

ONWARD TO OPPORTUNITY

IN PARTNERSHIP WITH:

VCTP
VETERANS CAREER
TRANSITION PROGRAM



NAVIGATING THE TRANSITION TO CIVILIAN EMPLOYMENT

CONNECTING YOU TO THE
NATION'S LEADING MILITARY-
FRIENDLY EMPLOYERS
COMMITTED TO TRAINING
AND HIRING VETERANS AND
THEIR FAMILIES.



TRANSPARENCY REPORT 2017





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SOURCES INSIDE BACKCOVER



We are excited to partner with the Schultz Family Foundation, IVMF, and some of our nation’s most successful businesses to prepare our heroes as they transition back to communities across the United States.”

— Ashton Carter
former U.S. Secretary of Defense



INTRODUCTION

ABOUT

First launched in 2015, **Onward to Opportunity in Partnership with the Veterans Career Transition Program (O2O-VCTP)** is a groundbreaking career preparation readiness program led by the Institute for Veterans and Military Families at Syracuse University (IVMF), through a public-private partnership with the **U.S. Department of Defense (DoD)** and funded in part by the **Schultz Family Foundation** and **J.P. Morgan Chase**. Operating within the DoD’s Skillbridge authority for active duty participants¹, O2O-VCTP pairs industry-validated curricula and technical certifications with comprehensive career coaching and placement services to match program candidates with relevant civilian career opportunities before they separate from military service.

Eligible participants include transitioning service members (up to six months prior to their separation or retirement date), members of the National Guard and Reserve, veterans, and active duty military spouses (regardless of their partner’s transition timeline).

Designed to complement the DoD’s existing transition programming, O2O-VCTP and its ecosystem of local, regional, and national partners, deliver “end-to-end” employment transition support for the military connected community. This includes informing participants of civilian career opportunities

in both the private and public sectors, developing in-demand skillsets and competencies, providing access to industry-specific training and certifications and connecting participants to individualized career support to successfully prepare them for their next career.

BACKGROUND

In April 2015, the Schultz Family Foundation, the DoD, and the Institute for Veterans and Military Families (IVMF) at Syracuse University announced the launch of O2O-VCTP, a first-of-its-kind initiative to fundamentally change how transitioning military personnel and their spouses are trained and prepared for civilian careers. These early partnerships defined an essential operating framework for O2O-VCTP, to transform and integrate additional learning pathways and supportive services with key program locations to better serve the employment needs of military-connected communities.

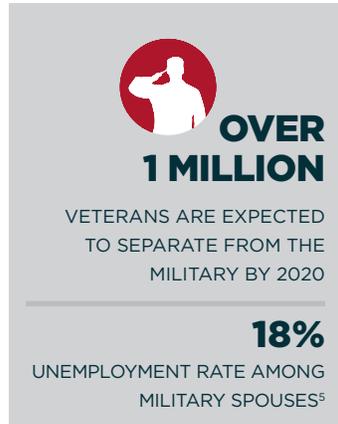
O2O-VCTP’s primary focus is to introduce career pathways and supports aligned with job opportunities so transitioning individuals can pursue skill development and employment appropriate for their experience level, and relevant across industries. In addition, it gives employers a pipeline to military-connected talent.

JPMORGAN CHASE & CO.



THE NEED

- The DoD and the U.S. Department of Veterans Affairs (VA) estimate that as many as **200,000 service members transition or retire** from the military each year.² When you include their family members, this number nearly doubles.
- According to a study published by the IVMF and Google, finding employment is one of the top priorities for transitioning service members, and simultaneously the most challenging part of their transition.³
- Additionally, unemployment among members of the **National Guard** and **Reserve** has been consistently



higher than veterans,⁴ which could be attributed to the accessibility of Transition Assistance Program (TAP) and the lack of similar career development programs that are responsive to the unique needs of the National Guard and Reserve populations.⁵

- Similarly, employers also face challenges accessing and understanding of the skills gained in the military and how these skills translate to civilian job roles.
- Moreover, research also shows that military spouses are largely overlooked as a viable talent pipeline, despite the fact they are often well-educated and qualified.⁶ Frequent relocation can create gaps in employment, unemployment or underemployment⁷ and caregiving responsibilities can have a significant impact on their ability to pursue their own professional and educational goals. And yet, while they are gaining traction, military spouse hiring efforts are not as widespread or as institutionalized as those focused on transitioning service members or veterans.⁸

THE COST

Improving workforce readiness requires sustainable monetary investment. Such investments have produced high returns; however, the high volume of transitioning service members, along with recent changes to military benefits, are likely to place increasing pressure on the nation’s ability to underwrite workforce readiness initiatives at scale and over a service member’s life. Not only do individual service members reap the benefits of healthy workforce readiness initiatives and help support the economy, but states, which distribute

unemployment compensation, are likely to see eventual cost decreases as well. According to a study published by Blue Star Families, adverse employment conditions among military spouses cost society up to approximately \$1 billion dollars a year⁹—costs that can be severely reduced by introducing employment resources earlier in the transition process and more effectively focusing the capabilities and goodwill of the private sector.

UNEMPLOYMENT COMPENSATION COST TO DOD **\$500 MILLION** **+** **COST TO SOCIETY (UP TO)** **\$1 BILLION**
(FOR 2017)



TRANSITION LANDSCAPE



They help you with job interviews. They help you with the certification. It just gives you that peace of mind that someone is backing you 100 percent. It's kinda like having a supervisor or a leader help you throughout the entire process.”

Gina Evans

Customer Service Excellence Graduate and
Army Veteran, Joint Base San Antonio



More than 100 Career Skills Programs (CSPs) are operating in one way or another on DoD installations. However, traditional CSPs are narrowly focused on a single employer, trade union, or trade skill. Additionally, although almost 40 percent of veterans seek work in the private sector post-service¹⁰, many of the existing programs do not provide training or employment opportunities relevant to private sector careers, or continuous support to participants. Veterans who secure employment in their preferred career fields exhibit longer average job tenure, higher salary, and greater perceived quality of life.¹¹ O2O-VCTP is a one-of-a-kind CSP that trains participants for a much **broader range of skills and employers** at a **scale** that exceeds all others.

O2O-VCTP's **end-to-end employment support model** addresses this by codifying these resources into a unified program experience, maximizing the limited time set aside for program participation and packaging the pieces together to generate the best outcome for each participant.

THE O2O-VCTP PROGRAM

Onward to Opportunity in Partnership with the Veterans Career Transition Program represents a major shift in how, where, and when the **private sector** engages with service members and their families as they transition to civilian employment. The program starts by acknowledging the value of the skills and experiences gained in the military and seeks to complement them with industry-specific training and certifications. Recognizing that the majority of transitioning service members intend to pursue a career different from their military occupational specialty, O2O-VCTP offers over 30 learning pathways across four career tracks—with more being added—providing participants with multiple avenues to launch their next career.

O2O-VCTP features two program models, **a blended learning environment** that allows learners to interact with instructors and one another in person, while offering the flexibility of a self-paced, online learning experience. This

supports not only in-depth technical instruction, but also provides a social, interactive, and peer-supported element that leads to learning through shared experience. An entirely distance-based program model is also available, whereby all curriculum is delivered online.

O2O-VCTP also provides some of the nation's leading employers—Amazon, USAA, Starbucks, JPMorgan Chase & Co., Accenture, and others—**increased visibility and access** to the military talent pool prior to separation. This allows employers to engage with military candidates earlier in the talent acquisition process, fostering a deeper understanding of the value and skillsets candidates can bring to their organizations. This also allows program participants the opportunity to make an early connection with over 400 employers and gain a firsthand understanding of the civilian workforce.



More soldiers continue to come forward for information about these opportunities, and it's created a culture of professional investment that has added a degree of pride and self-worth that the Army is otherwise not equipped to provide. Thank you for what you and your institution continue to do for our service members! ”

—US Army Captain

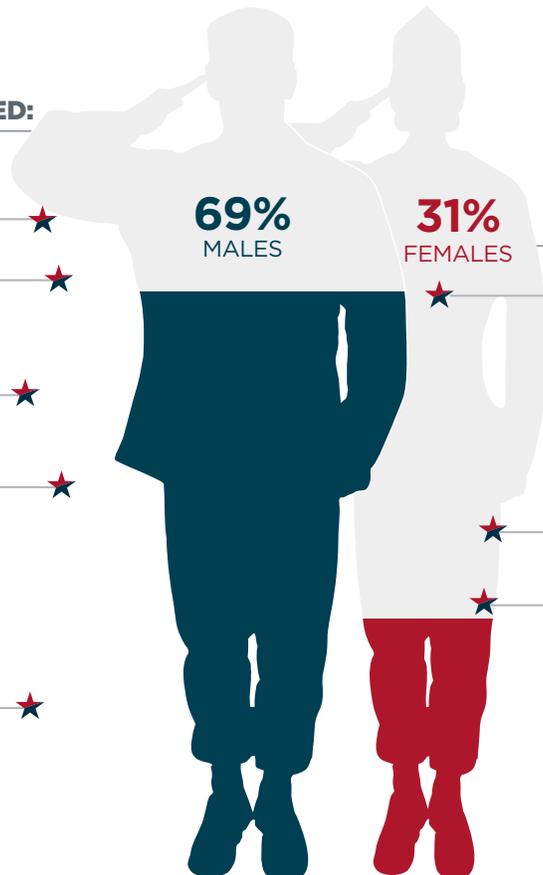
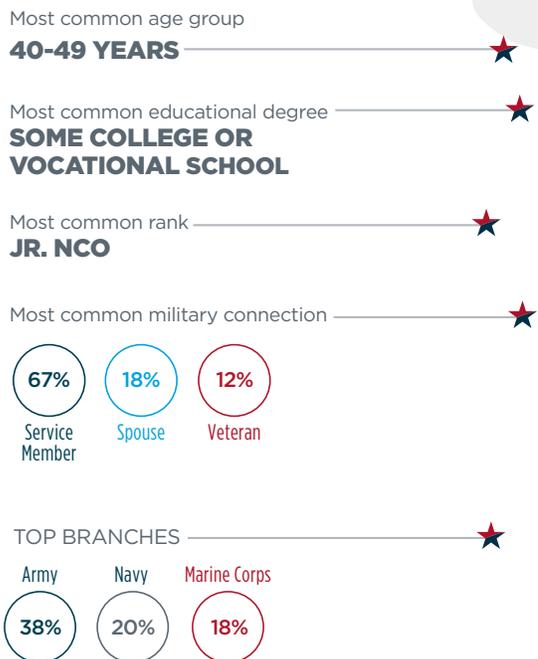
O2O-VCTP AT A GLANCE



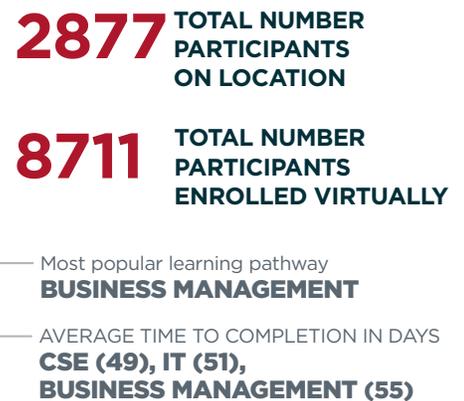
SINCE LAUNCH, O2O-VCTP HAS SKILLED OVER **10,000 PARTICIPANTS**



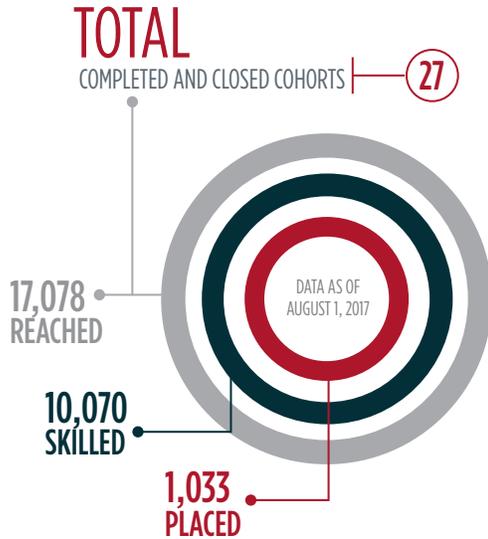
PARTICIPANT PROFILE OF THE 6155 CURRENTLY ENROLLED:



PARTICIPANT ENROLLMENT SINCE OCTOBER, 2015 IVMF HAS:



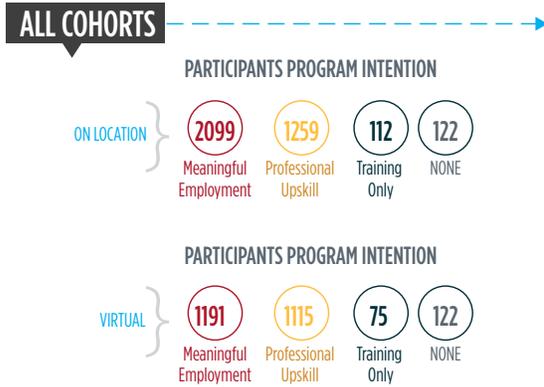
PROGRAM PERFORMANCE



Reached: Number of participants who completed online assessment

Skilled: Number of participants who have received some training through their participation in the program. (This number differs from total cohort enrollment numbers due to historical data collection differences.)

Placed: Number of participants who gained employment or better employment as a result of their program participation



O2O IN PARTNERSHIP WITH VCTP

- In April, 2017 O2O and the Veterans Career Transition Program (VCTP) aligned as one program - so that proximity to a program location is no longer a barrier to participation
- This resulted in the expansion of program offerings to over **31 different learning pathways**
- VCTP is one of IVMF's most popular programs with **7,000 program graduates** and counting



PROGRAM GROWTH AND MILESTONES

In under two years, O2O was launched across 8 locations.



O2O IMPACT GOAL:
Place **30,000** transitioning service members, military spouses, members of the National Guard and Reserve, and veterans into meaningful employment by 2022



THE O2O-VCTP TEAM



The O2O-VCTP program is delivered by a dedicated team of IVMF resources and partners. Local teams at or near installations are supported by the national IVMF team and a growing network of local, regional, and national partners.



NATIONAL TEAM

Responsible for the launch and overall program delivery, O2O-VCTP's national team supports strategic planning, program management, measurement and evaluation, and the development of national level partnerships (with government collaborators, funders, operational partners, etc.) necessary to ensure overall program success.

HIRE HEROES USA (HHUSA)

HHUSA provides one-on-one support to program participants throughout the career placement process - including resume review, tailored matching to interview opportunities, and targeted interview preparation.



PARTNERS

National and regional partners ensure program success through funding, delivery support, and increased recognition in the military community.

INSTALLATION TEAMS

Critical to program delivery, local O2O-VCTP team members provide the day-to-day leadership necessary to ensure program success - establishing and developing local relationships, increasing awareness of the program on installations and in the local community, and managing participant enrollment and progress through the program.

ACCENTURE

Since program launch, Accenture has provided support in curriculum design, project management, partnership development, and scaling preparation.



O2O-VCTP PARTICIPANT JOURNEY

The O2O-VCTP program contains three phases:

- 1 Starting Your Journey
- 2 Completing Your Career Track
- 3 Starting Your Next Career

O2O-VCTP is a career preparation program that connects transitioning service members, active duty military spouses, Guard & Reserve and veterans to high-demand civilian careers and jobs.

The program involves industry focused learning pathways that are delivered on military installations up to six months prior to separation from the military. The O2O-VCTP training was developed using specific skills and competencies that match the needs of O2O-VCTP's employer partners.



Starting Your Journey

1 Learning About the Program
Participants can learn about O2O-VCTP from Transition Assistance Programs (TAP), recruiting events, social media, transition counselors or are referred by other participants. Participants attend one of the weekly orientation sessions to learn more.

2 Assessment
When the individual decides their career goals, he or she... assessment. This assessment... on the candidate - their pre... experience, educational bac... aspirations, transition plan...

Currently, O2O-VCTP learners can enroll in the program at one of nine physical program locations or entirely online.



Learning Pathways

6 Within each career track are several online learning pathways. Participants pursue one learning pathway and complete their learning online. Many of these pathways align to industry certification.

Starting Your Career!

7 Participants are then eligible for career coaching and interview matching with Hire Heroes USA. HHUSA provides one-on-one support in resume review, targeted interview preparation, and then matches candidates with up to 6 interview opportunities.



Participants transition into one of four career tracks begin with a course that provides an overview of the career track and the content aligned to that track.

Onward to Your Career

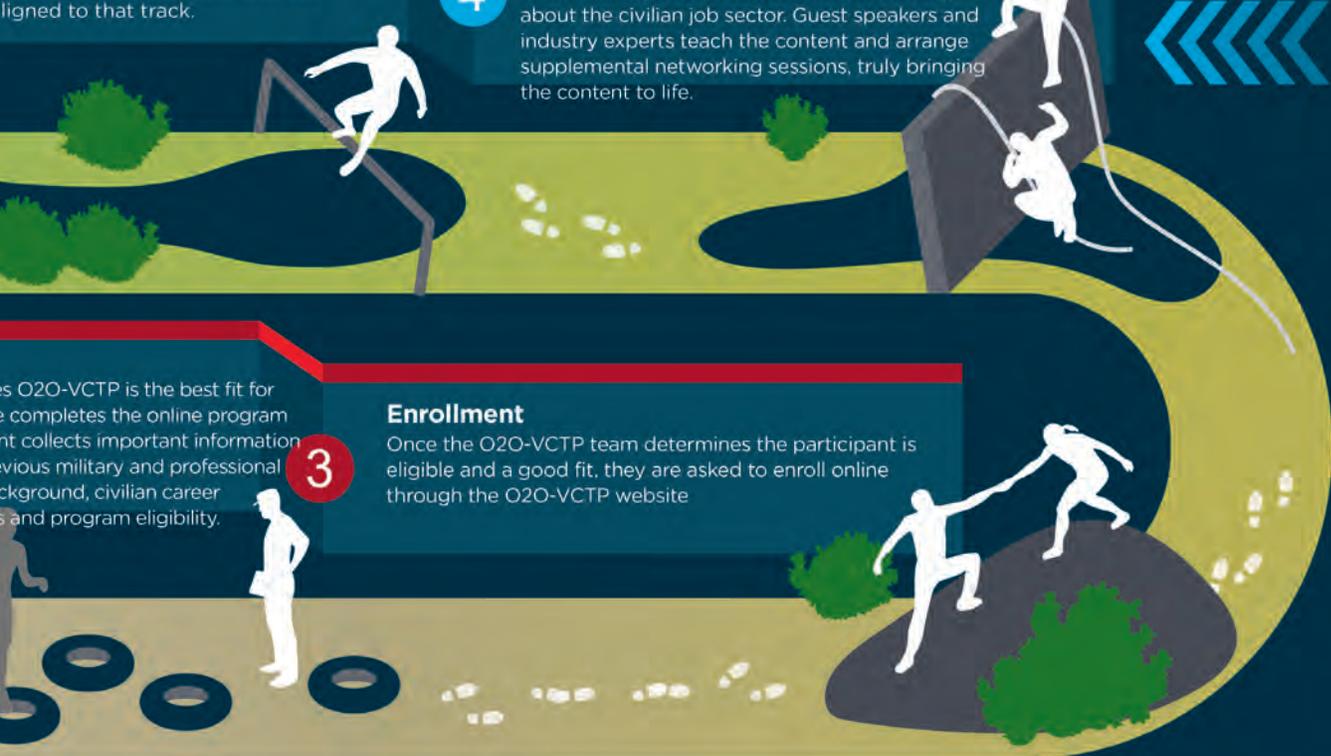
4 Participants begin by building on the foundation of the Transition GPS curriculum and learning about the civilian job sector. Guest speakers and industry experts teach the content and arrange supplemental networking sessions, truly bringing the content to life.

Completing Your Career Track

Participants who are the best fit for the program complete the online program and the program manager collects important information about their previous military and professional background, civilian career history, and program eligibility.

Enrollment

3 Once the O2O-VCTP team determines the participant is eligible and a good fit, they are asked to enroll online through the O2O-VCTP website.



CAREER TRACKS AND LEARNING PATHWAYS

Installation teams closely monitor each training participant as they progress through their tracks. Participants can choose from four different career tracks:



		INSTRUCTOR LED (CLASSROOM/ONLINE)	ONLINE (35 LEARNING PATHWAYS*)
<p>ONWARD TO YOUR CAREER! Designed to teach participants about the job search and negotiation tactics in the civilian job sector.</p> <p><i>*Note that this reflects pathways being offered as of August 2017.</i></p>	▶	<p>CUSTOMER EXPERIENCE FOUNDATIONS COURSE Provides an overview of careers in the service industry and core skills necessary to succeed.</p>	<p>CUSTOMER EXCELLENCE LEARNING PATHWAYS Courses in Customer Service Excellence and Call Center Operations, targeting roles at lower or mid-management levels.</p>
	▶	<p>INFORMATION TECHNOLOGY FOUNDATIONS COURSE Provides an overview of careers in the IT industry and an introduction to the certifications available.</p>	<p>INFORMATION TECHNOLOGY LEARNING PATHWAYS Courses in Data Science, Programming, Systems Security, Networking, Help Desk Administration and more. Participants receive training, prepare with practice exams and finally take the associated certifications.</p>
	▶	<p>BUSINESS MANAGEMENT FOUNDATIONS SERIES Provides an overview of management careers and an introduction to the certifications available.</p>	<p>BUSINESS MANAGEMENT LEARNING PATHWAYS Participants prepare for the Project Management Professional (PMP), Certified Associate Project Management (CAPM), Six Sigma, and Human Resources certifications. They also receive support with experience document, a required component to certification.</p>
	▶	<p>DIRECT TO EMPLOYMENT For eligible participants seeking employment support only.</p>	<p>STARTING YOUR NEXT CAREER Intended for participants that are seeking a direct route to civilian employment. Participants are assigned a HHUSA VTS and Employment Coordinator to prepare for job search and interview matching process. Participant must meet minimum experience and education criteria.</p>

FOR LEARNING PATHWAYS that include a certification exam, O2O-VCTP provides learners with complementary access to practice exams, support from IVMF to find a testing center and schedule their certification exam, and a prepaid voucher to cover their exam fees.

ONWARD TO YOUR CAREER



All Participants must complete six modules:

- 1 Introduction & Overview
- 2 How Organizations Work
- 3 Presentation & Networking
- 4 Understanding a Job Offer & Negotiation Strategies
- 5 Your Rights & Responsibilities
- 6 Preparing for your New Job

All candidates begin O2O-VCTP by completing an introductory professional development course, then move on to complete the training in their selected career track.



CERTIFICATION TRAINING TRACKS



CUSTOMER SERVICE EXCELLENCE

- Customer Service Excellence
- Call Center Fundamentals



BUSINESS MANAGEMENT

- Project Management:
- PMP
 - CAPM
 - Six Sigma Green Belt
- Human Resources:
- aPHR
 - PHR
 - SPHR



INFORMATION TECHNOLOGY

- CompTIA A+
- Security+
- Cloud+
- Linux+
- Server+
- Network+
- SSCP
- CISSP
- GIAC
- GSEC
- GCIH
- Certified Ethical Hacker
- CCENT
- CCNA
- ITIL
- Java SE7 & SE8
- Oracle 11G & 12C



DIRECT TO EMPLOYMENT

Complete the O2O assessment and if eligible, be fast-tracked to employment support and interview matching from Hire Heroes USA.

STARTING YOUR NEXT CAREER

Recognizing the need to prepare for a new career as soon as possible, participants begin the job search process in conjunction with their learning pathway. Highly-trained Veteran Transition Specialists (VTSs) from Hire Heroes USA (HHUSA) provide participants with one-on-one coaching, mentorship, interview matching, and job placement support.

O2O-VCTP combines a localized approach supported by installation teams along with a strategic national partnership with HHUSA to help participants achieve their career placement goals. As of July 10, 2017, HHUSA has established over 400 partners.

As of January 2017, participants are required to state their intended employment and training goals for participation in the O2O-VCTP assessment and are tracked against this intention throughout the program.





INSTALLATIONS OVERVIEW—BY THE NUMBERS



SUCCESS FACTORS

- Increased Outreach to Military Families**—Partnering with organizations that deeply understood service delivery to military spouses was critical to the team’s success in reaching out to military families—both through increased advocacy of O2O-VCTP and direct referrals from other organizations.
- Local Community Outreach**—Participating in local community events and conferences has been key to increasing O2O-VCTP’s presence. In October 2016, the O2O-VCTP team was invited to speak on a panel at the 2016 Military Women in Transition Career Symposium. This, along with a strong partnership with the San Diego Veterans Coalition has been instrumental in connecting with local veteran organizations.

★ ★ ★ ★

KEY PARTNERS







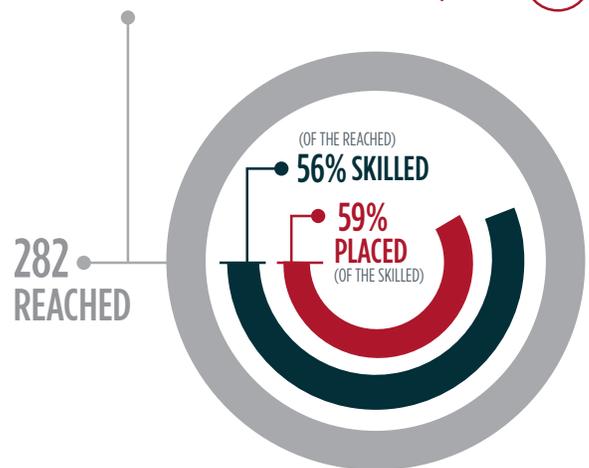



Marine Corps veteran and IT track graduate, Andrew Thompson accepted an offer with Veytec Inc. as a Senior Network Security Engineer in Orlando. Andrew offered the following advice for participants: “Take advantage of all the transition programs available, let them help you!”

NOTABLE MILESTONES

BRANCH—MARINE CORPS

NUMBER OF COMPLETED COHORTS | 7



2 | NUMBER OF COHORTS IN PROGRESS

DATA FOR COHORTS IN PROGRESS



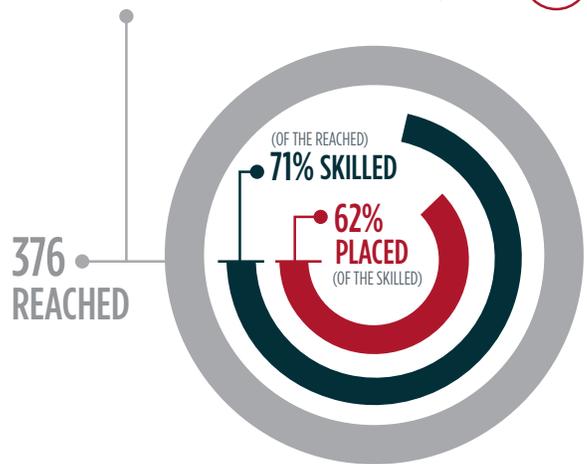


Mark Connelley was hired at Amazon in a Technical Program Manager position after completing the IT track. He was able to strategically align his transition strategy to accept a fellowship with Amazon, where he demonstrated what skills he can bring to the table.

BRANCH—ARMY, AIR FORCE, NAVY

NOTABLE MILESTONES

NUMBER OF COMPLETED COHORTS | **6**



2 | NUMBER OF COHORTS IN PROGRESS

DATA FOR COHORTS IN PROGRESS



SUCCESS FACTORS

- Strategic Partnerships**—By speaking at various local events and with local employers, the team has generated strong interest among multiple public and private sector agencies to partner with O2O-VCTP. By absorbing an all-volunteer organization about to close—Northwest Edge—O2O-VCTP at JBLM has also been able to develop successful partnerships with the Washington State Military Transition Council, WA State Department of Veterans Affairs and multiple other community organizations.
- Cross-Collaboration**—Through the O2O-VCTP Working Groups, cross- installation teams aimed at documenting and executing best practices within the program to get a deeper understanding into how the other branches and installations operate. Through this forum, the teams are able to find ways to strengthen their own program locally.
- O2O-VCTP Alumni Engagement**—Having alumni return to the base to speak to current participants has proven to be very successful in showing the impact of the program. O2O-VCTP participants are able to gain valuable insight about their journey as well as the industry they want to enter when alumni share their experiences first-hand.



KEY PARTNERS

Boots to Shoes Foundation.
Helping 21st Century Veterans Capture 21st Century Jobs

Goodwill
Because jobs change lives

WASHINGTON STATE
DEPARTMENT OF
VETERANS AFFAIRS
"Serving Those Who Served"

CDS
COMMERCIAL DRIVER SCHOOL
THE RIGHT TRAINING FOR THE RIGHT JOB



SUCCESS FACTORS

- Engrained in the Community**—Community engagement has been critical to program success—the team has had numerous opportunities to present the program at local veterans events, conferences and installation ceremonies. Meeting with Rear Admiral Dawn E. Cutler, U.S. Navy Chief of Information, responsible for leading the Navy’s public affairs community was also crucial in increasing awareness and gaining federal government support.
- Tailored Programming**—A unique partnership with the SANS Institute’s VetSuccess Academy allowed for an exclusive Cybersecurity learning pathway to be offered at JBSA in addition to the existing O2O-VCTP program tracks. This partnership is a direct result of an industry need identified in the community.

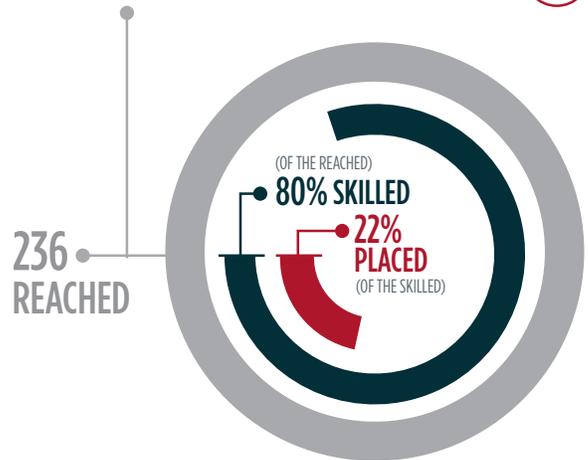
“When you’re a spouse moving to a new city, you don’t have the network to get the jobs and they [O2O] kind of have a ready-made network that once you join the program, now you’re in this network and you have those connections automatically.”

—Crystal Thompson, Air Force veteran and military spouse received an offer from U.S. Customs and Border Protection after graduating from the Customer Excellence track.

NOTABLE MILESTONES

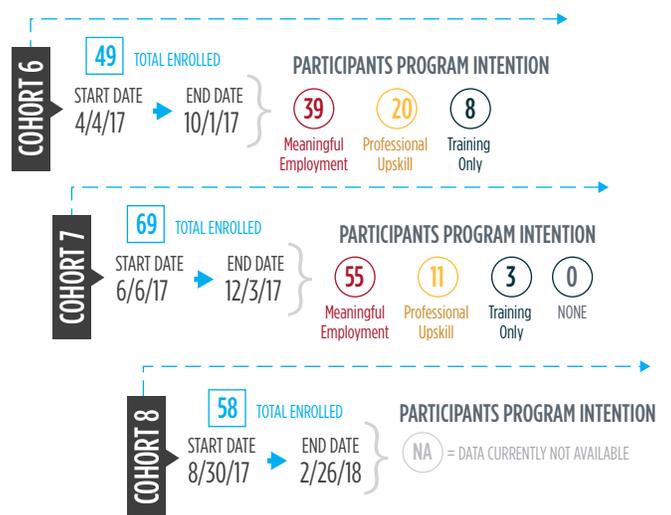
BRANCH—ARMY, AIR FORCE

NUMBER OF COMPLETED COHORTS | 5



5 | NUMBER OF COHORTS IN PROGRESS

DATA FOR COHORTS IN PROGRESS



★ ★ ★ ★ KEY PARTNERS





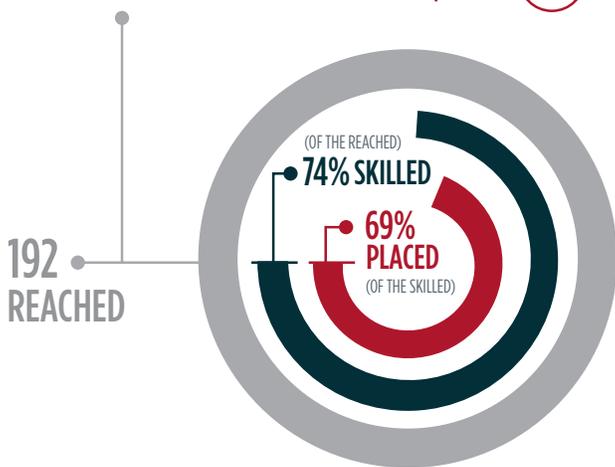
“Thank you so much. I used a lot of the information we learned in class and really walked through all the steps from start to finish...I definitely believe that having all of you as my resources and learning everything I possibly could, helped me succeed in finding this new career. So thank you again!”

—Melody Nauta, Military Spouse and Customer Service Excellence graduate

BRANCH—ARMY, AIR FORCE, NAVY

NOTABLE MILESTONES

NUMBER OF COMPLETED COHORTS | 4



2 | NUMBER OF COHORTS IN PROGRESS

DATA FOR COHORTS IN PROGRESS



SUCCESS FACTORS

- Engrained in the Community**—The team’s efforts to increase O2O-VCTP’s presence in the community is key to high enrollment numbers as well as engaged employers. The team frequently participates at community events. For a majority of these events, O2O-VCTP is the only educational program allowed to participate (e.g., Florida State Veterans Summit, Jacksonville Military Veterans Coalition, etc.). Additionally, by attending high profile local events, such as the Tech Coast Conference, the team has kept abreast of industry demands, including Jacksonville’s thriving technology industry.
- Hands On Preparation**—Networking mixers hosted by the team give participants firsthand experience to develop their networking skills by interacting with potential employers and program partners.

★ ★ ★ ★ KEY PARTNERS





SUCCESS FACTORS

- Focus on Recruitment**—The key to a successful launch and integration of the first cohort is a focused approach to reach as many potential participants as possible. For this effort, the team jointly organized the Camp Lejeune Transition Readiness Seminar—with over 200 participants in attendance—to help market the program. The team also reached out to three of the five major commands in Camp Lejeune, and, as a result, the program has active participants from all three commands.
- State Level Partnerships**—O2O-VCTP (NC4ME) played a large role in the North Carolina Veterans Career Transition Day, held on November 2016. A partnership with NC4ME also connected O2O-VCTP to employment partners across the state.

★ ★ ★ ★ KEY PARTNERS

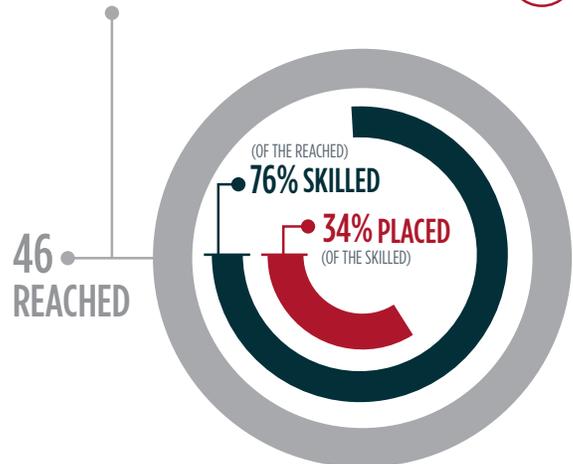


“Onward to Opportunity has taught me some finer skills and tools to use in my transition out of the Marine Corps. Through O2O I was able to talk to a senior professional in the IT field who was able to answer my questions and even put in contact with another senior military veteran at his company to further advise and help me. Since then, I have started a job in IT support in Fort Belvoir.” —Japhai Tuitt

NOTABLE MILESTONES

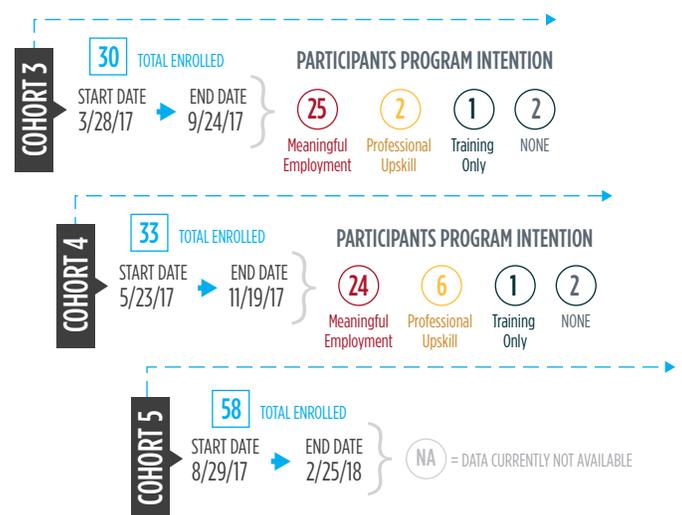
BRANCH—MARINE

NUMBER OF COMPLETED COHORTS | 2



3 | NUMBER OF COHORTS IN PROGRESS

DATA FOR COHORTS IN PROGRESS



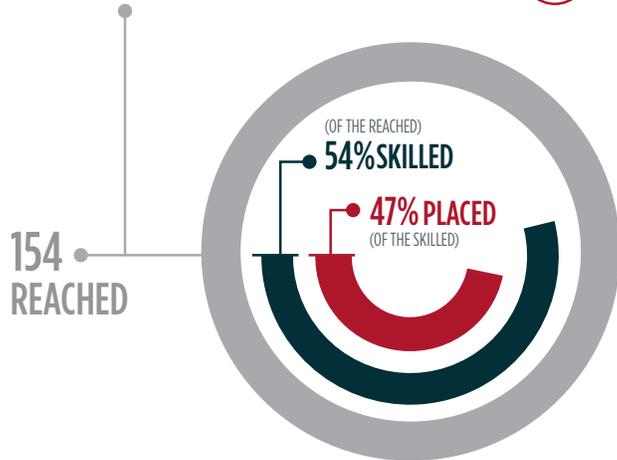


Army spouse and graduate of the Customer Excellence track, Busaya Somers, accepted a part time position as an Estee Lauder attendant. Busaya states that her experience with O2O and Hire Heroes USA was great, especially the resume writing assistance.

BRANCH—ARMY

NOTABLE MILESTONES

NUMBER OF COMPLETED COHORTS | 2



2 NUMBER OF COHORTS IN PROGRESS

DATA FOR COHORTS IN PROGRESS



SUCCESS FACTORS

- O2O-VCTP Alumni Engagement**—Having alumni return to the base and talk about their experience with the program and career placement services has proven very effective in motivating current participants to stick to the program through completion. Participants also gain valuable insights from someone who has “been in their shoes.”
- Community Presence**—The team regularly attends local events to promote the program and develop relationships. In August 2016, 250 service members, family members, and veterans attended the quarterly Fort Drum Career Fair with 52 employers, 25 schools and 10 service organizations.

KEY PARTNERS





SUCCESS FACTORS

- Partnering with the Installation**—Unwavering support from the Navy Region Mid-Atlantic transition team has been instrumental to the success of the program, providing essential logistical support and advocacy with installation leadership. The O2O-VCTP team has gained high visibility in the community and numerous opportunities to recruit and enroll participants.
- Early Employer Engagement**—Launched in early 2017, the team engaged several employers including CACI International, Inc., Liberty Source PBC, Dell, Delta and the 700+ military friendly organizations which comprise of the V3 (Virginia Values Veterans) statewide initiative.

★ ★ ★ ★ KEY PARTNERS



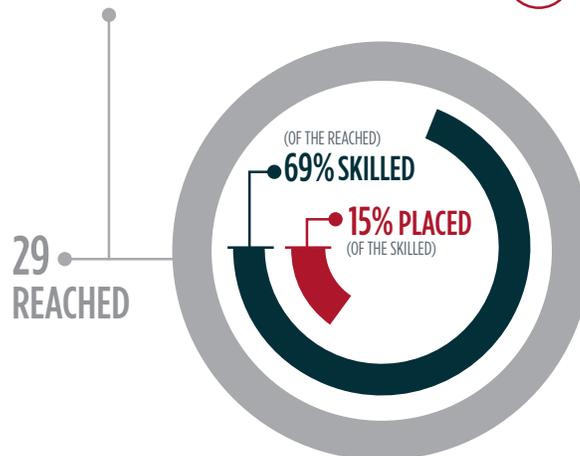
“I’m looking to enter the IT sector. The types of certifications offered and the fact that they are free are what attracted me to the program. I am looking forward to getting started next month.”

—Petty Officer Joel Pichardo, Enrolled in the IT track.

NOTABLE MILESTONES

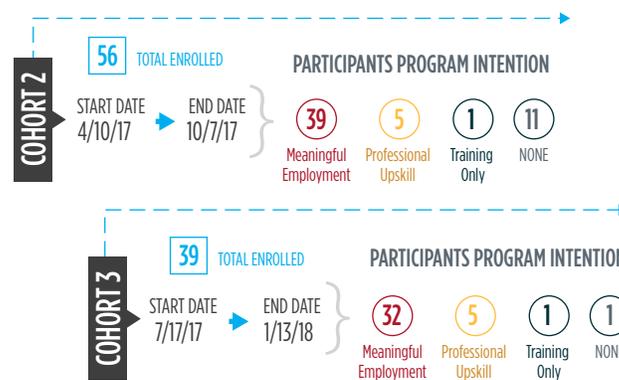
BRANCH—NAVY, AIR FORCE, COAST GUARD

NUMBER OF COMPLETED COHORTS | 1



2 | NUMBER OF COHORTS IN PROGRESS

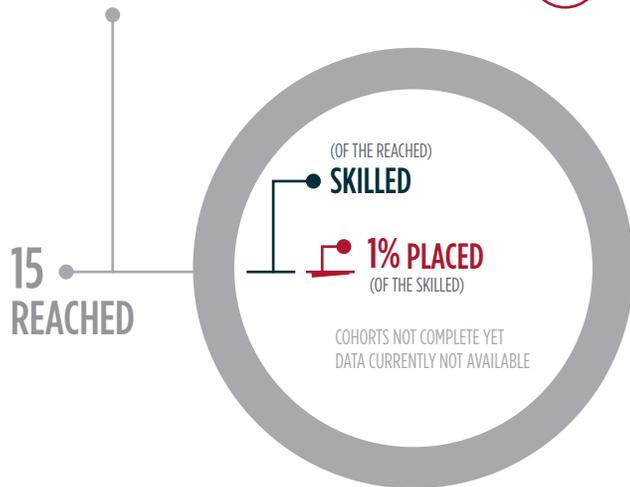
DATA FOR COHORTS IN PROGRESS



BRANCH—ARMY

NOTABLE MILESTONES

NUMBER OF COMPLETED COHORTS | 0



2 | NUMBER OF COHORTS IN PROGRESS

DATA FOR COHORTS IN PROGRESS



SUCCESS FACTORS

- **Community Presence**—Even while waiting for approval, the team focused on growing O2O-VCTP’s presence in the local community: serving as a strategic partner for the Soldier for Life program and providing professional training services for the program’s Advance Transition Class.
- **Leveraging the IVMF Network**—In preparation for launch, the team has also partnered with AmericaServes, a sister program within IVMF, to procure instructors and support curriculum development.
- **Making Connections**—A successful relationship with USO resulted in securing space for the first cohort launch. Similarly, HHUSA has agreed to actively participate in the Advance Transition Class as a workforce development partner. They are providing a team to conduct mock interviews and other pertinent skill-building activities associated with the service members’ transition process.

KEY PARTNERS





MEASUREMENT AND EVALUATION

As is the case with all of IVMF's program and service delivery offerings, robust measurement and evaluation lies at the core of O2O-VCTP. We support program excellence through end-to-end data collection, measurement, and analysis. This approach allows us to provide transparent, reliable outcome and performance reporting that drives learning, continuous quality improvement, evidence-based

decision making as the program scales, and communication with external stakeholders.

We plan to publish additional information on our M&E approach, the evaluation theory underlying O2O-VCTP, and program insights and trends in follow-on publications both online and in print.

Data Storage

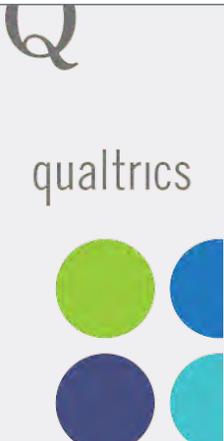
IVMF uses the **Salesforce Customer Relationship Management (CRM)** platform to safely and efficiently store participant data.



- Every interaction with participants, from point of application through interview and employment, is recorded, providing insight into participants' progress and needs, as well as installation-level **characteristics and trends**.
- The cloud-based platform allows both the **national** IVMF team and **local** installation teams to track, report on, and communicate with each other on participant data.
- O2O-VCTP and HHUSA have also established an application programming interface (**API**) to enable seamless data transfers and real-time reporting on both training and employment matching progress of all enrolled participants.

Data Collection

O2O-VCTP program participants submit comprehensive intake application via **Qualtrics survey tool**, assessing:



- Eligibility, Program preference, Subject matter expertise (where applicable), and Basic demographic data.
- Based on responses, IVMF staff are able to specially tailor program advisement for each participant based on their unique background.

Data Analytics

Use of **SAS analytics software** has allowed O2O-VCTP's measurement staff to aggregate program data at the national level and perform sophisticated analysis of participant outcomes and demographic data.



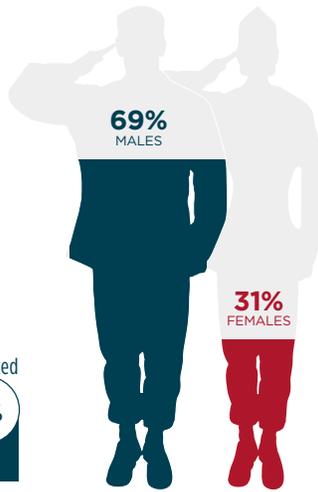
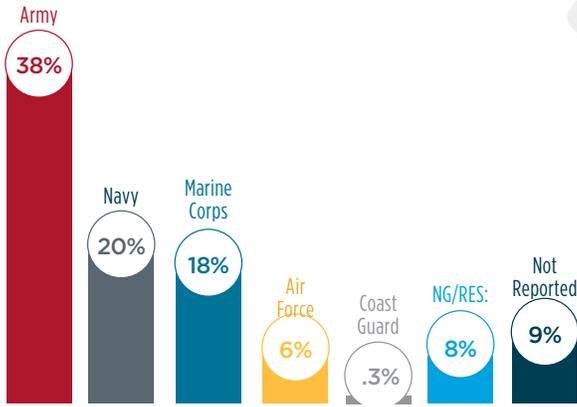
Using SAS software facilitates the cleaning and analysis of large volumes of participant data efficiently and effectively.

1. Software and start up design / development for an evolving **visual analytic toolset** that displays program data in interactive dashboards for a range of program stakeholders.
2. **Curriculum** support for program participants.

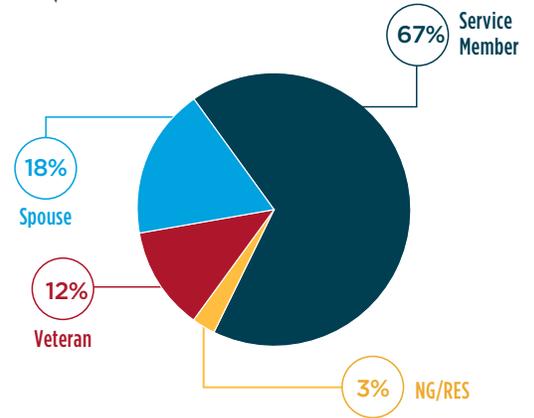
UNDERSTANDING WHO WE SERVE

In real time, we're able to gather snapshots of participant demographics—helping us better understand who we're serving and how to more effectively tailor the program to meet their needs.

COMPONENT



SERVICE STATUS



OTHER INSIGHTS

MILITARY COMPONENT

- Number of participants from Army and Navy are both **down 4%** while National Guard and Reserve participants are **up 6%** since November 2016.

SERVICE STATUS

- Veterans and members of the National Guard and Reserve are **up 8%** since November 2016.

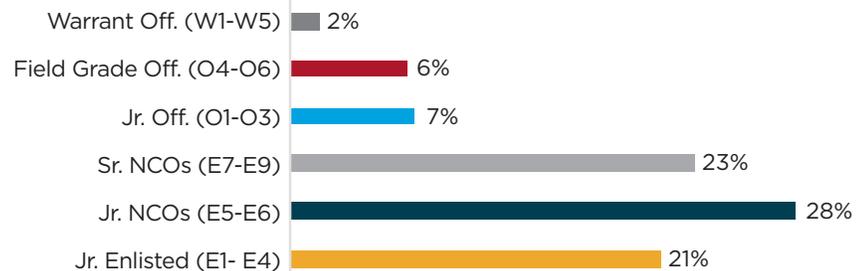
GENDER

- Female participation has **increased 10%** since launch.

AGE



ENROLLMENT BY RANK



All Data is as of August 2017



MEASURING LONG-TERM IMPACT

As the program matures and more cohorts pass through the pipeline, IVMF plans to move toward a more comprehensive measurement of program success and long-term impact.

In this effort, IVMF is heavily invested in developing a robust set of Key Performance Indicators (KPIs) to measure overall program health and progress toward our goals. To comprehensively assess the health of the program, we utilize a Balanced Scorecard¹² framework to organize our KPIs into strategic categories: Financial, Customer Satisfaction (including participant outcomes), Internal Process, and Organizational Learning. We also track and report on additional measures of performance that guide O2O's work across installations and at the national level.

Consistent with the U.S. Department of Labor (DoL) standards, the team has identified three **participant outcome** KPIs and is in the process of starting to measure them:

- **Entered Employment Rate**—Percent of participants still employed in the first three months after they exit the program
- **Retention Rate**—Percent of participants still employed after six and nine months from date of hire
- **6-month Average Earnings**—Average participant earnings after six and nine months from date of hire



As part of an exciting partnership, IVMF will be collaborating with SAS to utilize their software to draw real time insights from O2O-VCTP's data.



DELIVERY PARTNERSHIPS

PARTNERSHIP FRAMEWORK

O2O-VCTP's success and growth is made possible by a diverse network of partnerships. O2O-VCTP's partnership framework is comprised of five types of partners, each bringing their unique strengths, perspectives, services, and resources. This distinctive collaboration helps drive overall program success and deliver comprehensive outcomes for participants.

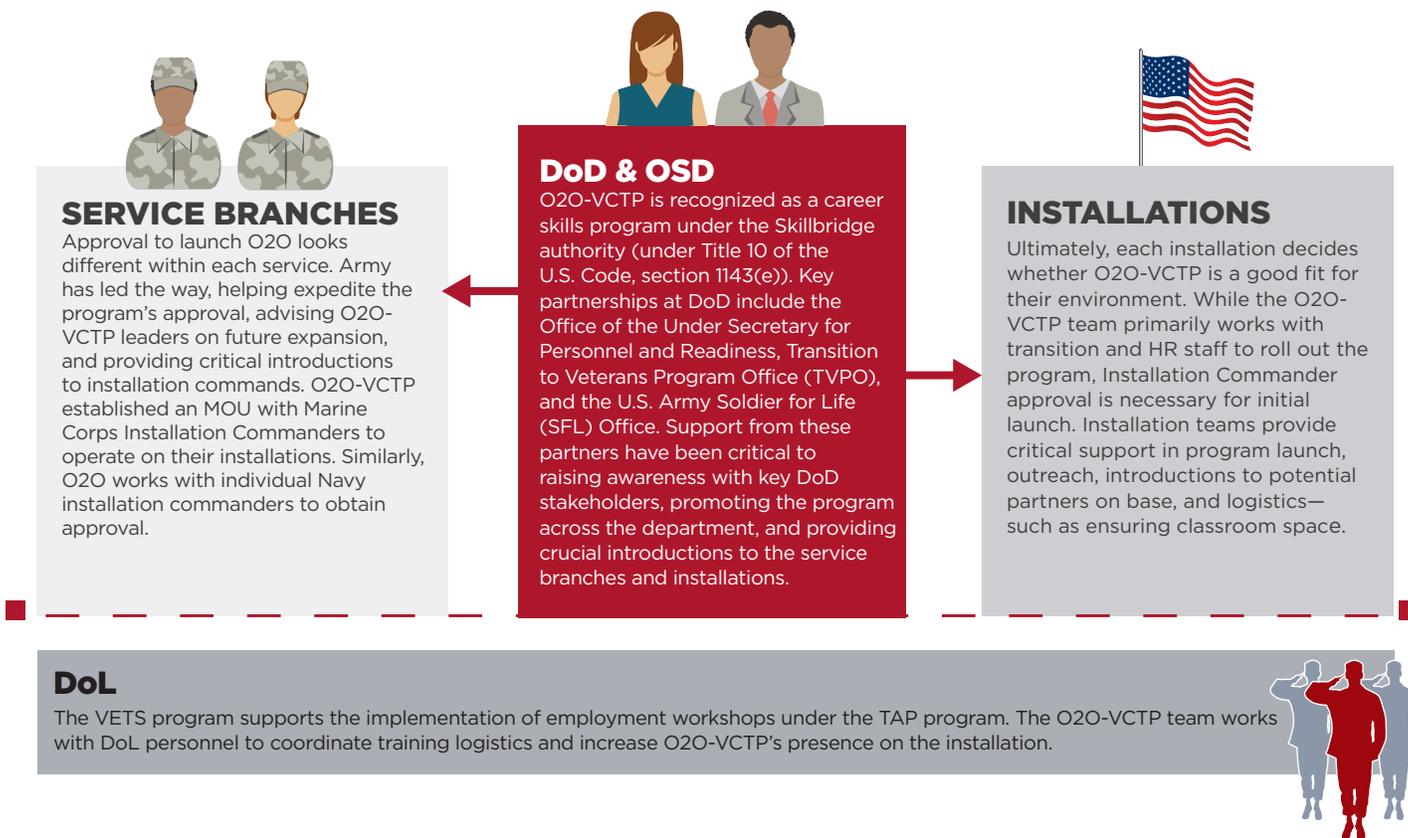
Strategic Partners provide overall guidance and help identify other potential program partners and funders. Since the program launch, the **Schultz Family Foundation** along with **Accenture** serve in this capacity and are instrumental in the design, deployment, and expansion of the program. In the near future, IVMF plans to establish a formal corporate advisory board to provide extensive strategic guidance in overall program direction.



FEDERAL COLLABORATORS

The U.S. Department Of Defense (DoD), Office of the Secretary of Defense (OSD) and the U.S. Department of Labor's Veteran Employment and Training Service (DOL-

VETS) comprise the public component of O2O-VCTP's public-private partnership and have been crucial to the launch and success of the program thus far:



The IVMF team is in frequent contact with DoD, OSD, and DOL stakeholders. The team holds bi-annual in-progress reviews (IPRs) to promote greater transparency and ongoing collaboration.

OPERATIONAL PARTNERS

Operational partners provide direct services and support to help drive outcomes and further enhance the O2O-VCTP's value to participants.



O2O-VCTP's premier operational partner, **Hire Heroes USA**, is a national nonprofit that provides best-in-class results to service members, veterans, and military spouses. Since 2007, HHUSA has generated an estimated \$187 million in economic impact through personalized service delivery at a national level and the development of relationships with some of the most respected businesses and non-profits in the country. In their signature program, participants are individually partnered with a highly trained **Veteran Transition Specialist** to create a tailored civilian resume, translate their military experience, learn effective job search techniques, and get connected with companies who want to hire veterans. HHUSA also provides dedicated **O2O-VCTP Employment Coordinators** who work with hiring managers at employer partners to match candidates with interview opportunities, onboard new employer partners, collect and report on participant progress through the coaching and matching process, and aid in the collection of outcomes data. Finally, HHUSA **applies its other existing programs and services** to O2O's program needs—including online and telephone career coaching, transition workshops, and the HHUSA job board.



A global leader in eLearning, Skillsoft supports over 6,700 customers and over half of the Fortune 500 companies. Through their longstanding partnership with IVMF, Skillsoft provides over 30 courses across Customer Service, IT, and Business Management tracks to O2O-VCTP participants via Skillport, a customized cloud-based content delivery platform.



Corporate America Supports You (CASy), along with its sister organization the Military Spouse Corporate Career Network (MSCCN), provides one-on-one job placement services to the military connected community. Through their Applicant-Recruiter Connect program, CASy delivers qualified, pre-screened, employment-ready military and veteran candidates to corporate recruiters. CASy currently refers service members and veterans seeking training or certification to the O2O-VCTP program and IVMF is in the process of exploring additional opportunities for partnership.

EMPLOYER PARTNERS

As of August 2017 O2O-VCTP currently partners with 143 employers and actively recruits and engages them at different levels throughout the program. All employer partners commit to interviewing qualified graduates from the program. Some partners commit to additional support, such as building

training materials, delivering courses, or participating in networking and other program events. Along with O2O-VCTP employer partners, participants can also be matched with 328 employers in HHUSA's employer network, bringing the **total number of employers to 471.**

Employer coalitions serve as force multipliers for the O2O-VCTP program by helping installation teams connect with hundreds of regional employers committed to hiring veterans and military spouses.



Top 10 O2O Employers (as of August 2017):

- 1) Amazon Web Services
- 2) Starbucks Coffee Company
- 3) Accenture
- 4) Wyle-Aerospace Group
- 5) Wells Fargo
- 6) USAA
- 7) SAIC
- 8) Dahill 'A Xerox Company'
- 9) Convergys
- 10) AT&T

O2O-VCTP participants have **400+** employer partners! access to over





EMPLOYER PERSPECTIVE

Robert identified the importance of employers connecting directly with the program's participants. As a veteran himself, Robert regularly attends O2O-VCTP's classes to talk to participants about his experience transitioning and entering the private sector, often staying long after the class is over to talk to eager participants one-on-one. Additionally, interested participants are invited to tour Accenture's facility in San Antonio. The tour gives them an overview of the types of projects available, a networking lunch with current Accenture employees, and greater visibility into what life is like working in a corporate environment. This experience allows participants to understand exactly what they're getting into when they interview and accept their offer with Accenture.

Robert also noted the exceptional quality of O2O-VCTP program graduates - eager to talk, professional, respectful and receptive to feedback. When recalling Accenture's first hire from O2O-VCTP nearly a year ago, Robert remembered how strong of an impression the individual left on him. Most notably, this candidate received his offer while pulling into

Robert Everhart is the Recruiting Lead for Accenture Federal Services' San Antonio Delivery Center. Robert helped establish the initial partnership with Accenture in 2015 and make Accenture one of the program's top employer partners today.

“O2O-VCTP provides a great foundation for participants that Accenture can then build on.”


High performance. Delivered.

Accenture's parking lot for the tour! Since being hired, this graduate has ramped up quickly and participates in career fairs on behalf of Accenture to talk about his experience with the company and the program that got him there.

Looking into the future, Robert shared that it would be helpful for employers to get more visibility into participants across installations, especially those who are willing to relocate, which would help employers connect with even more qualified candidates from across the program.

COLLABORATIVE PARTNERS

To amplify impact, O2O-VCTP welcomes partnerships and opportunities to collaborate with other organizations, government agencies, and private sector companies. Every

opportunity is rigorously evaluated for alignment with O2O-VCTP's program goals, service delivery model, and program synergies. Highlighted below are a few of these partnerships:



As the world's leading employment social networking platform, LinkedIn is an important tool reviewed in the Onward to Your Career course of the O2O-VCTP curriculum. LinkedIn helps participants market themselves, establish relationships with recruiters, and also stay connected to each other and the program after graduation. Starting in 2017, program graduates will also be awarded a year long complimentary license to LinkedIn Learning to help continue their professional development. In addition to increasing adoption among program participants and piloting new data analytics around veteran usage of LinkedIn, O2O-VCTP is also considering ways to streamline employer engagement through the platform.



Administered by IVMF, AmericaServes provides veterans, transitioning service members, and their families a simple and effective way to access and navigate a range of supportive services in their communities. Each local AmericaServes network consists of a coordination center that facilitates referrals between provider organizations. In areas that have both AmericaServes and O2O-VCTP presence, many current service members who seek professional development or employment support are referred to O2O-VCTP installation staff by the local coordination center.



O2O-VCTP works with Blue Star Families to cross market the two initiatives and ensure any military spouse that "walks in the door" for either program is aware of the benefits and opportunities offered by the other. IVMF is also exploring how O2O-VCTP can better leverage and connect with the other programs offered by BSF's Careers group.



Goodwill strives to enhance the dignity and quality of life for individuals and families by helping people reach their full potential through education, skills training and the power of work. As part of their continued commitment to veterans, Goodwill provides physical space and logistical support to O2O-VCTP programs. They are also a service provider in numerous AmericaServes networks across the country. Through a formal partnership with IVMF, Goodwill is looking to further enhance their support to veterans.

FUNDING PARTNERS

O2O-VCTP was launched with an anchor investment from the Schultz Family Foundation (SFF) and has since been able to boost that investment with further support from SFF and several additional funders.

To support O2O-VCTP's rapid scaling and adequately plan for long-term sustainability, IVMF seeks to further diversify the program's funding sources, including from the public sector, national and regional funders, online and individual giving, and existing employer partners. O2O-VCTP's unique delivery model that brings together the public and private sectors allows for the ability to make a sustainable and long-term impact among the military connected community as they transition to civilian life.

JPMORGAN CHASE & Co.





ONWARD TO THE FUTURE

“The idea that our nation is finally embracing the role of the private sector—in this case, America’s best private sector employers—in helping to more successfully transition our all-volunteer members of the armed forces into meaningful and fulfilling careers before they separate from military service—is refreshing to see and long overdue. At its heart, Onward to Opportunity is a big idea positioned to forever alter the nature of transition from military service. Seeing innovation introduced in this manner, helping government better focus its limited resources by valuing the contribution that America’s companies bring to the fight, delivering impact in the form of career-oriented employment, paves a brilliant path forward for America’s military members, veterans and their families.”

—COL James D. McDonough (U.S. Army, Ret.)

Managing Director, Programs and Services, Institute for Veterans and Military Families

Tremendous progress has been made since O2O-VCTP first launched in 2015, and the future is shaping up to be even more promising. As IVMF expands O2O-VTP to serve even more transitioning service members, military spouses,

members of the National Guard and Reserve, and veterans of all eras, we recognize the importance of continuous program improvement to drive the best possible outcomes for our participants, partners, and funders.

PROGRAM PRIORITIES

A hallmark of IVMF, continuous program improvement is at the core of O2O-VCTP. By regularly analyzing program data, identifying trends, and collecting feedback from both staff and program participants, IVMF will focus on three

key areas in the coming 12 months to help drive continuous improvement of outcomes for our participants and stakeholders.



O2O + VCTP = Onward To Opportunity in partnership with VCTP

To more effectively leverage its resources, IVMF recently aligned its two leading career skills programs—Onward to Opportunity and Veterans Career Transition Program (VCTP)—to create the most comprehensive career training and employment pipeline program. This alignment allows IVMF to deliver O2O-VCTP worldwide.



The Importance of Installation Support

After nearly nine months of effort to gain the approvals necessary to launch O2O-VCTP at Fort Gordon, GA, IVMF made the difficult decision to cease physical operations. Ultimately, this decision was a result of two main factors: changes in installation leadership that led to delays in processing the approval paperwork and lack of space to run the program. This experience provided a valuable lesson of ensuring strong leadership support of transition programs prior to future installation launches.



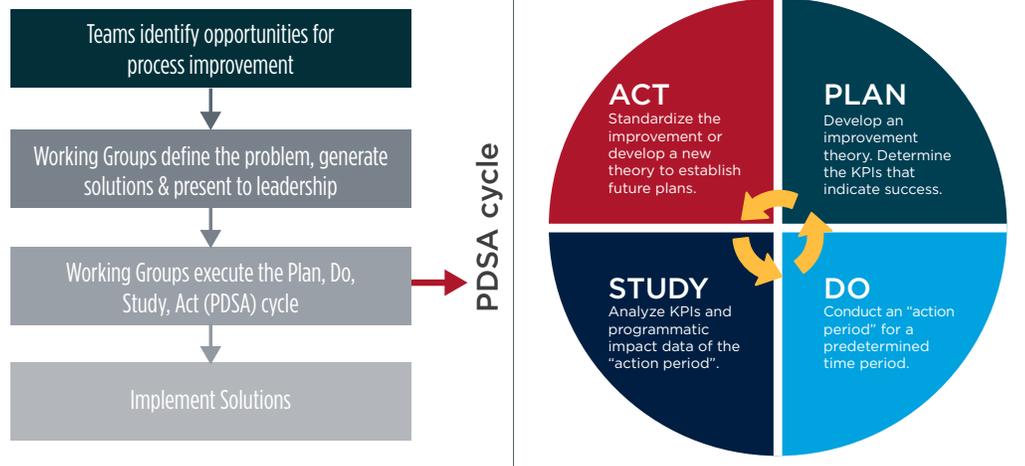
Attrition - Impact's Worst Enemy

After over a year of operations, an attrition trend emerged in participant data and was identified as a recurring issue. IVMF is committed to reducing this attrition rate by implementing a new program assessment and identifying, testing, and implementing other targeted interventions.

EMPOWERING IMPROVEMENT FROM WITHIN

With locations on coast to coast, O2O-VCTP's operations are truly national, and continuously expanding. Installation teams often have the best understanding of the challenges they face and knowledge of how to improve them. IVMF

recently implemented the Collaborative Continuous Improvement Process in an effort to leverage team members experience and increase communication, collaboration, engagement and ownership across installation teams.



Team members are organized into six Working Groups that correspond to the six functions of O2O-VCTP: Participant Recruitment, Employer Engagement and Job Placement, Curriculum and Pedagogy, Tracking and Measurement, Community Engagement, and Support and Logistics. Working Groups meet regularly to identify areas for improvement, develop solutions and document best

practices—all enabled by a seamless project management technology platform that enables communication and collaboration. The Collaborative Continuous Improvement Process allows IVMF to make evidence-based programmatic improvements to support the constant evolution and growth of the program

LEARNING PATHWAY EXPANSION

O2O-VCTP views learning as the centerpiece of the O2O program. We are dedicated to building the best possible learning experience for our participants while delivering learning opportunities that are relevant in today's ever-changing job market. Over the next year, Onward to Opportunity-VCTP will explore the latest trends in both live and virtual learning platforms to include gamification, simulation labs, and other delivery models that encourage interaction, discussion and realistic application. To do so, our team features a dedicated, full time Curriculum Manager to help us optimize our learning experience.

O2O-VCTP continually analyzes trends in hiring and employee retention to expand the learning pathways and certification opportunities. We will publish an internal Curriculum Gaps Analysis in December of every year to understand Dept. of Labor employment projections and set curriculum priorities for the coming year. The team revisits and updates this report each May.

In addition to internally driven learning pathway expansion, the O2O-VCTP program offers employers the opportunity to establish a customized Employer-Driven Curriculum Model within our delivery system. This allows our partnered

employers the opportunity to reach our participants by sponsoring a customized, dedicated learning pathway aligned to a specific, high-demand skillset or job role. Our team works with employers to recruit, train, and employ via an employer-specific or industry-specific curriculum that feeds directly into the sponsoring employer. The O2O-VCTP team establishes a "pilot" period for each new learning pathway and evaluates it over time for fit and effectiveness.

NEW OFFERINGS EXPECTED TO BE ADDED BY DECEMBER 2017

- SAS Programmer 1 & 2
- PMI Agile Certified Practitioner (PMI-ACP)®
- PMI Professional in Business Analysis (PMI-PBA)®

TWO EMPLOYER-DRIVEN CURRICULUM MODELS ARE CURRENTLY BEING DESIGNED

- Certified General Appraiser (Real Estate)
- ASE Certification (Automotive)

WHERE O2O-VCTP IS GOING



O2O-VCTP has recently launched in six new locations in 2017, including Fort Campbell and Fort Knox (KY), the city of San Diego (CA), Marine Corps Air Station Cherry Point (NC), Fort Carson, CO and for the first time

ever, outside the continental United States in Hawaii. IVMF is also in the process of finalizing three additional physical locations and actively scaling its online model worldwide, adding five new learning pathways in 2018.

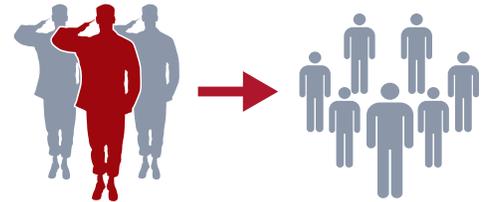
Spurred by the remarkable growth experienced in the past two years alone, IVMF has committed to placing 30,000 transitioning service members, military spouses, members of the National Guard and Reserve and veterans into meaningful employment by the end of 2022.

Reaching that many participants is neither a small feat, nor impossible, based on our history. IVMF has developed a robust growth strategy to strategically plan for and enable program improvements toward this goal, including the expansion of learning pathway and certification opportunities offered through the program.

Place

30,000

into employment or better employment by 2022.



Service

Employment

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