“Now is not the time to close our doors to the nation’s returning war veterans...”

- William Tolley (1946)
  Chancellor, Syracuse University
Robert M. Hutchens, President of the University of Chicago, on veterans in higher education: "Colleges and universities," he wrote, "will find themselves converted into educational hobo jungles . . . . [E]ducation is not a device for coping with mass unemployment."

Harvard University's president, James B. Conant, lamented that the GI Bill failed "to distinguish between those who can profit most from advanced education and those who cannot" and expressed fear that "we may find the least capable among the war generation . . . flooding the facilities for advanced education."

• By 1948, a growing consensus among educators that the veterans were the hardest working, most serious, and best students that the campuses had ever seen. "The GI's," an education editor for The New York Times wrote late in 1947, "are hogging the honor rolls and the Dean's lists."

• President Conant of Harvard changed his mind "for seriousness, perceptiveness, steadiness, and all other undergraduate virtues," the former soldiers and sailors were "the best in Harvard's history."

• At Columbia University in '47, none of the 7,826 veterans in attendance was in serious academic difficulty. Such performances were the norm on campuses across the country.
• 14 Nobel Prize winners
• Three Supreme Court justices, three presidents, 12 senators
• 24 Pulitzer Prize winners
• 238,000 teachers, 91,000 scientists, 67,000 doctors, 450,000 engineers, 240,000 accountants, 17,000 journalists, 22,000 dentists
• Millions of lawyers, nurses, artists, actors, writers, pilots and entrepreneurs
“What you have created here with the IVMF is historic, not just for our veterans, but for the Nation.”

– Secretary Eric Shinseki
U.S. Department of Veterans Affairs
A first-of-its-kind academic institute, focused on the social, economic, education and policy issues impacting the nation’s veterans and their families.

<table>
<thead>
<tr>
<th>IVMF STAFF, SCHOLARS, PARTNERS &amp; FOUNDERS</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>RESEARCH &amp; POLICY</strong></td>
</tr>
<tr>
<td>• Original Research</td>
</tr>
<tr>
<td>• Policy Analysis</td>
</tr>
<tr>
<td>• Publications, Briefs, Convening</td>
</tr>
<tr>
<td>• Data Analysis &amp; Transformation</td>
</tr>
<tr>
<td><strong>PROGRAMMING</strong></td>
</tr>
<tr>
<td>• Transition Assistance</td>
</tr>
<tr>
<td>• Vocational Preparedness</td>
</tr>
<tr>
<td>• Educational Support</td>
</tr>
<tr>
<td>• Veterans, Transitioning Families</td>
</tr>
<tr>
<td><strong>COMMUNITY ENGAGEMENT</strong></td>
</tr>
<tr>
<td>• Technical Assistance</td>
</tr>
<tr>
<td>• Measurement, Assessment, Leading Practices</td>
</tr>
<tr>
<td>• Grant-Making &amp; Philanthropy</td>
</tr>
<tr>
<td>• Awareness &amp; Messaging</td>
</tr>
</tbody>
</table>
IVMF In Practice: Research & Policy

Research & Policy Objectives

• Conduct, catalogue, and communicate relevant research as an actionable tool

• Leverage research and the academic community to empower informed stakeholder decision-making on policies and programs that impact America’s veterans and their families.

• Convene and deliver trusted thought-leadership

• Provide exceptional program measurement and evaluation support
IWMF In Practice: Programming

- **Broad Reach, Focused Excellence**
  - 23,000+ in 2014
  - Transitioning service members, veterans, spouses
  - Do it best, or don’t

- **Enduring Impact; Life-Course Focus**
  - Workforce preparedness
  - Skills development
  - Credentialing & Certification

- **Exemplar of Partnership**
  - VCTP; JPMorgan Chase & IVMF
  - V-WISE; Walmart, Sam’s Club, & IVMF
  - EBV; DLA Piper & IVMF

- **Informing Best Practice**
  - National Best Practice, Secretary of the Army
  - INC Magazine, Top-10 National Program
  - DoD Transition Assistance Program
"Less than 1% of the American population serve in uniform. With a Nation at war for the last decade these great American are doing a lot of heavy lifting to protect and defend this great country. We owe them a quality of life that is equal to their quality of service. IVMF is helping our country do just that!"

— General Ann Dunwoody, U.S. Army
The nation’s first, female 4-star general
Mission Area Objectives:

• Prepare business & industry partners for veterans as employees
  – Leading practices, education and technical assistance

• Prepare veterans for civilian careers
  – Education and training, civilian career preparedness, transition planning, understanding employment, education environment

• Conduct and disseminate research impacting the employment situation of veterans & families

• Focus on American competitiveness, advantages conferred by veteran employees in addition to traditional CSR
THE BUSINESS CASE FOR HIRING A VET

10 qualities of military veterans that will enhance your company

1. I AM ENTREPRENEURIAL
2. I ASSUME HIGH LEVELS OF TRUST
3. I AM ADEPT AT SKILLS TRANSFER ACROSS CONTEXTS/TASKS
4. I HAVE (AND LEVERAGE) ADVANCED TECHNICAL TRAINING
5. I AM COMFORTABLE/ADEPT IN DISCONTINUOUS ENVIRONMENTS
6. I EXHIBIT HIGH-LEVELS OF RESILIENCY
7. I EXHIBIT ADVANCED TEAM-BUILDING SKILLS
8. I EXHIBIT STRONG ORGANIZATIONAL COMMITMENT
9. I HAVE (AND LEVERAGE) CROSS-CULTURAL EXPERIENCES
10. I HAVE EXPERIENCE/SKILL IN DIVERSE WORK-SETTINGS

I AM AN ASSET TO YOUR COMPANY
Regulatory Environment

- Vietnam Era Veterans’ Readjustment Assistance Act (VEVRAA) – 7.2% benchmark goal
- Section 503 – 7% utilization goal
- FAQs from OFCCP
- Veterans with disabilities
- Outreach and recruitment
Veteran Employment Collaborations

(select)

• JPMorgan Chase & Co. + 187 Fortune 500 Companies
  • 100,000 Jobs Mission – Leading Practices Guides – RAND Research
  • Veterans Career Transition Program

• GE, Alcoa, Boeing, Lockheed Martin
  • Get Skills to Work
  • Veteran Employment Leading Practices: Tools for Engaging Talent

• Walmart Foundation/Walmart Corporation/Sam’s Club
  • Vocational Acceleration granting initiative
  • Thought leadership partner in veteran hiring commitment
  • Self-employment programs
Military 101: Introduction to Hiring Military Candidates

By The Office of Military and Veterans Affairs at JPMorgan Chase
Department of Defense Structure

The mission of the United States Department of Defense (USDOD, or DOD) is to provide the military forces needed to deter war and to protect the security of our country.

Commander-in-Chief – President Barack Obama
The President of the United States is the head of state and the commander-in-chief of the United States Armed Forces.

Secretary of Defense – Chuck Hagel
The Secretary of Defense is a civilian, a member of the President’s Cabinet, a member of the National Security Council, and serves as the Chief Executive Officer of the Department of Defense.

Chairman of the Joint Chiefs of Staff (JCS) – General Martin E. Dempsey
The Chairman is the highest-ranking military officer in the U.S. Armed Forces and the principal military advisor to the President, the Secretary of Defense, and the National Security Council.

Joint Chiefs of Staff

Photos Courtesy of The White House and DOD
Branches of the Military Armed Forces

Main ground force for the U.S.
Since June 14, 1775
Active – 541,291
Reserve – 205,000
National Guard - 358,200

Defends the freedom of the seas
Since Oct. 13, 1775
Active – 317,237
Reserve - 108,718

Specializes in amphibious operations
Since Nov. 10, 1775
Active – 195,338
Reserve - 40,000

Defends the U.S. in both air and space
Since Sept. 18, 1947
Active – 333,772
Reserve – 71,400
National Guard – 106,700

Maritime Safety, Security and Stewardship
Since Aug. 4, 1790
Active - 42,357
Reserve – 8,100

Each branch of the military maintains a Reserve. National Guard is a component in the Army and Air Force and is both state and federal.

* Data Source- Office of the Secretary of Defense, Jan 13, 2013
Image Source  Courtesy of DOD
### Main Ground Force for the US

**Established:** June 14, 1775

- **Active:** 541,291
- **Reserve:** 205,000
- **National Guard:** 358,200

* Data Source: Office of the Secretary of Defense, Jan 13, 2013

---

### Chief of Staff of the Army:

**General Raymond T. Odierno**

### Sergeant Major of the Army:

**SMA Raymond F. Chandler III**

---

### Field Army

<table>
<thead>
<tr>
<th>Rank</th>
<th>Insignia</th>
</tr>
</thead>
<tbody>
<tr>
<td>General/O10</td>
<td>🇺🇸★★★★★</td>
</tr>
<tr>
<td>Lieutenant General/O9</td>
<td>🇺🇸★★★★</td>
</tr>
<tr>
<td>Major General/O8</td>
<td>🇺🇸★★★</td>
</tr>
<tr>
<td>Brigadier General/O7</td>
<td>🇺🇸★★</td>
</tr>
<tr>
<td>Colonel/O6</td>
<td>🇺🇸★</td>
</tr>
<tr>
<td>Lieutenant Colonel/O5</td>
<td>🇺🇸  🇺🇸</td>
</tr>
<tr>
<td>Major/O4</td>
<td></td>
</tr>
<tr>
<td>Captain/O3</td>
<td></td>
</tr>
<tr>
<td>First Lieutenant/O2</td>
<td></td>
</tr>
<tr>
<td>Second Lieutenant/O1</td>
<td></td>
</tr>
<tr>
<td>Warrant Officers -WO1 to CWO5</td>
<td></td>
</tr>
</tbody>
</table>

### Rank Insignia

- **General/O10**: 🇺🇸★★★★★
- **Lieutenant General/O9**: 🇺🇸★★★★
- **Major General/O8**: 🇺🇸★★★
- **Brigadier General/O7**: 🇺🇸★★
- **Colonel/O6**: 🇺🇸★
- **Lieutenant Colonel/O5**: 🇺🇸 ★★
- **Major/O4**: ★
- **Captain/O3**: ★
- **First Lieutenant/O2**: ★
- **Second Lieutenant/O1**: ★
- **Warrant Officers -WO1 to CWO5**: ★★★★★
- **Sergeant Major/E9**: ★★★★★
- **Master Sergeant/E8**: ★★★★★
- **Sergeant First Class/E7**: ★★★★★
- **Staff Sergeant/E6**: ★★★★★
- **Sergeant/E5**: ★★★★★
- **Specialist/E4**: ★★★★★
- **Private to Private First Class/E1-E3**: ★★★★★

* Photos Courtesy of DOD

---

**Motto:** “This We’ll Defend”
U.S. Navy – Leadership, Command Hierarchy and Ranks

Motto: “Non sibi sed patriae” – “Not for self but for country”

Chief of Naval Operations: Admiral Jonathan W. Greenert

Master Chief Petty Officer of the Navy: MCPON Mike D. Stevens

Defends the freedom of the seas

Established: October 13, 1775

Active – 317,237

Reserve – 108,718

Active – Reserve

Chief of Naval Operations
2 Subunits (Shore and Operational)

Shore Establishment
15 Shore Commands

Operating Forces
11 Operating Commands

Other Commands Ashore

Other Commands Afloat (Ships and Facilities)

Rank Insignia

Rank | Insignia
--- | ---
Admiral/O10 | 🟢🟦🟦🟦
Vice Admiral/O9 | 🟢🟦🟦
Rear Admiral, Upper Half/O8 | 🟢
Rear Admiral, Lower Half/O7 | 🟢
Captain/O6 | 🟢
Commander/O5 | 🟢
Lieutenant Commander/O4 | 🟢
Lieutenant/O3 | 🟢
Lieutenant, Junior Grade/O2 | 🟢
Ensign/O1 | 🟢
Warrant Officers -WO1 to CWO5 | 🟢
Master Chief Petty Officer/E9 | 🟢
Senior Chief Petty Officer/E8 | 🟢
Chief Petty Officer/E7 | 🟢
Petty Officer First Class/E6 | 🟢
Petty Officer Second Class/E5 | 🟢
Petty Officer Third Class/E4 | 🟢
Seaman Apprentice -Seaman/ E1-E3 | 🟢

* Data Source- Office of the Secretary of Defense, Jan 13, 2013

* Photos Courtesy of DOD
U.S. Marine Corps – Leadership, Command Hierarchy and Ranks

Commandant of the Marine Corps:
General James F. Amos

Specializes in amphibious operations

Established: November 10, 1775

Active – 195,338
Reserve – 40,000

Sergeant Major of the Marine Corps:
SgtMajor Michael P. Barrett

Marine Expeditionary Force (MEF)
3 – Camp Pendleton, CA, Camp Lejeune, NC and Camp Courtney, Okinawa, Japan.
Size: 20-90K.

Marine Expeditionary Brigade (MEB)

Ground Combat Element

Air Combat Element

Logistics Support Element

Division 4 Regiments

Regiment 3 Battalions

Battalion 5 Companies

Company 4 Platoons

Platoon 3 Squads

Squad 12 Marines

Marine Air-Ground Task Force (MAGTF)

Ranks:

- General/O10
- Lieutenant General/O9
- Major General/O8
- Brigadier General/O7
- Colonel/O6
- Lieutenant Colonel/O5
- Major/O4
- Captain/O3
- First Lieutenant/O2
- Second Lieutenant/O1
- Warrant Officers- WO1 to CWO5
- Master Gunnery Sergeant & Sergeant Major/E9
- Master Sergeant/E8
- Gunnery Sergeant/E7
- Staff Sergeant/E6
- Sergeant/E5
- Corporal/E4
- Private First Class & Lance Corporal/E2-E3

Motto: “Semper Fidelis” – “Always Faithful”

* Photos Courtesy of DOD

© 2013 JPMorgan Chase & Co. All Rights Reserved.
U.S. Air Force – Leadership, Command Hierarchy and Ranks

Defends the U.S. in both air and space

Established: Sept 18, 1947

Active – 333,772
Reserves – 71,400
National Guard – 106,700

* Data Source- Office of the Secretary of Defense/Jan 13, 2013

Motto: “Aim High….Fly-Fight-Win”

Chief Of Staff:
General Mark A. Welsh III

Chief Master Sergeant of the US Air Force:
CMSAF James A. Cody

Chief Master Sergeant of the US Air Force:
CMSAF James A. Cody

Air Force Chief of Staff
(10 MAJCOMs)

Major Command

Wing
2 or more groups

Group
2 or more Squadrons

Squadron
2 or more Flights

Flight
2 or more Sections

Sections
2 or more aircraft/Airman

Rank
Insignia

General/O10

Lieutenant General/O9

Major General/O8

Brigadier General/O7

Colonel/O6

Lieutenant Colonel/O5

Major/O4

Captain/O3

First Lieutenant/O2

Second Lieutenant/O1

Chief Master Sergeant/E9

Senior Master Sergeant/E8

Master Sergeant/E7

Technical Sergeant/E6

Staff Sergeant/E5

Senior Airman/E4

Airman to Airman First Class/E1-E3

© 2013 JPMorgan Chase & Co. All Rights Reserved.
**Rank** | **Insignia**
--- | ---
Admiral/O10 | 🟢🟣🟣
Vice Admiral/O9 | 🟢🟣
Rear Admiral, Upper Half/O8 | 🟢
Rear Admiral, Lower Half/O7 | 🟢
Captain/O6 | 🟢
Commander/O5 | 🟢
Lieutenant Commander/O4 | 🟢
Lieutenant/O3 | 🟢
Lieutenant, Junior Grade/O2 | 🟢
Ensign/O1 | 🟢
Warrant Officers – CWO2 to CWO4 | 🟢
Master Chief Petty Officer/E9 | 🟢
Senior Chief Petty Officer/E8 | 🟢
Chief Petty Officer/E7 | 🟢
Petty Officer First Class/E6 | 🟢
Petty Officer Second Class/E5 | 🟢
Petty Officer Third Class/E4 | 🟢
Seaman Apprentice - Seaman/E1-E3 | 🟢

**Motto:** “Semper Paratus” – “Always Ready”

* Photos Courtesy of DOD
This does not represent all military bases within the continental United States but reflects those with larger service member populations.
Like any other culture, the U.S. military has its unique values, norms, customs, traditions, languages, symbols and clothing. Being in the military is not just a job, it is a way of life.

**Core Values**
- Duty, Honor, Country
- Loyalty, Duty, Respect, Selfless Service, Honor, Integrity, Personal Courage
- The intangible bonds that are found in the military culture are built on:
  - Loyalty
  - Commitment
  - Teamwork & cohesion with unit; individualism is set aside for service
- The military hierarchy is core to its structure; rank is highly respected.
- The military perspective is quite different in that it is considered a privilege to “belong to the military.”
Rank is similar to the titles we use in the corporate arena, such as Executive Vice President, Senior Vice President, Vice President, Assistant Vice President, etc. In the military, the hierarchy starts with enlisted servicemembers, then non-commissioned officers, warrant officers and officers. Rank is represented from Private to General/Admiral. See the next slide for more information.

Military Occupational Specialties (MOS) are similar to our job functions, such as Operations Manager, Customer Service Representative, Banker, etc.

Pay Grades like corporate job grades are used by the uniformed services to determine wages and benefits based on the corresponding military rank of a member of the services.

Different titles or ranks may be used among the five uniformed services and help determine seniority among a group of members from different services.

We review grades relative to compensation on page 27.
U.S. Military Ranks

- **Commissioned Officers** – generally receive training as leadership and management generalists, in addition to training relating to their specific military occupational specialty or function in the military; minimum of a Bachelors Degree
  - Grades - Junior Officers O-1 through O-3; Sr. Officers O-4 through O-6; General Officers O-7 through O-10

- **Warrant Officers** – are rated as an Officer above the senior-most enlisted ranks and Officer Cadets, but below the officer grade of O-1; Warrant officers are a highly skilled, single-track specialty *(Note: The Air Force no longer has the rank of Warrant Officer)*
  - Grades - W-1 through W-5

- **Non-Commissioned Officers** – (usually) obtain their position of authority by promotion from the lower ranks and can be E-4 Corporals to E-9
  - Grades - In the Army, Marines and Air Force, grades of E-6 and above are considered Senior NCOs, while in the Navy and Coast Guard E-7 and above are Senior NCOs

- **Enlisted** - enlisted service personnel perform jobs specific to their own military occupational specialty
  - Grades - E-1 through E-9
Entering the Service (Initial Entry)

Enlisted Track

Service Recruiting

General Enlistment Requirements:
- Age: min: 17
  max: 27 to 39* (*services may differ slightly)

Basic = Basic Training, Boot Camp
Technical = Advanced Individual Training (AIT), A-School

Enlisted Initial Entry Training
(Basic Military and Technical Training) (E1-E3)

Enlisted Initial Entry
Training
(Basic Military and Technical Training)
(E1-E3)

Enlisted Track

Enlisted Initial Entry Training
(Basic Military and Technical Training) (E1-E3)

Officer Track

Commissioning
(Second Lieutenant/Ensign)

Prerequisites:
Active Duty- BA/BS
Guard/Reserves – must have 60 college credits

Officer Candidate
School

Operational Unit

Commissioning
(Second Lieutenant/Ensign)

Officer Initial Entry Training
(Leadership and Technical Training)

College-
Reserve
Officer
Training Corp
(ROTC) or
Academy

High School
Graduation

© 2013 JPMorgan Chase & Co. All Rights Reserved.
Military Commissioning Sources – Academies

- Air Force Academy (USAFA)
  Colorado Springs, Colorado

- United States Naval Academy (USNA)
  Annapolis, Maryland

- United States Military Academy (USMA)
  West Point, New York

- United States Coast Guard Academy (USCGA)
  New London, Connecticut

- United States Merchant Marine Academy (USMMA)
  Kings Point, New York
Military Occupational Specialties

You might see the acronym “MOS” in a resume or military documents. “MOS” is an abbreviation for Military Occupational Specialty, which depicts the servicemember’s job specialty. Examples include: infantry, tanker, medic, public affairs and others.

- **MOS** is an abbreviation for **Military Occupational Specialty**. Since any individual can obtain multiple job specialties, DMOS is used to identify what their primary job function is at any given time. (Navy uses **Rating**).

- **MOSQ** is an abbreviation for **Military Occupational Specialty Qualification**. An individual is not MOS qualified until they have completed and passed all required training for that MOS.
Skill sets, experience and education vary within the military community so it is important to understand some generalities for different populations.

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>3–6 years of service</td>
<td>5–20 years of service</td>
<td>4–10 years of service</td>
<td></td>
</tr>
</tbody>
</table>

**Key Attributes**

- Core set of military experiences, education and training
- Adhere to core set of values
- Duty
- Honesty
- Loyalty
- Teamwork
- Follow instructions
- Meet standards/deadlines
- Perform under pressure
- Think and act independently in the absence of their leader
- Leadership, management, and team-building skills in an operations environment
- Operations and problem solving experience
- Technology, logistics and fiscal/finance expertise
- Some have college degrees
- Operations and strategic planning experience
- Superior communications skills
- Decision-making
- Public affairs
- Technology, logistics and fiscal/finance savvy
- College degrees from highly competitive programs (Service Academies, ROTC Scholarships)
- MBAs and other advanced degrees

* Navy Captain is O-6
The chart on the next page reflects the increased schooling and experience servicemembers encounter during their period of military service. The Military Education (Mil Education) is more technical for enlisted in the beginning and becomes more technical over time and with more schooling. Each new school trains new technical skills and each advanced schooling emphasizes more management, leadership and planning skills.

Officers also have increased levels of schooling the longer they remain in the military. The difference for officers and warrant officers is that their first schooling includes both leadership and technical training. Follow-on advanced schooling addresses leading larger units and has less concentration on technical roles.

All military servicemembers are expected to lead and manage people in order to gain promotion. Enlisted service members start to lead and manage others in their third or fourth year of service. Officers begin leading small units with 16-50 people once they complete their first basic course.
## Military Education and Skill Set Matrix

### Enlisted (E1-E9)
*A high school diploma normally

<table>
<thead>
<tr>
<th>Years of service</th>
<th>0</th>
<th>2</th>
<th>4</th>
<th>6</th>
<th>8</th>
<th>10</th>
<th>12</th>
<th>14</th>
<th>16</th>
<th>18</th>
<th>20</th>
<th>22</th>
<th>24</th>
<th>26</th>
<th>28</th>
<th>30</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Rank</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>E1-E4</strong></td>
<td>IMT</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>E5-E6</strong></td>
<td>NCO</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>E7-E8</strong></td>
<td>SNCO</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>E9</strong></td>
<td>NCO-S</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Skill-set</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Member of a team</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Small unit leader or team member</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Mid-size unit leader/Staff leader or member</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Mid and Large unit leader/Key senior staff leader or member</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

### Officer (O1-O6)
*A bachelors degree required

<table>
<thead>
<tr>
<th>Years of service</th>
<th>0</th>
<th>2</th>
<th>4</th>
<th>6</th>
<th>8</th>
<th>10</th>
<th>12</th>
<th>14</th>
<th>16</th>
<th>18</th>
<th>20</th>
<th>22</th>
<th>24</th>
<th>26</th>
<th>28</th>
<th>30</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Rank</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>O1-O2</strong></td>
<td>OBT</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>O3</strong></td>
<td>CC</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>O4</strong></td>
<td>ILE</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>O5</strong></td>
<td>WC</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>O6</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Skill-set</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Small unit leader</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Mid-size unit leader/staff leader</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Senior key staff leader or member</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Large unit leader/Key senior staff leader or member</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

### Warrant Officer (WO1-WO5)
*A bachelors degree required by year 13

<table>
<thead>
<tr>
<th>Years of service</th>
<th>0</th>
<th>2</th>
<th>4</th>
<th>6</th>
<th>8</th>
<th>10</th>
<th>12</th>
<th>14</th>
<th>16</th>
<th>18</th>
<th>20</th>
<th>22</th>
<th>24</th>
<th>26</th>
<th>28</th>
<th>30</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Rank</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>WO1</strong></td>
<td>WOBC</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>WO2</strong></td>
<td>WOAC</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>WO3</strong></td>
<td>WOSC</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>WO4</strong></td>
<td>WOSSC</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>WO5</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Skill-set</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Small team leader</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Mid-size team leader</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Large-size team leader</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Large-size to exceptionally large team leader</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**KEY**
- **IMT**: Initial Military Training (Basic and Technical skills- enlisted)
- **NCO**: Non-Commissioned Officer Training (Basic skills-enlisted)
- **SNCO**: Secondary Non Commissioned Officer Training (Secondary Leader Skills-enlisted)
- **NCO-S**: Non Commissioned Officer Training –Senior (Advanced Specialized Leader Skills-enlisted)
- **CC**: Career Course for Officers (Secondary-level leadership and technical skills- Officer)
- **ILE**: Intermediate Level Education (Secondary Technical Skills – Officer)
- **OBT**: Officer Basic Training (Initial Basic and Technical Skills- Officer)
- **WOBC**: Warrant Officer Basic Course (Initial Basic/Technical Skills)
- **WOAC**: Warrant Officer Basic Course (Secondary-level leadership/Technical Skills)
- **WOSC**: Warrant Officer Staff Course (Specialized schooling)
- **WOSSC**: Warrant Officer Senior Staff Course (Specialized schooling)
Military Service Status

- **Active** – currently serving full-time in any branch in the military
- **Reserve** – citizens combine a military role or career with a civilian career
- **Discharged** – service member who has left the service and has no further obligation.
- **Separated** – a person who left active duty, but has not necessarily left the service entirely. Separation typically occurs when someone reaches the date of their Expiration of Term of Service (ETS) and is released from active duty, but still must complete their total eight year military service obligation. The service member will serve their remaining military service obligation on reserve status.
- **Retired** – regular retirement eligibility begins after a contribution of 20 years or more. Many military are looking to start a second career.
All servicemember base pay is calculated by rank/rate and tenure. One of the differentiating factors in military pay is that it has both a taxable and tax exempt component.

Base Pay Compensation is based on:
- Pay grade (e.g., “O-3” is the third pay grade level for an officer)
- Time in service (e.g., 7 years of total service)
- Dependency status (e.g., married or single)
- Geographic duty location

Taxable Income:
- Base pay
- COLA (Cost of Living Allowance)
- Bonuses (e.g., Aviation continuation pay)
- Special (e.g., Hazardous duty incentive pay)
- Other allowances
## Military Yearly Pay

<table>
<thead>
<tr>
<th>US Army /Air Force/USMC</th>
<th>Navy/Coast Guard</th>
<th>Yearly</th>
</tr>
</thead>
<tbody>
<tr>
<td>General/O10</td>
<td>Admiral/O10</td>
<td><strong>$259,765</strong></td>
</tr>
<tr>
<td>Lieutenant General/O9</td>
<td>Vice Admiral/O9</td>
<td><strong>$232,000</strong></td>
</tr>
<tr>
<td>Major General/O8</td>
<td>Rear Admiral, Upper Half/O8</td>
<td><strong>$195,142</strong></td>
</tr>
<tr>
<td>Brigadier General/O7</td>
<td>Rear Admiral, Lower Half/O7</td>
<td><strong>$171,490</strong></td>
</tr>
<tr>
<td>Colonel/O6</td>
<td>Captain/O6</td>
<td><strong>$151,439</strong></td>
</tr>
<tr>
<td>Lieutenant Colonel/O5</td>
<td>Commander/O5</td>
<td><strong>$124,965</strong></td>
</tr>
<tr>
<td>Major/O4</td>
<td>Lieutenant Commander/O4</td>
<td><strong>$107,044</strong></td>
</tr>
<tr>
<td>Captain/O3</td>
<td>Lieutenant/O3</td>
<td><strong>$91,640</strong></td>
</tr>
<tr>
<td>First Lieutenant/O2</td>
<td>Lieutenant Junior Grade/O2</td>
<td><strong>$69,759</strong></td>
</tr>
<tr>
<td>Second Lieutenant/O1</td>
<td>Ensign/O1</td>
<td><strong>$56,918</strong></td>
</tr>
<tr>
<td>Warrant Officers -WO1 to CWO5 (No rank in Air Force)</td>
<td>Warrant Officers -WO1 to CWO5 (No WO1 or CW5 in Coast Guard)</td>
<td><strong>$129,737</strong></td>
</tr>
<tr>
<td>Sergeant Major/Chief Master Sergeant /Master Gunnery Sergeant /E9</td>
<td>Master Chief Petty Officer/E9</td>
<td><strong>$108,139</strong></td>
</tr>
<tr>
<td>Master Sergeant/Senior Master Sergeant/Master Sergeant/E8</td>
<td>Senior Chief Petty Officer/E8</td>
<td><strong>$84,908</strong></td>
</tr>
<tr>
<td>Sergeant First Class/Master Sergeant/Gunnery Sergeant/E7</td>
<td>Chief Petty Officer/E7</td>
<td><strong>$75,637</strong></td>
</tr>
<tr>
<td>Staff Sergeant/Technical Sergeant/Staff Sergeant/E6</td>
<td>Petty Officer First Class/E6</td>
<td><strong>$59,740</strong></td>
</tr>
<tr>
<td>Sergeant/Staff Sergeant/Sergeant/E5</td>
<td>Petty Officer Second Class/E5</td>
<td><strong>$51,586</strong></td>
</tr>
<tr>
<td>Specialist/Senior Airman/Corporal/E4</td>
<td>Petty Officer Third Class/E4</td>
<td><strong>$42,334</strong></td>
</tr>
<tr>
<td>Private -Private First Class/Airman-Airman First Class/Private First Class-Corporal/E1-E3</td>
<td>Seaman Apprentice -Seaman/E1-E3</td>
<td><strong>$33,268</strong></td>
</tr>
</tbody>
</table>

Source: DOD 2013 Pay Scale. These numbers are pre-tax and includes approximations that include Basic Allowance for Housing (BAH) with dependants (without location differential), Basic Allowance for Subsistence (BAS) and Clothing Allowance (enlisted only).
Military benefits that extend beyond pay and allowances range from complete health care to discounted grocery shopping at the commissary or exchange, which average about 30% below civilian costs off base.

A recent review of active duty military benefits noted that when comparing the types of benefits offered by the military with those offered in the private sector, all the core benefits offered by most private sector firms - retirement pay, health care, life insurance, and paid time off are offered by the military.
How companies can capture the veteran opportunity

September 2012
Many organizations have invested significant resources to address veterans employment. These materials draw heavily from a few primary sources.
Why hire veterans?

1. Many organizations recognize the value of veterans

   - Employers in many industries value veterans for their leadership, teamwork, and problem-solving.
   - These employers are actively finding, developing, and retaining veteran employees.

2. Hiring vets builds goodwill and honors their service

   - Recruiting veterans reflects the social responsibility of an employer and builds goodwill with customers, employees, and the community.
   - Hiring veterans, who have sacrificed for their communities and the nation, is the right thing to do.

Distinctive capabilities

- Veterans are performance-oriented, have a strong work ethic, and thrive under pressure.
- Teamwork, leadership and problem solving skills learned in the military are suitable for many civilian roles.

Valuable skills

- Veterans receive advanced training in a variety of technical skills.
- Military spend in these skills make veterans cost-effective employees.

Tax incentives

- Employers can take advantage of federal tax credits of up to $9,600 per veteran.
- State tax credits are also available.

There is a compelling business case to hiring veterans

- Employers in many industries value veterans for their leadership, teamwork, and problem-solving.
- These employers are actively finding, developing, and retaining veteran employees.
High-performing companies in many industries recognize the value of veteran employees

**AT&T**
- Launched a veteran employee resource group (ERG) to support service members and their families
- Helped launch the 100,000 Jobs Mission initiative to hire 100,000 veterans and transitioning service members by 2020

“We value the leadership experience that military veterans bring to Amazon...we’re actively recruiting even more veterans to join our company”
– Dave Clark, VP of North American Operations

**Amazon**
- Embraces veterans for their logistical know-how and “bias for action”
- Conducts its own military recruiting and has a dedicated military recruiting website
- Nearly 25% of all new hires are veterans, many in management and operations roles

**GE**
- Plans to hire 5,000 veterans over the next five years through its “Hiring Our Heroes” partnership to sponsor 400 veterans’ job fairs this year
- Recruits high-potential managers through its Junior Officer Leadership Program

“At GE, we are always looking for dedicated people of character to lead our teams. Veterans have these qualities, which is why they are a fit.”
– Jeff Immelt, Chairman & CEO

**CSX**
- Uses dedicated military recruiters to connect with veterans at military bases
- Provides veterans an online job match tool to relate military experience to railroad jobs
- Extends salary and benefits to employees called up to active duty

“We value the leadership experience that military veterans bring to Amazon...we’re actively recruiting even more veterans to join our company”
– Dave Clark, VP of North American Operations

“Veterans know how to lead effective teams in an industry that is built on attention to detail, safety, and putting the needs of the customer first”
– Michael Ward, Chairman, President, and CEO

SOURCE: G.I. Jobs’ 2012 Top 100 Military Friendly Employers
Veterans bring distinctive capabilities to civilian employers...

**Teamwork & Leadership**
- **Accountability**: superior personal and team accountability. Veterans understand how policies and procedures help an organization function.
- **Adaptability**: experience operating in ambiguous situations, exhibiting flexibility in fluid environments.
- **Team players**: ability to understand the capabilities and motivations of each individual, regardless of background, to maximize team effectiveness.
- **Experienced leadership**: battle-tested leadership, from the front and by example. Ability to inspire devoted followership and lead groups to accomplish unusually high aspirations.

**Discipline**
- **Self-reliance**: demonstrated initiative, ownership, and personal responsibility while leveraging all available assets and team members to ensure success.
- **Perseverance**: proven resilience getting things done despite difficult conditions, tight deadlines, and limited resources.
- **Strong work ethic**: belief in the value of hard work and taking initiative.
- **Values-driven**: proven experience dedicating themselves to a cause. Veterans take pride in the mission, values and success of the organization.

**Solving problems**
- **Objective-focused**: ability to organize and structure resources to accomplish the mission, regardless of roadblocks.
- **Quick learners**: proven ability to learn new skills quickly and efficiently.
- **High impact decision-makers**: strong situational awareness, ability to understand complex interdependencies and make decisions using practical judgment and creativity.
- **Diverse perspectives**: experience having impact and influencing people across the boundaries of culture, language, ethnicity and personal motivation.
...as well as valuable training and technical skills for a variety of roles

<table>
<thead>
<tr>
<th>Category</th>
<th>Skills and Experience</th>
</tr>
</thead>
</table>
| Logistics & Project Management                | - Experience coordinating complex systems of inventories, equipment, supplies, and personnel with precision  
                                        |   - Other skills include driving and shipping                                          |
| Information Technology                        | - Advanced training in analytics, information management, computing architecture, connectivity, and control systems  
                                        |   - Particular emphasis on cyber security skills                                      |
| Medical Care                                  | - Up-to-date medical knowledge with extensive clinical experience                     
                                        |   - Experience conducting technical procedures in high pressure environments           |
| Personal Security                             | - High level of physical fitness, personal health, and combat skills                  
                                        |   - Mission-honed focus, discipline, and attention to detail                            |
| Engineering & Manufacturing                   | - Education and training in mechanical, electrical, and civil engineering               
                                        |   - Distinctive project experience augmented by theory learned in schools/academies    |
| Languages & Culture                           | - Communication and foreign language capabilities developed through military education courses and deployment  
                                        |   - Special knowledge of world cultures across geographies                             |

**Value for employers**

- **Expertise for specific roles and technical know-how honed in high pressure real-world experience**
- **Reduced cost to employ**
  - Fewer technical training needs
  - Expedited licensing and certification timelines (where applicable)
Employers can get more than $9,600 in federal and state tax credits for hiring qualified veterans\(^1\)

**How large are the tax credits per veteran?**
- Federal: $2,400 up to $9,600 for first year of employment
- NY State: up to $2,100 for second year of employment

**What does the size of the credit depend on?**
- Number of hours employed during first year
- Disability status (particularly service-connected disabilities)
- Unemployment status
- Receipt of vocational rehabilitation services from a state certified agency or the U.S. Department of Veteran Affairs

**How can your organization take advantage of these tax credits?**\(^2\)
- Visit [www.labor.ny.gov](http://www.labor.ny.gov) for the appropriate forms under Work Opportunity Tax Credit (federal) and Workers with Disabilities Tax Credit (NY state) programs
- Employers must submit IRS Form 8850 and 9061 within 28 days of hiring date
- Tax credits should then be claimed on income tax returns

---

1 See appendix for details
2 Stated tax credits are subject to legislative renewal

SOURCE: U.S. Department of Labor Employment and Training Administration
Employing veterans builds goodwill with numerous stakeholders

**Community**

“**We understand the national security imperative** to keep our Guard and Reserve employed”
– Employer, CNAS Report

“**It is the right thing to do, and we like to encourage other employers to do the same**”
– Vice President, Haskins Steel

**Customers**

“When I see the flag at my branch, I know they are **doing a service to our community** by hiring vets”
– Customer, retail bank

“It matters to our customers that we hire veterans, so we better be hiring veterans!”
– Executive, large retailer

**Employees**

“I think hiring more veterans is a real morale builder to the company”
– Employer, CNAS Report

“To know that GE has hired and supported so many veterans – it’s very fulfilling to me”
– Manager, General Electric

SOURCE: “The impact of Social Responsibility on productivity and efficiency of US listed companies” (Becchetti, et al)
Who are our veterans? Meet Alan, a 24-year old post-9/11 enlisted veteran

Alan’s experience is both typical of today’s military and distinctive relative to civilian peers

- Responsible for the training, welfare and mission performance of 12 other unit members
- Deployed overseas 3 times, leaving behind a young wife and his first child
- Executed a wide range of typical missions, day in and day out (e.g., humanitarian, security, diplomatic and governance, combat, etc.)
- Worked across culture and language barriers with both NATO and Iraq/Afghan forces
- Managed over $25M of military supplies and equipment
- Learned to operate and maintain a numerous kinds of high-tech equipment
- Learned and employed life-saving medical skills
- Honorably upheld the US military’s Code of Ethics under the most difficult of circumstances
- Put his country and his fellow service members before himself
Veterans are returning home and are currently an untapped resource

**Facts about the veteran opportunity**

- There are currently 1.9 million unemployed veterans nationwide.
- 18 to 24-year old veterans are over twice as likely as their civilian counterparts to be unemployed but often times have far more real world experience.
- Veterans cite “finding a job” as the greatest challenge to transitioning back to the civilian world (over 69% of veterans cited this concern).
- Veterans are looking for work that is meaningful (80% of veterans) and many are pursuing education to build more skills (44% of veterans).
- In the next five years, 9,000 post-9/11 veterans will return to New York City alone of whom 2,000 are likely to be unemployed.

**This is true nationwide…**

<table>
<thead>
<tr>
<th>National Unemployment Rate (2011)</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Post 9/11 Veterans</td>
<td>12.1</td>
</tr>
<tr>
<td>Civilian</td>
<td>8.7</td>
</tr>
</tbody>
</table>

**…and is particularly in New York**

<table>
<thead>
<tr>
<th>NY State Unemployment Rate (2011)</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Post 9/11 Veterans</td>
<td>16.7</td>
</tr>
<tr>
<td>Civilian</td>
<td>7.9</td>
</tr>
</tbody>
</table>

SOURCE: Institute for Veterans and Military Families, Iraq and Afghanistan Veterans of America
In the coming year even more veteran talent will be available in the domestic market

- **More troops are coming home.** After the two longest wars in our nation’s history, more than 2.9 million military personnel have returned from service, and another 1 million will make that transition over the next 5 years.

- **Many troops will leave military service due to the shirking defense budget.** Over $492M in cuts to defense spending over the next nine years due to The Budget Control Act of 2011 will force significant reductions in force size.

- **Veterans may not be where you are** as they often return home to rural areas or to their bases – **but are flexible regarding relocation.** Nearly 71% are willing to relocate versus 43% in the civilian population.

- **Veterans need support transitioning into industry**

**SOURCE:** Institute for Veterans and Military Families: “Guide to Leading Policies, Practices, & Resources”
Employers who help veterans make this transition will be able to most effectively capitalize on this opportunity

1. Take time to understand military experience and the value it bring
   - Translating military skills and experiences to civilian roles is a challenge during the hiring process (cited by ~60% of employers)

2. Leverage the best resources available
   - There are many resources for employers, and it can be overwhelming to know where to start (cited by ~25% of employers) - we’ve distilled the best here

3. Help veterans to “sell themselves” during the application process
   - Veterans are trained to emphasize their teams and not take credit
   - Veterans are not accustomed to the language of the business world

4. Be open-minded about military experience
   - Nearly 55% of employers cited concerns about PTSD\(^1\) despite the fact that only ~20% of 9/11 veterans are afflicted

What this means for employers

- Employers must become more effective at:
  - Understanding the skills and experiences of veterans
  - Utilizing best practices for hiring veterans
  - Providing assistance to veterans transitioning to the civilian workforce
  - Educating themselves and their organizations about the veteran community

---

\(^1\) Post-traumatic stress disorder: severe anxiety disorder developed after a highly stressful event resulting in psychological trauma

SOURCE: Center for a New American Security: “Employing America’s Veterans: Perspectives from Business (Survey), NIH PTSD statistics
Four guiding principles for the veteran recruiting process

1. **Tie recruiting efforts to sound business strategy** to ensure that it is as seen as critical to the business rather than just a “nice thing to do”

2. **Build understanding, awareness and commitment** (e.g., by leveraging senior leaders) to demonstrate the importance of veterans to the organization

3. **Leverage your network** of veteran employees and their champions internally and externally to build knowledge and community in the organization

4. **Develop a compelling reason** for veterans to seek employment within the organization (e.g., develop an employee value proposition)
Best practices for employers to find, hire, on-board and retain veterans

**Develop recruiting strategy**
- Tie veteran recruiting to overall business strategy by identifying veteran skills needed and tracking veterans effectiveness in both recruiting and job performance
- Build commitment by establishing a core internal team from all levels (e.g., senior executives, HR, managers) to support veteran recruiting activities and communicate value of effort to the organization
- Leverage network of existing veteran employees to build relationships with external veteran- and champion-groups
- Develop compelling and clear employee value proposition for veterans to use internally and externally

**Find and attract a pool of candidates**
- Select, assess, and adjust mix of recruiting channels (e.g., Military Assistance Groups, job boards) to meet recruiting goals and increase awareness of company opportunities within veteran community
- Develop marketing materials that clearly communicate the employee value proposition to veterans
- Document best practices learned to make future recruiting efforts more effective

**Hire most qualified candidates**
- Train resume screeners to recognize how military skills translate to civilian roles
- Use structured interviews to uncover key transferable skills, attitudes, and leadership qualities
- Tailor general employee value proposition (EVP) to military professionals and targeted role

**Onboard new hires**
- Welcome and orient new veteran employees by clearly communicating norms, roles and responsibilities, performance expectations, and policies and expected timelines for promotion
- Accommodate special needs (e.g., disabilities, PTSD) and dispel common misconceptions through education of employees and managers
- Support network building by leveraging internal military employees (e.g., mentors)

**Retain high-performing veterans**
- Increase veteran visibility by exposing veterans in a variety of roles (e.g., rotational management programs, and creating opportunities for veterans to act as both mentors and mentees
- Offer workplace flexibility programs (e.g., for veterans undergoing medical treatment)
- Facilitate ongoing education through both formal and informal development opportunities (e.g., coursework, VA work-study program)
Foundational activities should be conducted early to support later recruiting efforts

1. Tie to business strategy
   - Determine hiring needs, skills desired, target salaries, and desired candidate profiles based on business needs
   - Articulate why and to what capacity veterans are critical to the organization
   - Develop metrics for tracking recruiting process efficiency and effectiveness (e.g., retention, performance of hires)

2. Build commitment
   - Enlist a senior executive to lead the effort
   - Build core team composed of veterans, managers, and HR (e.g., dedicated military recruiting staff)
   - Communicate importance of veterans to the organization

3. Leverage network
   - Identify current veteran employees and form a company veterans association for socialization and outreach
   - Develop relationships with external champions of vets (e.g., TAP1, FSCs2) to understand trends and available services

4. Develop compelling reason
   - Educate recruiters and managers about hiring and managing veterans and document best practice
   - Develop employee value proposition (EVP) tailored to military professionals and the targeted roles (e.g., veteran-specific benefits, training and employment programs)

---

1 Transitional Assistance Program (TAP): offers job-search and related assistance to service members leaving active duty
2 Veteran Family Service Centers (FSCs): provides readjustment and psycho-social counseling for veterans and their families
Amazon’s veteran recruiting efforts successfully support its strategic objectives

**Opportunity**
- Recruitment of top military talent who excel in logistical, high-pressure environments aligns powerfully with Amazon’s strategic goals

**Best practices**
- **Tie to business strategy**: Amazon’s consumer-centric strategy requires efficient distribution system; military candidates with logistics experience present strong value proposition
- **Build commitment**: Military terminology and practices incorporated into Amazon’s culture (e.g., conference room names, “service coins”); dedicated military recruiting website created as direct hiring channel
- **Leverage network**: Ex-military senior leaders act as advocates of veteran employee value proposition (EVP)
- **Develop compelling reason**: Amazon’s website (right) communicates compelling EVP to veteran candidates

**Result**
- 25% of new salaried employees hired at fulfillment centers in 2011 are veterans
- Amazon ranked #1 on G.I. Jobs’ top 100 military-friendly companies list
- Efforts so successful in U.S. that similar initiatives started by Amazon U.K.

**SOURCE:** http://tech.fortune.cnn.com/2012/05/07/500-amazon-veterans-hiring/
Developing a pipeline of attractive candidates involves several key steps:

1. Evaluate various recruiting channels
   - Evaluate channels based on recruiting needs, desired skills and capabilities, effectiveness of reaching target veterans, and cost-efficiency

2. Develop marketing materials
   - Create fliers, pamphlets, job descriptions, and other media articulating the veteran EVP
   - Tailor media to recruiting channels and desired roles

3. Assess effectiveness of recruiting channels
   - Develop metrics for candidates reached, rate of hire and retention, and resources required (e.g., costs, recruiting staff time) to evaluate channel success

4. Adjust mix of recruiting channels
   - Apply assessment of recruiting channels to adjust channel usage to better meet the business goals and recruiting needs of the organization

5. Document best practices
   - Create documentation of channel success and failure
   - Aggregate knowledge of veteran backgrounds (e.g., “cheat sheets” of military roles and awards)
Several best practice channels exist for employers to develop a pipeline of attractive military candidates

<table>
<thead>
<tr>
<th>Channel</th>
<th>Description</th>
<th>Examples</th>
<th>Action Items</th>
</tr>
</thead>
</table>
| Military Assistance Groups    | Leverage organization aimed at helping service members find jobs in the civilian workforce | ![Employer Support of the Guard and Reserve](employer_support_of_the_guard_and_reserve.png) | - Provide recruiting materials to organization  
- Utilize groups’ existing networks and recruiting experts  
- Leverage key veteran’s organizations (e.g., AUSA) similarly  
- Obtain additional support from local Veteran’s Affairs office |
| TAP/Family Service Centers     | Utilize programs providing transitional assistance and counseling to returning service members and families | ![Department of Defense Logo](department_of_defense_logo.png) | - Provide recruiting materials to TAP/FSCs  
- Set up company-specific job fairs on base  
- Identify opportunities for mentorship and interview training for military personnel |
| Job Fairs                     | Attend existing fairs to reach large pool of candidates  
Establish company fairs on base (can leverage TAP) | ![Military.com](military.com.png) | - Inquire about upcoming job fairs at local Veteran’s Affairs office or Chamber of Commerce  
- Look for industry-focused fairs to recruit veterans with specific interests and capabilities (e.g., Veterans on Wall Street) |
| Media / job boards            | Deliver messages via internal and external channels to reach mass audience and facilitate candidate screening and outreach | ![The New York Times](the_new_york_times.png) | - Identify and use key job platforms (e.g., GI Jobs, Monster)  
- Build military-specific job portal on company site  
- Develop social media presence  
- Utilize print advertising (e.g., in military publications) |
| Recruiting Firms              | Find candidates for specific positions required advanced experience or capabilities quickly | ![G.I. Jobs](g_i_jobs.png) | - Schedule a consultation with recruiters to assess service requirements  
- Attend “hiring conferences” crafted by recruiting firms to meet candidates prescreened for hiring requirements |
| Referral Program              | Acquire high-quality candidates at low cost  
Facilitate spread of job opportunities to veterans | ![Linkedin](linkedin.png) | - Leverage employees to develop contacts with specific units  
- Leverage internal veterans to spread company information to service members  
- Identify top performers through current employees |
JPMorgan Chase utilizes centralized recruitment group and other firms’ best practices to find and attract veteran talent

**Opportunity**

- An effective search process will ensure JPMC will connect with the best veteran talent available

**Best practices**

- **Evaluate channels**: Centralized Military Human Resources (MHR) group manages firm-wide strategy and recruiting channel decisions

- **Assess effectiveness**: Data strategy working group tracks data to understand and improve the efficiency of recruiting tools and practices

- **Document best practices**: JPMC’s 100,000 Jobs Mission (right), a partnership with more than 45 other private-sector firms, creates forum to share best practices

- **Develop marketing**: JPMC’s dedicated website (chasemilitary.com), Military-specific hiring events (Ohio, 2012), and presence in partners’ marketing (U.S. Veterans Pipeline) establishes veteran-supporting reputation

**Result**

- Improved veteran pipeline - veterans in 2011 new hire class are triple (6%) the proportion of new hires in the organization overall (2%)
**The hiring process can accommodate the background of veterans**

1. **Reading the resume**
   - Translate military skills and experiences to the civilian world. If unclear, leverage veteran network
   - Look for evidence of distinctive leadership, teamwork, and problem-solving within military service
   - Avoid passing judgment on candidate too quickly without understanding military background
   - Provide resume screeners with additional time to review resumes to avoid quick judgment given lack of familiarity with military experience

2. **Interviewing the candidate**
   - Provide opportunities for coaching (e.g., from current veteran employees) before the interview
   - Develop profile of key capabilities from service for interviewers to leverage during the interview
   - Encourage candidates to “sell themselves” – veterans tend to emphasize only their team’s accomplishments
   - Avoid questions related to their combat experiences, wounds, or mental health

3. **Selling the organization**
   - Based on the veteran EVP, provide materials describing the benefits, opportunities, and support available to veterans during the interview and online
   - Encourage employee veterans’ association to reach out to candidates and offerees with information and advice
### Hire candidates

#### Best practices for reading veteran resumes

<table>
<thead>
<tr>
<th>Translate experience to the civilian world</th>
</tr>
</thead>
<tbody>
<tr>
<td>▪ <strong>Leverage key resources for translating military roles</strong> via military classification codes (e.g., MOS)(^1). Over 80% of roles have direct civilian equivalents; however, such classifications may not reflect the candidate’s full skill-set or preferences and thus you should confirm responsibilities with the candidate.</td>
</tr>
<tr>
<td>▪ <strong>Develop a profile of key skills and capabilities</strong> acquired from service applicable to the role. This should be a list of core capabilities or a scorecard of desired skills matched to the evidence suggesting such capabilities.</td>
</tr>
<tr>
<td>▪ <strong>Focus on evidence of successful teamwork.</strong> Even more than in the private sector, success in the military requires thriving in teams.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Look for indicators of distinction</th>
</tr>
</thead>
<tbody>
<tr>
<td>▪ <strong>Seek candidates that excelled while in the military.</strong> Potential evidence of distinction on the resume include awards, positions given only to high-performers, and terms (e.g., meritorious promotion) indicating quick hierarchical progression.</td>
</tr>
<tr>
<td>▪ <strong>Leverage internal veteran employees</strong> to understand different awards, distinctions, roles, and pay grades cited on the resume.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Avoid passing judgment without understanding</th>
</tr>
</thead>
<tbody>
<tr>
<td>▪ <strong>Do not mistake “military speak” for poor communication skills.</strong> In the military, the ability to communicate quickly and efficiently in their language literally saves lives.</td>
</tr>
<tr>
<td>▪ <strong>Avoid confusing a lack of industry experience with a lack of the necessary capabilities</strong> or ability to learn required skills.</td>
</tr>
<tr>
<td>▪ <strong>Ask a second person to read each resume</strong> to ensure candidate is being given proper consideration and is not at risk of discrimination; if possible, have one of the reviewers be someone with a military background.</td>
</tr>
</tbody>
</table>

---

\(^1\) See appendix for details
### Before the Interview
- **Provide interview coaching for candidates** by phone or on-base, particularly by veteran employees
- **Study candidate’s skill profile/scorecard** to determine which experiences and capabilities (strengths and weaknesses) to further explore during interview
- **Hold at least two interviews for each candidate**. If possible, a veteran employee should conduct one interview to provide insider military perspective; the other should be completed by non-veteran employee to prevent bias

### During the Interview
- **Prompt candidate to “speak freely”**. Service members may have hard time “selling themselves” due to military emphasis on team (not individual) accomplishments
- **Recognize formal military communication style** may cause candidate to appear cold or distant, and erroneously suggest poor social skills
- **Avoid questions that violate candidate’s privacy** or may make candidate feel uncomfortable. These include questions about:
  - Combat experience or mental health (e.g., “Did you see any action out there?”)
  - Upcoming service requirements (note that it is unlawful to discriminate on the basis of a candidate’s membership in the Guard or Reserve)

### After the Interview
- **Revise candidates skill profile** based on input received from interviewers
- **Leverage internal veterans** to understand accomplishments, job progression, or commendations mentioned during interview
- **Document best practice** to ensure that organizational learning is captured (e.g., what types of military roles translate to successful candidates, which questions enable the organization to best assess veteran skills)
Walmart has strengthened its hiring process by helping veterans connect their backgrounds with the company’s needs

**Opportunity**

- Better articulated skillsets and EVPs will make veteran candidates more successful in recruiting process

**Best practices**

- **Resume**: Walmart’s online career search (right) matches military occupations directly to roles within the company and discusses which transferrable skills are most applicable to the role

- **Selling the company**: CEO’s Bill Simon leverages his public platform to communicate veteran EVP both externally and internally ("Veterans have a record of performance under pressure… quick learners, and team players")

- **Selling the company**: Walmart’s Career With a Cause website explicitly connects military values and skills with opportunities in the firm through veteran employee testimonials

**Result**

- WalMart has recruited 150,000 to 200,000 veterans and 10,000 military spouses

Onboard new hires

Develop recruiting strategy

Find and attract a pool of candidates

Hire most qualified candidates

Onboard new hires

Retain high-performing veterans

1. Welcoming
   - For new hires, emphasize how their military service makes them a perfect fit for the organization
   - For current employees, communicate the unique skills and capabilities veterans bring to the organization

2. Orienting
   - Describe cultural norms and how they may differ from military (e.g., reduced formality)
   - Clearly communicate importance of their responsibilities to the organization, performance expectations, and promotion policies and timelines
   - Outline formal and informal reporting lines to provide veterans with a sense of hierarchy and structure

3. Accomodating
   - Assist veteran’s understanding and navigation of organization’s cultural norms
   - Understand any communicated special needs required for disabled veterans
   - Educate managers and staff about misconceptions about veterans, PTSD, and serious brain injuries (SBIs)
   - For active Guard and Reserve, involve employees’ military supervisors to receive advance notice of duty commitments

4. Network Building
   - Assign each veteran (or group of veterans) a formal mentor or “buddy” that is a veteran or active service member
   - Engage the employee veterans’ association to host a welcome event for new veterans to help socialize new employees

Four ways to ensure successful onboarding of veterans
Ernst & Young facilitates onboarding process by leveraging existing internal systems and veteran employees to create strong “fit”

Opportunity

- Effective onboarding process will increase likelihood of candidates’ success and strengthen veteran contribution to Ernst & Young’s culture as a whole

Best practices

- **Welcoming**: veteran employees infuse company’s culture with military experience and create “fit” proposition; they also attend networking events, career fairs and panel discussions to communicate company’s fit proposition to military candidates

- **Accommodating**: Company’s existing “diversity” infrastructure embedded with veteran inclusion; Veterans Network (right) drive initiatives and gear existing practices towards veteran inclusiveness

- **Network building**: Existing “career watch” mentor program adapted to support veterans and identify challenges facing new veteran employees

Result

- Ernst & Young leverages existing internal programs to improve onboarding and support of veterans

SOURCE: http://tech.fortune.cnn.com/2012/05/07/500-amazon-veterans-hiring/
To reduce turnover and promote high performance, employers should take action to retain veterans and help them excel

1. **Increase visibility of veterans within the organization**
   - Place veterans in training and coaching positions
   - Leverage internal communication to highlight experience and accomplishments of veterans
   - Expose veterans to a variety of roles/functions in firm (e.g., rotational management programs)
   - Provide veterans with non-veteran sponsors within organization to provide greater exposure

2. **Provide benefits and flexibility programs for vets**
   - Support veterans and families through military service obligations with tailored benefits program¹,
     - Financial assistance: gap salaries, payment of insurance premiums, relocation assistance
     - Workplace flexibility: job return guarantees, extra vacation time or sick leave, family usage of employer facilities (e.g., daycare, fitness centers)
   - Provide a summary of these benefits to employees through internal veterans’ network or an online portal

3. **Facilitate ongoing development**
   - Advise veterans on steps (e.g., coursework, training) for translating military skills into civilian licensing/certifications
   - Encourage employees to utilize Veteran’s Affairs and the G.I. Bill (e.g., VA work-study program)

4. **Build community**
   - Create an internal veterans network to build community
   - Ensure veteran mentor relationships continue

¹ Certain benefits are guaranteed by law under the USERRA. Employers should educate themselves about such requirements (see [http://www.esgr.org/files/toolkit/ESGR_HR_Guide_Final.pdf](http://www.esgr.org/files/toolkit/ESGR_HR_Guide_Final.pdf))
GE’s focus on continued development and retention of ex-military employees creates opportunities for both veterans and the company itself

**Opportunity**
- Active development of company’s veteran community and skillset will improve employee performance and progression through firm

**Best practices**
- **Facilitate ongoing development:** Junior Officer Leadership Program’s (JOLP) 2-year rotational program accelerates development of technical, business and technical skills and gives management a mechanism for identifying and nurturing top talent

- **Increase veteran visibility:** Formal mentorship by JOLP champions in each rotation creates visibility for participants to senior-level technical and business leaders

- **Build community:** GE Veterans Network creates supportive environment for ex-military employees and forum to learn about different career paths in the firm suitable for employees with military backgrounds

**Result**
- Over 10,000 veterans currently employed across GE’s multiple business units

Resources (1/2)

Develop recruiting strategy

- [http://www.gijobs.com/2012Top100.aspx](http://www.gijobs.com/2012Top100.aspx) A resource to identify private companies who actively recruit veterans, with testimonials by senior management detailing their company’s commitment
- [http://www.whitehouse.gov/sites/default/files/docs/white_house_business_council_-_guide_to_hiring_veterans_0.pdf](http://www.whitehouse.gov/sites/default/files/docs/white_house_business_council_-_guide_to_hiring_veterans_0.pdf) The White House’s guide to hiring veterans, including economic and cultural benefits of recruiting veterans and a comprehensive list of further resources
- [http://www.herohealthhire.com/](http://www.herohealthhire.com/) A forum for business leaders, government officials and concerned citizens to learn and share information regarding hiring and retaining disabled veterans

Find and attract a pool of candidates

- [http://www.100000jobsmission.com/](http://www.100000jobsmission.com/) A coalition of almost 50 private firms committed to working together to share best veteran recruiting practices and report hiring results
- [http://www.military.com/](http://www.military.com/) A community-based website for active service members and veterans, including benefit resources and a job-board
- [http://www.hireveterans.com/](http://www.hireveterans.com/) A job board website specifically tailored to military backgrounds
- [http://www.veteranscareerfair.com](http://www.veteranscareerfair.com) An event that matches military-friendly employers with job-seeking veterans
Resources (2/2)

- **Hire most qualified candidates**
  - [http://www.acenet.edu/content/NavigationMenu/ProgramsServices/MilitaryPrograms/Transfer_Guide.htm](http://www.acenet.edu/content/NavigationMenu/ProgramsServices/MilitaryPrograms/Transfer_Guide.htm) The American Council on Education’s guide to understanding the relationship between a military transcript and the equivalent civilian training and experience
  - [http://www.military.com/veteran-jobs/skills-translator/](http://www.military.com/veteran-jobs/skills-translator/) A resource that helps both employers and job candidates translate military skills into civilian skills

- **Onboard new hires**
  - [http://www.americasheroesatwork.gov/](http://www.americasheroesatwork.gov/) A U.S. Department of Labor project that provides information and tools for employers of veterans living with Traumatic Brain Injury (TBI) and/or Post-Traumatic Stress Disorder (PTSD)
  - [http://www.employmentincentives.com/federal_incentives/veterans/veterans.htm](http://www.employmentincentives.com/federal_incentives/veterans/veterans.htm) A website that lists services and provides guidance for companies who hire veterans with disabilities

- **Retain high-performing veterans**
  - [http://www.dol.gov/vets/programs/fact/NVTIFS09.htm](http://www.dol.gov/vets/programs/fact/NVTIFS09.htm) The National Veterans’ Training Institute works with veterans’ employment and training service providers to further develop and enhance their professional skills
## Hiring qualified veterans enables employers to take advantage of up to $11,700 in federal and New York state tax credits

<table>
<thead>
<tr>
<th>Eligibility requirements</th>
<th>Size of credit (by employment period)</th>
<th>Maximum credit</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Non-Disabled Veteran (Federal)</strong></td>
<td>▪ Receiving Supplemental Nutrition Assistance Program (SNAP) for at least a 3-month period during the 12 months before hiring date</td>
<td>▪ $2,400</td>
</tr>
<tr>
<td></td>
<td>▪ Unemployed for at least 4 weeks (but less than 6 months) during the 12 months before hiring date</td>
<td>▪ $2,400</td>
</tr>
<tr>
<td></td>
<td>▪ Unemployed for at least 6 months during the 12 months before hiring date</td>
<td>▪ $5,600</td>
</tr>
<tr>
<td></td>
<td>▪ Entitled to compensation for a service-connected disability hired within 1 year of discharge or release from active duty</td>
<td>▪ $4,800</td>
</tr>
<tr>
<td></td>
<td>▪ Entitled to compensation for a service-connected disability unemployed for at least 6 months during the 12 months before hiring date</td>
<td>▪ $9,600</td>
</tr>
<tr>
<td><strong>Disabled Veteran (Federal)</strong></td>
<td>▪ Disabled and referred to employer upon completion of or while receiving vocational rehabilitation services from a state certified agency or the U.S. Department of Veteran Affairs</td>
<td>▪ $2,100</td>
</tr>
<tr>
<td></td>
<td>▪ 40% of first $6,000 in paid wages during first year of employment if employed for 400 hours or more (25% if employed at least 120 hours)</td>
<td>▪ $2,400</td>
</tr>
<tr>
<td></td>
<td>▪ 40% of first $14,000 in paid wages during first year of employment if employed for 400 hours or more (25% if employed at least 120 hours)</td>
<td>▪ $5,600</td>
</tr>
<tr>
<td></td>
<td>▪ 40% of first $12,000 in paid wages during first year of employment if employed for 400 hours or more (25% if employed at least 120 hours)</td>
<td>▪ $4,800</td>
</tr>
<tr>
<td></td>
<td>▪ 40% of first $24,000 in paid wages during first year of employment if employed for 400 hours or more (25% if employed at least 120 hours)</td>
<td>▪ $9,600</td>
</tr>
<tr>
<td></td>
<td>▪ 35% of first $6,000 in paid wages during the <strong>second year</strong> of employment</td>
<td>▪ $2,100</td>
</tr>
</tbody>
</table>

To take advantage of these tax credits, visit [www.labor.ny.gov](http://www.labor.ny.gov) for the appropriate forms under Work Opportunity Tax Credit (federal) and Workers with Disabilities Tax Credit (NY state) programs.

**SOURCE:** U.S. Department of Labor Employment and Training Administration
Several best practice channels exist for employers to develop a pipeline of attractive military candidates (1/4)

<table>
<thead>
<tr>
<th>Recruiting channel: Military Assistance Groups</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Provide recruiting materials to key organizations</strong></td>
</tr>
<tr>
<td>▪ Select organizations for outreach and make initial contact:</td>
</tr>
<tr>
<td>- Employer Partnership of the Armed Forces</td>
</tr>
<tr>
<td>- Employer Support of the Guard and Reserve</td>
</tr>
<tr>
<td>- Wounded Warrior Project, Warriors to Work Program</td>
</tr>
<tr>
<td>- HireVeterans.com, American GI Forum</td>
</tr>
<tr>
<td>▪ Disseminates message about opportunities in the company/industry</td>
</tr>
<tr>
<td>▪ Gets the company’s name in front of candidates</td>
</tr>
<tr>
<td><strong>Utilize groups’ existing veteran networks and recruiting experts</strong></td>
</tr>
<tr>
<td>▪ Greater access to active duty, reservists and guardsmen, and veterans</td>
</tr>
<tr>
<td>▪ Resources for translating military experience and qualifications into civilian qualifications</td>
</tr>
<tr>
<td>▪ Source of knowledgeable experts who can help guide military recruiting</td>
</tr>
<tr>
<td>▪ Can advise on additional resources available from local VA offices</td>
</tr>
<tr>
<td>▪ Many require candidates to have background checks, medical screenings, and aptitude tests taken before being aligned to employers</td>
</tr>
<tr>
<td><strong>May similarly leverage key veteran organizations</strong></td>
</tr>
<tr>
<td>▪ Marine Corps Association (MCA)</td>
</tr>
<tr>
<td>▪ Association of the United States Navy (AUSN)</td>
</tr>
<tr>
<td>▪ Association of the United States Army (AUSA)</td>
</tr>
<tr>
<td>▪ Air Force Association (AFA)</td>
</tr>
</tbody>
</table>
Several best practice channels exist for employers to develop a pipeline of attractive military candidates (2/4)

### Recruiting channel: Media

<table>
<thead>
<tr>
<th>Identify and leverage key job platforms</th>
</tr>
</thead>
<tbody>
<tr>
<td>▪ Select platforms:</td>
</tr>
<tr>
<td>– Military job boards: G.I. Jobs, RecruitMilitary, CivilianJobs, JSAJE</td>
</tr>
<tr>
<td>– Support services: MOAA, Military.com, Hire Hero/Wounded Warrior</td>
</tr>
<tr>
<td>– Online colleges (many veterans attend these school</td>
</tr>
<tr>
<td>– Social media: veteran-specific groups on LinkedIn/Facebook</td>
</tr>
<tr>
<td>▪ Use platform to search target profile and conduct initial screening</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Build military-specific job portal on company site using best practices</th>
</tr>
</thead>
<tbody>
<tr>
<td>▪ Provide material on why military personnel should consider company</td>
</tr>
<tr>
<td>▪ Deliver testimonials from current employee-veterans</td>
</tr>
<tr>
<td>▪ Outline career paths and potential roles</td>
</tr>
<tr>
<td>▪ Highlight why company is considering military personnel</td>
</tr>
<tr>
<td>▪ Use a military-specific online application that captures military experiences and qualifications and is targeted at veterans to improve ease of use</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Utilize print advertising in military publications</th>
</tr>
</thead>
<tbody>
<tr>
<td>▪ Select key print channels (preference subscription-based channels):</td>
</tr>
<tr>
<td>– Newspapers: Starts and Stripes, Military Times Group</td>
</tr>
<tr>
<td>– Magazines: G.I. Jobs, service-specific publications (e.g., Marine Corps Gazette)</td>
</tr>
<tr>
<td>▪ Leverage publications to run articles on jobs for veterans in the industry</td>
</tr>
</tbody>
</table>
Media examples (1/3): Digital

### Channel

**Organic company military recruiting page**
- Provides information about why military personnel should consider the company
- Provides testimonials
- Outlines career paths
- Highlights why the company is considering military personnel
- Uses a military-specific online application that captures military experiences and qualifications

**Facebook**
- Portal that provides access to large number of candidates
- Allows direct communication with candidates

**Military electronic magazines/newspapers**
- G.I. Jobs
- Military Times
- Stars and Stripes
- Provides news and job information to service members and veterans
### Media examples (2/3): Digital

<table>
<thead>
<tr>
<th><strong>Publication</strong></th>
<th><strong>Description</strong></th>
</tr>
</thead>
</table>
| **Key online platforms** | ▪ Many veterans post their resumes online  
▪ Provides quick way to get access to lots of resumes  
▪ Requires time-intensive screening process |
  ▪ G.I. Jobs (job board)  
  ▪ Monster/Military.com/NCOA  
  ▪ JSAJE – Joint Service Academy Jobs Electronically  
  ▪ MilitaryStars  
  ▪ MOAA  
  ▪ CivilianJobs  
  ▪ RecruitMilitary  
  ▪ Hire Hero/Wounded Warrior outreach  
  ▪ LinkedIn/Facebook |
| **Online colleges** | ▪ Many online colleges have job sites  
▪ Many veterans attend online schools |
  ▪ University of Phoenix |
### Media examples (3/3): Print

<table>
<thead>
<tr>
<th>Channel</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Military Times</td>
<td>- Daily publication&lt;br&gt;- Reaches all military units and some retired veterans&lt;br&gt;- Each newspaper targets news for a specific service</td>
</tr>
<tr>
<td></td>
<td>Marine Corps Times&lt;br&gt;Navy Times&lt;br&gt;Army Times&lt;br&gt;Air Force Times</td>
</tr>
<tr>
<td>Stars and Stripes</td>
<td>- Daily publication&lt;br&gt;- Sent to all services&lt;br&gt;- News and articles written for all military personnel</td>
</tr>
<tr>
<td>G.I. Jobs</td>
<td>- Provides news and job information to service members and veterans</td>
</tr>
</tbody>
</table>
Several best practice channels exist for employers to develop a pipeline of attractive military candidates (3/4)

<table>
<thead>
<tr>
<th>Recruiting channel: TAP/Family Service Centers (FSC)</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Provide recruiting materials to TAP/FSC</strong></td>
</tr>
<tr>
<td>▪ Disseminates message about opportunities in the company/industry</td>
</tr>
<tr>
<td>▪ Gets the company’s name in front of candidates</td>
</tr>
<tr>
<td>▪ Place company/job brochures in on-installation offices</td>
</tr>
<tr>
<td>▪ Many installations have their own job boards for posting positions</td>
</tr>
<tr>
<td><strong>Set up company/industry-specific job fairs</strong></td>
</tr>
<tr>
<td>▪ Directly educates candidates on the industry and the company</td>
</tr>
<tr>
<td>▪ Can coordinate through TAP/FSC</td>
</tr>
<tr>
<td>▪ May conduct first round screening interviews on base</td>
</tr>
<tr>
<td>▪ Facilitates resume collection efforts</td>
</tr>
<tr>
<td><strong>Identify opportunities for mentorship and interview training</strong></td>
</tr>
<tr>
<td>▪ Provides a much needed service: many military service members lack training and coaching opportunities to prepare to finding civilian employment</td>
</tr>
<tr>
<td>▪ Develops a military-friendly reputation for the company and industry within the services</td>
</tr>
<tr>
<td>▪ Acts as a vehicle to get the company on base and in front of candidates</td>
</tr>
<tr>
<td>▪ Should recognize that TAP offers interview classes as well</td>
</tr>
</tbody>
</table>
Several best practice channels exist for employers to develop a pipeline of attractive military candidates (4/4)

<table>
<thead>
<tr>
<th>Recruiting channel: Referral Program</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Leverage vet employees to develop contacts with specific units</strong></td>
</tr>
<tr>
<td>- Build relationships with active base units through introductions made by veteran employees, new hires, and contacts at TAP and veteran organizations</td>
</tr>
<tr>
<td>- Solicit referrals from base units by leveraging relationships built over time with active duty senior enlisted and officers</td>
</tr>
<tr>
<td><strong>Leverage vet employees to spread company information to service members</strong></td>
</tr>
<tr>
<td>- Disseminate job postings and company recruiting information through employee’s personal networks and military associations</td>
</tr>
<tr>
<td>- Solicit referrals from current veteran employees</td>
</tr>
<tr>
<td>- Offer a successful hire referral bonus</td>
</tr>
<tr>
<td>- Leverage internal veteran’s association for assistance</td>
</tr>
<tr>
<td><strong>Identify top performers through current employees</strong></td>
</tr>
<tr>
<td>- Involve veteran employees in recruiting and selection efforts:</td>
</tr>
<tr>
<td>- Developing ideal candidate profiles</td>
</tr>
<tr>
<td>- Resume reading</td>
</tr>
<tr>
<td>- Interviewing (limit one military interviewer per candidate to limit bias)</td>
</tr>
<tr>
<td>- Leverage internal veteran’s association for developing best practices (e.g., understanding jargon, rankings, awards, qualifications)</td>
</tr>
</tbody>
</table>
Hire candidates

There are tools to assist employers in understanding military roles

Every role in the military has a unique code

- Each branch of the military utilizes its own system to identify a specific job
- United States Army and United States Marines use Military Occupational Specialty (MOS) codes
- U.S. Air force uses Air Force Specialty Codes (AFSCs)
- United States Navy uses naval ratings along with a system of Navy Enlisted Classifications (NEC)
- These codes (e.g., “MOS 11Z”) specify an individual’s job, rank, and often any additional qualifications (e.g., training, languages) they may have

Many tools exist online for understanding these codes

- O*Net OnLine offers a “Military to Civilian Crosswalk” that can be used to search for military classification codes that best correspond to a particular civilian job title and vice versa (http://www.onetonline.org/crosswalk/MOC/)
- Credentialing Opportunities On-Line (COOL) offers two websites, one for the army and one for the navy, to help you determine how military careers, ratings, and experience can translate to meet civilian certification and license requirements
  - Army: https://www.cool.army.mil/index.htm

Use best practices for leveraging classification codes

- **Modify application materials and job postings** to ask veteran applicants to specify their military classification code (and rating, if applicable) in either the application, their cover letter, or their resume
- **List the classification codes corresponding to desired military roles** for job opportunities where specific skills or qualifications are required. This will help veterans find roles for which they are best suited
- **Communicate desired classification codes** and qualifications to recruiting channels (e.g., veteran career service centers)
- **Take into account important caveats to using MOS translators:**
  - Not all military roles have direct civilian equivalents (e.g., infantry)
  - Service members have many capabilities applicable to roles other than those suggested by an MOS translator
  - MOS codes may not be an accurate reflection what jobs veterans are looking for