

U.S. DEPARTMENT OF LABOR

Employer Guide to Hire Veterans

U.S. Department of Labor
Veterans' Employment & Training Service
(DOL VETS)

www.veterans.gov

Veterans' Employment Outreach Team

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Hiring Veterans

www.veterans.gov

Why Hire Veterans?

It is a good business decision to hire veterans as studies have shown that veterans are more productive and have higher retention rates. A quick search of the internet will show several articles from Forbes, Wall Street Journal and recognized business leaders who advocate the good business practice of hiring veterans.

Some common themes from these articles are the description of attributes and characteristics of veterans as seen by their employers:

- Proven Leadership/Leadership readiness
- Mission Focused – get the job done
- Team Players who are used to working with a diverse team
- Accelerated learning curve / quick learners / Immediate Contributor
- Work Ethic
- Works well under pressure
- Creative initiative
- Integrity

Some additional attributes include:

- **Technical Skills**– military experience exposes individuals to advanced technology and technical training
- **Change management** – cognitive and decision making research has demonstrated military experience is correlated to the ability to accurately evaluate a dynamic decision environment
- **Loyalty** – military institutions are adept at institutional socialization and as a result there is a strong linkage
- **Diversity** – veterans are skilled at operating across cultural and international boundaries.

“The Business Case for Hiring a Veteran: Beyond the Clichés”

The Institute for Veterans and Military Families (IVMF) published this titled brief which draws from academic literature to suggest a robust, specific and compelling business case for hiring individuals with military background and experience. The report details the results of a comprehensive review of academic literature from the fields of business, psychology, sociology, and organizational behavior positioned to illustrate the foundational elements around which employers can formulate a research-informed logic for recruiting and developing military veterans in the civilian workforce. The business case is based on 10 research-informed



propositions on the value of a veteran in a competitive business environment. Read the brief at the following site: <https://ivmf.syracuse.edu/article/the-business-case-for-hiring-a-veteran-beyond-the-liches/>

Who enlists in the All-Voluntary Force (AVF)? *

*Source: DoD Population Representation in the Military Services: Fiscal Year 2013 Summary Report. These statistics refer to the enlisted force not officers.

- **High quality, drug-free, law-abiding, smart and educated young men and women** enlist to serve our nation in a time of war to be part of something greater than themselves.
- **Enlistment standards are stringent. Only 17% of 17-24 year olds (does not include full time college students) are qualified to enlist without a waiver** (Office of Accession Policy (OUSD-AP) sponsored a recent study to estimate the “qualified military available”). An applicant may be disqualified for many reasons including not graduating high school, low enlistment test scores (Armed Services Vocational Aptitude Battery- ASVAB), not medically or physically qualified, too many dependents, disqualifying tattoos, history of criminal activity, or testing positive for disqualifying drugs. **It’s harder to get accepted into the military than it is for most secondary education institutions. Colleges only screen for diplomas and mental aptitude.**
- **The U.S. military has a high-quality enlisted force compared with the civilian population. Nearly all enlisted Service members in the AVF have traditional high school diplomas and 9% have earned college credits. About 79% of them test in the top half of the mental group ability distribution; compared to ~ 50% of the civilian population.**
- ~15% of the enlisted force are women compared to ~18% of the officer ranks
- Service members in Combat Arms occupations (infantry, artillery, combat engineers, tanks, etc.) have some of the highest quality metrics.

Veterans receive world class training that benefits civilian employers

- Service members receive significant ethics and leadership training that facilitate intangible soft skills that employers are seeking.
- Challenging and purposefully high stress training.
- Technical military occupational specialty training.
- Professional military education courses and academies.
- **The following Military Skills translator resources are available to assist employers in matching Military Occupation codes (MOCs) to specific job requirements.** It is important to understand that while translators will help you understand what someone did in the military, it should not be used as an indicator of an individual’s key competencies and career aspirations in the civilian world.
 1. For assistance in translating civilian jobs titles into military occupation codes, refer to the following Military Skills Translator Resources located

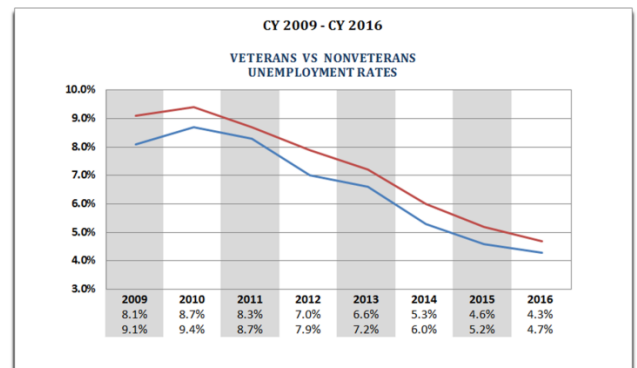


<http://www.careeronestop.org/businesscenter/civilian-to-military/civilian-to-military-translator.aspx>.

2. For assistance in translating military occupation codes into civilian jobs titles, refer to the following Military Skills Translator Resources:
 - The O*NET program is the nation's primary source of occupational information. Central to the project is the O*NET database, containing information on hundreds of standardized and occupation-specific descriptors. The database, which is available to the public at no cost, is continually updated by surveying a broad range of workers from each occupation. <http://www.onetonline.org/crosswalk/> O*NET Online has detailed descriptions of occupations for use by job seekers, workforce development and HR professionals, students, researchers, and more.
 - My Next Move for Veterans is located at www.MyNextMove.org/vets and includes information from an enhanced crosswalk study done for 68 of the military occupations with the largest numbers of Service members across all services.

Veteran Unemployment Statistics

- Declining unemployment rates- October 2017, it was 2.7% (lowest in 17 years).
- Veteran unemployment rates continue to be lower than non-veterans
- In 2016, the veteran unemployment rate was 4.3% compared to 4.7% for non-veterans
- Of the ~450,000 unemployed veterans in 2016, 57% were ages 45 and over
- Veteran unemployment recent data can be found here: <http://www.bls.gov/news.release/vet.toc.htm>



Veteran Demographics

- Less than 1% of the population serves in the military compared to nearly 12% in WWII.
- Median age of a Veteran is 64.
- 20.5M total veterans in the US (BLS statistics, 2016 average).
 - Nearly 50% of all veterans are in the workforce (10.4M):
 - 67% are 45 years or older
 - 17% are 35-44 years or older
 - 14% are 25-34 years or older
 - 15% are 34 and under
 - 1.7% are 25 years or under
 - 32% are Post 9-11 / Gulf War II veterans



- Women represent over 7% of the total Veteran population and the fastest growing segment. 30% of all women veterans are in the Post-911 demographic compared to 13% of all male veterans.
- ~200,000 Service members separate annually from the military transition to civilian life as Veterans

Hiring Veterans: Getting Started

Employers must first review requirements, set hiring goals, and make a commitment

Number of positions, job functions, competencies, certifications, educational level and skills of Veterans as well as their spouses required?

- Location(s)?
- Timeline?

The leadership may want to implement a veteran hiring initiative, but it is essential that HR, talent acquisition and the hiring managers are aware of the initiative and actively support.

Does the employer know how many veterans they have currently employed? The best veteran recruiters are veteran employees. Get your veteran employees involved in the initiative. Share success stories of current veterans who are employed by your company.

Develop or enhance a Veterans hiring initiative for your company

Start by reviewing “America's Heroes at Work — Veterans Hiring

Toolkit” at <http://www.dol.gov/vets/ahaw/> This online step-by-step toolkit was designed to assist and educate employers who have made the proactive decision to include transitioning Service Members, Veterans and wounded warriors in their recruitment and hiring initiatives. Whether you are looking to create a plan from scratch or retool existing efforts, we encourage you to reference this on-line guide and design an initiative that works for you. There are links with detailed information and resources to assist you in the following recommended steps to hiring veterans:

- Step 1 — Design a Strategy for Your Veterans Hiring Program
- Step 2 — Create a Welcoming and Educated Workplace for Veterans
- Step 3 — Actively Recruit Veterans, Wounded Warriors and Military Spouses
- Step 4 — Hire Qualified Veterans / Learn how to Accommodate Wounded Warriors
- Step 5 — Promote an Inclusive Workplace to Retain Your Veteran Employees
- Step 6 — Keep Helpful Tools and Resources at Your Fingertips



The U.S. Department of Labor recognizes that employers can sometimes find it difficult to navigate the plethora of Veteran hiring resources available to them. So, this Toolkit was developed to simplify the process and put many valuable resources and websites at your fingertips. It serves to pinpoint helpful tools and outline some important steps to take when designing a veterans hiring initiative that works for your particular business.

Recognizing that each employer is unique, this guide allows you to select from promising practices and other resources that employers are using to successfully welcome talented and skilled veterans into their companies.

Work Opportunity Tax Credit (WOTC)

- <https://www.doleta.gov/business/incentives/opptax/>
- The Work Opportunity Tax Credit (WOTC) is a Federal tax credit available to employers who hire veterans and individuals from other eligible target groups with significant barriers to employment. Each year, employers claim over \$1 billion in tax credits under the WOTC program. The success and growth of this income tax credit for business is beneficial for all who participate, while increasing America's economic growth and productivity.

Who is Eligible for WOTC?

- A veteran who has a service-connected disability, is unemployed, or is receiving SNAP (food stamp) benefits.

How WOTC Works for you:

- WOTC reduces an employer's cost of doing business, requires little paperwork, and applying for WOTC is simple.
- WOTC can reduce an employer's federal income tax liability by as much as \$9,600 per veteran hired.
- There is no limit on the number of individuals an employer can hire to qualify to claim the tax credit.
- Certain tax-exempt organizations can take advantage of WOTC by receiving a credit against the employer's share of Social Security taxes.

How to apply for WOTC:

1. Complete IRS Form 8850 by the day the job offer is made
2. Complete ETA Form 9061, or complete ETA Form 9062 if the employee has been conditionally certified as belonging to a WOTC target group by a State Workforce Agency, Vocational Rehabilitation agency, or another participating agency



3. Submit the completed and signed IRS and ETA forms to your State Workforce Agency. Forms **must be** submitted within 28 calendar days of the employee's start date.
4. Wait for a final determination from your State Workforce Agency. The determination will indicate whether the employee is certified as meeting the eligibility for one of the WOTC target groups.
5. After the target group employee is certified by the State Workforce Agency, file for the tax credit with the Internal Revenue Service.

HIRE Vets Act – US DOL Medallion Award: The HIRE Vets Medallion Program will recognize employers who **recruit, retain, and employ veterans**, and who offer charitable services in support of the veteran community.

The Department of Labor is establishing the program under the [Honoring Investments in Recruiting and Employing American Military Veterans Act](#), HIRE Vets Act, which was signed into law on May 5, 2017.

As described in the Act, there are different awards:

- Large employers (500-plus employees)
- Medium employers (51-499 employees)
- Small employers (50 or fewer employees)

Additionally, there are two award tiers: **Gold and Platinum**. For each award, the employer must satisfy a set of criteria that includes percentage of employees hired who are veterans and percentage of veterans who are retained. Verification of these criteria includes a self-attestation by the applicant and a check for violations of veteran related DOL labor laws by the U.S. Department of Labor.

The Final Rule announced by the Secretary on November 9, 2017 is available for viewing on the Federal Register website. The Final Rule will become effective in January 2018 and VETS will begin accepting applications for this award in January 2019.

- **Medallion Program Demonstration in 2018:** Using the criteria established in the Final Rule, DOL VETS will conduct a HIRE Vets Medallion Program Demonstration in 2018. Under the demonstration, VETS will accept a limited number of applications and employers who successfully apply and meet the demonstration criteria will receive recognition from the Secretary of Labor.

Additional information about the Final Rule and demonstration can be found on the website at www.hirevets.gov or by contacting HIREVets@dol.gov



Other Veteran hiring recommended resources include:

- 1) **The Institute for Veterans and Military Families (IVMF) Guide to Leading Policies, Practices & Resources: Supporting the Employment of Veterans and Military Families:**
<http://vets.syr.edu/employment/employer-esources/#VFvWAMwEqIYMBkcX.99>.
This guide is the product of a collaborative effort of the IVMF and more than 30 private sector employers and supporting organizations, who agreed to share best practices, lessons learned and innovations tied to the recruitment, assimilation, retention and advancement of veterans in the workforce.

- 2) **Veterans Job Mission website:**
<https://www.veteranjobsmission.com/employer-resources/employment-and-training> offers resources to include best practices for hiring veterans as well as **A Guide for Employers: Where to Find Military Talent**. This list of sourcing tools reflects the combined experience of 100,000 Jobs Mission members in finding , hiring, and retaining Veterans.

- 3) **Employer Roadmap** (Sponsored by US Chamber of Commerce Hiring Our Heroes and USAA) is a comprehensive and personalized resource for employers who want to hire Veterans and military spouses. The site provides customizable and interactive Veteran and military spouse hiring action plans for organizations of all sizes to address companies’ frustration with a one-size-fits-all approach to hiring. It includes advice, best practices and case studies from employers with a proven track record of creating successful hiring programs for Veterans and military spouses. You can access this resource at <http://www.employerroadmap.org/>.

Putting the plan into action: **VETERANS.GOV**

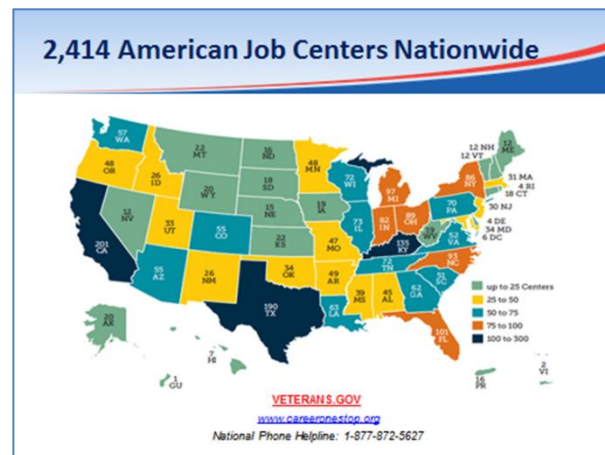
- www.veteran.gov is designed to be the virtual “first stop” to connect with veterans. Go to www.veterans.gov and click on “Hire Veterans”
 - ✓ Connect with Regional Veterans’ Employment Coordinators to access federal, state, and local resources to facilitate veteran hiring.
 - ✓ Post position descriptions and openings in the Veterans’ Job Bank /National Labor Exchange database;
 - ✓ Access the free veteran hiring toolkit, “America's Heroes at Work,” and other resources for employers;



- ✓ Connect with American Job Centers that served nearly 1 million veterans last year.
- **DOL’s Career One Stop “Business Center” / American Job Centers (AJCs)** are designed to give businesses access to resources they need to recruit, train, and retain a skilled workforce.
- There is a link on this page called “Hire a Vet” at <http://www.careeronestop.org/businesscenter/recruitandhire/wheretofindcandidates/hire-a-vet.aspx>. This link includes specific instructions, information, and a video regarding how to find and hire qualified veterans, translate military skills, and take advantage of potential tax incentives.

Career One Stop offers you to immediate access to over 2400 AJCs nationwide. AJCs may also be referred to as One Stop Career Centers and/or by different names in each state. These AJCs offer free employer services that include providing workforce information, writing job descriptions, posting of jobs, reviewing applicants resume’s, organizing job fairs, providing places to conduct interviews, pre-screening applicants, assessing applicants skills (skill gap analysis), and referral of job-ready candidates.

A recent independent study “Accessing the Local Provision of Veteran’s Employment Services” conducted by the Center for Naval Analysis stated that: ***“One Stop Career Centers are the centerpiece for high quality veterans’ employment services in local communities.” There are currently 1M veterans registered at their local AJCs.*** You can find your nearest AJC at www.veterans.gov or www.servicelocator.org .



There are Veteran Employment Representatives at most AJCs who can assist you in meeting your veteran employment goals. There are ~1440 Disabled Veteran Outreach Program (DVOP) Specialists and ~660 Local Veterans’ Employment Representatives (LVERs) that support AJCs and work with local businesses to create Veteran job opportunities. DVOP Specialists will provide intensive services and case management support to disabled Veterans, Veterans with barriers to employment to include homelessness, incarcerated, no diploma, or recently transitioned Service members.



LVERs conduct outreach to employers to increase employment opportunities for Veterans. These representatives may be working with a Veteran who meets the qualifications and skill sets and is ready to work now.

All transitioning Service members and Veterans are encouraged to utilize AJCs. We encourage you to contact your local AJC.

- **Post jobs for free where Veterans can see them!**

National Labor Exchange and the state job banks. Your local AJC will assist you in posting your job on the National Labor Exchange at www.US.jobs.com and the state Job Banks at www.careeronestop.org/jobsearch/cos_jobsites.aspx.

The NLx is a partnership between the National Association of State Workforce Agencies (NASWA) and Direct Employers Association, which is hosted on the www.us.jobs internet domain. The NLx is used by 300,000+ employers with an average of 2.1 million daily job listings.

The NLx is a popular tool for employers – it provides the easiest way to list jobs and simultaneously comply with DOL’s regulations for veteran affirmative-action hiring.

Since March 2007, the NLx has listed 75 million unduplicated, available, and vetted jobs; NLx job listings are free for any employer; DirectEmployers members get additional benefits. The NLx powers multiple DOL-funded career advice and job search tools.

The NLx works by collecting and distributing jobs from corporate websites, **state job banks, and USAJOBS.**

To request an NLx Demonstration: <https://directemployers.org/demo/>

On-the Job Training (OJT) and Apprenticeship Opportunities

1. Companies that want to hire Veterans can provide an added incentive to attract skilled veterans as Registered Apprentices. By becoming “Approved for GI Bill®”, Registered Apprenticeship programs can assist their current and future Veteran apprentices with the benefits they’ve earned. Veterans who have existing benefits under the GI Bill®, may qualify for a monthly stipend (paid by the Department of Veterans Affairs (VA)), in addition to their wages they receive in an apprenticeship, to help them meet their monthly expenses. The Departments of Veterans Affairs (VA) and Labor (DOL) are working together to make GI Bill® approval for registered apprenticeship programs a seamless process. Check out the veterans’ apprenticeship website



<https://doleta.gov/OA/veterans.cfm>. A fact sheet can be accessed at http://www.doleta.gov/OA/pdf/Appshp_Sponsor_FactSheet.pdf

2. The **Federal Resources Playbook for Registered Apprenticeship** is a comprehensive resource and can be found at <http://www.doleta.gov/oa/federalresources/playbook.pdf>. Registered Apprenticeships represent a valuable investment in the skills that can put a worker on a proven path to the middle class and get the job done for employers and businesses looking to grow and expand. Federal workforce and education funds can help many businesses undertake new investments in apprenticeship, encourage more employers to provide high skilled training opportunities for apprentices, and assist educators and intermediaries in strengthening the tie between training and employment through apprenticeship. The Federal Resources Playbook for Registered Apprenticeships (Chapter 3) provides information for companies, employers, apprenticeship sponsors, educators, workforce professionals, intermediaries and community-based organizations on using the following Federal funds and resources to support registered apprenticeship. Additionally, **Employer Quick-Start Toolkit, Building Registered Apprenticeship Program** can be found at http://www.doleta.gov/oa/employers/apprenticeship_toolkit.pdf.

3. US/DOL **On-the-Job & Apprenticeship Training Programs** can be found on the following fact sheet at http://www.benefits.va.gov/gibill/docs/factsheets/OJT_Factsheet.pdf. ***Both on-the-job (OJT) and apprenticeship training programs are available for Veterans using their VA education benefits, including the Post-9/11 GI Bill.*** These programs allow Veterans to learn a trade or skill through training on-the-job participation rather than attending formal classroom instruction. A Veteran generally enters into a training contract for a specific period with an employer or union, and at the end of the training period, the Veteran gains job certification or journeyman status. Veterans in an approved program can use their GI Bill benefit and receive a tax-free stipend which is paid in addition to the entry-level wage. Stipend payments for other GI Bill programs are found here: http://www.benefits.va.gov/GIBILL/resources/benefits_resources/rate_tables.asp. **Approved employers can use this benefit as a recruiting tool by using wages + stipend to attract Veteran candidates.**



Department of Labor's Registered Apprenticeship Program

Benefits to Companies:

- Receive **consulting services** from DOL in the design, development, and structure of their Registered Apprenticeship program
- By partnering with DOL, it will bring a **level of credibility** to their training program by meeting approved standards
- Upon completion of the program, the apprentice will earn a **nationally recognized credential**. This credential be used as a **recruiting tool** to attract prospective applicants
- The company will **attract veterans and those transitioning out of the service** since they will be able to utilize GI Bill benefits (not take on educational debt)
- Career Skills Program/Skill Bridge (military pays transitioning service member's salary while in pre-apprenticeship training program)
- **Increased employee retention / reduce turnover costs**
- Creates a system where employers **can track return on investment** of training dollars invested

Vocational Rehabilitation & Employment (VR&E) OJT/Apprenticeships

In addition to the services listed above, VR&E also provides employers with other benefits through the Special Employer Incentive Program (SEI). Employers hiring Veterans with a service-connected disability who are approved for VR&E services may be entitled reimbursements up to 50% of the Veterans' salary for six months to offset training costs. Additional information about the SEI program is located here:

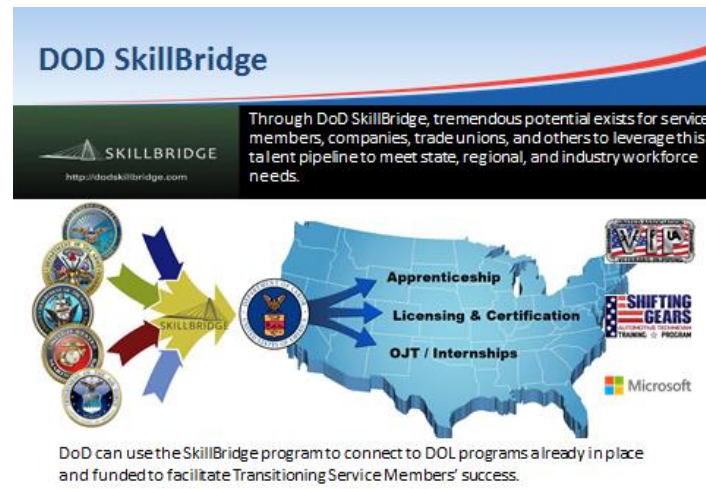
<http://benefits.va.gov/vow/docs/seiflyerfinal.pdf>

Licensing and Certification

Employers can get licensing or certification tests officially approved, which lets Veterans and other beneficiaries receive reimbursement for test-taking costs. If you represent a state or local licensing board, the approval requirements are minimal. If you represent a nongovernmental organization, your test must be generally accepted within the industry, must have existed for at least two years, and must meet other requirements. Seek approval for your organizations tests through the State Approving Agency for the state where your headquarters are located. For more information refer to http://www.benefits.va.gov/gibill/licensing_certification.asp



DoD SkillBridge



The DoD SkillBridge initiative promotes the civilian job training authority available for transitioning service members. Service members meeting certain qualifications can participate in civilian job and employment training, including apprenticeships and internships. Such training can take place starting up to six months prior to a service member's separation. Additionally, the training must offer a high probability of employment and be provided to the service member at little or no cost. Through DoD SkillBridge, tremendous potential exists for service members, companies, trade unions, and others for leveraging this new DoD authority.

- Interested training providers should review <http://www.dodskillbridge.com/#companies> and then contact info@dodskillbridge.com with a description of their transition opportunities and for approval to move forward, along with any questions.

Hiring Military Spouses

Military spouses face barriers to employment related to their mobile military lifestyle, including frequent relocations and extended periods of family separation due to deployments. The Military Spouse Employment Partnership (MSEP) was created to address these unique challenges. The MSEP Portal (<https://msepjobs.militaryonesource.mil>) connects military spouses to employers seeking 21st century job skills.

- Companies post jobs on the portal for access by military spouses, jobs ranging from entry-level to executive management/leadership.
- MSEP Partners can find spouse talent directly through a search of the portal.
- To date, MSEP partners have posted over 2.3M jobs.
- To date, MSEP has facilitated over 65,000 spouse hires. This exceeds the goal set for the program set by the First Lady of hiring 50,000 spouses by 2015.



MSEP partners represent sectors ranging from Fortune 500 companies, to small businesses, to non-profits, to federal government/DoD, to the academic and health care sectors.

US Chamber of Commerce Hiring Our Heroes also has a Military Spouse Program that focuses on employment. Check out their site at <https://www.uschamberfoundation.org/hiring-our-heroes/military-spouse-program>

Veteran Hiring Best Practices

Below are some best practices we have seen in the Veteran hiring workspace:

Hiring Cycle Support and has “buy-in” from the organization’s leadership

HR managers at ALL levels, especially those “first level” screeners MUST be on board with the Veteran hiring program.

- For Veteran hiring programs to be successful there needs to be “buy-in” by the leadership in the company to be successful. We have found that if the organization’s leadership does not support a Veteran hiring program they will fail.
- If possible, have a Veteran employee participate in the hiring process. This provides a common communication line from the candidate to the employer and vice versa. Additionally, the Veteran can articulate their positive experiences to the candidate.

Create a Veteran “Affinity” or Employee Resource Group (ERG)

We have seen that it also a good practice to have an ERG and that is as “inclusive” as possible. For example, the ERG should be open to all employees regardless of whether they were a Veteran. Only requirement should be the interest to participate positively.

- Build a Veteran website or Veteran Career “landing page”
- Utilize company Veteran hiring flyers and links
- A place for Veterans to collaborate as well as act as retention / recruiting tool.

Use your employees to recruit for you

Engage and incentivize your current Veteran employees in recruiting more veterans for your company.

- The Veteran community is a tight knit one, “word of mouth” is a powerful tool.
- Veterans recruit other Veterans.

Military Occupation Codes / Specialty (MOC/S) and Civilian Career Matching

It is a good practice to use or at least know the Military Occupation Codes / Specialties (MOC/S) used in the Military. There are quite a few MOC Crosswalk tools. MOC codes should NOT be used by employers seeking veterans with specific MOS. Why?

- Not all Veterans want to do the same thing they did in the military.
- Some Veterans do much more or different things than the MOS indicates. An example would be an Airman that was Security Forces but also augmented the Intelligence Squadron.



Draft Veteran Friendly Job Descriptions

- Move your job descriptions to “competency based” vice years of experience requirements. A job description that states “2-3 outside sales experience mandatory” will immediately disqualify 95% of the 200,000 Transitioning Service Members a year.
- **Here are some common Veteran Competencies:**
 - Leadership / achievement orientation
 - Personal Ownership and Accountability
 - Advancing the organizational mission
 - Building relationships with diverse groups
 - Flexible
 - Experienced in working with diverse teams
 - Technically skilled
 - Verbal / Written Communication skills
 - Creative problem solving / strategic thinking
 - Development of self and others
 - Adaptability to change
 - Experienced in delivering quality service
 - Loyalty
 - Resilient

Recommended Organizations

By one estimate, there are over 40,000 organizations operating in the veteran employment space which can be confusing for both employers and veterans. The following are organizations that that can be of assistance to employers looking to hire Veterans. Recommend that the employer utilize all of our partners:

- **American Job Centers**- Reference page 9.
- **Soldier For Life** - The Soldier for Life office connects stakeholders from the Army, Federal Government, and Community to provide our Soldiers, Veterans, and Military Spouses with access to Employment, Education, and Health/Wellness resources. The Employment Director connects employers with the right agencies within the Army and Federal Government to facilitate base access, participation in Veteran- focused career fairs, and access to talent pools within the Army National Guard, Army Reserve, and Veteran population. Additionally, the Employment Director assists employers who are looking to either start a Veteran hiring initiative or improve upon an existing program
 - <https://soldierforlife.army.mil/>
- **Marine For Life**- The Marine For Life Network exists, in part, to connect employment resources that are looking to leverage Veteran talent and connect them to Veteran Marines. To continually expand our network, Marine For Life seeks to connect with Veteran friendly employers.
 - <http://www.marineforlife.org/>



- **US Chamber of Commerce – Hire Our Heroes-** Hiring Our Heroes is a nationwide initiative to help veterans, transitioning service members, and military spouses find meaningful employment opportunities. Participate in Veteran and transitioning service member hiring fairs sponsored by the U.S. Chamber of Commerce.
 - <https://www.uschamberfoundation.org/hiring-our-heroes>
- **US Army Warrior Transition Command-** For employers specifically looking to hire a **wounded, ill and injured transitioning service member or Veteran**, please access the following resources for additional information at www.WTC.Army.mil/employers.
- **Employer Support of the Guard and Reserve** - The National Guard currently provides Employment Support/Program Support Specialist (ES/PSS) resources in each state/territory that operate as points of contact, coordinators, and facilitators for employment and education opportunities to help reduce the number of unemployed, underemployed, and over-employed NG service members, veterans and family members (SMVF). These contractor personnel operate in coordination and cooperation with the Adjutants General, liaise with the state Committee Chair for ESGR and are available to Guard service members, veterans, and families.
<https://www.jointservicesupport.org/ESGR/Default.aspx>
- **The Military Officers Association of America (MOAA)** has a large membership and provides transition services that include a job board. If a bachelors' degree or higher is required or an employer is seeking pilots, lawyers, or other positions that are generally specific to the officer ranks, it may be useful to post your job with MOAA. Posting to their Job Board is free and their career center offers:
 - Free and immediate access to hundreds of resumes, all based on your specific search criteria.
 - Ability to post jobs on a “real-time” basis.
 - Notifications of upcoming career fairs.
 - If you would like to register to use this free service, please visit www.moaa.org/employer. Please keep in mind that access to their resume database is dependent on posting a job opening.
- Veteran Service Organizations Employment Programs/Career Fairs/Post Jobs:
 - American Legion: <https://www.legion.org/careers/jobfairs>
 - Disabled American Veterans (DAV): DAV's employment program connects employers with military veterans and their spouses seeking meaningful employment opportunities. <https://www.dav.org/veterans/employment-resources/employers/>
 - Student Veterans of America: Post jobs where Student Veterans will search at <http://studentveteransofamerica.jobs/>



- **PsychArmor Institute**
 - <https://psycharmor.org/>
 - Psych Armor Institute provides a free online Training Resource the Military Community.
 - Geared toward military culture, healthcare providers, **employers**, educators, volunteers, caregivers and families.

Veteran Reporting

Most organizations are now counting Veterans. The problem some have is the self-reporting. Instead of asking “Are you a Veteran” ask “**Have you ever served in the US Military**”.

- **Some Veterans do not identify as Veterans because they served in peacetime etc.**

Retention of your Veteran employees

Veterans are extremely loyal to an organization. What is good for your Veteran population is also good for any employee. However, if the environment is not conducive to a Veteran they tend to leave an organization quicker than their non-Veteran counterparts.

- Culture of the company
- Challenging / Engaging opportunity
 - Clearly stated expectations of the position
- Known pathway for advancement in current position and in the organization
- Have a Mentor for the newly hired Veteran
- Clear and open communication (verbal and written).
 - Veterans are used to hearing from their leadership usually in person
- Career Professional Development
- Impact on the organization- Veterans want to know what they are doing has “meaning “
- Compensation / Benefits
- **Center for A New American Security (CNAS) Study “Onward and Upward: Understanding Veteran Retention and Performance in the Workforce”** provides valuable information for employers. <https://www.cnas.org/publications/reports/onward-and-upward>

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