Guide to Recruiting, Hiring, and Retaining Veterans: Supporting our Veterans and Military Families
Lessons to Benefit Employers Hiring Veterans
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Abstract
In February 2014, Workforce Solutions for North Central Texas and the Texas Veterans Commission formed the Veterans Strategic Committee (VSC) to better assist employers to recruit, hire and retain veterans. The VSC hosted a series of sessions with local employers and veterans service organizations, considered Subject Matter Experts (SMEs), working with veteran populations. Best practices and processes were documented from participant’s insight to improve current service delivery models and provide valuable ideas to employers interested in hiring veterans. This employer-centric guide presents the first step toward fostering a work culture empowering veterans and employers by increasing employment opportunities for veterans.
Workforce Solutions for North Central Texas is pleased to offer this guide to assist our employers in recruiting, hiring and retaining veterans. In light of ongoing and planned reductions in the size of the U.S. military, issues related to the employment situation of those who have served in uniform have been a topic of concern. As a result, we advocate supporting initiatives focused on promoting civilian careers for military veterans and their families.

This document represents a response to a need identified by local employers for a shared resource. It is the result of a collective approach to learning and sharing best practices from private sector companies, non-profit organizations, training, and seminars who work actively to hire and retain veterans in meaningful civilian jobs.

These organizations agreed to share with the community of employers best practices and innovations in recruitment, hiring, retention, and advancement of veterans in the workforce.

The purpose of this guide is to empower America’s employers, large and small, to adopt a sustainable and strategic approach to the advancement of veterans in the civilian workforce.

Respectfully,

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Executive Director, Workforce Solutions for North Central Texas
ACKNOWLEDGEMENTS

Workforce Solutions for North Central Texas (WSNCT) would like to thank the following employers and non-profit organizations for their participation and support in this effort:

WSNCT is grateful to the committee members comprised of Workforce Solutions for North Central Texas and Texas Veterans Commission staff who volunteered to work on the Veterans Strategic Initiative. The collaboration with the Texas Veterans Commission (TVC) for co-hosting the Veterans Strategic Initiative information sessions is greatly appreciated.

Challenges

Since 2001, over three million American service members have left active duty military service. Unemployment rates for these Post-9/11 Veterans (service members who served from September 2001 to the present) remain higher than the national average and higher than those of Veterans from all eras in the aggregate. This is especially true for Post-9/11 Veterans between the ages of 18 and 24. Unemployment rates for these Veterans are two to three times that of the national average of Post-9/11 Veterans in the aggregate.¹

Transitioning to Civilian Employment

Various obstacles limit veteran career opportunities. Those obstacles encountered by veterans looking for first employment post-service include:

- Finding employment opportunities utilizing military experience, including work role responsibility level, supervisor opportunity, and leadership roles.
- Overall lack of employment opportunity within the veteran’s geographic vicinity (e.g. taking a less suitable first post-service role to begin earning income quickly or due to lack of employment options for first roles).
- Identifying employment opportunities equivalent to the veteran’s education level.\(^2\)

Many military work roles require licensure and certifications, if performed in the civilian sector. Civilian licensing of otherwise skilled veterans is commonly cited by employers as an impediment to fully leveraging the skills and experiences of military veterans. Licensure and certification requirements are commonly preceded by education and training, which varies between military and civilian sectors. However, the skills are often similar or identical, and the

training and education is also similar in scope and content (between military and civilian sectors).³

Translating Military Skills to Civilian Work
Knowledge of military experience and how it translates to skills of interest to a civilian employer is a difficult hurdle not only for the employer but for veterans seeking employment and presents a significant barrier to employment. Creating awareness of the issue and providing assistance with software tools available to employers and veterans may provide assistance in translating military skills to their civilian equivalents. SME employers identified a direct challenge and need for additional veteran support programs to help veterans transition back to civilian life, get them on the path to new careers, and assist them in translating their military skills into civilian roles.

“In in-depth interviews with 69 companies, the Center for a New American Security found that the most commonly mentioned challenge was a difficulty in skill translation — that is, employers say that deciphering the acronyms that make up veterans’ experience is too complex. Veterans themselves have trouble explaining how their military experience can be adapted to the business world, and get flawed or limited help from military programs or computer-based skills translators.”⁴

Fear of Future Deployments
Employers worry about being short staffed if the military requests active and former service members to deploy. In fact, when a veteran leaves the military, the majority of the time they leave because they have made the solid decision to permanently separate from service. With the current downsizing in the military, employers actually have little to fear.

Common Misconceptions
One common misconception plaguing veterans is the stereotype related to Post-Traumatic Stress Disorder (PTSD). Employers and co-workers must be made aware veterans do not suffer from PTSD any more than the average American.

Research shows 70% of Americans experience some type of major traumatic event within their lifetime. Of that group, about 20% develop symptoms of PTSD. Women are two times as likely as men to suffer from PTSD, as women can be more susceptible to violence, including domestic violence, rape, and beatings. Children who experience abuse, neglect, or molestation are also highly susceptible to PTSD sometime in their lifetime.⁵ Although PTSD may affect some veterans, employers should not allow it to affect employment opportunities.

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Best Practices

America’s veterans deserve support when returning home and retiring the uniform; and an opportunity to demonstrate value as employees during the transition to civilian life.

Employment is a key to economic, social and psychological wellbeing, community reintegration, family financial stability, and more. Therefore, employment practices, collaboration with businesses and industries are crucial to the post-service life following veterans leaving service. Communities, including the civilian population, civic organizations, businesses and industries, healthcare, educational institutions, public officials, and others have significant roles to play in the reintegration of veterans. Veterans are exceptional individuals who have served our country, upheld the highest ethical standards, and strive to do important work that makes a difference.  

JP Morgan Chase’s Veteran Jobs Mission shared the following attributes veterans find essential in the workplace:

- Increased opportunities for career development, advancement, and professional development
- Meaningfulness of their job to themselves, to the employer, and to those served by the organization
- Relationships with managers/supervisors
- Work environment/culture.

Best practices enable employers to tap in to a desirable market of veteran employees while finding ways to offer the essential attributes veterans are seeking.

- Build commitment by establishing an internal team consisting of senior-level management backing veteran initiatives.
- Make a commitment to hire veterans.
- Shorten the time it takes to hire a veteran.
- Identify veteran skills needed in the workforce and create awareness of company opportunities within the veteran community.
- Provide financial sponsorship to events in support of veterans.
- Leverage existing veteran employees to build relationships with veterans and support groups.
- Target college student veterans for training/internship opportunities.
- Dispel common misconceptions through education of staff (e.g. disabilities, Post-Traumatic Stress).
- Take time to volunteer and support of veterans and military families.
- Launch or join a multimedia, public service campaign in support of veterans.
- Market the company brand as veteran friendly.
- Recognize veterans in the company.

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• Support network building by leveraging internal employees (e.g. mentors, buddy system, employee resource groups).
• Provide an internal SharePoint site veterans can use to share resources and valuable information.
• Train staff to screen and recognize how military skills translate to civilian roles.
• Welcome and onboard veteran employees by clearly communicating roles, responsibilities, performance expectations and potential career pathways.
• Support and facilitate ongoing education through formal or informal training opportunities.
• Contact local workforce center representative to assist the organization in outreaching, recruiting and hiring veterans.

Build a Veteran-Friendly Brand
• Sponsor a veteran event. For example, USAA sponsors the Army vs. Navy football game each year; “Sponsored by USAA” is repeatedly announced, building credibility with the audience.
• Utilize social media and marketing strategies to build awareness of the company brand as veteran-friendly. The company can also partner with veteran-focused organizations to network the company’s veteran-friendly brand.
• Give veteran-owned businesses priority as vendors.
• Partner with the US Chamber “Hire Our Hero” program. Hiring Our Heroes, a program of the U.S. Chamber of Commerce Foundation, launched in March 2011 as a nationwide initiative to help veterans, transitioning service members, and military spouses find meaningful employment opportunities.
• Identify how company-specific work roles translate to veterans.
• Communicate information about beneficial programs to veteran employees, spouses and family members.
• Coach and counsel veterans on the job and help with the transition.
• Add value to the veteran community through core components of the business.

Outreach and Hiring
• Have a dedicated veteran recruiter (preferably a veteran familiar with all branches).
• Utilize the Veteran Talent Exchange website, vtx.jobs, a database for veterans to enter skill set information for employers to browse potential candidates. Also, Military Spouse Talent Exchange, mtx.jobs, allows spouses of veterans to post resumes online for employers to browse.
• Offer “Military 101” training to all employees. The Office of Military and Veterans Affairs at JPMorgan Chase provides an example: “Military 101: Introduction to Hiring Military Candidates” located at www.veteranjobsmission.com.
• Teach military core values.
• Provide an efficient and timely hiring process.
• List job opportunities on WorkInTexas.com. It is free, and veterans are given priority to newly available job listings.
• Consider hiring veterans on aptitude as opposed to required skills and certifications.
• Inventory company jobs and relate them to military occupations.
Understand how to utilize veteran skills within the company.

Build the company “brand” and let veterans know the organization is veteran-friendly.

Create “Military Handshake” business cards offering veterans information on how to apply for jobs within the company or any other useful information veterans and their spouses might find valuable in their active job search.

Offer job advisory sessions online to veterans to provide support and guidance when seeking employment or assistance during the application process at the company.

Provide video chat to veterans offering time to ask questions in regards to applying for job opportunities.

Identify organizations in the community that can help with outreach and recruitment, such as a local workforce center or Texas Veteran Commission staff.

Offer veteran preference first.

Offer online tools to assist veterans in the transition and hiring process.

Offer internships.

Recruit veterans with compatible skills sets transitioning from the military as they relate to open occupations.

Offer support in resume writing and interviewing skills.

Attend veteran job fairs.

Offer or be a part of a virtual veteran hiring event.

Talk to veterans about career opportunities at college campuses.

Use WorkInTexas, LinkedIn, Twitter, Facebook, YouTube, Text Distributions, Craigslist, and Internal Networking to share job opportunities available within the organization.

Support veteran culture by getting involved in local veteran organizations and events.

Develop company talent by customizing and creating training programs specific to the organization’s needs.

Education and Training

Utilize the GI Bill and other special initiatives to enable education and training.

“The term “GI Bill” refers to any Department of Veterans Affairs education benefit earned by members of Active Duty, Selected Reserve and National Guard Armed Forces and their families. The benefit is designed to help service members and eligible veterans cover costs associated with pursuing an education or training. The GI Bill has several programs, and each is administered differently, depending on a veteran’s eligibility and duty status.”

Training Available through the GI Bill

- College degree programs including Associate, Bachelor, and advanced degree programs
- Vocational/Technical Training including non-college degree programs
- On-the-job/Apprenticeship Training

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Several states have identified solutions to issues for certification and licensing and launched special initiatives to recognize the prior learning of service members and veterans. For example, Texas’ College Credit for Heroes program (https://www.collegecreditforheroes.org/).

The College Credit for Heroes program seeks to maximize college credit awarded to veterans and service members for military experience, helping veterans and service members obtain degrees and certifications more quickly and expedite entry into the workforce.

Administered by the Texas Workforce Commission, seven community colleges were selected in 2011 to help create standards for assessing military training that can be used by any college in Texas with emphasis on allied health programs. In May 2013, Phase II of the College Credit for Heroes program began. Phase II expands the initiative to other professions and regions in Texas, including six new partner schools.9

Detailed below are two strategies identified by the Institute for Veterans and Military Families to address challenges related to certification and licensure of military veterans.10

- Identify work roles within the organization requiring state/federal licensure or certification, and concurrently identify military occupations assuming similar skills, training, and experience. Many of the available Military Occupational Specialty (MOS) translator tools can assist with mapping civilian work roles to military occupations.

- Assign the firm’s human resources team to stay up-to-date and informed as to state-specific policies, programs, and initiatives focused on licensing and certification programs impacting veterans, particularly as those initiatives relate to work roles in demand at the organization.

To expand on this topic, the VSC subject matter experts identified two additional strategies addressing challenges related to certification and licensure of military veterans.

- Leverage internships, job shadowing, and similar initiatives as an opportunity for veterans lacking the experience dimension of a licensing/certification requirement, to acquire necessary experience.


Additionally, if possible, provide these opportunities by putting existing veteran employees in the Trainer capacity.

- Leverage local workforce development organizations who provide training to fulfill certification requirements for many work roles. This training is often without cost to the employer.

Collaborate with Resource Organizations

There are several military, government, and non-profit organizations assisting veterans to find employment. It is important to build a list of contacts to source jobs to the veteran community. Interviewed employers identified the following organizations helping them connect for recruitment assistance.

- **Local Workforce Centers, such as Workforce Solutions for North Central Texas** [www.dfwjobs.com](http://www.dfwjobs.com).
  
  The mission of Workforce Solutions for North Central Texas is to advance business-driven talent development strategies that promote economic growth, opportunity, and a quality workforce. The core values of respect, integrity, collaboration and excellence permeate employer-directed workforce development system. The programs WSNCT oversees are designed to assure businesses in the fourteen-county North Central Texas Workforce Development area remain competitive, grow jobs, provide workers the opportunities to obtain skills to help them become or remain self-sufficient, and ensure our communities are economically resilient.

- **Texas Veterans Commission (TVC)** [www.tvc.state.tx.us](http://www.tvc.state.tx.us)
  
  The Texas Veterans Commission was created in 1927 as the State Service Office to assist veterans of the Indian Wars, Spanish-American War, and World War I. Their purpose has always been to act as the state-appointed advocate of Texas veterans in attempt to secure the benefits rightfully earned in exchange for their service in our nation’s armed forces.\(^{11}\)

- **Texas Veterans Leadership Program (TVLP)**
  
  [http://www.twc.state.tx.us/jobseekers/texas-veterans-leadership-program](http://www.twc.state.tx.us/jobseekers/texas-veterans-leadership-program)
  
  The Texas Veterans Leadership Program is a Texas Workforce Commission resource and referral network connecting returning veterans of Iraq and Afghanistan with the resources and tools they need to lead productive lives and enjoy the full benefits of the society they have willingly served. This network of returning veterans plays an integral role in addressing the needs of other returning veterans, including employment, training, medical, educational, and other needs.\(^{12}\)

- **Student Veterans of America** [http://studentveterans.org/](http://studentveterans.org/)
  
  Reach out to chapter leaders and mentor today’s scholars to help them become tomorrow’s leaders.

- **Allies in Service** [http://alliesinservice.org/](http://alliesinservice.org/)
  
  Identify and support veterans who need assistance with employment, housing, education, and health care. Allies in Service partners with veterans, employers, community and other veteran support organizations to educate and enhance veterans’ quality of life.


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An online service allowing veterans to upload a resume so it is viewable to VTX participating companies.

- **eMentor Leadership Program** [https://ementorprogram.org/about](https://ementorprogram.org/about)
  Online programs efficiently and effectively helping match and support mentoring relationships resulting in positive outcomes for both protégé and mentor participants.

Each business finds different benefits to hiring veterans. Communicate to recruiters, the HR team, and hiring leaders, the value of hiring a veteran and the skills they bring to the company. Train recruiters to identify and understand military skills sets from all branches and work with organizations, such as the ones listed above, to help with recruitment. Take time to research and select partners that complement the organization’s workforce needs.

### Be Leadership Champions

**Supporting Veteran’s Employment Initiatives**

The VSC found almost all organizations interviewed, implement veteran-focused initiatives with full buy-in and support from senior management and leaders within the organization. The engagement of leadership drives progress within the organization. Interviewed Employers validated and shared practical advantages.

- Leadership buy-in must come first. Without support from leadership, it is likely the initiative will be unsuccessful.
- Start small with the “big” picture in mind. Measure and track progress.
- Build a relationship with other veteran-friendly organizations and share resources. For example, an employer we interviewed had built a relationship with a local apartment complex. When the employer recruited veterans from other parts of the US, the veterans had lodging during transition.
- Implement an internal Veterans Steering Committee with key players of leadership within the organization.
- Know the veterans within the company and recognize them. Identify how they can contribute to the organization.
- Train employees about veteran culture – Example provided by the Office of Military and Veterans Affairs at JPMorgan Chase “Military 101: Introduction to Hiring Military Candidates” located at [www.veteranjobsmission.com](http://www.veteranjobsmission.com).
Interviewing and Onboarding Veterans

Job interviews are uniquely difficult and intimidating for veterans. Many veterans have never had to interview for a civilian job, are aware of the public misconceptions of veterans, experience inappropriate questioning, and have difficulty translating military experience to civilian skills.

A veteran onboarding program establishes behavioral norms for leadership styles, personal interactions, acceptable corporate behavior, and the contrasts between the military and the company. Most importantly, a thorough veteran onboarding program increases the probability of retention by identifying and eliminating undesired behaviors made during cultural alignment.

The purpose of a veteran’s onboarding program is to set veterans on an equal playing field with other new hires given their unique military background. veterans are part of a population whose culture, language, and experiences are different from the civilian population. Elements of behavior, language, gestures, interpersonal skills, and leadership techniques can vary widely between the military and a business career.13

The Walt Disney Company implements the Heroes Work Here initiative, to hire, train and support veterans. They have provided the following interviewing and onboarding tips from their Veterans Institute Toolkit.14

Pre-Interview

- Prior to the interview, provide the veteran candidate with instructions as to the sequence of the day; a written agenda or schedule is helpful. This can also be as simple as informing the veteran to be prepared to discuss background and experiences related to the position for which the veteran is interviewing.
- If the veteran has interviews in multiple offices, escort the veteran and inform him/her what will occur upon entering an office, to whom he/she will speak, and the social flow of the meeting.
  - Instructions for the veteran may consist of: “If the office door is closed, I will knock for you and open the door,” “upon entering, a chair will be in front of the desk, after pleasantries are exchanged, you will be asked to sit down.”
- While this may seem to be too prescriptive, the military has a set of rules about how to enter a superior’s office. The veteran realizes the military courtesies do not apply but they are not sure what to do. The above steps eliminate most of these variables.
- It is very likely the Veteran will appear to be stiff and rigid (that is part of military culture).

Conducting the Interview

- It is particularly important to get the veteran to relax. This is likely their first interview, regardless of their age. Invite them to get comfortable; otherwise, they will likely sit in a very rigid fashion.

Use this opportunity to offer any experience with the military, talk a bit about personal time with the company and provide the structure for the interview.

A great ice breaking question is “I understand that the military has a great set of values, can you tell me about a few that are important to you?”

**Recommended Interview Questions**

The following interview questions are designed to help to draw out military experiences related to the open position:

- “I understand veterans have a very strong focus on a mission. Tell me about what you do in the planning stage of a mission to assure the eventual success.”
- “Between the position you are applying and your job in the military, what characteristics or attributes do you see as similar between the two organizations?”
- “Customer service is a key component of our business model, can you think of a time in the military when you had a positive customer service experience or in military language, ‘a support relationship?’”
- “As a leader, how do you create an environment of success for the team?”
- “How do you foster a sense of loyalty to an organization’s values?”
- “Tell me about an experience when making an ethical decision was difficult and how did you approach this problem?”
- “Tell me about a time when you were the follower, not the leader, and what you did to support the leader?”
- “Describe for me a situation when you were working with different cultures and what actions did you take to gain their trust?”

**After the Interview**

- Describe an approximate timeline. A veteran has no baseline to compare the interview turnaround time; consequently, he/she is unaware of the duration for decision and hiring process is one week or three months. Outline a timeframe to manage expectations.
- Close the interview on a positive note and if inclined, thank the veteran for their service to the nation.

A Veteran Onboarding Program should address the following:

- Company mission, vision, values, and history relative to the U.S. military (if applicable)
- Company culture and the contrast between that and the military culture
- Define the difference between the Code of Conduct & Company Core Values
- Discuss the “Unwritten” rules of an office
- The differences between consultative and command communication styles
- Discuss appropriate office attire
- Discuss items that are not talked about in the workplace (compensation as an example)
- Offer a mentor or a sponsor to the veteran
Retaining Veterans
Many organizations have been showing a concerted effort in hiring veterans. Research indicates a need for support and understanding of military culture to continue for best retention strategies in growing top veteran talent. Below are best practices and strategies for retention shared with the VSC.

- Wingman Program or Buddy System – Pair veterans with other veterans which helps build self-esteem and morale.
- Offer “Military 101” training to all employees
- Mentorship or Coaching Program - Find a veteran leader in the organization that can mentor other veterans and give them a single point of contact at the company
- Provide clear career pathways within the organization, informing individuals about lateral and upward advancement opportunities within the organization
- Provide support groups
- Provide a digital “Wall of Honor” with rotating pictures of employees or family members that are veterans honoring and recognizing them
- Wages, benefits, vesting and retirement matter! Make it good!
- Offer an Employee Resource Group (ERG) or a veteran-specific Resource Group
- Offer transition assistance to veterans
- Veteran Recognition – Find a unique way to recognize veterans in the organization and give them a sense of value. For example, offer badges or colored name tags to easily identify they have served for our country.
- Consider partnering with other community businesses and uniting veteran employees in a social network/Veterans Resource Group.
- Provide order and structure within the organization.
- Offer respect, comradery, and direct communication to veterans.
- Offer performance appraisal
- Work as a team
- Send “Care Packages” to veterans if deployed or reach out to families to offer support during deployment. Assure the veteran they still have a home and career with the organization, upon their return from service.
- Leverage the GI Bill to support training and education for the veterans. Career oriented training and professional development paths are very important to veterans.
- Provide proper onboarding and training to new veterans. Ensure the veteran understand the company values and mission matter.

Employers Benefit from Hiring Veterans

Tax Incentives
The Work Opportunity Tax Credit (WOTC) is a Federal tax credit available to employers who hire individuals from eligible target groups with significant barriers to employment. Each year, employers claim over $1
billion in tax credits under the WOTC program. The WOTC creates self-sufficient workers and provides an economic benefit to employers concurrently.\(^\text{15}\)

- 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 employee 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 hiring eligible veterans and receiving a credit against the employer’s share of Social Security taxes.
- Employers can earn a tax credit between $1,200 and $9,600 per employee, depending on the target group of the new employee and the number of hours worked in the first year. For employers to receive the tax credit, employees must work at least 120 hours the first year of employment.

While tax breaks are a great hiring incentive, it is important to collect data to record how the company has benefited from hiring veterans to encourage continued sustainable employment and retention.

**Veterans Have Work Ethic**

Common veteran traits make them ideal candidates. These traits include:

- **Dedication** - Veterans are dedicated to serving their country, and this dedication is carried into the right work environment.
- **Endurance** - Within both training and combat environments, service members must endure great physical and mental pressures constantly over a prolonged period. Striving for project completion easily translates to the civilian environment.
- **Confident Under Pressure** - Even the strictest work deadline is unlikely to compare to the pressure of working in a battle zone; former military members can be expected to handle stress well when facing short deadlines.
- **Comfortable Operating in a Global Environment** - Increasingly, business is occurring on a global stage, and veterans who have lived outside the United States, and who often have foreign language skills, are premium candidates for global positions.
- **Team Players** - Veterans relied on fellow service members to survive, and understand the importance of working as a team to succeed.

• Used to Schedules and Structure - The military incorporates strict structure and routines; members and former members are reliable when expected to follow schedules with strict requirements.
• Punctuality - Along the lines of a rigid structure, military members understand the importance of being on time and the consequences for failure to be on time.
• Well-Trained - Veterans understand project preparation, and have often had extra certifications and training during their service which may prove useful in the workforce.
• Integrity - Not only do veterans have proven integrity through service, but veterans are likely to pass government background checks and security clearances.
• Respectful – Understanding chain of command and respecting leadership are core military values; companies can expect a veteran to respect the employees and executives above them in the civilian working world.  

Veterans are Skilled
Veterans bring skills beyond their job title in the military. Not only do they offer directly transferable tasks and skills, but a wealth of attributes that enable excellence in the workplace. When considering a veteran for a position, know their common attributes:

• Veterans are Entrepreneurial – Adept to taking ownership
• Veterans Assume a High Level of Trust – Trust in co-workers and leaders
• Veterans are Adept at Skills Transfer Across Contexts/Tasks – Rapidly apply skills to the workplace learned in the military
• Veterans Adept to the Latest Technology – Military experience, on average, exposes individuals to highly advanced technology and technology training at a rate that is accelerated
• Veterans Act Decisively in the Face of Uncertainty & Change – Highly skilled in making decisions with imperfect information
• Veterans Exhibit High-Levels of Resiliency – Able to bounce back quickly from adversity
• Veterans Exhibit Advanced Team-Building Skills – Commonly custom to working as a team
• Veterans Exhibit Strong Organizational Commitment – Loyal to leaders, co-workers and organization
• Veterans Have Cross-Cultural Experiences – Cultural literacy to include languages
• Veterans Have Experience in Diverse Work Settings (Institute for Veterans & Military Families, YEAR)

From Business Insider
FEW CULTURES HAVE BEEN ENGNERRED LIKE THE ONE MILITARY VETERANS HAVE BEEN A PART OF AND EVEN FEWER...FOCUSES ENTIRELY ON MISSION, COOPERATION AND PERSONAL DEVELOPMENT. THE FACT IS THAT THERE IS NO CULTURE IN THE WORLD THAT SHAPES PEOPLE THE WAY THE MILITARY DOES (BENDER, 2014).

16 https://www.beyond.com/articles/10-characteristics-that-make-veterans-ideal-job-candidates-10863-article.html
Call to Action

While veteran unemployment overall has been declining, it is still not-proportionate to the general population. Addressing the challenges listed and re-education of misconceptions are vital to benefit the skilled veteran workforce. Experts shared the consistent talent found in veterans, and leading companies who have witnessed the proven skills, are creating best practices to share with other businesses. Best Practices include outreach, hiring, and retention tailored specifically for veterans. Collaboration with other neighboring organizations is strongly encouraged to learn and gain insight on opportunities readily available to assist organizations and employees with becoming active members of the veteran community. Most importantly, support from leadership is essential when considering veteran initiatives within the organization.

This is a call to action for employers to join forces with local communities and make a difference by keeping up the momentum and continuing to impact reduction in the veteran unemployment rate. Take a stand and give back to those who have protected our nation. Be creative, take chances, push boundaries and decrease the veteran unemployment by serving those who have gratefully served us.

Engaging in employer-driven veterans initiatives or even volunteering and partnering with veteran communities can be a company’s first step to a successful campaign.

Resources

For Employers
- 10 Common Misconceptions about PTSD
- American Job Centers http://www.careeronestop.org/Site/businesses.aspx
- eMentor Program – Mentor a veteran https://ementorprogram.org/about
- Employer Roadmap – Find the path to hiring and retaining Veterans and military spouses. Here is everything you need to succeed
- Institute for Veterans and Military Families IVMF – Employer Resources http://vets.syr.edu/
- Join the Veterans Jobs Mission! Pledge to Hire a Veteran @ jobsmission.com – “The 100,000 Jobs Mission has established a new goal and name for the coalition of companies committed to employing U.S. military veterans. The coalition is now called the Veteran Jobs Mission and is committed to collectively hiring a total of one million military veterans. Since its founding in 2011, the Veteran Jobs Mission has grown to over 200 companies that have combined—as of October 2015—to hire 292,645 veterans. The coalition’s efforts have connected transitioning service members with jobs that match their skills and contributed to the sharp decline in the veterans’ unemployment rate. But there’s more work to do; too many young, post 9/11 Veterans remain unemployed. Finally, the Veteran Jobs Mission will increase its focus on retention and career development of veterans in the private sector. The coalition looks forward to sharing results on this effort in 2016.
- “Military 101: Introduction to Hiring Military Candidates” located at www.veteranjobsmission.com
- Military Spouse Talent Exchange for spouses of veterans to post resumes online for employers to browse [http://mtx.jobs/](http://mtx.jobs/)
- **Texas College Credit For Heroes** - College Credit For Heroes is a partnership between the Texas Workforce Commission and the Texas Higher Education Coordinating Board to ensure our active duty, former and retired military personnel receive the credit they earned for their service to our country.
- US Chamber Hire Our Hero’s website [https://www.uschamberfoundation.org/hiring-our-heroes](https://www.uschamberfoundation.org/hiring-our-heroes)
- Veteran Talent Exchange [vtx.jobs](http://vtx.jobs) to post resumes online for employers to browse [http://vtx.jobs/](http://vtx.jobs/)
- Walt Disney Veterans Institute – Heroes Work Here [https://disneyveteransinstitute.com/](https://disneyveteransinstitute.com/)

**Resources For Veterans and Military Families**
- **Building Homes for Heroes** [http://buildinghomesforheroes.org/](http://buildinghomesforheroes.org/)
- eMentor Leadership Program uses the power of the internet to efficiently and effectively help match and support mentoring relationships that result in positive outcomes for both protégé and mentor participants. [https://ementorprogram.org/about](https://ementorprogram.org/about)
- Institute for Veterans and Military Families IVMF Website [http://vets.syr.edu/](http://vets.syr.edu/)
- Jobscan Online Tool – Optimize online resumes to increase chances of obtaining an interview. It is particularly helpful to veterans trying to translate military experience to civilian skills requirements. [https://www.jobscan.co/](https://www.jobscan.co/)
- Military Spouse Talent Exchange for spouses of veterans to post resumes online for employers to browse [http://mtx.jobs/](http://mtx.jobs/)
- Military Warriors Support Foundation [https://militarywarriors.org/](https://militarywarriors.org/)
- **TexVet** – Supports Texas military, veterans, and family members with information and referral services and by facilitating the delivery of these services across traditional boundaries. TexVet is dedicated to providing veterans, military members and their families with equals access to information. By collecting federal, state, and local Veteran Service Organization (VSO) information, TexVet has created an online Veterans Services Provider Network (VSPN). TexVet also serves as a hub for the statewide peer to peer counseling network and volunteers.
- US Chamber Hire Our Hero website has a skills translator as well as helps veterans build a resume [https://www.resumeengine.org/?srchid=sem||HOH|Support_HOH|Hiring_our_heroes|HOH_Copy_Refresh_5.2.16|ResumeEngine.org](https://www.resumeengine.org/?srchid=sem||HOH|Support_HOH|Hiring_our_heroes|HOH_Copy_Refresh_5.2.16|ResumeEngine.org)
- **Valor for Vets | Willis Group** - Through this veteran employment program, "Valor for Vets," Willis Group aims to ease the transition to civilian life for those who serve our country, by helping veterans and their families secure new job opportunities and career development resources.
- Veteran Talent Exchange post resumes online for employers to browse [http://vtx.jobs/](http://vtx.jobs/)
- Walt Disney Veterans Institute – Heroes Work Here [https://disneyveteransinstitute.com/](https://disneyveteransinstitute.com/)
• **Warrior Gateway** - Warrior Gateway is a virtual community center connecting service members and veterans to each other, to their local communities and a wealth of knowledge. As the first step in any transition, Warrior Gateway sets a solid foundation for a network of support, allowing members to pose questions to the community, engage with others, and make valuable local connections. Beyond just searching for military support or jobs, Warrior Gateway provides information and ideas from experts and community members based on their knowledge and experience.

• **Wounded Warrior Project** - To honor and empower Wounded Warriors.

**Bibliography**


*About Us. College Credit for Heroes.* Retrieved 18 May 2016, from https://www.collegecreditforheroes.org/?q=about/us


