Position the GI Bill as a resource. Veterans of current wars have unprecedented opportunities for education through the GI Bill.¹⁷ Many firms are pursuing combination scholarship/internship programs for veterans who are gaining education through the GI Bill as a means to encourage veterans to pursue degrees in high-demand fields such as science, technology, engineering, and mathematics (STEM). The GI Bill can also fund on-the-job training for veterans. For example, Schneider National¹⁸ has one of the few transportation programs certified under the VA's apprenticeship program that incorporates the GI Bill benefits, allowing them to receive tax-free educational benefit checks from the VA by submitting monthly reports to the DOL.

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- ▶ Consider the unique situation of the junior enlisted. The Military Leadership Diversity Commission reports that 63% of enlisted men and 73% of enlisted women do not re-enlist in the military, following their first term. In total, 68% of all enlisted military do not re-enlist after their first term, which is between 2-6 years of service.¹⁹ For them, the transition process into civilian employment, with or without training and education, will set the course for their post-service lives.
- ▶ Citigroup founded the Veterans on Wall Street (VOWS)²⁰ program. VOWS shares resources and is a great example of how veterans are being engaged in the financial industry. Through a combination of educational initiatives, mentoring, outreach to the military, employee affinity groups, and an annual conference, VOWS promotes career development, support and retention of veterans throughout the global financial services industry. VOWS is a collaboration of several financial corporations, and Citigroup recommends sharing training programs with other companies within the industry.
- ▶ Leverage programs and resources that are available through the VA, as a source of vocational training. There are three programs currently available that could support veteran internships:
 - ▶ The VA work-study program,²¹ which provides VA work study allowances for full-time or 3/4-time veteran students pursuing a college degree, vocational or professional program.
- ▶ The UCX²² program allows eligible members of the military to receive unemployment compensation, based on their active duty service. It provides weekly income to service members as they look for work, including those who can find only part-time work.²³
- ▶ The VA Vocational Rehabilitation program²⁴ pays for training while a veteran is in a vocational rehabilitation period. These services include vocational and personal counseling, education and training, financial aid, job assistance and, if needed, medical and dental treatment. Services generally last up to 48 months, but they can be extended in certain instances.
- ▶ Sodexo leverages its Sodexo University²⁵ to offer veterans the training they need to succeed and grow through tuition reimbursement, self-study training modules, instructor-led classes and online learning opportunities. The program leverages online tools that assist the veterans with career development, keep track of their performance goals, and make use of thousands of resources within the company that allow them to shape their own future and grow with the company. Tools such as real-life work scenarios and online simulations link the veterans immediately to other resources within Sodexo, and the training opens opportunities for internal mentoring and growth development.
- ▶ Finally, some veterans may need additional skills training to round out their skill sets or to refresh existing skills weakened through inactivity while in the military. Many employers already offer skills training programs to other employees and can extend

such programs to include veterans. These initiatives can be employed for new hires or to help prepare veterans for a job search. As with most training programs, offering them in a variety of media (e.g., live, written, recorded, online) and at multiple times may be necessary to provide the most effective support for veterans, who have to fit these developmental efforts into their other reintegration activities. For example, SunGard Public Sector provides live and on-request skills refreshers for veterans returning from deployment.²⁶

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Summary

Many of the programs listed above, and components of these and other programs, are customizable and can be adopted within most employment settings. A key finding of this review is that firms should consider engaging resources, which are attached to veterans, such as apprenticeship assistance through the GI Bill, work-study programs with the VA, the GI Bill for education at the community college and university level, and the workforce development system and Unemployment Compensation Program for Ex-Military, which allows veterans to pursue training and be paid out of the program rather than by the company. Businesses interested in leveraging these programs may engage with their local workforce development agencies, the DOD, VA, DOL, and other departments within the U.S. government to obtain better access to these programs, for themselves and a potential veteran workforce, as service members transition into civilian life and the civilian workforce.

Employers also recommend that career services offices at universities provide opportunities for companies to indicate a preference for veterans on their job postings. Finally, companies should create and implement job shadowing, internship and apprentice opportunities for veterans and military families by:

- ▶ Leveraging existing systems within the company, such as internship programs and replicating those for veterans.
- ▶ Closely collaborating with other companies, who have already realized success with regard to developing veteran talent, and that have replicable approaches to ongoing training and education.
- ▶ Provide meet-and-greet events at the firm to introduce mentoring and peer-to-peer development opportunities to veteran employees.
- ▶ Educate veteran employees on those readily available (and often free) training and development resources offered by not-for-profits, universities, and community workforce development organizations.

Finally, another key finding of this review highlights that mentoring for veterans, when provided by other veteran employees, tends to be the most effective and enduring. Interactions with veterans, who have already successfully reintegrated into civilian life, can help newly hired veteran employees navigate the sometimes discontinuous transition from the military to the civilian world of work.

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Additional Resources: Training and Development

The following additional resources are positioned to support employers and veterans, related to training and professional development initiatives. This list is not all-inclusive, nor does the fact that a particular program is listed here represent an endorsement of that resource.

► **Pathways Out of Poverty Grants:**
http://www.doleta.gov/pdf/Pathways_Poverty_grants.pdf

Pathways Out of Poverty Grants fund green job training and certification programs for unemployed workers, including veterans, and match participants with companies once training is completed. Jobs include weatherization, solar panel manufacturing and installation, energy efficient building construction, and turbine manufacturing. Training programs for veterans are currently being offered in Missouri, Minnesota, Pennsylvania, New York, Maine, California, Nebraska, Michigan, Washington, and Oregon.

► **Veterans In Piping (VIP):**
<http://uavip.org/ua-apprenticeship.asp>

A five-year apprenticeship program offered by the United Association, the Veterans in Piping program trains men and women in challenging trades while upholding the ideals of trade unionism. Veterans may receive training in plumbing, pipefitting, sprinkler fitting, HVAC service, or welding.

► **Elevate America:**

<http://www.microsoft.com/about/corporatecitizenship/en-us/community-tools/job-skills/veterans/#voucherstab>

With help from the DOL, Microsoft's Elevate America veterans initiative created a coalition of public, private, and non-profit organizations to help U.S. veterans and their spouses gain access to no-cost IT skills training and certification, designed to help them develop the technology skills necessary to secure employment in today's job market. Veterans and their eligible spouses in California, Florida, Texas, Virginia, and Washington can request a voucher for the training.

► **National Veterans' Training Institute (NVTI):**

<http://www.dol.gov/vets/programs/fact/NVTIFS09.htm>

The National Veterans' Training Institute works with veterans' employment and training service providers throughout the U.S. to further develop and enhance their professional skills. The institute has delivered NVTI training to over 30,000 veterans' employment and training professionals, improving their ability to serve our nation's veterans.

► **Veterans Technology Program:**
<http://get-vet.syr.edu/>

The Veterans Technology Program is a non-credit certificate program offered by the School of Information Studies at Syracuse University. This program is available to both employed and unemployed post-9/11 veterans, with a minimum of a high school diploma, and it is comprised of four certificates: VET 1: Career Skills for Global Enterprises, VET 2: Microsoft Office Fundamentals, VET 3: Applied Education, and VET 4: Applied Practicum.

- **A Transfer Guide: Understanding your Military Credit Recommendations:**
http://www.acenet.edu/Content/Navigation-Menu/ProgramsServices/MilitaryPrograms/Transfer_Guide.htm

From the ACE, a guide designed to provide a clear understanding of the relationship between a military transcript and the equivalent civilian training and experience credits.



3. Leading Practices: Assimilation and Employee Assistance

a. Overview

The Chamber reports that many veterans do not persist in their first—and often their second—civilian work role after leaving the military. One reason for this attrition is likely due to the challenges associated with “fitting in” to a corporate culture that is often vastly different from a military culture. Thus, the role of practices and programs, focused on both assimilation and employee assistance, represents a critical component of the employment process.

Across private industry, firms develop and implement both standardized and unique employee assimilation and assistance programs and initiatives, designed to engage new employees and assist new and existing employees. Assimilation programs focus on engaging new employees in the workplace, acclimating new hires to new jobs and colleagues [and their new colleagues to them], as well as sharing information related to advancement, accommodation, employee resource groups, and more. Employee assistance programs may assist in adjustment or acclimation, or for non-work related

concerns which might impact work. Some companies report challenges including separation of roles of employee assistance programs and health care programs or health insurance from responsibilities of the VA health care and counseling programs. Other challenges reported include assisting families during Guard and Reserve deployments.

Two leading initiatives are highlighted below, the first from Ernst & Young on leveraging existing resources to facilitate effective assimilation and the second from Walmart on talent identification and education for veterans about Walmart (and for Walmart about veterans). The section continues with examples from other participating companies, and resources to address assimilation and employee assistance programs.

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Leading Practices Model: Ernst & Young

Veterans Supporting Veterans

At Ernst & Young, a foundational element of the firm's corporate culture is to value diversity and inclusiveness, a theme for which the firm is widely recognized. By embedding veteran diversity in an already inclusive culture, the company succeeds in leveraging the existing infrastructure to support the assimilation of veterans into the firm's workforce. In addition, the company has also leveraged its existing "career watch" program to support veterans, where senior level personnel meet with mentee—junior level employees—on a regular basis, to identify challenges and to help them progress.

Approach & Innovation: Employee Fit and Inclusive Culture

In the hiring process and beyond, Ernst & Young is focused on fit: the individual must say to the firm, "you are a good fit for me" and the firm must say, "you are a good fit for us, you can succeed" to the individual. Typically, Ernst & Young hires the majority of their employees directly from college campuses immediately on graduation, and they are beginning to explore recruiting student veterans, and even supporting veteran students pursuing degrees in high-priority recruiting disciplines. Ernst & Young shared that their veteran employees know each other, mentor and collaborate with each other, and network with each other to provide opportunities even in the absence of a strong leadership mandate.

The "fit" was in part a result of common experiences with a critical mass of veterans employed in the business. Importantly, veterans within the ranks are responsible for and have been effective in driving veteran initiatives and gearing practices toward inclusiveness of veterans; that is, veterans within the ranks have been able to leverage existing processes and practices supporting the firm's inclusiveness and diversity focus to facilitate a supportive and nurturing environment for veterans.

Challenges to Implementation and Generalizability

- ▶ In some cases (not specific to Ernst & Young, but broadly), veterans have expressed dissatisfaction with veteran-focused initiatives being classified as "diversity focused."
- ▶ Grassroots efforts to creating affinity groups, etc. are often hampered by inadequate tracking of veterans in the workforce.

Recommendations

- ▶ Ernst & Young advocates engagement and empowerment of veterans, who are already employees, to network with other potential hires.
- ▶ Don't reinvent the wheel. Leverage existing internal programs, including processes and experience, such as diversity and inclusiveness initiatives to hire and advance veterans, and to provide services within these programs to veterans and military families.

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Leading Practices Models: Walmart

Scale of Effort

The Walmart Corporation has 1.5 million employees and as a consequence, has the scale to both hire a significant number of veterans and also leverage the firm's significant human and social capital resources to influence the "business case" for veterans in the workplace.

Approach and Innovation: Educating the Walmart Way

Walmart's current program is an enterprise-wide commitment to talent acquisition among the veteran population. A major focus of the effort is focused on educating the veterans and transitioning service members about Walmart, and concurrently educating Walmart employees about the military. The firm's CEO, Bill Simon, plays a key role in this effort. A veteran himself, Simon leverages his public platform to espouse the firm's commitment to supporting veterans in their workforce, a message undoubtedly meant for both prospective employees, and also Walmart's non-veteran workforce. For example, in a recent address Simon said "We love to hire veterans...veterans not only have a record of performance under pressure, but they are educated and technologically savvy; quick learners; and team players."

Walmart also supports its associates that have been called to active military duty, through its Military Family Promise. The program guarantees a job at a nearby store or club for all military personnel, and military spouses, employed at Walmart or Sam's Club, who move to a different part of the country because they or their spouse have been transferred by the U.S. military. In addition, those called to duty will continue to be paid any difference in their

salary, if the associate is earning less money during their military assignment.

Challenges to Implementation and Generalizability:

- ▶ While Walmart has the potential and desire to hire many veterans, it has had difficulty locating veterans, and tracking existing veteran employees within the firm.
- ▶ With thousands of hiring managers, it is a significant challenge to educate all on the benefits of hiring veterans.

Recommendations

In addition to the issues of scale and locating veterans, Walmart's recommendations focus on education and family supports.

- ▶ Staff and Leadership Education: Walmart recommends companies actively educate their staff, particularly senior leaders and managers, on veteran hiring and issues veterans face. This will assist companies to develop more effective and customized employee assistance services for their veteran employees.
- ▶ Family Supports: Walmart recognizes the need to employ and retain military family members. They recommend recruiting family members of veteran employees, offering ample flexibility in the work environment for child care, veteran care, and other family needs resulting from military experiences and responsibilities.

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Part

b.

Additional Leading Practices: Assimilation and Employee Assistance

The two programs highlighted above focus on network recruiting, leveraging existing resources, scale of effort, and needs to support families to assimilate veterans. Other companies have highlighted additional issues, or specific approaches to existing resources. Recommendations and highlights are as follows:

- Veteran hiring falls often under diversity initiatives, due to compliance requirements, related to USERRA, VEVRAA, the Rehabilitation Act of 1973, and the ADA. An additional reason for location in diversity initiatives is the ability to respond to varied and differing needs of veterans, particularly wounded veterans, or to diverse veteran populations. Leveraging this infrastructure may provide facilitated entry, assimilation and employee assistance. However, because in some businesses the diversity function is less integrated into the hiring manager's regular process, this may create barriers to assimilation.
- Assimilation may include resource groups, affinity groups, mentoring and sponsorship, peer supports, and other focused activities, which provide opportunities to understand the company and the employee fit. Even when activities are housed within diversity initiatives, focus must be maintained on creating opportunities for mainstream assimilation and inclusion.
- Some companies have tailored their employee assistance programs to veterans in a supportive way, incorporating the education of company employees on providing tangible assistance to veterans, beyond awareness training, instead of just referring or sending them to the VA. For example, at Ernst & Young, the company never sends people to the VA, and instead, they have a robust employee assistance program that was started in 1975, with people who enjoy devising solutions to new problems. The robust program initially served employees with alcohol abuse issues, and it later added parental care. Now, they leverage these professionals and are training them more on the specifics of veterans' issues, to provide the needed in-house assistance.
- Walmart leverages the existing network of health professionals, Resources for Living, to provide services to veterans. Through Resources for Living, Walmart provides a free, confidential service to help give associates and their family members physical, mental, emotional, financial and career wellness coaching. The service is available 24 hours a day, 365 days a year.²⁷
- There are companies, which have created positions specific to new veteran employee assistance. For example, Lockheed Martin has created its Military Relations Manager position.²⁸ Four regional Military Relations Managers at the company have the sole responsibility to help those transitioning from the military to Lockheed Martin.
- Cornell University has restructured its Faculty and Staff Assistance Program to include a counselor who has special training on issues facing veterans, including PTSD.

An internal network of military veterans at Amazon offers mentoring and support for new veteran employees.

- While many companies have created positions with military employee-specific responsibilities, the majority are aimed at recruitment, and only a few have positions dedicated to the assimilation and assistance of military hires.
- Some companies attend to this issue by creating employee councils or networks. Combined Insurance established a military veteran council²⁹ of employees, from all areas of the company. The council helps to mentor new veteran hires, as they undergo the transition from military to civilian professional life.
- An internal network of military veterans³⁰ at Amazon offers mentoring and support for new veteran employees.
- GE offers a specialized USERRA Advisor, who helps military employees to understand their eligibility, job entitlements, employer obligations, benefits and the remedies available to them under USERRA. In addition to this, GE, through its Work/Life Connections,³¹ provides its employees and its management with specialized checklists, which prepare them for potential deployments. These checklists contain a wealth of information on deployment-related topics and provide assistance with managing daily responsibilities, while one spouse is deployed.
- Employee network and support groups aid in assimilation and the creation of a supportive working environment. Sodexo's military employee network group, Honoring Our Nation's finest with Opportunity and Respect (HONOR),³² offers development opportunities, provides a forum to recognize and celebrate contributions made to our country, and establishes partnerships with community groups that support veterans, active duty, National Guard, and military Reserves. Sodexo also offers mentoring programs³³ that facilitate a smoother transition for veterans into the civilian workplace and support their professional growth.
- Sodexo's³⁴ comprehensive Employee Assistance Program (EAP) provides support and advocacy for jobs for veterans. This program provides ongoing counseling services to family members of employees who are deployed; the company provides pay differential for up to 12 months, from the date of military assignment; medical and dental benefits continue during active duty, provided employee contributions continue; when an employee's military assignment is completed, the employee returns to the same or like position, per the current military leave policy.
- Additionally, in terms of employee assistance, some companies are aware of and are using the Veterans Health Initiative (VHI) training program within the VA for clinicians. The VA developed the VHI independent study courses, to increase VA providers' knowledge of military service-related diseases and illnesses. The VHI study guides are useful for VA employees, veterans, the public and non-VA providers, as well. The VHI courses are accredited and meet medical licensure requirements.

Part III



- ▶ A challenge that many companies face is lack of knowledge of federal and state program eligibility for their employees. Companies, like TriWest, recommends creating information packages for employees on what eligibilities are, for whom, and what resources exist within and outside of the company.
- ▶ Magellan recognized this challenge and through its Hero Health Hire³⁵ initiative, provides an employee assistance program for wounded warriors. Their employee assistance program addresses the needs of wounded warriors, who are transitioning into the workplace. Magellan offers this program, free of charge, for any wounded warrior recruited as part of the Hero Health Hire program. Magellan has also created a toolkit, detailing how to create and maintain accommodating work environments (virtual or physical) and programs of employment that capitalize on the skills of veterans, including specific strategies to aid their successful transition. Magellan has developed and willingly shares its work on veteran-specific employment assistance programs. These are great tools for leaders and HR staff who lack a military background, but want to hire, retain, and understand veteran employees.³⁶ Furthermore, these tools are essential in addressing veteran issues and needs and avoiding doing any harm. For example, there are mental health volunteers who might be trying to do the right thing and help veterans, but without a military background, this can put people at risk of receiving inappropriate care. The challenge is being aware of and using all available resources and services.

- Some veterans will not be able or ready to engage in full-time work all at once. They may need more time to effectively reunite with family, seek treatment for a physical or psychological disability, and otherwise reintegrate into civilian life.³⁷ To meet these needs, employers have offered phase-in programs where veterans begin working part-time and slowly increase their hours as they prepare to shift to full-time, civilian work. Nelson Laboratories has recognized this challenge and allows returning veterans to work part-time, as they readjust to civilian work.
- Many companies recognize the mobility issues that some veterans and military families face. As a result, they offer flexibility, work accommodations, and additional training. The Home Depot allows military associates to transfer to other stores and distribution centers throughout the country, in cases of reassignment of duty stations, retirement, or separation, depending on store and job availability. The Home Depot also supports military spouses, as a proud corporate member of the Army Spouse Employment Partnership (ASEP), they strive to help military spouses reach their full potential and realize their career goals by making available meaningful and rewarding employment opportunities and transfer options.³⁸
- A number of veterans continue their service through membership in the National Guard and Reserve components. These veterans not only have civilian job responsibilities, but they are also required to attend regular training exercises and may be deployed, again. Employers have already begun inventing processes tailored to supporting employees with ongoing military service, including the provision of assistance with maintaining their skills that are relevant in both civilian and military settings, facilitating easier transitions between military and civilian responsibilities, and offering support with maintaining two careers, along with a personal/family life.
- Relocation is a common requirement for continued advancement in military positions, and veterans with ongoing military responsibilities will benefit if their civilian employers can accommodate multiple workplaces over the course of their employment. Relocation and remote work arrangements can enable such employees to relocate for their military jobs, while still working for the same civilian employer. Streamlined job transfer policies and multi-location employment postings can also enhance veterans' abilities to stay with their civilian employers. Companies, such as Skylla Engineering Ltd., allow veterans to work remotely so they can remain employed, while furthering their military careers.

Part

- In addition, veterans with civilian jobs and ongoing military responsibilities may have civilian salaries that exceed their military wages. This can lead to economic instability if their military wages are not sufficient to cover expenses during deployment. Some employers help employees with ongoing military responsibilities remain economically secure by paying the difference between their civilian and military salaries during deployments or training exercises.³⁹ Many organizations, like Ryan LLC, AES Alamitos, Western National Mutual Insurance Company, and Rio Salado College, offset any difference between military and civilian wages.
- While veterans with ongoing military responsibilities are deployed, some employers assemble care packages and letters to show their support. When care packages and letters are sent to military members who are known to the senders, the contents can be tailored to meet their specific needs and interests. For example, Bon Secours celebrated Military Appreciation Month with Operation Care Package, collecting toiletries and personal items for active military loved ones of Bon Secours employees who were currently serving overseas. Thanks to donations from employees at Bon Secours, about 75 care packages were sent to deployed U.S. troops, of which about 35 packages went specifically to Bon Secours employees.
- TriWest's CEO sends letters once a month to TriWest's deployed National Guard and Reserve members, and the letters include a telephone card, so that they can stay connected with their loved ones. Some companies, like the MorganFranklin Corporation, report paying to fly military employees back home to deal with critical personal issues.
- The Chamber hosts community events where they invite VA representatives to talk about the benefits available for veterans and businesses. These events help veterans to become aware of the available resources, for which they are eligible. Military service also affects the families of military members and veterans who give up time with their loved ones, manage households, and care for children and elders without the military member's assistance during deployments. After deployments, families must manage the challenges of reunion, care for injured veterans, and prepare for possible future deployments. Employers can help to provide veterans with stable households and families to return to after their service by supporting their families' economic and personal well-being. Supporting military families as they navigate complex benefits systems, restructure child and elder care, attend military separation and reunion events, and possibly care for injured veterans helps military members focus on their duties with the knowledge that they have stable homes, to which they may return.
- Employers are making use of workplace flexibility to give military family members more options concerning how they get their work done in the face of increased caregiving demands,

support for injured veterans, managing multiple benefits systems, and the emotional and physical stress of meeting these demands. Options like part-time work, flexible schedules, and telework all help military families care for their family members, while remaining employed. An employee at SunGard Public Sector temporarily relocated from Florida to Georgia to care for her grandchildren while her son was deployed. She retained her position and remotely managed her team. She notes that, “It was SunGard Public Sector’s willingness, understanding, and flexibility, along with their technology, that allowed me to care for my grandchildren in a time of distress for my family and effectively continue in my role as a team leader.”

► Military families also benefit from being given time during the workday to communicate with their loved ones. Many military members are deployed in different time zones or have very restricted opportunities to communicate with home. Allowing employees to take calls during work hours can help them stay in touch with deployed family members. Also, allowing families with limited access to telecommunications technology (e.g., no computer or video conferencing technology at home) to use company communications networks during down times is very valuable. McGladrey notes that one of its employees used informal flexibility in order to keep in contact with her husband when he was overseas. Due to the time difference, the only time for them to connect virtually was during normal working hours, and she extended her workday to get her work finished on time. “This flexibility gave her the peace of mind, in knowing her husband was safe, so

she could continue to be focused and productive while at work.”

- Military careers often require frequent relocation to assign the best person to each mission and gain necessary experiences for promotion. As a result, military spouses can experience frequent career-disrupting relocations. In addition, injured veterans may not be able to receive the treatment they require in their hometowns and may need to reside elsewhere, to complete medical procedures or therapy. Some employers provide relocation support, so families can attend to their injured family members and keep their own careers on track. Transfers to other offices, extended telework, or full-time remote workplace options can give families the flexibility they need to stay together while still contributing to their employer’s success. Booz Allen supports employees that have to move by seeking opportunities in new locations for them and by providing the opportunity to telework from the new location.
- Military families may find that they cannot easily maintain the same economic status they had before a deployment or developing a disability. As a result, they benefit from employers who provide discounted products or services to their military employees, veterans, or families. Other employers organize gift drives to supply holiday presents to children in military families. For example, KPMG’s Montvale, NJ office provides more than 200 children of soldiers, returning from Iraq, with holiday gift packages containing new books and new teddy bears (assembled by their partners and employees).

Part

- ▶ Allowing family members to participate in employer-sponsored social events (like company picnics or awards dinners), when the military employee is unable to work (because of deployment or disability), can help keep the family from becoming isolated and provide opportunities for informal support. Nelson Laboratories invites and welcomes the families of their military employees to all company events, even while employees are deployed. While one employee was deployed, Nelson Laboratories purchased and installed a play set in the employee's back yard so his children would have something to play on.
- ▶ Other employers provide administrative support to families to help them file necessary paperwork to apply for grants, benefits, or services from other organizations. Cornell University's Child Care Center helped a family file a grant application for the National Association of Child Care Resource & Referral Agencies (NACCRRA) Military Services Program. NACCRRA then provided the family with a much needed financial award.
- ▶ Military family resource groups can also be used to help military families pool resources and experiences to support one another, both at work and at home. These groups can also be used to help employers better understand and meet the needs of military families, both as employees and potential clients or consumers. The Aurora Mental Health Center Viewpoint Building maintains support groups for military family members.
- ▶ Companies recommend the creation of comprehensive employee assistance programs, for those who are members of the National Guard and Reserves. This will provide them with adequate support during times of deployment, which affects the company as well as the family of the deployed employee.
- ▶ Many companies have been using Magellan's toolkit, which details how to create and maintain an accommodating work environment and programs for the employment and successful transition of veterans. These companies have successfully leveraged these tools and recommend that others do the same.
- ▶ Finally, companies encourage others to be creative within their employee assistance programs and to include family members in the services offered. The underlying message is to be involved in the veteran community, to understand the issues that veterans and military families are facing, and to customize assistance for those issues. For example:
 - ▶ Provide phase-in employment for veterans transitioning from the military, which eases their transition into civilian life by having them start working part-time and increase their hours slowly to full-time employment.
 - ▶ Provide job flexibility, allowing veterans or family members to work remotely.
 - ▶ Several companies have created internal network opportunities to help veterans and military families. For example, Merck established its Veterans Leadership Network,⁴⁰ an employee affinity group whose mission



is to serve as a company resource on all veteran-related issues. The group works to recruit, retain and mentor veterans, to educate hiring managers on the benefits of selecting candidates with military service, and to partner with external organizations that assist military members and their families.

- Other companies with similar efforts include Bank of America, AT&T, Booz Allen, Prudential, U.S. Bank, Johnson Controls, Intuit,⁴¹ GE,⁴² CSX Corporation,⁴³ and many more.
- Bank of America offers the Military Support Affinity Group,⁴⁴ an employee resource network that creates opportunities for advancement and leadership development through networking, mentoring, and information forums.
- AT&T's Veterans Employee Resource Group⁴⁵ and Booz Allen's Armed Services Forum⁴⁶ provide support, camaraderie, and resources for employees formerly or currently serving our nation.
- At Public Service Enterprise Group (PSEG), the veteran employee resource group⁴⁷ works to raise awareness, offer support, and serve as an information resource to all PSEG veterans, active, Guard and Reserve military professionals, as well as their families and friends.
- The military business resource group at Prudential, VETnet,⁴⁸ provides a

vehicle for communication and for sharing common issues and offers an important channel of communication between Prudential and the veterans' community at large.

- The Proud to Serve community⁴⁹ at U.S. Bank is a resource for veterans, offering the opportunity to join a talent community that will provide them with news, events, and outreach activities dedicated to veterans.
- At Johnson Controls, the military outreach panel offers employees the opportunity to support one another.⁵⁰
- The Associate Military Network⁵¹ is in place at the Sears Holdings Corporation to welcome aboard new veteran hires, provide additional transition assistance, enable them to stay involved in the veteran communities, and allow them to maintain the camaraderie through their military experiences.
- BAE provides career pathways for wounded warriors through its Warrior Integration Program (WIP), which is specifically designed to identify, hire and develop qualified wounded warriors into valuable employees. The availability of mentors through the program helps recruits and their families to navigate the transition from military to civilian life.⁵²

Part

C. Summary

When military members return to the civilian workforce, they typically bring the same dedication to their work and are eager to contribute their skills and experience to their employers. Many veterans are unable to reach their full potential as civilian employees without support, not because they are not skilled and capable, but because they simply are overwhelmed with the challenges associated with understanding the cultural nuances, associated with the civilian workforce. When employers take a proactive approach to attracting, recruiting, supporting, and retaining veterans and their families, they make it easier for these individuals to perform well at work, in the service when there are continuing service obligations, at home, and in their communities.

The prevailing recommendation is that companies should leverage their existing employee assistance programs to train their current staff on veterans' issues. To improve the effectiveness of employee assistance programs, companies recommend hiring someone from the veteran community who understands the issues, as well as the resources available for veterans and military families. In a similar manner, many firms recommend the creation of veteran networks and councils, which will provide internal mentoring and assistance for new veteran hires. It is essential that the company supports these networks and councils with company infrastructure and resources, providing leadership support and empowerment.

Finally, providing assistance to military families is essential and necessary, and it is recommended that firms provide and enhance their assistance to the family members of their veteran and military employees.⁵³ The assistance should include the extension of programs within the company to family members, such as counseling, mentoring, assisting with administrative tasks, and more. In addition to this, for family members of deployed individuals, companies should accommodate by allowing flexible hours, use of company resources to maintain communication with the deployed family member, continue providing health care benefits, provide support through monetary and moral support, and offer other available supports.

d.

Additional Resources: Assimilation and Employee Assistance

The following resources are positioned to support employers and veterans, related to assimilation and employee assistance initiatives. This list is not all-inclusive, nor does the fact that a particular program is listed here represent an endorsement of that resource.

► Vet Centers:

<http://www.vetcenter.va.gov/index.asp>

The Vet Centers Program was established by Congress, as part of the VA. The goal of the Vet Centers Program is to provide a broad range of counseling, outreach, and referral services to veterans, in order to help them make a satisfying post-service readjustment to civilian life. Since 2003, the VA has authorized Vet Centers to also furnish bereavement counseling services to

surviving parents, spouses, children, and siblings of service members who die of any cause while on active duty, to include federally activated Reserve and National Guard personnel.

► **America's Heroes at Work:**

<http://www.americasheroesatwork.com/>

America's Heroes at Work, a DOL project, addresses the employment challenges of returning service members and veterans living with TBI and/or PTSD. Designed for employers and the workforce development system, this website provides information and tools to help returning service members and veterans living with TBI and/or PTSD succeed in the workplace.

► **National Center for PTSD:**

<http://www.ptsd.va.gov/professional/ptsd101/ptsd-101.asp>

PTSD 101, a VA National Center for PTSD, is a web-based curriculum that offers courses related to PTSD and trauma. The goal is to develop or enhance practitioner knowledge of trauma and its treatment. Continuing education (CE) credits are available for most courses.

► **Where to Get Help for PTSD:**

<http://www.ptsd.va.gov/public/where-to-get-help.asp>

The VA National Center for PTSD provides a comprehensive list of resources that are available to veterans and the public on the issue of PTSD.

► **Swords to Plowshares:**

<http://www.swords-to-plowshares.org/>

Swords to Plowshares is a community-based veteran service organization that provides wrap-around services to more than 2,000 veterans in the San Francisco Bay Area each year, to assist veter-

ans in breaking through the cultural, educational, psychological, and economic barriers they often face in their transition to the civilian world. Swords to Plowshares is a national model for veteran services and advocacy with more than 35 years experience, and a respected and comprehensive model of care for veterans in the country.

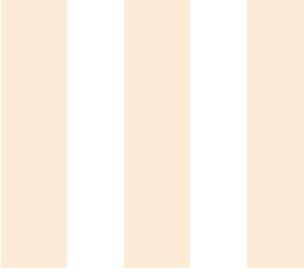
4. Leading Practices: Leveraging Financial and Non-Financial Resources

a. Overview

There are numerous philanthropic programs and initiatives based in a corporate environment, focused on veterans and military families. The number and scope of these initiatives continues to expand. This demonstrates both need and willingness to engage veterans and their families. Companies that champion employment also champion other veteran-related causes, such as housing for veterans, homelessness reduction, health initiatives, and many more by sponsoring, supporting, funding, initiating, collaborating with, and implementing programs, related to the complex issues and challenges faced by veterans and their families.

Two different, but equally impactful, examples of such initiatives are represented by Google and the Walmart Foundation.

Part



Leading Practices Models: Google

Google for Veterans and Families

Started as a grassroots effort, today Google maintains a 500-member employee resource group, the Google Veterans Network (VetNet), that includes veterans, spouses, and other employees that share an interest in supporting veterans broadly, and also Google's veteran employees. The Google for Veterans and Families program,⁵⁴ designed by the Google Creative Lab in partnership with VetNet, is a powerful example of a firm leveraging its existing competencies and core resources to positively impact veterans, their families, and others positioned to support the veterans community.

Approach and Innovation: Leveraging Existing Competencies In-Kind

Through the Google for Veterans and Families program, the firm provides tools and resources, positioned to support the community of veterans and military families. Importantly, these tools and resources are ones that Google is uniquely positioned to deliver, given their world-class technology resources and expertise.

For example, Google provides a variety of relevant video-based resources that appear on the company's YouTube channel. A series, Veterans' Voices, for example, depicts veterans sharing their personal experiences in and about the military. The videos are organized by thematic questions, such as: Why did you choose to serve?; What was your biggest challenge?; What do you want civilians to know?; How was your transition out of the military?; and, many more. These may be useful tools to share with hiring managers, line supervisors,

and others who need or want to understand veteran issues.

The channel also contains video tributes, which offer opportunities for community members to share their thanks with those who are serving and those who have served. This is done geographically, and veterans can see people in their own communities offering their thanks. In addition to the videos, valuable information may be found within the section on transition tips, which provide tutorials and tips on how to manage finances, find a civilian job, pursue further education, continue service, and communicate military experience.

The Google for Veterans and Families website also provides tools for military members and families, to assist with the reintegration into civilian life. Again, most of these Google tools had already been developed by the firm, and are now being leveraged and customized for veterans and their families. Some of the tools that are included in the website are Google Docs, allowing veterans and military members to keep their records in safe place; a Resume Builder which allows them to build a professional resume; Google Voice, allowing them to be reachable by prospective employers as well as to stay in touch with family, friends, colleagues and others; and a demo of the soon-to-be-launched Tour Builder, powered by Google Earth, which allows veterans to record service experiences and map the places visited throughout their military careers.

Google also built the Veterans Job Bank, in partnership with the VA, a customized job search engine in the National Resource Directory, which is powered by Google Custom Search technology and crawls the web to identify veteran-preferred job openings.

Challenges to Implementation and Scalability

The Google Veterans Network has led an ongoing education effort about the value of military service for the employee base. These socialization efforts have helped inform and shape aspects of Google's strategy across departments, including marketing, human resources, and policy. One noteworthy component of this educational campaign includes a speaker series, highlighting the contributions of veterans both within Google, and also in society, more broadly. This and other, related efforts helped Google employees broadly 'see the possibilities, related to how the firm's existing resources, networks, and tools can be leveraged to support the veterans' community.

Recommendations

- Firms should look for opportunities to leverage their core competencies, in the context of where/how these strengths can be most effective and applied to impact the employment situation of veterans.
- Effective philanthropy is often represented by a synergy between financial and non-financial (in-kind) giving.
- Leverage multiple communication channels, including collaborations with VSOs and other organizations serving veterans, to create awareness of non-financial (in-kind) giving.
- Engage internal affinity groups for veterans in dialogue for creative ideas on how to leverage your company's services externally.

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Leading Practices Models: Walmart Foundation

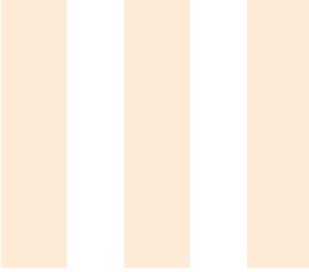
Integrated and Collaborative Philanthropy

Through financial contributions, in-kind donations, and volunteerism, the Walmart Foundation supports initiatives, focused on enhancing opportunities in four main focus areas: Education, Workforce Development/Economic Opportunity, Environmental Sustainability, and Health & Wellness. In their work supporting veterans, the foundation has pursued a broad but focused giving strategy, which targets those programs and practices, positioned to support sustainable employment opportunities for veterans and military family members. The Walmart Foundation⁵⁵ formalized its veterans' grant-making program after 9/11, with the focus on giving at the local, state, and national level. Walmart has made a \$20 million commitment to supporting veterans' employment.

Approach and Innovation: Supporting the Underpinnings of Sustainable Employment

The Walmart Foundation's approach to philanthropy, related to veterans, represents an example of targeting both the immediate need related to employment of veterans, and also a keen understanding of the need for action to address the underlying social and education impediments to sustainable employment.

Part



For example, Walmart recognized the role of family well-being, as it relates to other outcomes, such as employment stability. One of the foundation's efforts is a successful partnership with Sesame Street, where Sesame Street's multi-phase outreach initiative provides much-needed support and practical education to the children and families of deployed service members. This has the power to help kids through deployments, combat-related injuries, and the death of a loved one. Videos, storybooks, and workbooks created especially for this program guide families through such tough transitions by showing how real families—as well as furry monsters—deal with similar circumstances.

At the same time, Walmart also focuses on programs designed to support skills training positioned to facilitate employment. For example, Walmart supports a program called Dress for Success,⁵⁷ which helps women get the skills they need to get back into the workforce. In a similar way, Walmart recognizes that employment takes many forms, including self-employment. As such, the foundation also supports the Entrepreneurship Bootcamp for Veterans with Disabilities (EBV) operated by the IVMF,⁵⁸ a self-employment training program for post-9/11 veterans with disabilities resulting from their service to our country.

In all cases, one of the strengths of Walmart's philanthropic efforts relates to program assessment and evaluation. The foundation works with grant recipients closely and strategically to develop robust metrics to capture the efficacy of funded initiatives, and as a result not only improves programmatic outcomes for veterans and military families, but also has the effect of positively impacting the programming of its not-for-profit partners. The Walmart Foundation's grants are intentionally made to require formal review, to allow access to projects in progress, and to assure investment in the not-for-profit that best fits the grant.

Challenges to Implementation and Generalizability

- The scale of Walmart's efforts is large, and thus, the firm realizes the benefit of learning from multiple giving situations. Such scale, however, may be difficult for other firms to replicate.
- Walmart highlights a deficit of established, leading principles and practices, related to the most appropriate frameworks, through which to consider potential grantees in the veterans' space.

Recommendations

- Walmart recommends collaboration amongst companies and organizations, in order to allow information sharing, resource leveraging, expertise availability, and reduction of duplications. In turn, this will enable a more focused philanthropic effect, avoiding missed opportunities, owing to a lack of understanding and knowledge about other programs and needs.

- Furthermore, Walmart believes that there is too much emphasis on awareness creation, and the company recommends that philanthropic efforts need to be “results oriented.” Walmart funds programs and initiatives that create significant, measurable impact, such as job creation.
- Walmart affirms that the non-profit sector can be mobilized in a short period of time, and that by collaborating with others the company works to reduce duplication of efforts and to share challenges, knowledge, and strategies.

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(one of the largest business law firms in the world), provides up to 100 hours of pro-bono legal assistance for each program graduate); Corporations & Companies Inc., a professional incorporation service company, provides free incorporation services to EBV graduates; and BoeFly, a premier on-line marketplace, connecting lenders with business borrowers, provides free lending services to program grads.

- Accenture has been collaborating with the Kauffman Foundation to fund Fast Track,⁶⁰ working with NPower⁶¹ to help veterans start careers in IT, and has partnered with American Corporate Partners⁶² to provide mentoring services and leverage these services for program participants. The company places great value in the synergy and plans to expand these programs and partnerships to locations throughout the U.S.
- Microsoft’s Elevate America Veterans Initiative⁶³ helps our country’s veterans and their spouses acquire the skills and resources they need to be successful in today’s workplace. Through this initiative, Microsoft is convening a coalition of public, private, and non-profit organizations that are interested in contributing expertise, cash, and in-kind resources to help veterans and their spouses build their skills through resources, such as technology training and certification, job placement, career counseling, and other support services, such as child-care, transportation, and housing to help in their successful transition to civilian life.

b. Additional Leading Practice Examples: Leveraging Financial and Non-Financial Resources

The programs and practices highlighted above represent unique and novel approaches, leveraging philanthropy in support, positively impacting the employment situation of veterans. That said, there are many other programs and practices in place across private industry, similarly positioned. As such, we have summarized additional examples:

- Like Google, many firms have identified the opportunity to expand their philanthropic efforts, based on a synergy between their core technical competencies and the needs of the veterans’ community, with regard to employment. For example, Ernst & Young currently provides technical assistance to veterans participating in the Entrepreneurship Bootcamp for Veterans’ Families (EBV-F) program, operated by the IVMF;⁵⁹ DLA Piper

Part

- ▶ Additionally, AT&T launched two new online resources: a custom military skills translator, which enables servicemen and women to use their current Military Occupation Code or Military Occupation Specialty to find corresponding civilian career opportunities at AT&T, and the Careers-4Vets program, which connects interested veterans with mentors within AT&T. These new platforms will support AT&T's ongoing veteran initiatives, including supplier diversity initiatives like Operation Hand Salute, a mentoring program that is designed to help disabled veteran businesses develop the tools and expertise to win large corporate contracts.⁶⁴
- ▶ The Home Depot⁶⁵ has partnered with numerous organizations with the mission to ensure that every veteran has a safe place to call home, recognizing that homelessness and unemployment are inherently linked. To support this mission, the Home Depot provides grants and volunteer resources to a number of local and national non-profit organizations, who share their passion to serve U.S. military veterans and their families. One of these initiatives includes the Repair Corps project, which is a partnership between Habitat for Humanity International and the Home Depot Foundation. Repair Corps remodels and renovates homes of U.S. military veterans by leveraging funds from the Home Depot Foundation, volunteer assistance from Team Depot (the Home Depot's associate-led volunteer force), and technical assistance from Habitat for Humanity International.
- ▶ Similar to the Home Depot and Habitat for Humanity effort, Sears Holdings, in partnership with Rebuilding Together, created the Heroes at Home⁶⁶ program, in response to an urgent need to assist military families facing hardship. Through the program, Sears Holdings strives to improve the lives of military families across America by providing necessary repairs to homes in need. One of the efforts of the Rebuilding Together initiative is the annual Heroes at Home Wish Registry,⁶⁷ which gives back to the men and women who serve our country and allows those who are deployed to send their love home for the holidays. Now in its fourth year, the Wish Registry has raised more than \$17 million in gift card donations from customers and associates and helped more than 83,000 military heroes and their families have happier holidays.
- ▶ TriWest sponsors the Military Spouse Corporate Career Network⁶⁸ and the Army Wife Network's West Region Spouse Field Exercises.⁶⁹ The Military Spouse Corporate Career Network offers virtual and in-person meetings or webinars, helping military spouses with resumes, employment resources, training to update skill sets, and assistance in finding employment resources in their current location or the area to which they are relocating. The Army Wife Network's West Region Spouse Field Exercises are on-site workshops for Army posts and Guard/Reserve units, geared toward empowering individuals to make the right choices in their relationship, career, or personal lives.

- American Corporate Partners (ACP) is a non-profit organization dedicated to assisting veterans in their transition from the Armed Services to the civilian workforce. With the help of business professionals nationwide, ACP offers veterans tools for long-term career development through mentoring, career counseling, and networking opportunities. In last three years, ACP has received more than \$500,000 from the following organizations: Alcoa Foundation, Aon Foundation, GE Foundation, the PepsiCo Foundation Inc., Verizon Foundation, and the Sidney E. and Amy O. Goodfriend Foundation.⁷⁰
- JPMC has made significant and potentially enduring impacts, leveraging both financial and non-financial philanthropy:
 - **Homelessness:** JPMC is currently providing 1,000 homes to 1,000 wounded veterans.⁷¹
 - **Leadership:** JPMC is the founding partner in the creation of the IVMF. The institute is the first of its kind and serves as a national center in higher education, focused on the social, economic, education, and policy issues impacting veterans and their families, post-service. JPMC made an initial commitment of \$7.5 million over the first five years to support the launch and subsequent growth of the institute and its programs.
 - **Education:** JPMC has seeded the development and launch of the GET-VET program at Syracuse University, a non-credit certificate program offered by the School of Information Studies. This program is available to both employed and



unemployed, post-9/11 veterans with a minimum of a high school diploma, and is comprised of four certificates. The program is presently underwritten in its entirety by JPMC. It is free of charge to all admitted veterans and military personnel who have served on active duty post-9/11.

► **Industry Collaboration:** JPMC assumed a founding leadership role in the 100,000 Jobs Mission. A collaborative effort of more than 50 firms and growing, the initiative launched in March 2011 with the goal of hiring 100,000 transitioning service members and veterans by 2020.

Part

C ■ Summary

Philanthropic efforts include monetary donations and supports, volunteer efforts, partnerships and synergies, championing initiatives and many more. Class-leading firms leverage their resources to offer what they do best; hence, by leveraging their strengths, they are able to give high quality supports and efforts, to most effectively and efficiently support the employment needs of the nation's veterans and military families.

Approaches to philanthropy differ. Some companies identify sector-leading not-for-profits through which to focus their philanthropic efforts. Other firms suggest that there are no best organizations; there are only those that are the best fit for a company, and the company must be able to measure the impact.

A key finding of this review relates to the potential impact of collaborative philanthropy; the formation of partnerships and synergies across firms and industries, to effectively leverage collective resources to launch and develop innovative programs. This theme was consistently conveyed by class-leading firms.

► In the publication, "Investing in the Best: How to Support the Nonprofits that Serve Veterans, Service Members and Their Families," CNAS provides guidance and baseline criteria for those interested in responsibly supporting organizations addressing the needs of military and veteran communities. The publication provides the information necessary for stakeholders involved in this space to exercise due diligence in their attempts to choose which organizations to support, and addresses how to assess those organizations that specifically support post-9/11 veterans and their families. <http://www.cnas.org/investinginthebest>

► The Practice Matters project represents a collective field-building effort involving more than 150 grant makers, scholars, and other experts who set out to fill the gap in knowledge about the fundamental foundation practices that lead to good grant making. Practice Matters is published online by the Foundation Center, in cooperation with Patrizi Associates at the OMG Center for Collaborative Learning. <http://www.foundationcenter.org/gain-knowledge/practicematters/>

► The Committee Encouraging Corporate Philanthropy (CECP) is the only international forum of business CEOs and chairpersons focused exclusively on corporate philanthropy. CECP's mission is to lead the business community in raising the level and quality of corporate philanthropy. It offers members essential resources, including a proprietary online benchmarking tool, networking programs, research, and opportunities for best-practice sharing. <http://www.corporatephilanthropy.org/research/thought-leadership/research-reports.html>

d. ■

Additional Resources: Leveraging Financial and Non-Financial Resources

The following resources are positioned to support employers, related to how to best leverage financial and non-financial resources in support of veterans' employment goals and objectives. This list is not all-inclusive, nor does the fact that a particular resource is listed here represent an endorsement of that resource.

5. Teaming and Developing Small Business Partners

a.

Supplier Diversity

Supplier diversity is another component of employment practice that may be utilized as a mechanism to increase the employment of veterans, particularly through working with veteran-owned small businesses and businesses owned by service-disabled veterans. Those veterans who fall into other diversity classifications, such as female- or minority-owned small businesses, may also be included in supplier diversity channels. Many federal contracts require small business contracting plans, and certain contracts require veteran-owned and service-disabled veteran-owned small business contracting plans. This is a natural fit for large businesses.

Primarily, there are two reasons for the importance of veteran inclusion in supplier diversity programs: it presents an opportunity for businesses to mentor and create a new generation of veteran-owned businesses, which may grow into large suppliers, and veteran-owned businesses tend to hire other veterans. When veterans are hired into a veteran-owned small business, they gain training and opportunities for career growth and professional development. In some cases, these veterans can leverage the experience gained during employment within veteran suppliers to forge paths into the businesses with whom they have business relationships. Many large businesses invest in supplier development in order to increase their available supplier base, to create suppliers in various geographic regions, and for other business reasons. Including veterans in supplier programs and tracking jobs created by, and for, veterans should be recognized as initiatives to increase the employment of veterans. Additionally, these may align with economic development agendas in particular regions or with Workforce Investment Board plans to meet demand in their regions.

Furthermore, wounded warriors and veterans fall into disability categories and thereby into a variety of diversity initiatives. Supplier diversity for people with disabilities may fall into a number of categories, including: explicit inclusion, implicit inclusion, lack of exclusion, or exclusion of veterans with disabilities. Examples exist for each type of policy, and these may be appropriate for consideration. A 2005 study of Fortune 100 companies examined supplier diversity programs. <http://onlinelibrary.wiley.com/doi/10.1002/bls.629/abstract>.

b.

Examples of Supplier Diversity Statements and Goals

- ▶ Ernst & Young searches for suppliers who can help the firm deliver exceptional services to its clients and ensure its overall success. An important part of Ernst & Young's procurement process is to promote a diverse population.⁷²
- ▶ Merrill Lynch⁷³ strives to form strong bonds with their surrounding communities and to help diversity-owned businesses thrive whenever and wherever they can. By guaranteeing that contract bidding opportunities are presented to certified diverse businesses, sharing Merrill Lynch's commitment to excellence, integrity, and service, Merrill Lynch generates mutually beneficial alliances that ultimately contribute to customer satisfaction and shareholder equity.

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As one of the founding members of Supplier Diversity Europe, providing support and leadership on a global scale enables Merrill Lynch to ensure consistency, as a firm, and increases the ability to partner with a wider pool of suppliers. Supplier Diversity⁷⁴ classifications include: Minority-Owned Business Enterprise (MBE), Women-Owned Business Enterprise (WBE), Veteran-Owned Business (Veteran-Owned, Service-Disabled, Service-Disabled Veteran-Owned Business), Physically-Challenged Business or Disabled Business Enterprise (DBE), Historically Underutilized Business Zone (HUBZone), GLBT, Small Business, and Non-Profit Organization.

► Merck seeks to create sustainable, mutually beneficial relationships with diverse suppliers. To do this, the firm establishes annual procurement goals for goods and services from minority-, women- and veteran-owned businesses. It is Merck's policy to provide the maximum practical opportunities to diverse suppliers to provide goods and services as a part of the corporate procurement process. The use of diverse suppliers is an integral part of Merck's purchasing procedures, just as equal opportunity employment is central to its personnel policies and procedures. Merck recognizes that supplier diversity creates a competitive advantage for the company and has a positive impact on the global community. Merck believes that the success of the company and society depends on enabling diverse businesses to share and grow in the global market.⁷⁵

► Citigroup works to create mutually beneficial business relationships with minorities, women, disabled veterans, and others with disabilities. Citigroup recognizes that working with a wide range of professionals, suppliers, and consultants strengthens the communities that the company serves, while creating value for its shareholders.

The Citi Supplier Diversity Program works to create mutually beneficial business relationships with diverse suppliers. The driving force of this program is to provide maximum opportunity to diverse suppliers and consultants who satisfy Citigroup's purchasing and contractual standards. Sourcing areas of the corporation are encouraged to identify and include diverse suppliers and consultants in the procurement process.⁷⁶

► AT&T⁷⁷ states that minority-, women-, and disabled veteran-owned suppliers (M/WBE-DVBE) bring value to the company by helping AT&T meet customers' diverse needs and by improving the firm's position in the communications marketplace as an innovative leader. Supplier diversity is a critical initiative of AT&T's business strategy and a key component of its plan to deliver the best products and services to its customers. Some of the firm's diversity goals include:

► To look for opportunities to work with diversity suppliers in all aspects of AT&T's business—from advertising to central office engineering, computers, outside plant construction, and network provisioning.

► Annually, AT&T's goal is to procure 21.5% of its products and services from MBE, WBE, and Disabled Veteran Business Enterprises (DVBE): 15% MBE, 5% WBE, and 1.5% DVBE.



- JPMC's Supplier Diversity Network⁷⁸ is comprised of certified diverse businesses that have registered within the company's system. The network is the preferred resource used to select diverse suppliers to compete for contracting opportunities.
- Prudential⁷⁹ believes that its strength is in its diversity. At Prudential, an inclusive supplier base provides access to a wide range of capabilities and perspectives that can increase the company's competitive advantage. The founding principle of Prudential's Supplier Diversity Program is that tapping into suppliers who reflect the demographics of Prudential's marketplace makes great business sense for everyone—customers, suppliers, and the firm. It is Prudential's policy to provide opportunities for minority-, woman- and veteran-owned firms to effectively compete for Prudential's business. Prudential invites third-party certified minority- or woman-owned business enterprises (MWBE) and veteran-owned firms interested in doing business with Prudential to register with the company and then forward a copy of certification.
- BAE supports the vital role that small businesses play in our country's job growth and continuing economic strength. Company policy encourages and promotes equitable opportunities for small businesses across all socio-economic platforms.⁸⁰
- Humana's goal is to obtain a diverse supplier base, reflective of the overall customers, associates, and communities that the company serves, by identifying procurement opportunities and maximizing participation of approved suppliers. Approved suppli-

ers include MBEs, WBEs, and Small Business Enterprises (SBEs), LGBT, and Disability-Owned Business Enterprises (DOBE). The initiative was founded on the principles of fair and equitable business practices and social responsibility.⁸¹

- Bank of America's formalized Supplier Diversity & Development⁸² program began in 1990 to accomplish two main objectives:
 - 1 Ensure that diverse businesses are afforded maximum opportunity to participate in the competitive contracting and procurement processes.
 - 2 Increase the amount of quality products and services Bank of America obtains directly from diverse businesses, which includes small- and medium-sized businesses with annual revenue less than \$50 million.

Helping diverse businesses grow through sourcing opportunities spurs economic growth in the communities that the company serves, and allows Bank of America to grow at the same time.
- The Supplier Diversity program at Walmart⁸³ aims to expand and advance Walmart's current pool of more than 3,000 diverse suppliers, through education and mentoring. Walmart's goal is to support capacity building for minority- and woman-owned businesses. Walmart aspires to create prosperity through empowerment.

Part

- Cintas⁸⁴ promotes and supports the growth and development of minority- and woman-owned businesses. The goal is to educate, help develop and provide sourcing opportunities that will enable these vendors to be successful as Cintas suppliers, and as suppliers in our nation's business world. Cintas has goals to:
 - Increase the number of small, minority- and woman-owned businesses that provide Cintas with products and services, while maintaining current standards of quality, competitive pricing and customer service.
 - Ensure that every small, minority- and woman-owned business is treated fairly during the supplier qualification process.
 - Encourage and guide M/WBEs to become certified through the appropriate national organizations.
 - Help M/WBEs to understand Cintas' requirements and vendor related policies and procedures.
 - Deutsche Bank's Supplier Diversity Program⁸⁵ seeks to provide businesses owned by minorities, women, and disabled veterans with equal access to purchasing opportunities. A successful program establishes a diverse and growing supplier portfolio that reflects the diverse customer base of the company. In turn, such a policy helps to further develop new markets in the changing global environment.
 - TriWest⁸⁶ has established a vendor registration application process, which is administered to encourage fair competition and provide interested and qualified vendors with an opportunity to offer their products and/or services.
- TriWest Healthcare Alliance is a federal government contractor; hence, TriWest requires its vendors to provide annual representations and certifications of their company status. This way, Tri-West can report to the federal government regarding satisfaction of its small business contracting and retention goals and ensure that federal funds are spent in accordance with federal law.
- The GE Supplier Diversity Program⁸⁷ was launched in 1974 to ensure that GE focuses on doing what is right for their communities and the company. GE engages their pool of suppliers for good ideas and high-quality goods and services, while enhancing economic opportunity and growth for all. GE believes that excellence in supplier diversity can result in excellence in supply chain management, leading to growth for all. GE continually strives to grow their diverse supplier base, and they annually recognize those, within the company, who successfully support their supplier diversity programs.
- Accenture⁸⁸ strives to maximize the value of their supplier relationships and highly values diversity, as evidenced by their ongoing programs to attract, retain and advance women, minorities, and other diverse groups. Since the formalization of Accenture's Supplier Diversity Program in 2002, the company has focused on expanding the sources of diverse suppliers, while maintaining their standards for providing high-quality service delivery. It is the policy of Accenture that diverse suppliers should have equal opportunities to participate in the procurement sourcing process. In doing this, Accenture strives to meet the objectives to:

- ▶ Expand the presence of diverse suppliers in their supplier base, as well as encourage the large suppliers to leverage an inclusive list of suppliers on Accenture's behalf.
- ▶ Increase the number of suppliers in their contracting relationships, on behalf of their clients.
- ▶ Create an infrastructure for shared relationships to jointly market.
- ▶ Promote economic growth for a multitude of businesses.

Furthermore, it is the responsibility of all Accenture employees to be inclusive in daily business decisions, when selecting the best suppliers for the company.

- ▶ Morgan Stanley⁸⁹ pursues diversity in every aspect of the business by seeking out diverse-owned companies that can meet their business needs. Morgan Stanley's partners' ethical business practices and entrepreneurial spirits help to keep Morgan Stanley at the forefront of the financial services industry. Working with these firms not only fosters strategic and business relationships, but also stimulates economic development and strengthens the communities where they work. Morgan Stanley's goal is for the firm to have access to the highest quality products and services, at the best possible price. A diverse vendor base not only strengthens competition and the potential for cost savings, but it also provides a means for building the economic base of the communities in which Morgan Stanley operates. Morgan Stanley continues to develop and strengthen their supplier pool, in order to ensure that Morgan Stanley's hallmarks of quality, innovation and integrity remain paramount. Morgan Stanley understands that diversity is an opportunity, not an obligation.

- ▶ PepsiCo's⁹⁰ brands appeal to an extraordinarily diverse array of customers, and these brands are sold by an equally diverse group of retailers. An integral part of Pepsi's mission is a commitment to purchase from a supplier base that is representative of Pepsi's associates, consumers, retail customers, and communities. Developing partnerships with minority-owned and woman-owned suppliers helps Pepsi build the world-class supplier base they need, while creating mutually beneficial relationships that build communities and provide employment, training, and role models.

C Summary

We highlight the role of supplier diversity in the context of employment practice, because it appears to represent an underleveraged opportunity for firms, committed to the cause of veteran employment. While the potential impact of job creation for veterans, as a function of leveraging supplier networks, is understood by government contractors (who are required by law to meet established standards with regard to veterans employed by sub-contractors, party to federal contracts), this opportunity is less salient to those firms not engaged in the federal contracting arena. A key finding of this review is that supplier-diversity programming represents a central component of employment practice that may be utilized as a mechanism to increase the employment of veterans, particularly through working with veteran-owned small businesses and businesses owned by service-disabled veterans.

Part IV



1. In Support of the Employer: Issue Paper Library

In the context of collaborating with employers in support of this publication, it became clear that central to empowering the employer community to initiate meaningful action focused on the employment situation of veterans, was to provide context for their efforts. Specifically, we recognized the need to support employer education related to those issues, situations, and initiatives that impact the employment situation of veterans, and that at the same time are not directly related to recruiting, retaining, supporting, and advancing veterans in the civilian workforce.

In that vein, what follows are two issue papers. The first is focused on demographic variables, descriptive of the veteran population, presented in the context of how those variables impact employment. The second issue paper is focused on health-care, specifically as the health and well-being situation, characteristic of veterans, impacts employment. These issue papers are designed to provide employers relevant context and background, relating to the employment situation of veterans.

Part IV



Issue Paper: Demographic Variables That Affect Unemployment

Abstract

Demographics of a population refer to the physical characteristics, such as age, gender, marital status, family structure and size, education, geographic location, and occupation. Various studies correlate these characteristics to employment outcomes. The following paper discusses details of the demographic characteristics of the veteran population, based on data available from the U.S. Bureau of Labor Statistics (BLS). Overall findings are included and summarized.

Introduction

Demographics refer to the physical characteristics of a population, such as age, gender, marital status, family size and structure, education, geographic location, and occupation. Various studies have examined how these demographics affect employment outcomes. Some examples include, gender differences in entrepreneurship (Verheul, Thurik, Grilo, and Van Der Zwan 2012),¹ gender bias (Hoyt 2012),² gender differences in managers and employee outcomes (Giuliano, Levine, and Leonard, 2009),³ demographic differences in job attitudes for full-time and part-time (Sinclair, Martin and Michel, 1999),⁴ Bennet, Carson, Carson, Blum, 1994),⁵ gender/educational differences in subject areas (Kimmel, Miller, and Eccles, 2012),⁶ race and gender interactions that produce differences in labor market opportunities and outcomes (Kaufman 2010),⁷ and wage differences in gender with young disabled adults (Doren, Gau, Lindstrom, 2011).⁸

The variations of these characteristics (location, gender, race, age, etc.) have all been shown to influence the employment situation of veterans due to differences in available opportunities based on age, location, etc. Some of these opportunities are facilitated by state and federal policies available to veterans. For example, education can have an inverse relationship with unemployment. In general, if the educational attainment is high, the lower the unemployment rate of the veteran.



**TABLE 1:
SUMMARY OF BLS EMPLOYMENT SITUATION OF VETERANS, 2011**

Veteran Status (Period of Service)	Summary of BLS Employment Situation of Veterans
Gulf War Era II Veterans	<ul style="list-style-type: none"> 2.4 million served during Gulf War era II 17% were women Half of all Gulf War era II veterans were under the age of 35 81.2% participated in the labor force Unemployment rate was 12.1 percent Ages 18 to 24, unemployment rate was 30.2% Ages 25 to 34, unemployment rate was 13.0% Had similar occupational profiles after accounting for gender (compared to non-veterans) One-third of the men in both groups worked in management and professional occupations, a higher proportion than in any other major occupational group Twice as likely to work in the public sector as non-veterans, 27% and 14%, respectively 14% worked for the federal government, compared with about 2% of non-veterans 44% were employed in management and professional occupations (compared to 41% of non-veterans) 38% reported that they had served in Iraq, Afghanistan, or both Those that have served in Iraq, Afghanistan, or both had an unemployment rate of 11.6% (not statistically different from Gulf War era II veterans who served elsewhere 8.6%)
Gulf War Era I Veterans	<ul style="list-style-type: none"> 2.9 million veterans served during Gulf War era I (August 1990 to August 2001) 16% were women 87% were age 35 and over 83.8% participated in the labor force Unemployment rate was 7.0% Unemployment rate for males was 7.1% Unemployment rates of Gulf War era I veterans were not statistically different from those of non-veterans of the same gender and age group
World War II, Korean War, and Vietnam Era Veterans	<ul style="list-style-type: none"> About 10.4 million served during World War II, Korean War, or Vietnam era Nearly all were at least 55 years old, more than half were at least 65 years old 97% were male Over one-third of male veterans were in the labor force Unemployment rate was 7.6% Male veterans had lower labor force participation rates compared with male nonveterans in the same age categories
Veterans of Other Service Periods	<ul style="list-style-type: none"> 5.9 million had served on active duty during “other service periods,” mainly between the Korean War and the Vietnam era, and between the Vietnam era and Gulf War era I 43% were 45 to 54 years old 38% percent were 65 years old and over 9 in 10 veterans of other service periods were men Among most age groups, male veterans of service periods between the designated wartime periods had labor force participation rates and unemployment rates that were not statistically different than those of male non-veterans

Source: U.S. Department of Labor (2012). Employment Situation of Veterans. Bureau of Labor Statistics <http://www.bls.gov/news.release/vet.nr0.htm>.

NOTE: Population is 18 and over; Gulf War era II (September 2001-present), Gulf War era I (August 1990-August 2001), Vietnam era (August 1964-April 1975), Korean War (July 1950-January 1955), World War II (December 1941-December 1946), and other service periods (all other time periods). Veterans who served in more than one wartime period are classified only in the most recent one. Veterans who served during one of the selected wartime periods and another period are classified only in the wartime period.

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Location may also influence employment, because some areas have more job opportunities than others. Also the quality of the job is different in some areas, compared to others, and could influence employment. The following sections highlight the regional and demographic differences in unemployment for veterans and point to the areas where there is high unemployment.

Veteran Employment

The 2011 Employment Situation of Veterans was released from the BLS on March 20, 2012, summarizing the employment situation of the nation's 21.6 million veterans.⁹ Each period of service is examined separately within the report, and summarized on Table 1.

► Veteran Unemployment Rates by Veteran Status

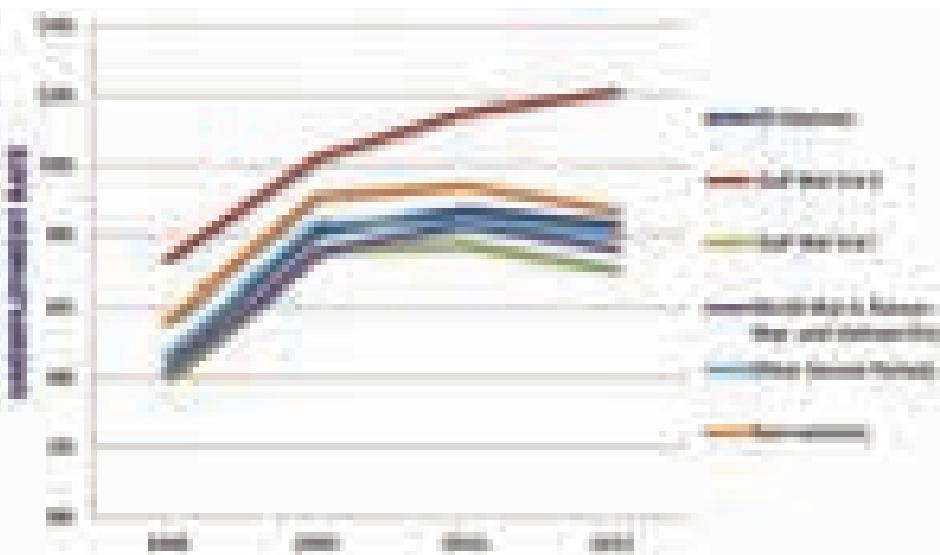
The unemployment rate is the percentage of the labor force that is unemployed. Table 2 shows the unemployment rates by veteran status (period of service) and Figure 1 plots these rates over time. These rates are annual averages from the BLS for 2008 to 2011.¹⁰ When comparing all veterans to non-veterans, the trends are similar, but non-veterans have slightly higher unemployment rates, compared to all veterans. This comparison holds for veterans from the Gulf War era I, WWII/Korea/Vietnam, and other services, which all have a similar trend as non-veterans, and are all lower compared to non-veterans. The Gulf War era II veterans, however, have the highest unemployment rate compared to all other veterans and non-veterans. In 2011, the unemployment rate, for the Gulf War era II veterans was at its highest (12.1%). The unemployment rate for most veterans and non-veterans slightly decreased from 2010 to 2011. However, the Gulf War era II veterans had increased their unemployment rate from 11.5% to 12.1%, with the rate not only being higher, but continuing on an upward trend.

TABLE 2: UNEMPLOYMENT RATES BY VETERAN STATUS 18 YEARS AND OVER, 2008-2011

Veterans	2008	2009	2010	2011
All Veterans	4.6	8.1	8.7	8.3
Gulf War Era II	7.3	10.2	11.5	12.1
Gulf War Era I	4.0	7.6	7.7	7.0
World War II or Korean War or Vietnam Era	4.2	7.5	8.3	7.6
Other Services	4.6	8.3	8.4	8.0
Non-Veterans	5.6	9.1	9.4	8.7

NOTE: Population is 18 and over; Gulf War era II (September 2001-present), Gulf War era I (August 1990-August 2001), Vietnam era (August 1964-April 1975), Korean War (July 1950-January 1955), World War II (December 1941-December 1946), and other service periods (all other time periods). Veterans who served in more than one wartime period are classified only in the most recent one. Veterans who served during one of the selected wartime periods and another period are classified only in the wartime period.

**FIGURE 1:
UNEMPLOYMENT RATES BY VETERAN STATUS, 18 YEARS AND OVER, 2008-2011**



NOTE: Population is 18 and over; Gulf War era II (September 2001-present), Gulf War era I (August 1990-August 2001), Vietnam era (August 1964-April 1975), Korean War (July 1950-January 1955), World War II (December 1941-December 1946), and other service periods (all other time periods). Veterans who served in more than one wartime period are classified only in the most recent one. Veterans who served during one of the selected wartime periods and another period are classified only in the wartime period.

Geography

One key component that could have a direct effect on the employment/unemployment circumstances of veterans is location. Many studies have looked at the relationship between location and employment. Studies such as Hall (1972) looked at the relationship between wages and unemployment.¹¹ He found that the cities with high hourly wages had higher unemployment rates, whereas cities with lower hourly wages had lower unemployment. Another study, by Lindsay (2011),¹² found that geographic location played a significant role in employment among youths with mobility impairments, compared to other disability types. In another study, Gruidl (1992)¹³ examined the effects of traditional policies on employment. He looked at traditional policies such as tax breaks and services that attract/retain manufacturing businesses in small communities in Illinois. He found that traditional policies are likely to have a small effect on employment growth and that employment was influenced more by public services than tax levels. Location has been shown to influence the employment situation of veterans because some areas have more job opportunities than others and the quality of job may be different in some areas, compared to others.

Table 3 displays the 2011 unemployment rates for all veterans, Gulf War era I, Gulf War era II, and non-veterans, for each state. These rates are based on BLS unpublished data from the Current Population Survey (not seasonally adjusted, population 18 and over).¹⁴ The states with the highest unemployment rate for all veterans were Rhode Island (14.6%), Nevada (13.2%), Oregon (11.5%), Michigan (11.3%), and California (11.0%). The states with the highest unemployment rate for non-veterans were Nevada (12.7%), California (11.4%), North Carolina (10.5%), South Carolina (10.4%), and Mississippi (10.4%). Nevada and California were the states with the highest unemployment rates for both veterans and non-veterans. See Appendix F for the unemployment rates for all veterans within each state for 2003-2011.

Some states show a slight difference in unemployment between veterans and non-veterans. Rhode Island and Alabama are the states with the largest differences in unemployment between veterans and non-veterans. Rhode Island has a 4.3% difference between their employment rates for veterans (14.6%) and non-veterans (10.3%). Conversely, Alabama has a 3.9% difference between their veteran (6.0%) and non-veteran (9.9%) employment rates.

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There are some major differences in unemployment within the veteran population, across states. These differences are most apparent when comparing Gulf War era II veterans with other veterans, as well as non-veterans. The following highlights the largest differences in unemployment across states:

- ▶ New York, Indiana, Oregon, and Utah have the largest difference in unemployment between the Gulf War era II and Gulf War era I veterans. New York has a 15.0% difference between the Gulf War era II (16.7%) and Gulf War era I (1.7%) veterans. Indiana has a 13.6% difference between the Gulf War era II (15.7%) and Gulf War era I (2.1%) veterans. Oregon has a 12.3% difference between the Gulf War era II (24.1%) and Gulf War era I (11.8%) veterans. Utah has a 10.7% difference between the Gulf War era II (12.6%) and Gulf War era I (1.9%) veterans.
- ▶ Oregon, Montana, California, and New York have the largest differences in unemployment between Gulf War era II and all veterans (which include all periods of services). Oregon has a 12.6% difference between the Gulf War era II veterans (24.1%) and all veterans (11.5%). Montana has a 9.7% difference between the Gulf War era II veterans (17.5%) and all veterans (7.8%). California has a 9.0% difference between the Gulf War era II veterans (20.0%) and all veterans (11.0%). New York has a 9.0% difference between the Gulf War era II veterans (16.7%) and all veterans (7.7%).
- ▶ Oregon, Ohio, Montana, and Tennessee have the largest differences in unemployment between Gulf War era II veterans and non-veterans. Oregon has a 15.3% difference between the Gulf War era II veterans (24.1%) and non-veterans (8.8%). Ohio has an 11.2% difference between Gulf War era II veterans (19.4%) and non-veterans (8.2%). Montana has a 10.5% difference between the Gulf War era II veterans (17.5%) and non-veterans (7.0%). Tennessee has a 9.2% difference between the Gulf War era II veterans (17.9%) and non-veterans (8.7%).



TABLE 3:
UNEMPLOYMENT RATE OF VETERANS WITHIN EACH STATE, 2011

	Veterans	Gulf War Era I	Gulf War Era II	Non-veterans
United States	8.3	7.0	12.1	8.7
Alabama	6.0	2.1	11.0	9.9
Alaska	6.1	6.5	2.9	7.4
Arizona	7.5	6.2	7.6	9.4
Arkansas	8.5	7.6	4.3	8.4
California	11.0	11.8	20.0	11.4
Colorado	9.5	9.5	10.2	7.9
Connecticut	9.4	3.3	8.7	8.6
Delaware	7.6	10.8	4.3	7.2
District of Columbia	10.1	13.6	12.4	10.3
Florida	9.3	4.8	12.5	9.9
Georgia	9.0	8.2	14.2	10.1
Hawaii	8.3	15.9	8.5	7.2
Idaho	7.9	7.1	6.4	8.4
Illinois	8.1	8.4	9.5	9.5
Indiana	7.6	2.1	15.7	9.0
Iowa	6.4	8.1	11.8	5.5
Kansas	6.1	7.9	11.5	6.6
Kentucky	9.5	4.1	7.6	9.2
Louisiana	4.2	2.1	10.3	7.7
Maine	7.5	8.5	8.7	7.7
Maryland	5.9	7.5	8.9	7.0
Massachusetts	9.5	9.5	7.0	7.0
Michigan	11.3	11.6	14.4	9.9
Minnesota	5.9	2.6	11.7	6.1
Mississippi	9.7	7.6	10.5	10.4
Missouri	7.2	6.9	9.2	8.0
Montana	7.8	10.9	17.5	7.0
Nebraska	3.9	1.6	11.0	4.4
Nevada	13.2	10.0	18.9	12.7
New Hampshire	4.3	3.1	8.9	5.2
New Jersey	10.7	15.6	7.2	9.1
New Mexico	8.0	15.6	8.9	7.3
New York	7.7	1.7	16.7	7.9
North Carolina	7.1	5.3	8.9	10.5
North Dakota	2.0	1.7	2.7	3.6
Ohio	10.7	10.0	19.4	8.2
Oklahoma	5.3	2.3	8.9	6.1
Oregon	11.5	11.8	24.1	8.8
Pennsylvania	7.3	6.6	9.0	7.6
Rhode Island	14.6	16.0	16.8	10.3
South Carolina	7.3	8.8	13.2	10.4
South Dakota	4.1	2.7	6.6	4.7
Tennessee	10.9	9.0	17.9	8.7
Texas	7.2	4.3	13.5	7.7
Utah	8.1	1.9	12.6	6.6
Vermont	4.7	1.7	8.3	5.7
Virginia	5.4	5.0	6.2	6.3
Washington	10.0	11.5	13.9	9.0
West Virginia	7.7	9.4	8.9	7.8
Wisconsin	8.9	6.8	9.7	7.5
Wyoming	4.6	4.0	4.3	5.9

NOTE: Population is 18 and over; Gulf War era II (September 2001-present), Gulf War era I (August 1990-August 2001), Vietnam era (August 1964-April 1975), Korean War (July 1950-January 1955), World War II (December 1941-December 1946), and other service periods (all other time periods). Veterans who served in more than one wartime period are classified only in the most recent one. Veterans who served during one of the selected wartime periods and another period are classified only in the wartime period.

Part IV

► All Veterans – Number of Unemployed

The states with the largest labor force participation of veterans are California (980,000), Texas (922,000), Florida (741,000), Pennsylvania (487,000), and New York (479,000). With just over 11.3 million veterans in the workforce, 945,000 of them are unemployed. Figure 2 displays the 2011 actual unemployment numbers (different from the rate) for each of the states, for all veterans. Displaying the number of unemployed veterans in each state provides a different perspective than that provided by using overall unemployment rates. The states in red have over 30,000 unemployed veterans. The states in orange have a population of unemployed veterans that is greater than 15,000 but less than 30,000. The states in green have a population of unemployed veterans that is greater than 5,000 but less than 15,000. States shown in blue have a population of unemployed veterans that is less than 5,000. The following lists the states with the largest and smallest population of unemployed veterans:

- The states with the largest population of unemployed veterans are California (108,000), Florida (69,000), Texas (66,000), Ohio (47,000), Georgia (39,000), New York (37,000), Pennsylvania (36,000), Washington (34,000), Illinois (33,000), Michigan (31,000), Tennessee (31,000), and North Carolina (31,000).
- The states with the smallest population of unemployed veterans are Hawaii (4,000), Montana (4,000), Nebraska (3,000), New Hampshire (3,000), Alaska (3,000), Delaware (3,000), South Dakota (2,000), Wyoming (2,000), North Dakota (1,000), District of Columbia (1,000), and Vermont (1,000).

► All Veterans – Unemployment Rate

The national unemployment rate for veterans, in 2011, was 8.3%. The unemployment rate with each state can vary. Figure 3 displays the 2011 unemployment rates for veterans in each of the states.¹⁵ The states in red have an unemployment rate above 10%. The states in orange have an unemployment rate that is greater than 8%, but less than 10%. The states in green have an unemployment rate that is greater than 5%, but less than 8%. The states in blue have an unemployment rate that is less than 5%. The following lists the states with the largest and smallest unemployment rate of veterans:

- The states with the highest unemployment rates for veterans are Rhode Island (14.6%), Nevada (13.2), Oregon (11.5%), Michigan (11.3%), and California (11%).
- The states with the lowest unemployment rates for veterans are North Dakota (2%), Nebraska (3.9%), South Dakota (4.1%), Louisiana (4.2%), and New Hampshire (4.3%).

When comparing the red states in Figures 2 and 3 (on page 109) there are some states that are red in both. Michigan, California, Tennessee, Ohio, and Washington are all states with the highest unemployment rates for veterans and the highest number of unemployed veterans. When comparing the blue states in Figures 2 and 3 there are some states that are blue in both. Nebraska, New Hampshire, North Dakota, South Dakota, Vermont, and Wyoming are all states with the lowest unemployment rates for veterans and have the lowest number of unemployed veterans.

FIGURE 2: NUMBER OF UNEMPLOYED VETERANS, 2011

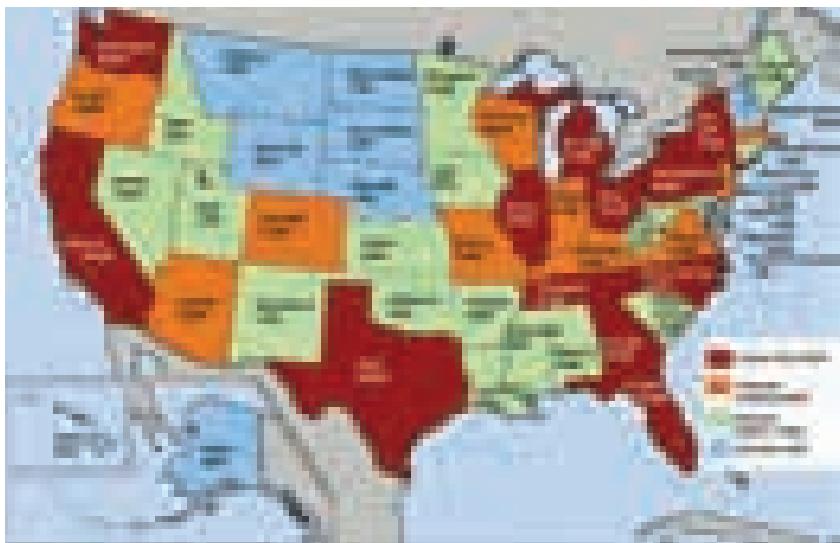
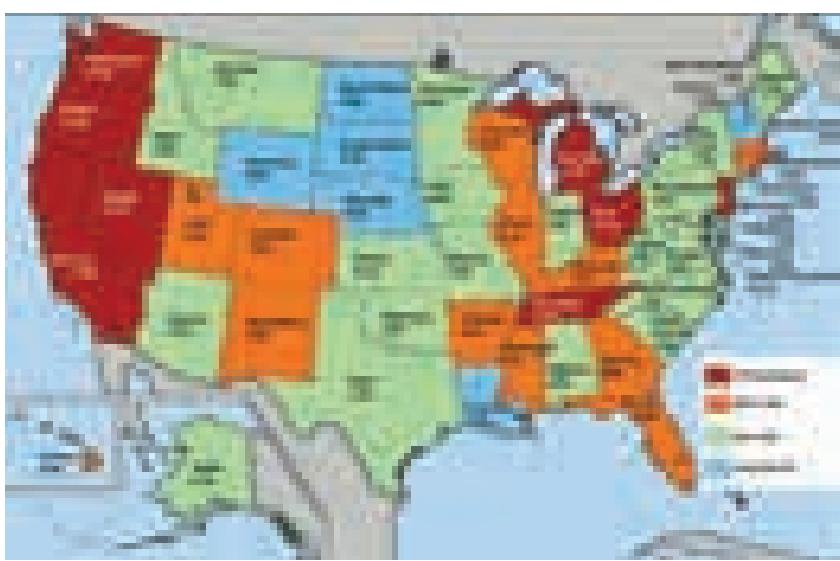


FIGURE 3: VETERAN UNEMPLOYMENT RATE, 2011



Gender, Age, and Race

Many studies have looked at the relationships between gender, age, race, and employment/unemployment. For example, Shih (2002) found that employer attitudes, specifically their perceptions of racial minorities, can facilitate unemployment by reducing the number of opportunities for minorities in the workplace.¹⁶ Employers may use race as a proxy for productivity or other skills/talents necessary to the labor market, rather than actual performance and qualifications. Broader racial ideologies held by employers can disadvantage minority

workers, and these disadvantages can also be compounded by class and gender. In a study done by Johnson & Park (2011), they found that older workers are less likely to lose their jobs, due to seniority and experience.¹⁷ Because of this experience, older adults have consistently lower overall unemployment rates than younger adults (7.7 % for men and 6.2% for women in 2010). However, older adults take much longer to find work after being laid-off because of hiring discrimination. Stereotypes about older people tend to be limiting, with employers unable to see them as active contributors who will seek out new challenges and opportunities. Older workers often take a substantial pay cut upon entering a new job after a period of unemployment, as well.

The unemployment situation of veterans can vary by demographics, as well. Table 4 gives the unemployment rate for all veterans ages 18 and over, broken down by age, gender, race/ethnicity, and period of service. These rates are based on the BLS unpublished annual averages, not seasonally adjusted, and represent the 18 and over population.¹⁸ The following lists overall findings:

- ▶ Veterans and non-veterans between the ages of 18-24 have the highest unemployment rate, compared to all other age groups of veterans and non-veterans.
- ▶ The Gulf War era II veterans (ages 18-24) have almost double the unemployment rate, compared to non-veterans (30% and 16%, respectively), giving this population the highest unemployment rate overall.
- ▶ Male veterans have a similar unemployment rate, compared to male non-veterans (8% and 9%), but male Gulf War era II veterans have a higher unemployment rate, compared to non-veterans (12% and 9%).

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- ▶ Female veterans have a similar unemployment rate, compared to female non-veterans (9% and 8%), but female Gulf War era II veterans have a higher unemployment rate, compared to non-veterans (12% and 8%).
- ▶ White veterans have a similar unemployment rate, compared to White non-veterans (8%), but White Gulf War era II veterans have a slightly higher unemployment rate, compared to White non-veterans (11% and 8%).
- ▶ African-American non-veterans have higher unemployment rates, compared to African-American veterans (16% and 11%) and Gulf War era II African-American veterans (16% and 14%).
- ▶ Hispanic non-veterans have a higher unemployment rate, compared to Hispanic veterans (11% and 10%), but Hispanic Gulf War era II veterans

have a higher unemployment rate compared to Hispanic non-veterans (17% and 11%).

Figures 4 and 5 (on page 111) take an even further look at gender, age, and race. Figure 4 looks at the unemployment rates for female Hispanic and African-American Gulf War era II veterans, Gulf War era I veterans, and non-veterans, while Figure 5 looks at the unemployment rates for male Hispanic and African-American Gulf War era II veterans, Gulf War era I veterans, and non-veterans. These rates are annual averages from the BLS (not seasonally adjusted).¹⁹ The following lists the overall findings:

- ▶ The largest percentages of unemployed minority males and females were Gulf War era II veterans between the ages of 18-24.
- ▶ A large percent age (41%) of Hispanic female Gulf War era II veterans between the ages of 45-54 were unemployed.²⁰

TABLE 4: UNEMPLOYMENT RATES BY AGE, GENDER, AND RACE, 2011

Category	All Veterans	WW II, Korean War, Vietnam Era	Gulf War Era I	Gulf War Era II	Non-Veterans
18-24	30.2%	—	—	30.2%	16.1%
25-34	12.0%	—	8.7%	13.0%	9.3%
35-44	7.2%	—	7.4%	6.0%	7.3%
45-54	7.6%	11.3%	5.7%	4.1%	7.0%
55-64	7.7%	8.0%	5.0%	7.8%	6.5%
65 years & older	6.7%	6.6%	—	—	6.4%
Male	8.3%	7.6%	7.1%	12.0%	9.3%
Female	9.1%	7.9%	6.3%	12.4%	8.2%
White	7.8%	7.4%	6.3%	11.4%	7.7%
African-American	11.2%	9.9%	9.8%	14.3%	15.8%
Hispanic or Latino	9.8%	6.6%	7.5%	17.0%	11.2%
Asian	4.8%	2.1%	3.0%	7.1%	7.0%

NOTE: Population is 18 and over; Gulf War era II (September 2001-present), Gulf War era I (August 1990-August 2001), Vietnam era (August 1964-April 1975), Korean War (July 1950-January 1955), World War II (December 1941-December 1946), and other service periods (all other time periods). Veterans who served in more than one wartime period are classified only in the most recent one. Veterans who served during one of the selected wartime periods and another period are classified only in the wartime period. Dash indicates rates have a base less than 35,000.

FIGURE 4:
HISPANIC AND AFRICAN-AMERICAN FEMALE UNEMPLOYMENT RATES, 2011

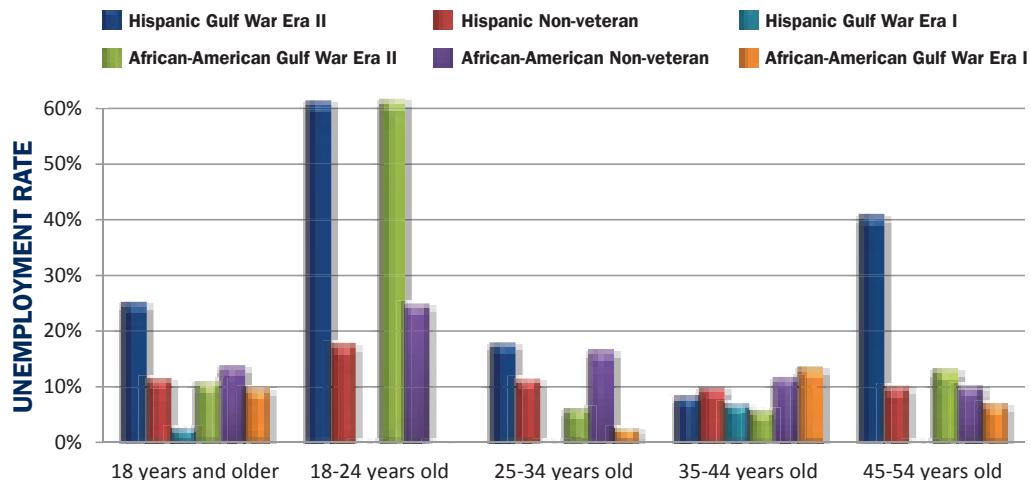
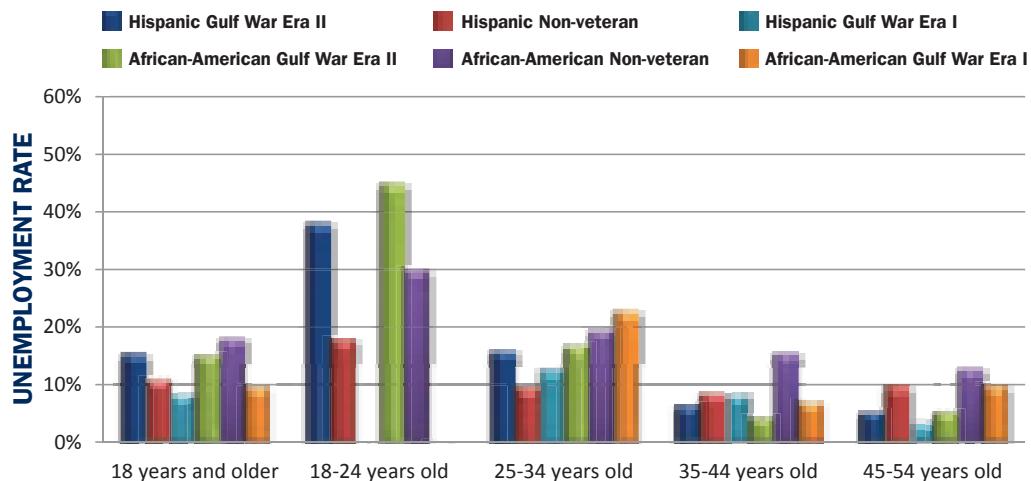


FIGURE 5:
HISPANIC AND AFRICAN-AMERICAN MALE UNEMPLOYMENT RATES, 2011



Disability

In August 2011, about 3 million veterans reported having a service-connected disability.²¹ That is about 14% of the total veteran population. In general, one in three veterans with a service-connected disability worked in the public sector (compared to one in five veterans without a service-connected disability). Each service-connected disabled veteran was examined by period of service separately within the report and summarized in Table 5 (on page 112).

Family Status

Employees with responsibilities, both at work and at home, can lead stressful lives with demanding schedules. These stressors and the demands on their time may involve child care, care for elder relatives, long hours, inflexible schedules, and re-

lationship issues with supervisors (Otterbourg, 1997).²² Among employed parents, who work full time, more than 75% feel they do not spend enough time with their children. These issues are especially salient among working women, as more than half of working women reported that they worry about not spending enough time with their children and families, worrying about this more than crime (Otterbourg, 1997). Employees with children may in turn consider working intermittently; however, those with intermittent work records are often perceived by employers as having less commitment to work, skill atrophy, and reduced productivity. These employees are in turn less likely to access more attractive jobs with higher pay (Stier, Lewin-Epstein, and Braun, 2001).²³

NOTE: Population is 18 and over; Gulf War era II (September 2001-present), Gulf War era I (August 1990-August 2001), Vietnam era (August 1964-April 1975), Korean War (July 1950-January 1955), World War II (December 1941-December 1946), and other service periods (all other time periods). Veterans who served in more than one wartime period are classified only in the most recent one. Veterans who served during one of these selected wartime periods and another period are classified only in the wartime period. Hispanic Gulf War Era I females had either no data or base is less than 35,000 for 18-24 years old, 25-34 years old, and 45-54 years old. African-American Gulf War Era I females had either no data or base is less than 35,000 for 18-24 years old. Hispanic Gulf War Era I males had either no data or base is less than 35,000 for 18-24 years old. African-American Gulf War Era I males had either no data or base is less than 35,000 for 18-24 years old.

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Countries with state support for working mothers have been shown to have higher employment continuity and lower wage penalties for working women (Stier, Lewin-Epstein, and Braun, 2001).

Relationships between work and family can significantly affect life satisfaction, and each can positively or negatively influ-

ence the other. Generally, higher family support, including emotional support, is related to a reduction in family issues interfering with work (Adams, King, & King, 1996).²⁴ In a recent study by the Pew Research Center, findings indicated that veterans were having difficulties readjusting to family and civilian life. Among post-9/11 veterans, 48% experienced strains in

TABLE 5: SUMMARY OF BLS EMPLOYMENT SITUATION OF VETERANS, 2011

Service-Connected Disabled Veteran	Summary of BLS Employment Situation of Veterans
Gulf War Era II Veterans	<ul style="list-style-type: none">One in four (633,000) reported having a service-connected disabilityOf these, 80% were in the labor force, compared with 83.7% of veterans from this period with no service-connected disabilityThe unemployment rate of those with a disability was 12.1%, not statistically different from those with no disability (9.5%)
Gulf War Era I Veterans	<ul style="list-style-type: none">19.5% (586,000) reported a service-connected disabilityTheir labor force participation rate (69.6%) was lower than the rate for veterans from the same era who did not have a disability (88.2%)Unemployment rates with and without service-connected disabilities were not statistically different (7.1% and 6.9%, respectively)
Veterans of World War II, the Korean War, and the Vietnam Era	<ul style="list-style-type: none">1.2 million veterans reported a service-connected disability20.9% were in the labor force, compared with 35.5% who did not have a service-connected disabilityUnemployment rate with disability was 3.1%, lower than those with no disability (8.2%)
Veterans of Other Service Periods	<ul style="list-style-type: none">Labor force participation rate of 53.1%, compared with 56.8% with no disability from these periodsUnemployment rate with disability was 9.4%, not statistically different from the veterans with no disability (7.5%)

Source: U.S. Department of Labor. (2012). Employment Situation of Veterans. U.S. Department of Labor, Bureau of Labor Statistics. Retrieved from <http://www.bls.gov/news.release/vet.nr0.htm>.

NOTE: Population is 18 and over; Gulf War era II (September 2001-present), Gulf War era I (August 1990-August 2001), Vietnam era (August 1964-April 1975), Korean War (July 1950-January 1955), World War II (December 1941-December 1946), and other service periods (all other time periods). Veterans who served in more than one wartime period are classified only in the most recent one. Veterans who served during one of the selected wartime periods and another period are classified only in the wartime period.

relationships with family, and 44% found readjustment to civilian

life difficult, compared to 25% of veterans from previous eras (Pew, 2011). Although most veterans were found to be satisfied with their lives overall (63%), most expressed reservations to their financial situation (Pew, 2011).²⁵ Among post-9/11 veterans and among veterans from previous eras, there was more dissatisfaction with personal financial situation than among the population in general, which could stem from difficulties finding and maintaining satisfactory full-time employment for veterans. Among military spouses, 46% of veteran spouses and 48% of active duty spouses reported they were working, along with 14% of surviving spouses (Westat, 2010).²⁶

Support from spouses and other family members can be critical to successful employment and management of work and family obligations. Employees who are burdened by both family and work stress may adopt coping strategies such as reducing time and effort on the job, or turning down promotions that would involve moving or longer hours in spite of the possibility of higher wages and career advancement (Goldsmith, 2007).²⁷ Employers can help by considering family issues when designing job duties and work processes (Otterbourg, 1997). Both social support from families and family-friendly policies from employers can benefit career trajectories, reduce stressors, and reduce work-family conflict (Goldsmith, 2007). Social support for families can be assistance with childcare and household work, emotional support, scheduling flexibility, and coordination of time off (Goldsmith, 2007). All of these forms of social support help to lessen work-family conflict by reducing stress and time demands.

The more familial support veterans have, the more likely they will be able to successfully pursue full-time work, especially in cases where they share childcare responsibilities. Employers should also seek to create and maintain family-friendly environments, which can decrease stress associated with balancing work and family and benefit companies as well (Otterbourg, 1997).

Education Attainment

Education has always had a strong influence on many elements of employment, such as obtaining, income, retention, etc. Various studies have examined how education affects employment and its outcomes. For example, Riddell & Song (2011) found that education significantly increases re-employment rates of the unemployed.²⁸ Angrist (1993) found that veterans' benefits increase schooling by 1.4 years, which increases annual earnings by 6%. He found that attending college or graduate school is especially significant in increasing annual earnings for veterans.²⁹ Simon, Negrusa, and Warner (2010) found that a \$10,000 increase in veterans' education benefits is shown to increase the probability of the Montgomery GI Bill usage by 5%.³⁰ However, an increase in the dollar amount of available benefits does not correlate with the duration of benefit usage.

Employment rates also vary with education level. In general, those with higher educational attainment face lower unemployment rates. The following sections highlight variations in unemployment for veterans and non-veterans by educational attainment.

Part IV

► Veteran Employment & Education Attainment

Education attainment refers to the highest degree of education an individual has completed. The relationship between educational attainment and employment has long been established by many researchers. An individual with less than a high school degree experiences unemployment at a rate almost three to five times greater than an individual with a bachelor's degree or higher. The following tables/figures summarize the educational attainment of the veteran population, as well as the employment situation of veterans in America.

On March 20, 2012, the BLS released the annual report on the employment situation of veterans for 2011.³¹ This release includes education attainment by period of service. Figure 6 (on page 115) represents the data that was released for the population aged 25 and over. The following lists overall findings:

- For all veterans and non-veterans, those with less than a high school diploma made up a minority of the population (6.46% and 13.13%, respectively).
- The majority of the Gulf War era veterans have some college/associate degree or higher (73.75% of Gulf War era II and 71.36% of Gulf War era I).
- Veterans have a larger percentage of individuals with some college/associate degree compared to non-veterans (34.19% and 25.54%, respectively). However, non-veterans have a slightly larger percentage of individuals with a bachelor's degree or higher, when compared to veterans (30.77% and 27.20%, respectively).
- In general, the percentages of those with a bachelor's degree or higher is similar across all veterans and non-veterans.

► Unemployment Rates of Veterans by Education Attainment

Table 6 (on page 115) and Figure 7 (on page 116) have the unemployment rates for 2008-2011 by education attainment. These rates were retrieved from the BLS online data analysis tool and are not seasonally adjusted annual averages (all veteran population, age 25 and over).³² The following lists the overall findings:

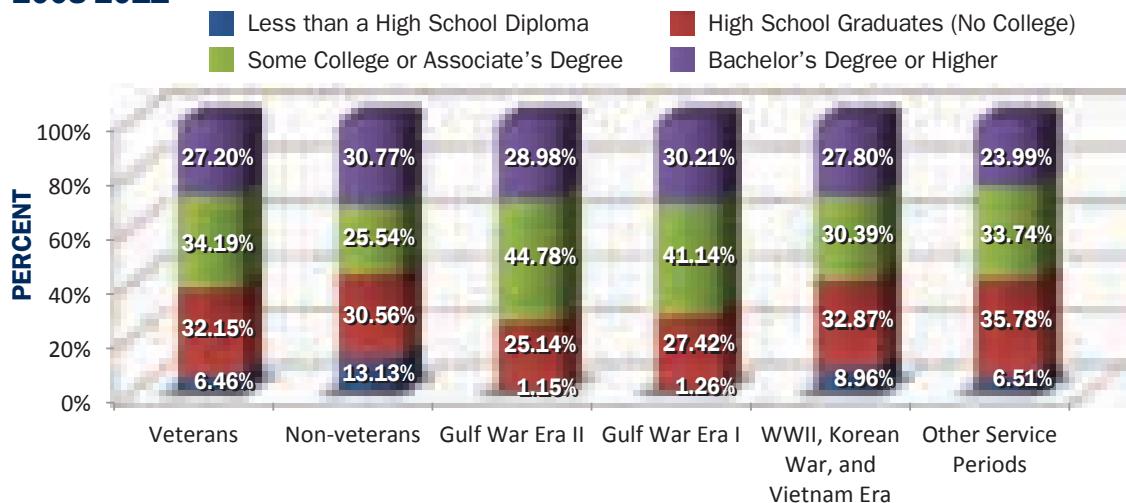
- In general, the higher the education attainment, the lower the unemployment rate.
- Veterans with a high school diploma or less had similar rates in 2008 and 2009, but then split in 2010 and 2011.
- The unemployment rates for veterans with some college or associate degree was lower, compared to those with a high school diploma or less.
- Veterans with a bachelor's degree or higher had the lowest unemployment rates for 2008 to 2011.

► Unemployment Rates of Veterans by Period of Service and Education Attainment

Figure 8 (on page 117) shows the unemployment rates for 2011 by period of service and education attainment. These rates were retrieved from the BLS online data analysis tool and are not seasonally adjusted annual averages (all veteran population, age 25 and over).³³ The following lists the overall findings:

- In general, the higher the education attainment (regardless of period of service), the lower the unemployment rate.
- With each period of service, those with less than a high school diploma had the highest unemployment rates.

FIGURE 6:
UNEMPLOYMENT RATES BY VETERAN STATUS AND EDUCATION ATTAINMENT, 2008-2011



NOTE: Population is 18 and over; Gulf War era II (September 2001-present), Gulf War era I (August 1990-August 2001), Vietnam era (August 1964-April 1975), Korean War (July 1950-January 1955), World War II (December 1941-December 1946), and other service periods (all other time periods). Veterans who served in more than one wartime period are classified only in the most recent one. Veterans who served during one of these selected wartime periods and another period are classified only in the wartime period.

- Regardless of period of service, those with a high school diploma and those with some college or associate degree had similar unemployment rates.
- Regardless of period of service, those with a bachelor's degree or higher had the lowest unemployment rates in 2011.

Conclusion

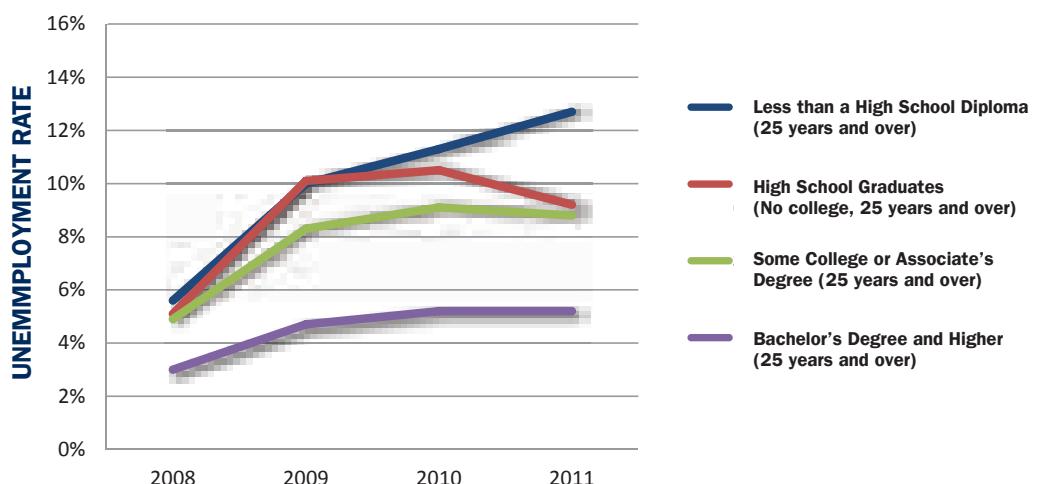
The variations of demographic characteristics have all been shown to influence the employment situation of veterans. Data was presented using the Current Population Survey data that the BLS releases for location, gender, age, disability, and educational attainment of veterans. The unemployment

TABLE 6:
UNEMPLOYMENT RATES BY EDUCATION ATTAINMENT FOR ALL VETERANS, 2008-2011

All Veterans by Education Attainment	2008	2009	2010	2011
Less than a High School Diploma	5.6	10.0	11.3	12.7
High School Graduates (No College)	5.1	10.1	10.5	9.2
Some College or Associates Degree	4.9	8.3	9.1	8.8
Bachelor's Degree or Higher	3.0	4.7	5.2	5.2

Part IV

**FIGURE 7:
UNEMPLOYMENT RATE OF VETERANS BY EDUCATION ATTAINMENT, 2008-2011**



rates for veterans vary by state. The veterans and non-veterans between the ages of 18-24 have the highest unemployment rate, compared to all other age groups of veterans and non-veterans. The Gulf War era II veterans (ages 18-24) have almost double the unemployment rate, compared to non-veterans, giving this population the highest unemployment rate overall. Male and female Gulf War era II veterans have higher unemployment rates, compared to their counterparts. White and Hispanic Gulf War era II veterans have the highest unemployment rates, and African-American non-veterans have the highest unemployment rates. The largest percentages of unemployed minority male and female veterans were Gulf War era II veterans between the ages of 18-24. A large percentage of female Hispanic Gulf War era II veterans between the ages of 45-54 were unemployed.

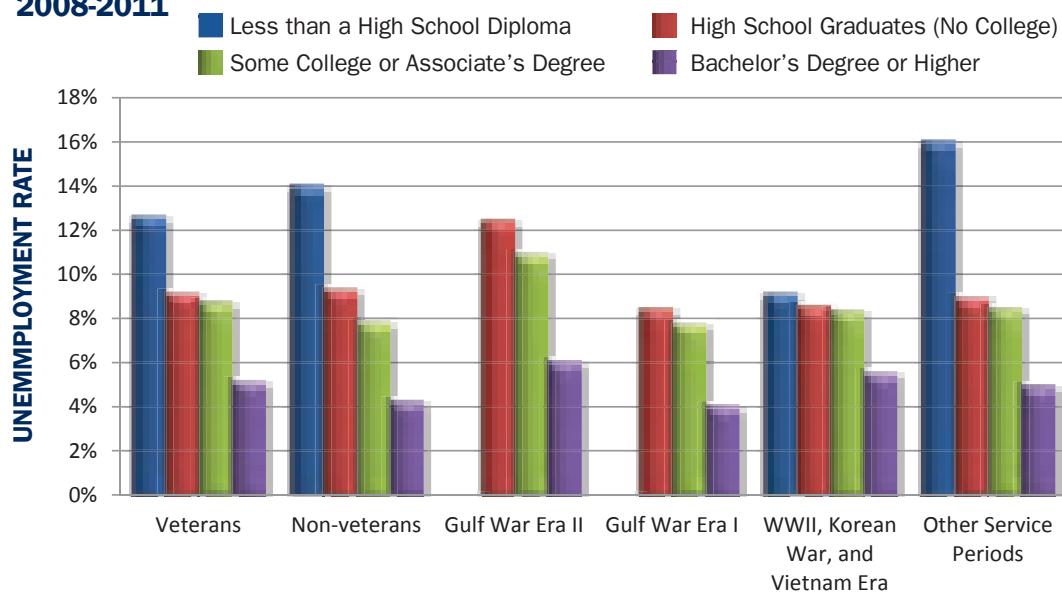
There are about 3 million veterans that reported having a service-connected disability in 2011. That is about 14% of the total veteran population. In general, they found

that one in three veterans with a service-connected disability worked in the public sector (compared to one in five veterans without a service-connected disability). The unemployment rate of those with a disability was not statistically different from those without a disability.

Education has been shown to influence unemployment rates. Research has shown that individuals with less than a high school degree experience higher unemployment rates at almost three to five times greater the rate than those with at least a bachelor's degree or higher. So the higher the educational attainment, the lower the unemployment rate will be. Interestingly, the unemployment rates for all veterans, non-veterans in all periods of service were similar to those with a high school diploma, and those who obtain some college/associate's degree.

There are some regional and demographic differences in unemployment for veterans. This paper is limited by the data that is available. Future research should look at these differences, as well as a combination of interactions between these variables.

FIGURE 8:
UNEMPLOYMENT RATE BY VETERANS STATUS AND EDUCATION ATTAINMENT, 2008-2011



NOTE: Population is 18 and over; Gulf War era II (September 2001-present), Gulf War era I (August 1990-August 2001), Vietnam era (August 1964-April 1975), Korean War (July 1950-January 1955), World War II (December 1941-December 1946), and other service periods (all other time periods). Veterans who served in more than one wartime period are classified only in the most recent one. Veterans who served during one of the selected wartime periods and another period are classified only in the wartime period. Gulf War era I and II had either no data or base is less than 35,000 for less than a high school diploma.

Issue Paper: Health and Wellness

Abstract

The benefits and healthcare needs of veterans are issues that employers need to know and understand. There are many government-funded healthcare programs available to veterans that employers should familiarize themselves with in order to assist veteran employees in obtaining care. The disabilities of any veteran can include a variety of physical and mental conditions. Several resources and accommodations are listed and discussed.

Introduction

Healthcare, benefits, and disabilities are all components that affect the employment situation of veterans. The VA faces a number of challenges that could and have had long-term influences on the delivery of healthcare and benefits services. The

VA has taken steps to extend eligibility for healthcare benefits for combat veterans to have access to healthcare for up to five years (after discharge or release, on or after January 28, 2003). Those who are not qualified to receive healthcare benefits from the VA face a number of challenges (private or uninsured). The increase in healthcare costs and premiums has driven some veterans to take jobs with lower salaries, in exchange for access to benefits, or to lose a salaried position because of cuts in employment related to higher insurance premium. Many veterans only have part-time work available to them, which does not have benefits. This cycle can lead to hardships, burdens, and stress for the veteran and their family, directly through loss of healthcare and costs of healthcare, and indirectly if access to health care results in deterioration of medical conditions, loss of access to medications, and so on.

Part IV

Access to Healthcare

Access to healthcare varies among veteran populations, both employed and unemployed. The 22 million veterans in the U.S. tend to fall into three categories when it comes to health insurance coverage. As of 2011, about 37% of veterans were enrolled in the VA healthcare system, 56% were covered by private insurance or a non-VA federal health plan, and 7% had no health insurance (Kizer, 2012).³⁴ Veterans who have no health insurance coverage tend to be poor or near poor, but with incomes above the thresholds for VA eligibility (Kizer, 2012). In 2004, about 47% of uninsured veterans had family incomes above 250% of the federal poverty level, which would leave them ineligible for VA healthcare enrollment (Himmelstein et al., 2007).³⁵ Many of those covered by the VA system are also covered by multiple federal plans like Medicare, Medicaid, TRICARE, or Indian Health Service (Kizer, 2012). The percentage of uninsured, non-elderly veterans rose from 9.9% in 2000 to 12.7% in 2004, and by 2004, there were almost 1.8 million veterans who were uninsured and not receiving VA care (Himmelstein et al., 2007). Most uninsured veterans were from the Vietnam and Gulf War eras, and most veterans insured primarily by Medicare were from the Korean War and World War II eras (Himmelstein et al., 2007). Both employed and unemployed veterans lacked healthcare coverage, as about 68% of uninsured veterans were employed at the time of the survey; almost 10% had been recently laid off or were unemployed, but were still looking for work (Himmelstein et al., 2007). Uninsured veterans were, in fact, more likely to be working than those with health coverage, and tended to be younger and have lower incomes than veterans with health coverage (Himmelstein et al., 2007).

In general, uninsured veterans experience the same barriers to healthcare that most uninsured Americans experience. Veterans without coverage are five times more likely to delay care or forego prescriptions because of costs, and six times more likely to forego medical care because they are unable to afford it, as compared to insured veterans (Himmelstein et al., 2007). Uninsured veterans also had serious illnesses requiring care, had chronic conditions limiting daily activities, reported being unable to obtain care in the past year, reported being no more able to obtain care than any other uninsured person, and failed to receive necessary preventive care (Himmelstein et al., 2007). Among uninsured veterans age 45 and older, almost 20% were in fair or poor health (Himmelstein et al., 2007).

The recent Affordable Care Act (ACA) may impact healthcare access, fragmentation, quality of care, and utilization of services for veterans in the U.S. (Kizer, 2012). The ACA will not change eligibility for VA healthcare or covered benefits and co-payments, and for most veterans this legislation will not affect them any differently than non-veterans. However, expansions in Medicaid coverage and other state health insurance coverage for low income individuals should provide the 7% of uninsured veterans with coverage (Kizer, 2012). In addition, many veterans already enrolled in VA health coverage will have new options for coverage. The increase in healthcare choices for this population will increase convenience of care, but may also cause care to be fragmented and lower overall quality of care as a result of inconsistency across providers. Fragmentation of care can lead to more discontinuity, lack of coordination among care providers, and more emergency department use and adverse events (Kizer, 2012).

Access to healthcare and healthcare costs can moderate veterans' ability to stay in the labor force. Uninsured veterans may be more likely to be working because of financial need, driven by high costs of healthcare. Additionally, the combination of rising health costs and employers' limited resources may be driving veterans into part-time jobs, where they are not offered insurance. Higher health premiums often result in workers trading salary increases for better benefits (Cutler & Neeraj, 2010).³⁶ When costs fall, employers have more resources available for wages and salary payments, meaning healthcare reform could potentially increase both wages and employment opportunities. However, as firms cannot reduce wages for those earning minimum wage or those with fixed contracts, increases in healthcare premiums would not result in a reduction of wages, but in the loss of these jobs entirely. For workers who are not able or willing to "trade" higher wages for benefits, the reduction in income caused by an increase in premiums would cause them to move into other part time jobs, possibly with no health benefits.

Benefits

Healthcare benefits and employment are intrinsically linked in the United States, with almost 60% of the American population receiving health insurance through an employer (Kaiser, 2010). Because of this, many Americans view employment as a gateway to healthcare, but healthcare access and costs can also affect access to employment. Previous studies have found that individuals with higher healthcare costs are not more likely to be employed than those with lower costs (Lahey, 2007).³⁷

In places where healthcare is more expensive, workers' efforts to shift costs to

employers do not result in higher employment rates (Lahey, 2007). Higher healthcare costs can drive employers' decision making, as these add to their business costs (Lahey, 2007; Cutler & Neeraj, 2010).

Health insurance costs can affect company employment decisions in multiple ways. If health insurance premiums are reduced, employers could hire more workers without needing to reduce benefits or wages (Cutler & Neeraj, 2010). On the other hand, if costs are too high, employers often compensate by reducing new hires or being more selective in the new employees they choose. Health insurance costs are a significant factor in employers' decisions to hire new workers, more so than company size and internal processes (Lahey, 2007). For older Americans, this is particularly concerning, as age can push up the cost of healthcare benefits significantly. Studies have shown that companies offering health insurance hire older employees less frequently, and as regional costs of healthcare increase, employment rates decrease (Lahey, 2007).

Increases in healthcare costs have influenced hiring decisions and industry growth, with those industries that provide more benefits experiencing little growth, if any. About 29% of workers in the amusement and recreation industry, and 54% of workers in the hotel industry have employer provided insurance (Cutler & Neeraj, 2010). From 1987 to 2005, the workforces in these industries grew by 2.1% and 1%, respectively. In the paper industry, 85% of workers have insurance, and the workforce shrank by almost 2% from 1987 to 2005.

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Researchers have found that every 10% reduction in excess healthcare costs leads to about 120,000 more jobs. Nationally, reductions in healthcare costs attributable to the ACA and subsequent legislation could lead to an estimated 250,000-400,000 new jobs each year. However, an increase in healthcare costs could have the opposite effect, decreasing the number of new jobs each year and increasing unemployment (Cutler & Neeraj, 2010).

Employers need to understand the benefits available to veterans and work to close the gap between the uninsured and insured, especially in cases where employer-provided benefits have been reduced. Many uninsured veterans are working (68%); however, they are not receiving necessary healthcare because of their lack of coverage (Himmelstein et al., 2007). The VA has extended their healthcare eligibility for veterans under the “Combat Veteran” authority. This authority applies to all combat veterans who were discharged or released from active service on, or after, January 28, 2003. Under this authority, the VA provides healthcare services and community living care for conditions, possibly related to military service for five

years after discharge or release. There are many government-funded health programs available to veterans that employers should familiarize themselves with to assist veteran employees in obtaining care.

The programs include TRICARE for military personnel and their families, and the Civilian Health and Medical Program of the VA (CHAMPVA) for dependent children and spouses of disabled or deceased veterans. Additionally, the DOL and the VA have resources for both veterans and employers in the Veterans’ Employment and Training Service (VETS) and the VR & E. For more information, visit:

- ▶ **TRICARE:**
<http://www.tricare.mil/>
- ▶ **The Veterans Health Administration (VHA):**
<http://www.va.gov/health/default.asp>
- ▶ **VA Health Benefits Home, Returning Servicemembers (OEF/OIF/OND):**
http://www.va.gov/healthbenefits/apply/returning_servicemembers.asp
- ▶ **CHAMPVA (Civilian Health and Medical Program of the Department of Veteran Affairs):**
<http://www.va.gov/hac/forbeneficiaries/champva/champva.asp>
- ▶ **The DOL’s Employment and Training Service (VETS):**
<http://www.dol.gov/vets/>
- ▶ **VA Vocational Rehabilitation and Employment (VR & E) Program:**
http://www.vba.va.gov/bln/vre/emp_resources.htm

Disabilities

The disabilities of any veteran can include a variety of physical and mental conditions. If the veteran has selected to disclose this information, employers are required to accommodate the needs of the veteran, whether physical or mental health related. Veterans need only disclose if/when they need an accommodation to perform the essential functions of the job. Applicants never have to disclose this information on a job application, or in the job interview, unless they need an accommodation to assist them in the application or interview process. If disclosed, employers need to know what those needs are and what can be done. Accommodating the needs of veterans, or any person with a disability, should be a central focus of the employer in creating the environment in which they can effectively and efficiently perform their job. These accommodations also create a welcoming environment and set the tone of the organization's culture, policies, and structures which, if positive, can lead to long-lasting employment.

► Reasonable Accommodations

Both the USERRA and the ADA require employers to make certain adjustments for veterans with disabilities, called "reasonable accommodations." The USERRA also requires employers to assist a veteran who is returning to employment to become qualified for a job, whether or not the veteran has a service-connected disability.

This could include providing training or retraining for the position. See Title 38, United States Code, Chapter 43 - Employment and Reemployment Rights of Members of the Uniformed Services, 38 U.S.C. § 4313; 20 C.F.R. §§ 1002.198, 1002.225 -.226. Below are additional resources/information about reasonable accommodations:



► EEOC Enforcement Guidance: Reasonable Accommodation and Undue Hardship Under the ADA:

<http://www.eeoc.gov/policy/docs/accommodation.html>

► Job Accommodation Network (JAN):

JAN is one of several services provided by the DOL's Office of Disability Employment Policy (ODEP). The JAN is the leading source of free, expert, and confidential guidance on workplace accommodations and disability employment issues. Phone: 800-526-7234 or 877-781-9403 (TTY).

<http://www.askjan.org>

► DOD Computer/Electronic Accommodations Program (CAP):

Established by the federal government, the CAP is a centrally-funded program that provides assistive technology (AT) and reasonable accommodations to people with disabilities. CAP's mission is to ensure that people with disabilities have equal access to information and employment opportunities in the DOD and throughout the federal government. Phone: 703-681-8813 or 703-681-3978 (TTY).

<http://www.cap.mil/>

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► ADA Disability and Business Technical Assistance Centers (DBTACs):

The DBTACs consist of 10 federally-funded regional centers that provide information, training, and technical assistance on the ADA. Each center works with local business, disability, governmental, rehabilitation, and other professional networks to provide current ADA information and assistance, and places special emphasis on meeting the needs of small businesses. The DBTACs can make referrals to local sources of expertise in reasonable accommodations. Phone: 800-949-4232 (Voice/TTY). <http://adata.org/Static/Home.html>

America's Heroes at Work has created an employer fact sheet and resource guide for employers. These resources were developed in cooperation with the DOL's ODEP, JAN, the VETS, the Defense Centers of Excellence for Psychological Health and Traumatic Brain Injury, and the Defense and Veterans Brain Injury Center. The information available includes frequently asked questions about PTSD and TBI, Dispelling the Myths about PTSD, Accommodating Employees with PTSD/TBI, Promising Practices for Employment Success, Employers and the ADA: Myths and Facts, and Tax Incentives for Providing Business Accessibility. Spanish materials are also available. For more information, visit <http://www.americasheroesatwork.gov/forEmployers/factsheets/>.

JAN is a service of the DOL's ODEP. The Compliance Series is designed to help employers determine effective accommodations and comply with Title I of the ADA. Each publication in the series addresses a specific medical condition and provides information about the condition, ADA information, questions employers should consider, accommodation ideas, and resources for additional information. Below

is a list of topics that might be relevant to veterans. A full list of topics can be found at, <http://askjan.org/media/atoz.htm>.

There are many products that can be used to accommodate people with work limitations. JAN's Searchable Online Accommodation Resource (SOAR) at <http://askjan.org/soar> is designed to let users explore various accommodation options. Many product vendor lists are accessible through this system; however, upon request, JAN provides these lists and many more that are not available on the website. Contact JAN directly if you have specific accommodation situations, are looking for products, need vendor information, or are seeking a referral. The accommodations of an employee should be specific to the employee's disabilities. When accommodating, the employer must consider:

- **What limitations is the employee experiencing?**
- **How do these limitations affect the employee and the employee's job performance?**
- **What specific job tasks are problematic, as a result of these limitations?**
- **What accommodations are available to reduce or eliminate these problems? Are all possible resources being used to determine possible accommodations?**
- **Has the employee been consulted regarding possible accommodations?**
- **Once accommodations are in place, would it be useful to meet with the employee to evaluate the effectiveness of the accommodations and to determine whether additional accommodations are needed?**
- **Do supervisory personnel and employees need training regarding the disability?**

TABLE 7: JOB ACCOMMODATION NETWORK (JAN) - TOPICS, ACCOMMODATIONS, AND COMPLIANCE SERIES

Area	Topics Available	Accommodations and Compliance Series
Anxiety	http://askjan.org/media/anxi.htm	http://askjan.org/media/eaps/employmentanxietyEAP.doc
Amputation	http://askjan.org/media/ampu.htm	http://askjan.org/media/eaps/employmentampEAP.doc
Burn	http://askjan.org/media/burn.htm	http://askjan.org/media/downloads/BurnInjA&CSeries.pdf
Hearing Loss	http://askjan.org/media/deaf.htm	http://askjan.org/media/downloads/HearingA&CSeries.pdf
Major Depression/Bipolar/ OCD/Panic Disorder/Other Mental Health	http://askjan.org/media/psyc.htm	http://askjan.org/media/downloads/PsychiatricA&CSeries.pdf
Post-Traumatic Stress Disorder (PTSD)	http://askjan.org/media/post.htm	http://askjan.org/media/downloads/PTSDVetsA&CSeries.pdf
Traumatic Brain Injury (TBI)	http://askjan.org/media/brai.htm	http://askjan.org/media/downloads/BrainInjuryA&CSeries.pdf
Vertigo	http://askjan.org/media/vert.htm	http://askjan.org/media/eaps/employmentvertigoEAP.doc
Vision Impairments	http://askjan.org/media/visi.htm	http://askjan.org/media/downloads/VisionA&CSeries.pdf
Wheelchairs	http://askjan.org/media/whee.htm	http://askjan.org/media/downloads/WheelchairA&CSeries10.pdf

Accommodations vary with every disability. Below are some general themes that can come across all persons with disabilities. It is highly encouraged that employers look at the specific information on the disability for accommodations.

► Flexible Schedule

Allowing the employee to have a flexible schedule is a general theme for reasonable accommodations. Whether the person has PTSD, TBI, is in a wheelchair, an amputee, etc., these accommodations may give the employee the time needed to perform daily activities, personal needs, cope with stress, or provide stamina, among other needs. This flexible work environment includes flexible schedule, modified break schedule, time to call/leave for doctors/counseling, work from home/flexi-place, or even distance travel for access to healthcare.

► Concentration

Allowing an employee to concentrate can reduce the distraction employees may have and allow them to focus on their job functions. The employer can help the employee with concentration by reducing distractions in the work area. This can be accomplished by with providing space enclosures, sound absorption panels, or a private office; allow for use of white noise or environmental sound machines; allow the employee to play soothing music using headphones and computer or music player; plan for uninter-

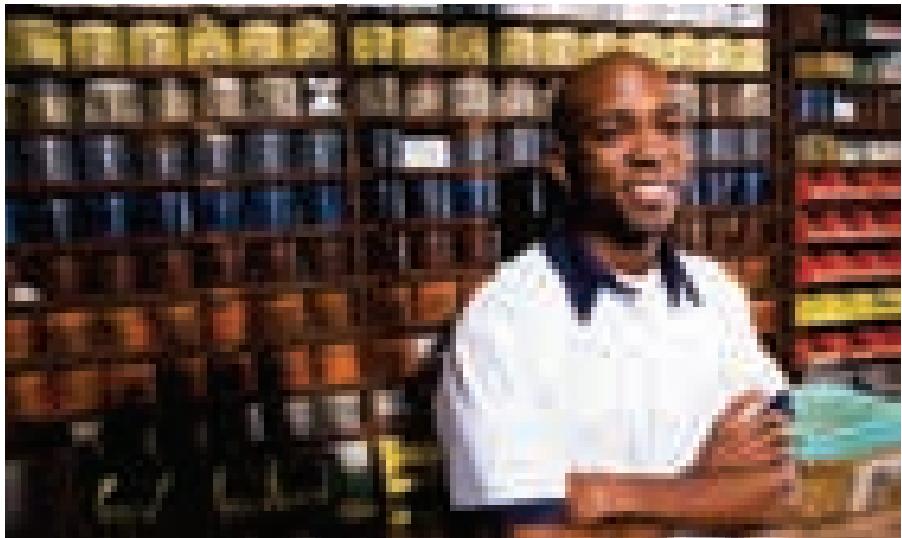
rupted work time; and purchase organizers to reduce clutter. Studies have also shown that increased natural lighting or providing full-spectrum lighting can help increase concentration. Providing memory aids such as schedulers, organizers, or email applications can also help the employee maintain concentration and help with memory.

Concentration includes more than just physical elements, but also can include the way employees are managed. Dividing large assignments into smaller tasks and goals may help the employee concentrate on a specific task and may help with the overall project. Restructuring the job to include only the essential functions may also help with employee concentration.

► Working Effectively With Supervisors

The relationship between employees and their supervisors is one that has long been looked at. Certain accommodations can include providing positive praise and reinforcement, providing written job instructions, developing a procedure to evaluate the effectiveness of the accommodation, providing clear expectations and consequences of not meeting expectations, developing strategies to deal with problems before they arise, allowing open communication to managers and supervisors, and establishing written long-term and short-term goals.

Part IV



Post-Traumatic Stress Disorder (PTSD)

PTSD is common among active military and veterans. In the National Vietnam Veterans Readjustment Study (NVVRS), they found that approximately 30.9% of men and 26.9% of women had PTSD at some point in their life following Vietnam.³⁸ Researchers conducted a study to estimate the prevalence of PTSD in a population-based sample of 11,441 Gulf War veterans from 1995 to 1997. The prevalence of PTSD in that sample was 12.1%. The authors estimated the prevalence of PTSD among the total Gulf War veteran population to be 10.1%.³⁹ In 2008, the RAND Corporation published a population-based

study that examined the prevalence of PTSD among previously deployed Operation Enduring Freedom and Operation Iraqi Freedom service members. Among the 1,938 participants, the prevalence of current PTSD was 13.8%.⁴⁰ Based on this sample, the authors suggested that approximately one in five service members who have returned from deployment operations in Afghanistan and Iraq have symptoms of PTSD or depression.

JAN has listed several accommodations for PTSD. This includes topics such as:

- ▶ Memory
- ▶ Lack of concentration
- ▶ Time management/performing or completing tasks
- ▶ Disorganization
- ▶ Coping with stress
- ▶ Working effectively with a supervisor
- ▶ Interacting with co-workers
- ▶ Dealing with emotions
- ▶ Sleep disturbance
- ▶ Muscle tension or fatigue
- ▶ Absenteeism
- ▶ Panic attacks
- ▶ Diarrhea/vomiting/nausea
- ▶ Headaches
- ▶ Transportation issues

For more information about PTSD and accommodations, please visit <http://askjan.org/media/ptsd.html>.

► Traumatic Brain Injury (TBI)

The Brain Injury Association of America (2006) estimates that every year 1.4 million Americans experience a traumatic brain injury.⁴¹ TBI is an umbrella term that spans a wide continuum of symptoms and severity. Studies estimating the prevalence of TBI among returning veterans have been difficult, with prevalence rates ranging from 5% to 23% in larger studies using non-clinical samples. The large majority (80%) of combat head injuries sustained in Operation Iraqi Freedom and Operation Enduring Freedom are mild concussions, as opposed to severe, debilitating TBI.⁴²

JAN has listed several accommodations for TBI. This includes topics such as:

- Physical limitations
- Visual problems
- Maintaining stamina during the workday
- Maintaining concentration
- Difficulty staying organized and meeting deadlines
- Memory deficits
- Problem-solving deficits
- Working effectively with supervisors
- Difficulty handling stress and emotions
- Attendance issues
- Issues of change

For more information about TBI and accommodations, please visit
<http://askjan.org/media/BrainInjury.html>.

► Hearing Loss

Results of the 2002 National Health Interview Survey estimate that nearly 31 million of all adults in the U.S. have trouble hearing.⁴³ Among military veterans, hearing impairment is one of the most common service-connected disabilities. According to Groenewold, Tak, and Masterson (2011),⁴⁴ the prevalence of severe hearing impairment among non-veterans was 2.5%. Among all veterans, the prevalence for severe hearing impairment was 10.4%. The VA has reported that nearly 70,000 of the more than 1.3 million troops, who have served in Iraq and Afghanistan, collect disability payments for tinnitus, and more than 58,000 collect disability payments for hearing loss.⁴⁵

JAN has listed several accommodations for hearing loss. This includes topics such as:

- Communicating face-to-face
- Communicating in groups, meetings, or training
- Communicating by telephone
- Communicating in the field
- Operating or working around vehicles
- Difficulty responding to sounds in the environment
- Wearing hearing protection

For more information about hearing loss and accommodations, please visit
<http://askjan.org/media/Hearing.html>.

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► Vision Impairments

The National Institutes of Health recently found that about 6% of the general population is visually impaired, which is about 14 million people. Of these 14 million, more than 11 million have visual impairment that can be corrected by contact lenses or glasses, but about 3 million have visual loss or impairments that cannot be corrected.⁴⁶ According to the VA, over 157,000 of today's veterans are legally blind. About 44,000 of these veterans are enrolled in VA healthcare, and a majority of them are elderly or have other chronic health conditions. As of 2006, at least 78 service members from Operation Enduring Freedom or Operation Iraqi Freedom were receiving VA benefits for vision loss, and medical staff at the Walter Reed Army Medical Center treated almost 120 soldiers for vision problems. Early estimates held that by 2010, the number of blinded veterans would grow to more than 50,000 and continue to rise.⁴⁷

JAN has listed several accommodations for vision impairments. This includes topics such as:

- Reading printed materials
- Accessing computer information
- Writing notes and completing forms
- Accessing a telephone
- Working with money
- Reading from instrument or control board
- Repairing, constructing, assembling pieces/parts
- Mobility
- Driving
- Working with light sensitivity
- Distinguishing colors
- Other accommodation considerations

For more information about vision impairments and accommodations, please visit <http://askjan.org/media/Sight.html>.

► Amputation

In the general population, there are almost 1.7 million people who live with having lost a limb. In the U.S., about one in every 200 people has had a limb amputated, the majority of which are due to vascular conditions and diabetes.⁴⁸ Among all veterans from the OIF/OEF conflicts from 2001 to September 2010, there have been approximately 1,621 amputations. The majority of veterans having undergone an amputation are army service members from OIF, with 620 service members having lost a major limb.⁴⁹ During World War I, over 4,000 service members underwent amputations, and amputations were performed on



15,000 service members during World War II. In the Korean, Vietnam, and Gulf Wars there were 1,000, 6,000, and 15 documented amputations on service members, respectively, not including body parts lost to frostbite and other cold injuries. Members of the army have also experienced traumatic amputations during peacetime, estimated at 20 per year.⁵⁰ Importantly, much research and development has occurred post-9/11 in the area of prosthetics, and available prosthetics continue to improve, allowing veterans to regain most function in many cases.

There are several accommodations that are listed for amputations. This includes topics such as:

- ▶ Gross motor impairment
- ▶ Fine motor impairment
- ▶ Upper extremity amputations (finger, hand, or arm)
- ▶ Lower extremity amputations (toe, foot, or leg)

For more information about amputation and accommodations, please visit <http://askjan.org/media/eaps/employmentampEAP.doc>.

Conclusion

Employers need to understand healthcare and benefits available to veterans, and work to close the gap between the uninsured and insured, especially in cases where employer-provided benefits have been reduced. There are many government-funded health programs available to veterans that employers should familiarize themselves with to assist veteran employees in obtaining care.

The disabilities of any veteran can include a variety of physical and mental disabilities. Accommodating the needs of veterans, or any person with a disability, should be a central focus of the employer, in creating the environment so that they can effectively and efficiently perform their job. Several accommodations were listed from JAN. Prevalence and overall accommodations topics were discussed and included for PTSD, TBI, hearing loss, vision impairments, and amputation. A table was presented with other topics, and links to the JAN Accommodations and Compliances Series.

Summary

For the better part of the past year, veterans of the wars in Iraq and Afghanistan have been unemployed at a rate that is 4% to 7% higher than non-veterans. In response to this situation, politicians and veterans' advocates have attempted to advance a business case for hiring veterans. Importantly, that argument, that veterans are good for business, has resonated with the employer community. Further, veterans that have made the transition to the civilian world of work have demonstrated "the value of a veteran" many times over.

Military veterans are entrepreneurial, exhibit a strong desire to achieve, high self-efficacy, and ease with uncertain situations. Further, veterans are likely to have cross-cultural and global experience, and on average have more advanced technical skills and training than non-veterans. In the face of an increasingly global and technical workplace, these experiences represent a rare and valuable resource for employers. Veterans are also resilient, a trait valuable in the context of a contemporary workplace where almost 80% of new product and service development projects are terminated before they ever reach the marketplace. The ability to bounce back from failure is central to enduring productivity and innovation.

However, while theory and practice suggest that military veterans are well positioned to meet the demand for a skilled and committed civilian workforce, many employers continue to struggle with understanding and implementing holistic strategies positioned to recruit, support, retain, and advance veterans in the firm. These struggles are largely based on misunderstandings, misperceptions, and a lack of actionable strategies supporting the practice of “military human resources.”

This publication was developed as a first step toward addressing the cited impediments to supporting employer-focused, veterans’ employment programs and initiatives. It represents a shared and collective resource of the employer community, in service to those who have served our nation in uniform.

**...in service
to those who
have served
our nation
in uniform.**



Appendices

The following resources, checklists, and data are provided as resources for employers supporting the implementation of findings and recommendations detailed in this publication.

Appendix A:

Checklist for Employers: Veteran Recruiting and Onboarding

When developing a program of HR practice to support the recruitment of veterans, consider the following:

- ▶ Secure executive level support for the initiative.
- ▶ Consider the most appropriate framework through which to organize the initiative within the HR structure of the firm. For example, depending on firm size, structure, diversity of business practice, etc., should the initiative be integrated into existing HR practice or a separate organization? Should the initiative fall inside or outside of diversity practice? Consider the pros and cons of these and other alternatives.
- ▶ Create relationships with trade organizations and other industry collaborations, focused on veteran employment. Examples include the Direct Employers Association, U.S. Chamber of Commerce, and the 100,000 Jobs Mission.
- ▶ Participate in veteran-focused career fairs and hiring events, where practical and appropriate.
- ▶ Leverage existing veteran employees to help in recruitment efforts through formal referral and mentoring of new veteran hires.
- ▶ Develop educational programming, focused on hiring managers, emphasizing the firm-specific business case for hiring veterans.
- ▶ Internally empower veteran employees and promote them within HR positions.
- ▶ Create a military-specific recruitment website. Consider examples such as AT&T, Microsoft, Sodexo, and Walmart.
- ▶ Develop and/or participate in industry-focused veteran initiatives, such as Troops to Energy Jobs, a pilot program developed by Dominion Resources Inc., or the Veterans on Wall Street (VOWS) program, founded by Citigroup.
- ▶ Provide training and education about PTSD to all employees, including senior-level leadership and managers.
- ▶ Engage in inter- and intra-industry collaboration to identify and utilize the most comprehensive resources in veteran recruiting and onboarding.

- ▶ Collaborate and network with other companies to identify employment opportunities for veterans, across industry sectors.
- ▶ Utilize comprehensive military skills translators for more effective placements within the company. Exercise caution that these tools are not used in isolation, but instead as part of a broader set of metrics, positioned to identify linkages between a veteran's knowledge, skills, and abilities, and a potential employment opportunity.
- ▶ Provide "high-touch" support for veterans throughout the recruitment and onboarding process.
- ▶ Capture data to aid in the measurement of process effectiveness and the relevance of veteran skills and talents, compared to career opportunities within the company.
- ▶ Foster a veteran-engaged culture within the company, through programs and ceremonies that recognize the contributions of veterans and their families to the organization. Consider aligning with veteran organizations for awards and recognition.
- ▶ Use social media to establish groups that discuss military and veteran experiences, open positions, mentoring, and more. For example, reference Microsoft's We Still Serve group on LinkedIn.
- ▶ To the extent possible, leverage existing veteran employees in the firm's recruitment strategy and messaging.
- ▶ To the extent possible, employ "high-touch" recruiting practices, positioned to confer insight into the potential linkage between a veteran's knowledge, skills, and abilities, and the demands of the firm's unique work roles.
- ▶ Reach out to universities and colleges and specifically ask career center managers to highlight student veterans seeking employment.
- ▶ Provide paths for non-traditional veteran students into career hiring tracks, such as experiential learning and internship opportunities.

Appendix B:

Checklist for Employers: Training and Certification

When developing a base of resources and programs to support the training and development of veterans in the workforce, consider the following:

- ▶ Develop a veteran's affinity group, or similar network, as a means to provide a platform for veteran employees to interact with fellow veterans across disparate lines of business within the firm.
- ▶ When appropriate and practical, consider rotational programs designed to assist veterans as they develop a holistic understanding of the firm and its mission, and to expose managers to veteran employees.
- ▶ Many veterans are accustomed to hands-on training, and as such, leverage opportunities for both on-the-job and classroom training.
- ▶ Consider opportunities to leverage the GI Bill and other benefit programs afforded to veterans as a means to support additional training and professional development of veterans in the workforce.
- ▶ Leverage veteran service organizations as a channel to coordinate internship opportunities for veterans.
- ▶ Work with universities to adjust their career sites, allow students to self-identify as veterans, and allow companies to add a veteran-preferred option on internship and job postings.
- ▶ Promote internships, job shadowing, and site visits to better understand the opportunities that the company offers. Additionally, provide veterans with mentoring opportunities by veteran employees.
- ▶ Share and leverage existing training programs with other firms and across industries.
- ▶ Utilize programs and resources that are available through the U.S. Department of Veterans Affairs (VA), such as the VA Work-Study Program, and VA Vocational Rehabilitation Program to support training opportunities for veterans.
- ▶ Understand veteran apprenticeship opportunities afforded by the GI Bill.
- ▶ Offer a variety of tools and resources, such as tuition reimbursement, self-study training modules, instructor-led classes, skills training programs, online learning opportunities, real-life work scenarios, and online simulations as opportunities for veterans to pursue advanced training and development.

Appendix C:

Checklist for Employers: Assimilation and Employee Assistance

When developing a program of HR practice to support the assimilation of veterans in the work-force consider the following:

- ▶ Develop and implement Career Watch programs, where veterans who are senior-level personnel serve as a mentor/sponsor and work with veterans who are junior-level personnel.
- ▶ Empower employees to leverage existing infrastructure and resources, focused on other employee populations, to support veteran employees.
- ▶ Train professionals within existing employee assistance programs (coaches, mentors, sponsors, counselors) on veteran-specific issues such as deployment, PTSD, benefits, and others to provide in-house veteran employee assistance services.
- ▶ Create position(s) that are military-specific, such as:
 - ▶ Counselors with special training in veterans and military families issues. For example, leverage existing resources such as the Veterans Health Initiative (VHI) training program for clinicians within the VA, which provides useful study guides for non-VA providers, VA employees, veterans, and the public.
 - ▶ Military relations managers, similar to a position created by Lockheed Martin, with the sole responsibility to help those transitioning from the military to the company.
 - ▶ Uniformed Services Employment and Reemployment Rights Act (USERRA) Advisor, helping military employees to understand their eligibility, job entitlements, employer obligations, benefits, and remedies available to them under the act.
- ▶ Empower and support the creation of internal military veteran networks and councils, which will provide mentoring and support for new veteran employees. Encourage these councils to connect and collaborate with other veteran networks, veteran service organizations, and other groups that provide added value to the veteran community.
- ▶ Develop an assistance program for National Guard and Reserve members and their families. This program should provide assistance and support, during the time of deployment.

Appendix D: Checklist for Employers: Philanthropy

When developing a program of philanthropy to support HR practices for the recruitment of veterans, consider the following:

- ▶ Consider and develop philanthropic opportunities based in financial and non-financial (in-kind) support. Programs of support may focus on wrap-around services and supports, such as housing, healthcare, transportation, education, community reintegration, employment preparedness, and volunteer service.
- ▶ Seek opportunities to leverage the firm's core competencies, in the context of where/how these strengths can be most effective and applied to impact the employment situation of veterans.
- ▶ Focus philanthropic support for veterans to align with the company's non-veteran and veteran-related goals. Find alignment between the company's goals and opportunities to integrate veterans and veteran-issues into existing initiatives. Engage the veteran community to identify overlapping goals.
- ▶ Understand key issues for veterans in each of the company's philanthropic activities. For instance, if the focus is on educating youth, create opportunities for veterans to mentor and engage with youth.
- ▶ Engage with community organizations, aligned with corporate goals and involved with veterans.
- ▶ Leverage multiple communication channels, including collaborations with VSOs and other organizations serving veterans, to create awareness of financial and non-financial (in-kind) giving.
- ▶ Collaborate with other private sector firms to encourage information sharing, resource leveraging, and focused expertise. In turn, this will enable a more focused philanthropic effort, avoiding missed opportunities owing to a lack of understanding and knowledge about other programs and needs.
- ▶ Develop strategic goals for veteran philanthropy that produce tangible outcomes for veterans and for the firm.
- ▶ Support veteran-run organizations, those specific to veterans, and organizations not specific to veterans or run by veterans, where appropriate.
- ▶ Develop robust metrics and assessment tools to evaluate the efficacy of philanthropic efforts both during and at the conclusion of the grant period.

Appendix E:

Select Initiatives Supporting Veterans' Employment

The following initiatives, programs, and policy resources are positioned to support and otherwise impact the employment situation of veterans. This list is provided as a resource to employers and is not all-inclusive. Further, the fact that a particular program is listed here (or not) does not represent an endorsement of that resource.

Government Policy and Practice Initiatives

- The Department of Labor's Employment and Training Administration (ETA) and the Veterans' Employment and Training Service (VETS) have joined forces to develop the **Gold Card Initiative**. The program provides post-9/11 veterans with intensive and follow-up services, necessary to their success in today's job market. Eligible veterans can present their Gold Card at any One-Stop Career Center to obtain enhanced intensive services, including up to six months of follow-up, job readiness assessment, referral to job banks, and much more. To learn more, visit <http://www.dol.gov/vets/goldcard.html>.
- DOL/ETA have also created **My Next Move for Veterans**, an online tool that allows veterans to enter information about their experience and skills in a field, and match it with civilian careers that put that experience to use. The site also includes information about salaries, apprenticeships, and other related education and training programs. To learn more, visit <http://www.mynextmove.org/vets>.
- The **National Resource Directory** (NRD) is a partnership among the Departments of Defense (DOD), Labor (DOL) and Veterans Affairs (VA). The information contained within the NRD comes from federal, state, and local government agencies; veterans service and benefit organizations; non-profit and community-based organizations; academic institutions; and professional associations that provide assistance to wounded warriors and their families. It provides access to services and resources at the national, state, and local levels to support recovery, rehabilitation, and community reintegration, and includes benefits and compensation, education and training, employment, family and caregiver support, health, homelessness assistance, housing, transportation, travel, volunteer opportunities and other services and resources. The NRD's Veterans Job Bank connects unemployed veterans to job openings with companies that want to hire them. The partnership between leading job search companies enables employers to tag job postings for veterans. It launched with more than 500,000 job listings, and includes employer and job board job postings, tagged on their own websites. To learn more, visit <http://www.nationalresourcedirectory.gov/> and http://www.nationalresourcedirectory.gov/home/veterans_job_bank.

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- The **Veterans Opportunity to Work Act of 2011** overhauls the military's Transition Assistance Program (TAP), creating a job retraining program that will help 100,000 veterans, who have been unemployed for 26 weeks or more. This legislation also extends the Homeless Veterans Reintegration Program (HVRP) through fiscal year 2012, authorizing \$50 million for the DOL to provide grants to agencies and organizations that provide job placement, training, and vocational counseling to homeless veterans. Further, the act provides up to \$5,600 in tax credits for employers who hire veterans, who have been unemployed for more than 26 weeks, and up to \$9,600 for hiring disabled veterans, who have been unemployed for longer periods of time. To learn more, visit <http://veterans.house.gov/vow>.
- The VA launched **VA for Vets**, a website that provides a variety of tools to job-seeking veterans, with the goal to recruit more veteran applicants. Tools offered by the site include a military skills translator and access to career coaches that will provide support with interview preparation. By interlacing the tools, the VA creates a total support package to help prospective veteran hires navigate the bureaucracy that comes with applying and accepting a federal job. To learn more, visit <http://www.vaforvets.va.gov>.
- The **Wounded Warrior Employment Conference** is hosted by the Army Warrior Transition Command (WTC), Marine Corps Wounded Warrior Regiment (WWR), Navy Safe Harbor and the Air Force Wounded Warrior Program. The program focuses on enabling veterans and employers to match needs for jobs, and on employment initiatives and protections focused on enabling wounded veterans to enter employment. To learn more about the 2012 agenda, with speaker names and session titles, visit http://wtc.army.mil/about_us/WWEC_Agenda_20120210.pdf.
- **Feds Hire Vets** is one of the programs developed through the president's Veterans Employment Initiative in 2009; with the goal to encourage agencies to recruit veterans by simplifying the hiring process and helping them transition to civilian work. As a result, 2011 employment data within government agencies demonstrated the highest percentage of veterans as new hires in more than 20 years, with veterans today making up 28.5% of all new employees. To learn more, visit <http://www.fedshirevets.gov>.
- The **U.S. Equal Employment Opportunity Commission** (EEOC) issued two revised publications, addressing veterans with disabilities and the **Americans with Disabilities Act** (ADA). The revised guides, one for employers and one for wounded veterans, reflect changes to the law stemming from the **ADA Amendments Act of 2008**, which make it easier for veterans with a wide range of impairments, including those that are often not well understood such as TBI and PTSD, to receive needed reasonable accommodations that will enable them to work successfully. To learn more, visit <http://www.eeoc.gov/eeoc/newsroom/release/2-28-12.cfm>.
- **PTSD 101**, a program offered by the VA National Center for PTSD, is a web-based curriculum that offers courses related to PTSD and trauma. The goal is to develop, or enhance, practitioner knowledge of trauma and its treatment. This is a great tool for employers that can be leveraged within employer assistance programs. To learn more, visit <http://www.ptsd.va.gov/professional/ptsd101/ptsd-101.asp>.

- The **Franchise Education for Veterans Act (H.R. 3351)** is new federal legislation that allows veterans interested in purchasing a franchise business to use up to \$15,000 in GI Bill funds to pay for franchise education and training programs. To learn more, visit <http://www.franchise.org/Franchise-News-Detail.aspx?id=55398>.
- **New Bill Proposal (H.R. 3670)** would require the Transportation Security Administration (TSA) to comply with the Uniformed Services Employment and Reemployment Rights Act. The bill would guarantee that employees in both the public and private sector who are called to active duty could keep their jobs while deployed. To learn more, visit <http://www.govtrack.us/congress/billtext.xpd?bill=h112-3670>.
- The Community Anti-Drug Coalitions of America (CADCA), National Guard Bureau and the Corporation for National and Community Service (CNCS) created the **VetCorps** program to focus on reintegration and helping returning veterans and their families access critical services and support they need, ranging from social, mental, and physical health services to housing and employment assistance. VetCorps recruits up to 100 full-time veterans for AmeriCorps and AmericaCorps Vista members and places them with community organizations. To learn more, visit http://www.nationalservice.gov/about/newsroom/releases_detail.asp?tbl_pr_id=2050.
- The DOD redesigned the online component of TAP, creating a **Virtually Enhanced Transition Assistance Program** (VTAP). Launched in early 2011, VTAP first provided a limited release of an online DOD Career Decision Toolkit and TAP Virtual Learning Seminars, which offer virtual resources enabling users to tailor their transition experiences. Although the virtual learning opportunities are primarily being marketed to service members, military spouses and family members are allowed to participate in online sessions and utilize the site's resources. VTAP is currently in its beta release and is being provided for demonstration purposes only. DOD is also modernizing TurboTap.org and is working to engage service members through social media outlets such as Facebook and Twitter. To learn more, visit <http://www.acceptance.virtualtap.org/home>.
- On December 29, 2011, a Department of the Army executive order was signed, creating a new mandate that soldiers planning to leave the Army must **begin the transition process at least one year before their separation**. The order is part of recent Army efforts to expand its transition assistance. Other results of the efforts include a new toll-free call center for transition assistance, offering transition advice 24 hours a day, seven days a week. A new website, or virtual ACAP Center, will also be available soon to transitioning soldiers. To learn more, visit <http://www.military.com/news/article/army-news/new-order-strengthens-armys-transition-assistance.html>.
- The Department of Veterans Affairs (VA) and the Department of Labor (DOL) opened up the **Veteran Retraining Assistance Program** (VRAP) for applications in order to retrain 99,000 veterans to meet and qualify for job demands. VRAP is the cornerstone of the VOW to Hire Heroes Act of 2011, and program funding will cover up to 12 months of educational programs for qualifying veterans. This is equal to the monthly full-time payment rate under the Montgomery GI Bill – Active Duty rate, currently at \$1,473 per month. Upon completion of the program, DOL will offer employment assistance to every veteran who participated. To learn more visit, <http://benefits.va.gov/vow/education.htm> or <http://www.benefits.va.gov/VOW/>.

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Private Sector Initiatives (Including Those in Collaboration with Government)

- ▶ **Monster.com** began a series of publications related to employer hiring of veterans in Nov. 2011, including employer requirements, veteran employment needs, and gaps which may exist. It includes data on number of veterans, post-9/11 veterans, unemployment, skills, career confidence, and other factors. It also includes analysis of the supply and demand for particular skills and occupations, and listings of the most valued skills, including those which are undervalued by veterans and overvalued by veterans. To learn more, visit http://www.aboutmonster.com/sites/default/files/MonsterVeteranTalentIndex_Nov2011.pdf.
- ▶ **Google for Veterans and Families** provides online tools for veterans and their families needed in order to find employment, stay connected, plan for life after the service, and much more. Google for Veterans and Families was made by veterans, family of veterans, and friends who work at Google. To learn more, visit <http://www.googleforveterans.com>.
- ▶ **JPMorgan Chase** led efforts to create and launch the 100,000 Jobs Mission in March 2011, which represents collaboration with other private sector firms committed to the goal of hiring 100,000 transitioning service members and military veterans by 2020. Coalition members are committed to working together, sharing best recruiting and employment practices, and reporting hiring results. This collaborative approach confers to all participating firms' scale and efficiency with regard to recruiting veterans, and also accelerates the learning and education process for all coalition partners related to promising practices and processes. To learn more, visit <http://www.100000jobsmission.com>.
- ▶ **Veterans' Technology Program** is a non-credit certificate program offered by the School of Information Studies at Syracuse University, in partnership with **JPMorgan Chase**. This is a free program, available to both employed and unemployed post-9/11 veterans with a minimum of a high school diploma, and is comprised of four certificates: Career Skills for Global Enterprises, Microsoft Office Fundamentals, Applied Education, and Applied Practicum. To learn more, visit <http://get-vet.syr.edu>.
- ▶ **Prudential's VETalent Program**, a collaboration with Workforce Opportunity Services (WOS), is expanding with the goal to help veterans gain employment through information technology training. Veterans who participate in the program first go through the WOS academic component and after completing training have the opportunity to work with Prudential. The VETalent Program is looking to expand and work with other businesses and government agencies to give the veteran community more opportunities to find work. To learn more, visit <http://www.wforce.org/index.php/veterans/program-overview>.
- ▶ **Intel Veteran's Employment Training Program** is a new program designed to provide veterans with training and mentoring services as they transition from a military career to employment in the private sector.

- **G.I. Jobs** issues an annual Top 100 Military Friendly Employers List. Companies that make the list are those putting forth the most effort to recruit veterans. According to G.I. Jobs, corporate America already employs 10.3 million veterans, including 1.7 million recently separated veterans. Companies on the list represent the top 2% of the 5,000 eligible companies that earn at least \$500 million in annual revenues. To view the 2012 list, visit <http://www.gijobs.com/2012Top100.aspx>.
- **Hero Health Hire Initiative** is a gathering place where business leaders, government officials, and concerned citizens can learn, share information, and commit to helping our nation's disabled veterans find and retain meaningful employment. The initiative provides information, tools, and guidance for recruiting, hiring, training, and supporting disabled veterans in the workplace. To learn more, visit <http://www.herohealthhire.com/>.
- **UPS Store** has made an effort to help 10 veterans open locations. The UPS Store's franchise network reported \$300,000 in financial incentives to help up to 10 qualified U.S. military veterans open their own locations between Jan. 1 and June 30, 2012. To learn more, visit <http://www.theupsstore.com/franchising/Pages/veteran-discounts.aspx>.
- The **Hospital Corporation of America** (HCA) launched a new site in Dec. 2011 dedicated to hiring veterans and active duty personnel as part of a national campaign aligned with the Chamber of Commerce's Hiring Our Heroes program. The website details HCA's hiring initiative to help military veterans transition back into civilian employment. To help get the initiative under way, HCA held several hiring fairs in 20 states from Dec. 2011 through May 2012. To learn more, visit <http://www.veteransathca.com/Events.aspx>.
- **UBM Studios' Milicruit**, a provider of virtual career fairs for veterans and military spouses, set a goal to hire 10,000 veterans and military spouses in 2012. With over 240 industry leading employers participating in virtual career fairs and having helped 4,400 veterans find employment in 2011, Milicruit and its employer partners plan to build on 2011 successes by pushing for a higher target of 10,000 hires and hosting more events throughout the year. To learn more, visit <http://www.veteranscareefair.com>.
- **Comcast Corporation** launched **Hire A Veteran On Demand**, a pilot program with the goal to ease the transition of returning soldiers by connecting them to jobs. The program posts video profiles of returning soldiers who are looking for work, available to prospective hiring managers and recruiters for 90 days after the initial posting date. To learn more, visit <http://www.boston.com/Boston/businessupdates/2012/01/comcast-launches-hire-veteran-service/48mThSLHzBk1ZGCqv48w0/index.html>.
- A five-year apprenticeship program is being offered by the **United Association's Veterans in Piping Program**, which trains men and women in challenging trades while upholding the ideals of trade unionism. Veterans may receive training in plumbing, pipefitting, sprinkler fitting, HVAC service, or welding. To learn more visit, <http://uavip.org/veterans.asp>.

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- **Ryder System Inc.**, a company providing commercial transportation and supply chain management solutions, has launched a new military recruiting website to help veterans easily match their military skills with open positions at Ryder. The new website is part of Ryder's military recruiting efforts, which includes a commitment to hire 1,000 military veterans by 2013. To learn more visit, <http://www.ryder.com/military>.
- Disney announced the **Heroes Work Here initiative**. Over the next three years, the company has pledged to provide at least 1,000 jobs and career opportunities for returning U.S. veterans. This program will support troops and their families as they transition to civilian life, and will also launch a national public awareness campaign to encourage job opportunities for veterans. The employment offerings range from internships to leadership roles, spanning all segments of the Walt Disney Company. To recruit veterans, the corporation hosts Casting Our Veterans career expos and will participate in events showcasing jobs for returning troops. Disney also announced plans to invest in nonprofit organizations that offer training and support services for veterans. To learn more visit, <http://disneycareers.com/en/working-here/heroes-work-here/>.
- **General Electric Co.** (GE) announced a commitment to hire 5,000 military veterans over the next five years, double its engineering internships, and partnering with the U.S. Chamber of Commerce to provide hiring training for veterans in 50 U.S. cities. In total, the company will invest \$580 million into aviation manufacturing, research, and development. The company said its multi-pronged plan is part of an effort to address U.S. competitiveness. GE will work with the chamber at 400 veterans job fairs this year as part of the "Hiring our Heroes" initiative, and at 50 of those fairs, will offer extra hiring training and services. To learn more visit, <http://www.genewscenter.com/Press-Releases/>.

Appendix F:

UNEMPLOYMENT RATE OF VETERANS WITHIN EACH STATE, 2003-2011

	2003	2004	2005	2006	2007	2008	2009	2010	2011	Average
United States	5.0	4.6	4.0	3.8	3.8	4.6	8.1	8.7	8.3	5.7
Alabama	2.4	3.6	2.4	3.5	4.0	5.3	10.7	7.7	6.0	5.1
Alaska	7.1	6.6	6.2	6.6	4.6	6.2	7.4	8.1	6.1	6.5
Arizona	3.1	4.2	3.9	4.0	2.8	3.2	6.7	8.0	7.5	4.8
Arkansas	4.6	4.8	4.0	4.9	7.4	3.7	6.9	9.7	8.5	6.1
California	5.3	5.1	3.8	3.4	4.1	5.4	9.2	9.8	11.0	6.3
Colorado	4.9	4.6	4.2	2.8	3.0	5.1	6.4	8.8	9.5	5.5
Connecticut	4.8	3.3	2.9	3.5	3.3	4.1	5.5	9.2	9.4	5.1
Delaware	3.3	2.2	4.8	3.4	2.2	4.0	7.4	6.1	7.6	4.6
District of Columbia	4.8	8.8	5.3	7.5	6.8	5.4	8.7	7.1	10.1	7.2
Florida	3.8	2.9	2.8	2.5	3.7	5.5	9.2	9.1	9.3	5.4
Georgia	3.8	4.3	4.5	4.2	2.8	3.9	6.1	8.7	9.0	5.3
Hawaii	2.7	3.2	2.6	2.5	2.6	6.1	8.3	5.5	8.3	4.6
Idaho	4.9	6.4	3.1	2.1	3.0	4.9	9.3	7.9	7.9	5.5
Illinois	7.0	4.3	3.3	4.9	4.2	5.8	9.4	9.8	8.1	6.3
Indiana	5.8	5.6	3.9	3.5	5.0	6.5	9.0	9.0	7.6	6.2
Iowa	5.0	2.9	4.1	2.2	3.5	3.1	7.0	6.4	6.4	4.5
Kansas	4.1	4.3	2.4	2.7	2.6	2.4	7.1	9.9	6.1	4.6
Kentucky	5.4	3.4	4.5	4.0	4.3	4.0	10.2	11.3	9.5	6.3
Louisiana	5.8	4.6	4.1	3.1	3.3	2.5	5.6	4.5	4.2	4.2
Maine	3.8	3.7	4.4	3.7	3.2	3.3	6.6	8.7	7.5	5.0
Maryland	3.5	3.2	3.0	3.0	2.1	3.0	5.6	5.0	5.9	3.8
Massachusetts	4.0	4.5	3.6	4.6	3.9	2.5	8.7	8.4	9.5	5.5
Michigan	6.7	7.2	7.0	6.0	5.0	8.1	15.1	16.0	11.3	9.2
Minnesota	6.8	3.4	3.8	3.0	3.4	6.1	9.8	9.4	5.9	5.7
Mississippi	5.5	5.5	4.7	5.3	5.2	2.5	5.9	8.2	9.7	5.8
Missouri	4.8	4.7	3.0	3.5	5.1	5.5	7.2	7.0	7.2	5.3
Montana	3.5	5.1	3.1	3.8	3.1	3.4	7.5	8.0	7.8	5.0
Nebraska	3.4	3.4	3.1	3.5	2.5	2.4	2.9	4.5	3.9	3.3
Nevada	5.2	4.1	4.1	2.8	3.5	5.5	11.5	13.5	13.2	7.0
New Hampshire	5.0	3.7	3.9	3.7	3.0	3.2	5.9	5.4	4.3	4.2
New Jersey	3.9	3.8	4.1	7.1	4.6	4.3	7.1	8.0	10.7	6.0
New Mexico	5.4	2.4	4.2	3.7	2.8	4.5	5.9	8.8	8.0	5.1
New York	5.4	5.8	4.7	4.7	4.1	5.8	7.8	8.2	7.7	6.0
North Carolina	5.3	4.8	3.7	4.0	3.6	3.8	9.3	8.5	7.1	5.6
North Dakota	4.9	3.0	2.7	3.8	5.7	3.5	4.5	2.3	2.0	3.6
Ohio	5.3	5.6	4.9	4.0	5.0	5.9	10.5	11.0	10.7	7.0
Oklahoma	4.4	5.0	3.5	3.2	2.7	3.5	4.9	6.0	5.3	4.3
Oregon	8.5	7.0	6.1	4.1	3.5	5.8	9.1	8.3	11.5	7.1
Pennsylvania	5.2	5.1	3.7	4.8	3.8	4.4	8.2	6.9	7.3	5.5
Rhode Island	3.9	3.6	3.0	3.1	4.4	8.9	10.2	10.1	14.6	6.9
South Carolina	6.5	4.9	4.0	4.4	5.2	6.2	9.4	11.8	7.3	6.6
South Dakota	3.1	2.8	2.9	2.6	1.8	2.6	5.1	6.4	4.1	3.5
Tennessee	3.7	3.1	4.9	4.4	4.7	4.1	7.9	10.4	10.9	6.0
Texas	6.0	6.0	4.1	3.5	3.5	3.4	6.5	7.2	7.2	5.3
Utah	3.8	5.5	1.8	1.6	1.1	1.0	5.2	5.7	8.1	3.8
Vermont	4.2	3.5	2.6	2.2	4.6	4.4	5.7	7.2	4.7	4.3
Virginia	2.3	2.5	2.4	2.5	2.6	3.4	5.3	7.0	5.4	3.7
Washington	6.4	4.1	6.4	2.8	3.1	3.8	8.5	10.6	10.0	6.2
West Virginia	5.3	5.5	4.7	1.8	3.5	4.7	7.1	7.6	7.7	5.3
Wisconsin	6.0	4.0	4.5	5.0	3.8	4.8	8.8	9.0	8.9	6.1
Wyoming	3.2	3.6	3.0	2.5	2.9	2.9	5.9	7.1	4.6	4.0

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Appendix G:

Summary of State-Specific License, Certification, & Training/ Education Initiatives

Alabama

- **Business and Occupational License Exemptions for Disabled Veterans:** Veterans who conduct their business as a means of livelihood through their personal efforts are entitled to businesses and occupations license exemptions of \$25.00 for each state, county, and municipality. (Code of Alabama 1975, Section 40-12-340 thru 352)
- **Business and Occupational License Exemptions for Veterans of WWII:** Veterans are entitled to exceptions on a business of occupation license of \$35.00 for each the state, county and municipality. (Code of Alabama 1975, Section 40-12-370 thru 377)

Arizona

- **Professional and Occupational Licenses:** Every funeral director, embalmer, or apprentice embalmer who serves in the armed forces during a time of war is exempt from paying renewal license fees for the duration of the war and six months thereafter or for a period of six months following discharge from the armed forces.
- **Arizona Veterans Employment Preference:** Veterans who pass an examination for employment by the state, county or city will have 5 points added to their certification score. To learn more, visit <http://www.azleg.gov/FormDocument.asp?inDoc=/ars/38/00492.htm&Title=38&DocType=ARS>.

California

- California provides waiver of municipal, county and state business license fees, taxes and fees, for veterans who hawk, peddle or vend any goods, wares or merchandise owned by the veteran, except spirituous, malt, vinous or other intoxicating liquor, including sales from a fixed location. To learn more, visit <http://www.calvet.ca.gov/vetservices/Benefits.aspx>.
- **Employment and Unemployment Insurance Assistance:** A veteran receives assistance in obtaining training and employment as well as assistance in obtaining unemployment insurance.

Colorado

- Colorado passed Bill Number HB11-1100, an "Act Concerning the Consideration of Military Experience Towards Qualification for Professional Licensure and Certification." This bill directs examining and licensing boards to accept education, training or service completed by an individual as a member of the Armed Forces, Reserves, National Guard of any state, the military reserves of any state, or the naval militia of any state toward the qualifications to receive the license or certification. To learn more, visit <http://www.dora.state.co.us/mental-health/SummaryofSenateBill11-187.pdf>.

Delaware

- **Certificate of Appreciation:** Delaware governor has announced that the State of Delaware will provide a "Certificate of Appreciation." To learn more, visit <http://veteransaffairs.delaware.gov/pdf/STATE%20VETERANS%20BENEFITS%202010.pdf>.

- **Auctioneer and Book Agent Exemption for Veterans:** No license is needed in Delaware for the occupation of “book agent” (including canvassing for the sale of books) or for the occupation of auctioneer. (Title 30, Chapter 21, Section 2116). To learn more, visit <http://delcode.delaware.gov/title30/c0211/index.shtml>.

Florida

- Department of Business and Professional Regulation (DBPR) introduced a new bill (HB 887) that waives initial licensure fees for many military veterans. The law will apply to more than 20 professions under DBPR's jurisdiction, including construction, real estate, certified public accountants and cosmetologists, as well as businesses under DBPR's Drugs, Devices and Cosmetics Division. The military fee waivers will go into effect October 1, 2012. To learn more, visit <http://www.myfloridalicense.com/dbpr/dbprmilitary.html>.
- **Occupational License Tax Exemption:** A disabled wartime Veteran who is unable to perform manual labor and his/her un-remarried spouse shall be exempt for this tax up to \$50.00. To learn more, visit http://www.leg.state.fl.us/statutes/index.cfm?App_mode=Display_Statute&Search_String=&URL=0200-0299/0205/Sections/0205.171.html.

Illinois

- **Jobs for Vets:** The Department of Employment Security/Illinois Job Service provides a trained “Veterans Representative” to help you get the training and job you need. An electronic statewide job search information system is available at different locations throughout the State of Illinois. Contact your local Employment Security office for more information.

- **Employment Assistance for Air National Guard:** State employees receive 15 days of military leave per year and 60 days of special training. Differential pay is no less than regular state pay differential for Basic Training. National Guard members are ensured employment protection while on Active Duty /ADSW & State Active Duty.

- **The Illinois Department of Commerce and Community Affairs:** Has a number of Small Business Administration loan and Job Training Programs.

Indiana

- **Employment Assistance for Veterans:** Department of Workforce Development provides services to Hoosier Veterans. Through the Disabled Veterans' Outreach program (DVOP), and the Local Veterans' Employment Representative (LVER) Program, Workforce Development Offices throughout the State are equipped to assist Hoosier Veterans with their transition from the service to civilian life. The DVOPs specialize in tailored training and job placement opportunities for veterans with service-connected disabilities. LVERs coordinate services provided veterans including counseling, testing, and identifying training and employment opportunities. To learn more, visit <http://www.in.gov/dva/2390.htm>.

Peddlers, Vendors, or Hawkers

License: State law provides that any wartime Veteran who has an honorable discharge shall be granted these licenses by all cities and counties free of charge. See your county auditor. Ref: IC 25-25-2-1. (IC 25-25-2-3 exempts any county having a consolidated city from this rule.)

- **Job Training Priority:** A National Guard member who has served on active duty for 30 days or more is entitled to priority for placement in any state or

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federal employment or training program administered by the Department of Workforce Development (DWD) for up to one (1) year after discharge if the member is otherwise eligible for the program. This law also applies to the spouse of the Guard member. (IC 22-4.1-4-3)

Iowa

► **Veterans Employment Centers:** Each Regional Workforce Development Center has a Veteran's Employment Representative coordinating all specific services provided to veterans. Services include identifying training opportunities; identifying employment opportunities; ensuring priority for certain jobs; working with Voc Rehab; conducting outreach to employers, community and veterans organizations, unions, local counseling, and social service agencies; developing job interview and resume writing skills; and helping conduct productive job searches. To learn more, visit https://va.iowa.gov/services/employment_services.html.

Kansas

► **On-The-Job Training and Apprenticeships:** Qualified veterans and dependents may receive GI bill education benefits while in an approved training program offered by a company or union. The training program must be at least six months long to be approved. Examples of current training programs include common occupations like: aircraft mechanic, bricklayer, carpenter, electrician etc. Some less common on-the-job training programs currently approved are: highway patrol officer, police officer, deputy sheriff, corrections officer, lineman, HVAC technician, dispatcher, security officer, buyer/purchaser, firefighter, financial analyst, emergency medical technician, and customer service representative.

► **Vocational Rehabilitation & Employment:** Department of Commerce can help Veterans with service-connected disabilities find and keep suitable employment. Some of the services provided are: 1) Job Search: Assistance in finding and maintaining suitable employment, 2) Vocational Evaluation: An evaluation of abilities, skills, interests, and needs, 3) Career Exploration: Vocational counseling and planning, 4) Vocational Training: If needed, training such as on-the-job and non-paid work experience, 5) Education Training: If needed, education training to accomplish the rehabilitation goal, and 6) Rehabilitation Service: Supportive rehabilitation and counseling services. For more information, call 785-296-5202.

► **Professional License:** Shall continue to be valid while an individual is in military service and for six months following their release. No licensee shall be required to pay a renewal fee, submit a renewal application, obtain continuing education or meet other conditions while on active duty. Also, no license shall expire, lapse or be canceled, revoked or suspended while an individual is on military service. Within six months after their release from active duty or within two weeks of engaging in activities that require a license, the licensee must file the completed application and renewal fee to maintain licensure. They have one year to complete required continuing education requirements.

Louisiana

► **Veterans as Apprentices:** Many veterans leave the military with the skills and knowledge employers and trade unions are seeking. The Louisiana Workforce Commission, Apprenticeship Division, provides information on Louisiana apprenticeship programs. To learn more, visit http://www.laworks.net/Apprenticeship/APP_MainMenu.asp

Maine

- ▶ **CDL Certification for Military Waiver of skill test:** In Maine, a qualified veteran who is, or who has been regularly employed in a military position within the last 90 days, can obtain a Commercial Driver's License (CDL) by completing a waiver certification form and taking the written skills test. To learn more, visit <http://www.maine.gov/sos/bmv/licenses/CDLMilitary.html>.

Maryland

- ▶ **Employment Assistance:** The Maryland Department of Labor, Licensing and Regulation offers valuable information on career advancement and education to veterans. Maryland's One Stop Career Centers are part of a nationwide system that provides information to job seekers and employers. The Career Centers are located in 23 counties and Baltimore City. To learn more, visit <http://www.dllr.state.md.us/>.
- ▶ **Employment Preference:** Eligible veterans honorably released from active service may receive a 10-point veterans' preference in State employment testing. The preference also includes the spouses of disabled or deceased eligible veterans. Call the Maryland Department of Budget and Management Office of Personnel Services and Benefits at 410-767-4850.

Minnesota

- ▶ **G.I. Bill:** The Minnesota State Approving Agency's (SAAs) mission is to provide the administrative oversight of the G.I. Bill's Minnesota Education and Training Programs on behalf of our Veterans and other eligible persons. In Minnesota, there are more than 200 institutions that are SAA approved and over 6,500 programs that are SAA approved. In addition, there are over 50 SAA approved On-The-Job (OJT) and Apprenticeship Training Programs. To learn more, visit <http://www.mdva.state.mn.us/saa.htm>.

Missouri

- ▶ **Local Veterans Employment Representatives & Disabled Veteran outreach programs:** Facilitate or provide assistance in job placement and accessing needed services. Services provided are job development, monitoring job listings, identification of employment and training opportunities and direct referrals to jobs. To learn more, visit <http://jobs.mo.gov/>.
- ▶ **Veterans' Preference with State of Missouri Employment:** Missouri veterans receive five-point preference when testing for any position with the state, with a ten-point preference for a service-connected disabled veteran. Spouses of eligible veterans can also qualify for Veterans Preference for State testing.
- ▶ **Priority for Qualified Veterans Employment:** State agencies, which administer federally funded employment and training programs for veterans, shall give priority to qualified veterans and other eligible persons.

New Hampshire

- ▶ **Employment Assistance:** Service-connected disabled veterans and their unmarried widows may be exempt from fees for a Peddler's License. (See RSA 320:11).
- ▶ **Training:** Qualified veterans will be granted priority in obtaining training that is funded in whole or part by the federal government or the State of New Hampshire. (See RSA 115-B).

New Jersey

- ▶ **Licenses for Real Estate Brokers, Agents and Solicitors:** Licenses for real estate brokers, agents and solicitors are also available at no charge to a veteran who has wartime experience and a service-connected disability certified by VA. Qualified veterans will get a waiver

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of the education and experience requirements for licensure as a New Jersey real estate broker. To learn more, visit http://www.state.nj.us/dobi/division_rec/licensing/forms/recbrwavapp.pdf.

- **License to Vend:** Honorably discharged veterans may obtain a no-fee license to vend any goods, wares or merchandise, or solicit trade within the state (NJSA 45:24-9). Licenses are procured from the county clerks office (NJSA 45:24-10) and regulated by municipalities. To receive a tax registration application call 609-292-1730 or start the registration process on-line, <http://www.state.nj.us/njbgs>.

New Mexico

- **Apprenticeship program:** NM state apprenticeship council Apprenticeship program is designed to provide paid training in new career fields such as plumbing, electrician, or carpentry. Registered programs can offer apprenticeships in dozens of Apprenticeship programs. LVER or DVOP Specialist provide access to apprenticeships. To learn more, visit <http://www.dws.state.nm.us/dws-apprentice.html>.

New York

- **Waiver of Professional Continuing Education Requirements and Extension of Professional Licenses:** Any professional license, certificate, or registration that expires while the holder is engaged in active military service shall be automatically extended for the period of active service plus 12 months after the end of the service. Applies to federal and state active duty, other than for training. POC: Appropriate licensing authority.

- **Extension of Certification for Emergency Medical Technicians** (EMTs) and Other First Responders: Certifications for EMTs, advanced EMTs and certified first responders who have been ordered to active military duty, other

than for training, may be extended by the Department of Health. The period of extended certification is the entire period of active duty, plus 12 months. Applies to state and federal active duty, other than for training. Contact the NYS Department of Health at 518-473-8600.

► **Waiver of Professional Licensing Benefit Clarification:**

When military service is partially within a licensing, registration or certification period, applicable continuing education requirements shall be reduced proportionately so that the individual is not required to complete those requirements while in military service. This shall not apply to limited permits or other credentials issued for a period of two months or less and shall not extend the terms of a limited permit that expires for reasons other than the passage of time. POC: Appropriate Licensing Authority.

► **Extension of Driver's Licenses and Motor Vehicle Registrations:**

Driver's licenses and motor vehicle registrations that would otherwise expire during period of active duty may be extended. Applies to federal or state active duty relating to the war on terrorism. To learn more, visit <http://www.dmv.ny.gov/armedforces.htm> or call the NYS Division of Motor Vehicles at (upstate) 800-225-5368 or (downstate) 800-342-5368.

► **Experience Counts initiative:**

Through the Department of Motor Vehicles (DMV), NYS offers veterans a waiver to obtain a New York commercial driver license (CDL) if they have experience operating similar vehicles while in the military. To learn more, visit <http://www.dmv.ny.gov> or call the NYS Division of Motor Vehicles at (upstate) 800-225-5368 or (downstate) 800-342-5368.

Oregon

- **HireVetsFirst:** Local Veterans Employment Representatives (LVER) and

Disabled Veterans Outreach Program Specialists (DVOP) assist Veterans in applying for federal, state, and local government employment. The State of Oregon offers an array of services for employment assistance for eligible veterans, including job search workshops, resume/application assistance, referrals to jobs, training, apprenticeships, vocational guidance, tax credit eligibility determination, job development and more.

Pennsylvania

- **Civil Service Preference:** A veteran receiving a passing score on a state Civil Service examination are given an additional 10 points on initial appointment only.

Washington

- **Puget Sound Electrical JATC (PSEJATC):** The Puget Sound Electrical JATC (PSEJATC) in Washington State, in cooperation with the National Electrical Contractors Association (NECA) and International Brotherhood of Electrical Workers (IBEW) Local 46, recently began a new training program for US military veterans returning from active duty. PSEJATC is a non-profit organization that provides the training required to receive certifications in Inside Wireman (Construction) Electrician, Low Voltage/Sound and Communication Electrician, and Residential Electrician. The training center is jointly sponsored by the Puget Sound Chapter of the NECA and IBEW Local 46. To learn more, visit <http://www.psejatc.org>.

West Virginia

- **National Guard Education Benefits:** The WV Educational Encouragement Program (WVEEP) provides up to 100% tuition assistance for certificate, associate, bachelors and masters level courses and up to \$5,000 per year for Soldiers attending in-state institutions. For stu-

dents who have full scholarship under the Promise Scholars Program, WVEEP will pay them the money that would have been paid to the school. The Army National Guard Federal Tuition Assistance Program will pay for Certificate, Associate, bachelors and masters level up to \$6,000 per year. The two programs may be used concurrently to cover up to \$10,500 per year in tuition assistance. The State of West Virginia will pay up to 100% of in-resident tuition and fees at any state-supported college/university. Out-of-state students pay tuition at the in-state rates at state supported schools.

- **Veterans Re-education Act Fund:** Tuition assistance to those veterans who need a new vocation due to dislocation or unemployment.

Wisconsin

- **License Fee Waivers for Veterans and Service Members:** 2011 Wisconsin Act 209 requires the Department of Veterans Affairs (DVA) to establish a program under which licensing agencies grant fee waivers to qualified veterans and service members who are applying for a broad array of professional or occupational licenses. The definition of "licensing agencies" under the Act encompasses the Departments of Agriculture, Trade and Consumer Protection; Children and Families; Financial Institutions; Health Services; Natural Resources; Public Instruction; Revenue; Safety and Professional Services and its examining boards and affiliated credentialing boards; Transportation; and Workforce Development, as well as the Board of Commissioners of Public Lands, the Government Accountability Board, and the Office of the Commissioner of Insurance. The term "licenses" covers a broad array of credentials issued by those agencies. To learn more, visit <http://legis.wisconsin.gov/lc/publications/act/2011/act209-sb338.pdf>.

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PART IV

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