

AMERICA'S VETERANS & THE AMERICAN WORKFORCE:

A resource guide to recruiting, engaging
and onboarding our returning heroes



Abstract

This white paper presents a comprehensive overview of the veterans' employment and recruiting landscape for both human capital professionals and corporate and government leaders interested in the topic. This wide-ranging discussion touches on the disappointing unemployment rate for veterans of the Iraq-Afghanistan era and suggests a number of reasons why—based on their military training and experience transitioning service members make superb employees in all industries. The authors also provide extensive handy reference guides to best practices in veterans' employment among all American industries. HR leaders will find helpful advice here on establishing their own programs, as well as an extensive bibliography of commentaries and research summaries on this important topic.

By providing a top-level overview of this complex landscape and pointing our readers to what we believe are the most helpful resources in the veterans' recruiting arena, we have attempted to create a useful, everyday tool for companies and organizations nationwide. For government agencies not yet accomplished at recruiting and integrating veterans in large numbers, we intend this article as a helpful guide to getting practical and productive programs on the rails.

What you will learn...

- Why most of our returning military men and women are particularly qualified for jobs in both the private and public sectors.
- How government, despite budget concerns and the possibility of sequestration, is doing its part to lead the way in recruiting and onboarding transitioning service members.
- How a number of corporate leaders have mounted nationally successful programs to attract and hire our returning heroes, and to integrate them into their workforces.
- Why other companies, primarily small businesses, sometimes seem to fall short in recruiting veterans, or even shy away from making serious efforts to do so.
- How government agencies and companies can start—or recharge—their own veterans' recruiting programs.
- How to locate best practice models in government and private industry for ideas and inspiration for veterans' employment programs.
- Where to go online to discover more about this critical human capital area.

America's Veterans & the American Workforce:

A resource guide to recruiting, engaging and onboarding our returning heroes

The Challenge of Current Economic Realities

Despite the fading recession—and in many ways because of it—companies, not-for-profit institutions, and even government agencies in the U.S. today are facing a steep human resource challenge. As the downturn eases, all of these organizations will need to devise human capital and recruiting strategies attuned to a post-recession environment. In the private sector, companies of all sizes will be ramping up hiring programs to keep pace with business demands as the economy picks up steam through 2013.

The result: many will be replenishing workforces that have maintained remarkably high productivity in tough times.¹ In many ways government agencies face the same realities, but with an additional constraint: for the most part, federal hiring budgets are shrinking, and many agencies will be hard pressed even to replace departing workers, who are retiring in greater numbers than ever before.²

Veterans: Ensuring a Competitive American Workforce

At the same time, our nation's overseas military commitments have created a resource pool of experienced veterans now out of the service and looking for jobs. Although it may not be immediately clear to recruiters and hiring managers, most of these men and women bring the advantages of training and experience in the very skills that an expanding labor market and recovering economy requires. And isn't there a moral imperative here too? These veterans have served our nation steadfastly, many of them in life-threatening environments. Do we owe them a debt for this service alone? Many would argue "yes."

But beyond that fact, human resource professionals should keep in mind the soft skills our veterans have developed through years of service and experience: adaptability,

leadership, mission-first orientation, desire to succeed. These are intrinsic skills that have been refined by the years of challenges that they have faced and overcome to succeed in the military.

In and above the notion of corporate social responsibility, the business case for hiring, training and developing veteran talent is entwined with the larger issue of competitiveness for the American workforce in the commercial sector. In addition, veterans provide a pipeline of talent to address potential critical skills gaps in the government workforce.

Introducing Veterans into Your Workforce

Most Americans would agree that we should repay our collective debt to veterans, at least in part, by providing productive employment opportunities. This is a challenging objective to say the least. A study from the Institute for Veterans and Military Families at Syracuse University starkly underscores the need:

Since 2001, more than 2.8 million military personnel have made the transition from military to civilian life. Another one million service members will make this transition over the next five years. For a great majority of the men and women who have or will make this transition, their most pressing concern is employment.³

As transitioning military members make their return to the workforce, the employment picture they face is less than encouraging, despite their skills, experience, and personal traits of discipline and loyalty that military service cultivates. The problem is especially evident among veterans of the Iran-Afghanistan era, where unemployment is running ahead of the national average.⁴

¹ <http://www.usatoday.com/money/economy/2011-04-04-us-economy-jobs.htm>

² <http://www.federalnewsradio.com/179/3023151/Retirement-claims-hit-highest-level-since-January>

³ Syracuse, p1

⁴ 10.9% <http://vetjobs.com/media/2012/09/07/veteran-employment-situation-report-august-2012/>

America's Veterans & the American Workforce:

A resource guide to recruiting, engaging and onboarding our returning heroes

But there *is* good news. Larger corporations, including Microsoft, Wal-Mart and Lockheed Martin to name just three among the scores of industry leaders active on this front, are mounting aggressive programs to attract, recruit, and integrate returning veterans into their workforces. **Appendix II on page 12** provides a selective nationwide roster of these programs.

Even so, for all the activity among the big players, many smaller companies seem to be operating on a *catch-as-catch-can* basis when it comes to hiring vets today. Increased awareness of the potential of our nation's veteran workforce among companies that have been less active is crucial to solving some of our nation's talent and economic challenges.

For government, a different challenge

The situation is more complicated for state and federal agencies. Agency leaders and HR departments are universally on board with the goal of recruiting veterans, with many forward-thinking agencies supplementing government-wide veterans' preferences with aggressive programs for bringing in qualified talent from military sources. All this is in keeping with the Obama administration's oft-stated commitment to veterans' employment in all agencies. The results are encouraging: today more than 28 percent of new federal hires each year are military veterans, the highest level in more than 20 years.⁵

Still, because of budget realities, new federal jobs are simply not there in volume. Government HR strategists have a new challenge: getting the most out of their programs for transitioning military personnel and updating their approaches to making veterans feel at home in the agency cultures they join. Although not all agencies—by reason of their stated, top-level missions—would

seem at first glance to be “in the market” for the talents and experience that the average vet can bring to its workforce, exactly the opposite is true. Military training and experience are particularly valuable in developing a talented pipeline in the areas of **public healthcare, acquisition workforce and cyber-security**, in addition to numerous other areas of expertise.

A Stark Reality for the U.S. Economy: Unemployment Among Post 9/11 Vets

It's bad enough that general employment in the U.S. is hovering around 8 percent, but the rate of joblessness among post-9/11 veterans, which includes both men and women in their 20s and 30s today, is edging closer to 11 percent (10.9 percent in August 2012).⁶ This population effectively represents an underutilized economic resource, a trained and willing pool of workers who could boost productivity and performance for their employers almost immediately, and certainly at least as quickly as recruits from the general population.

Why Companies Don't Hire Veterans

Why is the hiring of veterans by the private sector lagging today? In their June 2012 report, “Employing America's Veterans: Perspectives from Business (Center for American Security)”, Margaret C. Harrell and Nancy Berglass summarize succinctly the forces in play here. Harrell and Berglass point to employer misunderstandings and misconceptions about the fitness of veterans as civilian workers as primary factors. One prevalent element—a persistent stereotype—is likely the one most difficult to dispel.

Some employers report concerns about the effects of combat stress, including post-traumatic stress issues, anger management and tendencies toward violence... other companies speak negatively about veterans “rigidity”.⁷

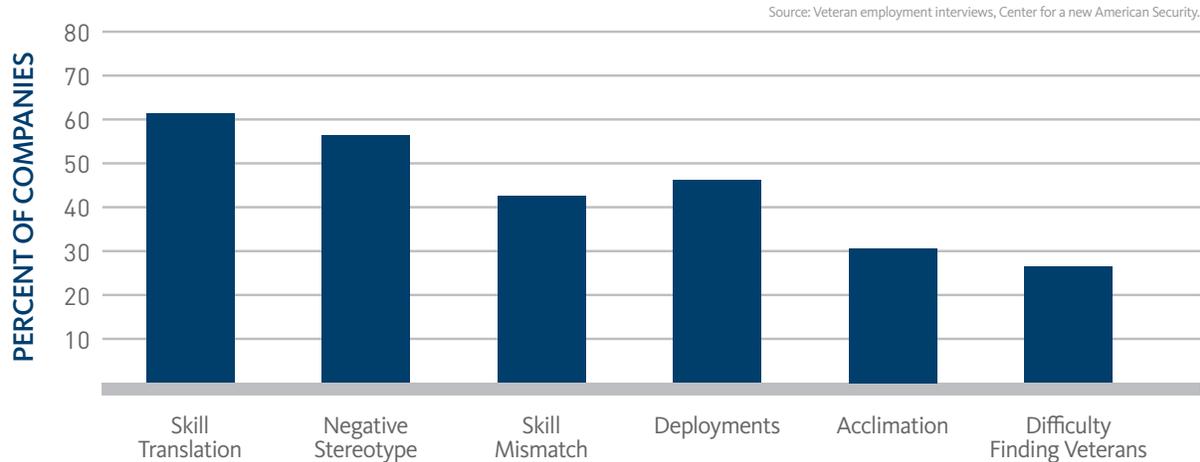
⁵ Personnel communication with high-ranking government official, August 17, 2012.

⁶ United States Department of Labor, Bureau of Labor Statistics, August 2012. <http://www.bls.gov/news.release/empst.t05.htm>

⁷ Harrell and Berglass. *Employing America's Veterans...*, p. 6.

America's Veterans & the American Workforce: A resource guide to recruiting, engaging and onboarding our returning heroes

Why Companies Don't Hire Veterans (Figure 1)



Related to this factor is the notion, in some cases true, that veterans newly released from service may not be ready for full immersion in the civilian workforce. They need time to make the transition into life back home. The result: some employers take a pass on a highly qualified worker because they judge that he or she needs time to acclimate to “normal” life, or because they presume that their companies will have to shoulder the burden, at some expense, of aiding this transition. Veterans who come into the workforce with Reserve commitments sometimes encounter a similar prejudice: the suspicion that future deployments will likely result in long periods away from the job. For some potential employers, this notion may be sufficient justification for holding off on a job offer, despite the potential employer’s better instincts about a given vet’s qualifications.

The nomenclature gap

At the same time, some potential employers fail to see the on-the-job relevance of the skills and training that the average veteran can bring to their workforces. Especially without a personal connection to military service or culture, training and talent are unknowns for hiring managers. How do the qualifications, some ask, that they see on a transitioning vet’s resume translate to their real-world needs?

Cori Keuler, who coordinates veteran’s recruiting for growing health care provider DaVita, with a worldwide workforce of 40,000, summarizes this challenge succinctly:

It’s intimidating for some companies to reach out to veterans. We often don’t know the terminology on their resumes or how to present veteran candidates to hiring managers. How can we better translate the experience that vet candidates have, so that our hiring managers and our executives understand? For many smaller companies that don’t have the budget or recruiting staff, this can be more than a little challenging.⁸

⁸ Personal communication, August 16, 2012.

America's Veterans & the American Workforce:

A resource guide to recruiting, engaging and onboarding our returning heroes

It's not difficult to understand the basis for this disparity between military and corporate jargon, where the very same skills are often filtered through descriptive industry-specific, or Department of Defense (DoD)-specific, practices that blur the clear parallels between them. Happily, this is one challenge that is being addressed from many angles, with both the DoD and a multitude of civilian organizations, among them Monster, Inc., hard at work to minimize the confusion caused by this nomenclature gap.

One prominent example is the Transition Assistance Program (TAP), provided through a partnership among the DoD, Department of Labor (DoL), Veterans Affairs (VA) and Department of Homeland Security (DHS). The program provides a slate of services for transitioning military personnel that includes pre-separation counseling; VA benefits briefings, employment workshops and one-on-one coaching. Effective November 2012, this latter feature will also include individualized assessments aimed at translating military skills categories to more common civilian nomenclature, an improvement aimed right at the level of the individual resume. The goal here is to eliminate much of the confusion about the relevance of military experience to given civilian opportunities.

Also in November 2012, participation in TAP, up to now entirely voluntary, will become mandatory for all transitioning military personnel. What's more, a joint DoD-VA task force is currently evaluating TAP with an eye on further improvements. [For a superb summary of legislative activity and government programs to support veterans' transitions, see the Harrell and Berglass report.⁹]

What Makes the Typical Veteran a Good Employee?

A thoughtful consideration of the extensive training and experience that a typical military man or woman accrues while in service makes the case about the general qualifications of a veteran for a diverse range of positions in our economy.

George J. Pedersen, Chairman and CEO of ManTech International Corporation, a government services firm based in Fairfax, VA, sums up well the case for employing today's veteran in a 21st century American corporation:

The technology that [military personnel] operate and utilize in their mission requires a level of knowledge and training beyond earlier times. Service members also have qualities that we need in the workplace, and these are very important – qualities like responsibility, dedication to mission, perseverance, integrity, teamwork, and of course, leadership. We can teach skills on the job or in a classroom, but character is harder to come by.¹⁰

Adds Joe Wallis, who leads Microsoft's outreach program for transitioning military: "Many people believe that military folks are good at following orders, but I think they show extraordinary initiative as well...a big part of it is flexibility, and they form teams very well."¹¹

The study from the Center for a New American Security points to a particularly striking characteristic that often distinguishes a particular veteran from other typical entry-level job candidates:

Ninety-five percent of the kids coming out of college have never managed before. They may be very smart, but they have no leadership experience. To find someone that is very smart and also has real leadership experience is huge for our business.¹²

⁹ Harrell and Berglass. *Employing America's Veterans...*, pp. 10-14.

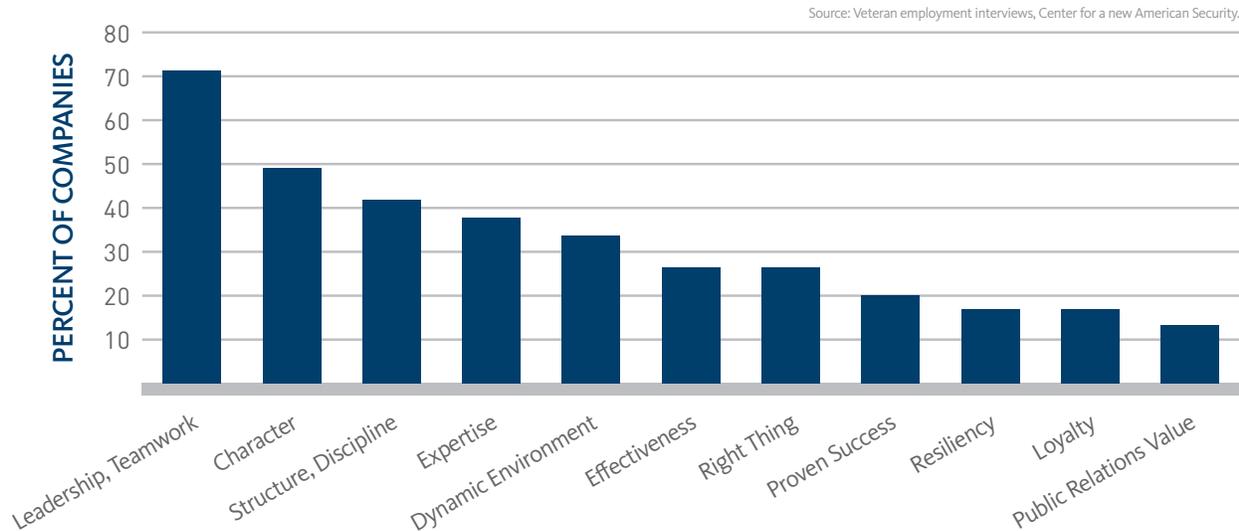
¹⁰ Quoted in GI Jobs, "2012 Top 100 Military-Friendly Employers". <http://www.gijobs.com/2012Top100.aspx?rank=6&year=2012>

¹¹ Personal communication, August 16, 2012.

¹² Unattributed quote (by reason of their study's research protocol). Harrell and Berglass. *Employing America's Veterans...*, p. 15..

America's Veterans & the American Workforce: A resource guide to recruiting, engaging and onboarding our returning heroes

Why Companies Hire Veterans (Figure 2)



Many of the research studies and compilations that we cite in our bibliography catalog the “softer” skills that corporations across the nation say that veterans bring to civilian employment.¹³

Among these traits are:

- Leadership and teamwork
- Appreciation for structure and discipline
- Strong organizational commitments
- Resiliency in a fluid work environment
- Expertise in relevant skills (e.g., technology and logistics)
- Initiative and entrepreneurial spirit
- Diversity in background and facility in diverse workplace environments

A successful program supporting veterans can boost your organization's prestige and visibility

In our post 9/11 world, at least in the abstract, veterans enjoy widespread admiration and gratitude from all segments of the American population. Companies that publicly declare themselves *veteran-friendly*, by words or actions, stand to gain appreciably in the eyes of the public.

Practical real-world results for returning veterans put companies in a position to gain widespread admiration. And make no mistake: these benefits in prestige and visibility are taken very seriously in the C-suite.

So human capital leaders and HR executives as several of our Best Practices exemplars in this white paper strikingly illustrate should not hesitate to start or push for expansion of existing vets programs. It's a reality in most organizations that few substantial HR programs flourish without the active and regular support of senior leadership. And the argument in favor of veterans hiring

¹³ Harrell and Berglass. *Employing America's Veterans...*, pp. 15-20; Institute for Veterans and Military Families, Syracuse University. *Guide to Leading Policies, Practices & Resources...*, pp. 31-35.

America's Veterans & the American Workforce:

A resource guide to recruiting, engaging and onboarding our returning heroes

is hard to deny: **your company can do its part to pay our debt to veterans for their service, can build a pool of highly trained and mature job candidates**, and, if it handles this dimension modestly and factually, can earn admiration and awareness among customers and potential customers alike. Even government agencies that champion the employment of veterans can share in this “halo” effect in the eyes of their main constituencies and particularly with the government entities responsible for their continued funding and mission support.

Getting Started On Your Own Veteran Hiring Initiative

Many government agencies can look to existing programs like the ones featured in **Appendix III** to find useful models to attract the most qualified job candidates from among America's veterans and just as importantly to integrate them productively into their workforces. But there are some top-line items you should consider.

What can your company do to advance its own vets recruiting? A step-by-step checklist:

1. **Build a business case.** Get up-to-speed on the business case for veterans' recruiting and today's best practices among companies and government agencies. (Start with the resources we provide here.)
2. **Learn the laws that can help.** Review the legal background, the statutes in force and the tax benefits the government has earmarked for companies that recruit veterans. (Best starting point from our Bibliography: Institute for Veterans and Military Families, Syracuse University. *Guide to Leading Policies, Practices & Resources...*, pp. 24-28)
3. **Enlist a senior executive champion.**
4. **Educate.** Educate your recruiters and hiring managers (and ultimately your workforce as a whole) about the advantages of integrating veterans in your culture.

5. **Find your audience.** Seek out job fairs and online resources where your organization can engage vets.
6. **Integrate.** Refine your on boarding practices to assist vets in the acclimation process; develop support groups for veterans.
7. **Build affinity.** Encourage veterans already in your workforce to self-identify and serve as resources to incoming vets.
8. **Follow up.** Track veterans' progress and performance in your organization; implement a yearly survey.

Planning your approach

Companies and government agencies have a distinct challenge in front of them: refine institutional approaches to finding and attracting veterans, and integrate transitioning military members efficiently into workforces throughout the nation. The authors of this white paper can provide you with helpful, experienced-based advice about building the foundation for military relationships for your own programs and are ready to advise you on specifics such as how best to:

- **Gear effective messages to the different audience segments.**
 - Educate and inform
 - Understand the profile of those in the military as they approach separation of service or those who have already finished their obligation
 - Identify which attributes are important to the target audience and the organization
 - Identify those distinct selling points and connections that will enable the crafting of a compelling and believable message

America's Veterans & the American Workforce:

A resource guide to recruiting, engaging and onboarding our returning heroes

- **Provide an audience specific destination**
 - Provide access to mentors and share experiences
 - Demonstrate Career Path
 - Provide tools to ease transition
 - Show understanding of military challenges (families, support)
 - User friendly, time is at a premium
 - Take advantage of Social Platforms and linkage
 - Relationship Marketing (different levels and delivery mechanisms)
- **Create veteran-friendly workplace, processes and communications.**
 - Be an ally, understand the dimensions of transition
 - Provide internal training and tools
 - Assess internal assets and understand / examine process vital to successful program
- **Take a strategic approach to the Veteran Life Cycle: right tool, right time.**

Veterans' recruiting can be a top-of-mind mission for you and your organization

After reading this white paper, you should feel well equipped to tackle the practical challenges of attracting and integrating experienced military men and women into your workforce where their training and skills can advance your mission and/or business objectives just as well as—if not better than—those of most candidates without a military background. Here (and in the Appendices that follow) are the essential tools for setting out on this task under your own power and, we hope, with the full support of your organization. Bottom line: it's a case of doing the right thing, just as our deserving heroes did when they chose to commit a large segment of their lives to serving in the nation's armed forces.

Bibliography: Useful research studies and commentary

Bardaro, K. "Ask Dr. Salary: Top Jobs for Veterans." *Ask Dr. Salary*. Feb. 2012. <http://blogs.payscale.com/ask_dr_salary/2012/02/top-jobs-for-veterans.html>.

Berglass, Nancy and Harrell, Margaret C.. "Well After Service: Veteran Reintegration and American Communities." Center for a New American Security, Apr. 2012. <http://www.cnas.org/files/documents/publications/CNAS_WellAfterService_BerglassHarrell.pdf>.

"Employer Support of the Guard and Reserve." *Employer Resources Guide*. <http://www.esgr.org/files/toolkit/ESGR_HR_Guide_Final.pdf>.

"Top 100 Military Friendly Employer: Ranked 7: Johnson Controls." *G.I. Jobs*. 2012. <<http://www.gijobs.com/2012Top100.aspx>>.

Margaret C. Harrell and Nancy Berglass. "Employing America's Veterans: Perspectives from Businesses." Center for a New American Security, 2012. <<http://www.cnas.org/employingamericasveterans>>.

Heaton, P. "The Effects of Hiring Tax Credits on Employment of Disabled Veterans." RAND Corporation, 2012. <http://www.rand.org/pubs/occasional_papers/OP366.html>.

Institute for Veterans and Military Families. *Guide to Leading Policies, Practices and Resources: Supporting the Employment of Veterans and Military Families*. Syracuse University, 2012. <<http://vets.syr.edu/pdfs/guidetoleadingpractices.pdf>>.

Institute for Veterans and Military Families. "The Business Case for Hiring a Veteran: Beyond the Clichés" Syracuse University, 5 Mar. 2012. <http://vets.syr.edu/_assets/researchdocs/employment/The%20Business%20Case%20for%20Hiring%20a%20Veteran%203-6-12.pdf>.

Institute for Veterans and Military Families. *Guide to Leading Policies, Practices & Resources: Supporting the Employment of Veterans & Military Families*. Syracuse University. <<http://vets.syr.edu/pdfs/guidetoleadingpractices.pdf>>

Kochan, T. "A jobs compact for America's future." *Harvard Business Review*. 2012. <<http://hbr.org/2012/03/a-jobs-compact-for-americas-future/ar/3>>.

"Marine for Life: Connecting Marines with Opportunities." *Marine for Life*. <<http://www.marineforlife.org/marines.cfm>>.

Matos, K., & Galinsky, E. *Employer Support for the Military Community*. Families and Work Institute, 2011. <http://whenworkworks.org/research/downloads/www_military_support.pdf>.

"Monster Veteran Employment Center: Skill Translator." *Military.com*. <<http://www.military.com/veteran-jobs/skills-translator/>>.

Veteran Talent Index: U.S. Job Conditions Insights and Analysis from Veteran Professionals, Recruiters and Hiring Managers. Maynard, MA: Monster Inc, 2011. <http://www.about-monster.com/sites/default/files/MonsterVeteranTalentIndex_Nov2011.pdf>.

Obama, Barack. "Remarks by the President on the Administration's Work to Prepare Our Nation's Veterans for the Workforce." The White House, 5 Aug. 2011. <<http://www.whitehouse.gov/the-press-office/2011/08/05/remarks-president-administrations-work-prepare-our-nations-veterans-work>>.

Smith, Jacquelyn. "The Top Employers For Veterans." *Forbes*. Forbes Magazine, 23 Apr. 2012. <<http://www.forbes.com/sites/jacquelynsmith/2012/04/23/the-top-employers-for-veterans/>>.

Bibliography: Useful research studies and commentary

“Military Employment SHRM Poll.” Society for Human Resource Management, Feb. 2012. <<http://www.shrm.org/Research/SurveyFindings/Articles/Pages/MilitaryEmploymentSHRMPoll.aspx>>.

“Veterans Initiative - Global Enterprise Technology.” Syracuse University, 2012. <<http://get-vet.syr.edu/>>.

Teachman, J. “Military Service and the Life Course: An Assessment of What We Know.” NCFR, 2012. <<http://www.ncfr.org/ncfr-report/focus/military-families/military-service-life-course-assessment>>.

Hiring Our Heroes. United States Chamber of Commerce, Apr. 2012. <http://www.uschamber.com/sites/default/files/veterans/HOH%20Overview_o.pdf>.

“The Good-Faith Initiative for Veterans Employment (G-FIVE) Initiative.” United States Department of Labor. <<http://www.dol.gov/ofccp/regs/compliance/faqs/dir282faqs.htm>>.

“VETS - OASVET Fact Sheet 97-5: Federal Contractor Program.” United States Department of Labor. <<http://www.dol.gov/vets/programs/fact/vet97-5.htm>>.

“Military Skills Translator.” *VA for Vets Career Center.* United States Department of Veterans Affairs. <<https://mst.vaforvets.va.gov/mst/va/mos-translator>>.

“About VESO.” United States Department of Veterans Affairs, Veterans’ Employment & Training Service. <<http://vaforvets.va.gov/sites/veso/about/Pages/default.aspx>>.

FedsHireVets. United States Office of Personnel Management. <<http://www.fedshirevets.gov/>>.

Fact Sheet on the Returning Heroes and Wounded Warriors Tax Credits. The White House, Nov. 2011. <http://www.whitehouse.gov/sites/default/files/fact_sheet_on_veteran_tax_credits-1.pdf>.

“A Nonprofit That’s Putting America Back to Work.” *Workforce Opportunity Services.* <<http://wforce.org/>>.

Appendicies

APPENDIX I

The top twenty-five veteran-friendly employers

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



APPENDIX II

Best Practices Models for Veterans' Recruiting and Job Acclimation:

A selected roster of corporate and government websites supporting veterans' recruiting and workforce integration

Amazon. "Military Recruiting."

<http://www.amazon.com/b/?node=2895924011>.

AT&T. "Careers: Military."

<http://att.jobs/military.aspx>.

BAE Systems. "Military Connection."

<http://www1.baesystems.com/Careers/US/Vets/>.

Bank of America. "Military & Veteran Recruiting."

<http://careers.bankofamerica.com/military/>.

Boeing Corporation. "Transitioning Military."

<http://jobs-boeing.com/transitioning-military/>.

Caterpillar, Inc. "Veterans."

<http://www.caterpillar.com/careers/careers-america/veterans>.

Cintas. "Post Military Career Opportunities."

http://www.cintas.com/careers/career_paths/junior_military_ncos.aspx.

Cisco Systems. "Veterans Enablement and Troop Support."

http://www.cisco.com/web/about/ac49/ac55/diversity_inclusion_erg_vets.html.

CSX Corporation. "Military-Friendly Employer."

<http://www.csx.com/index.cfm/working-at-csx/military-friendly-employer/>.

DaVita. "DaVita Village Veterans."

<http://careers.davita.com/DaVitaPages/military.aspx>.

Disney. "Heroes Work Here."

<http://disneycareers.com/en/working-here/heroes-work-here/>.

Dominion. "Troops to Energy Jobs: Your Roadmap to New Career Directions."

http://www.dom.com/careers/pdf/troops_brochure.pdf.

DynCorp International. "Commitment to Veterans."

<http://www.dyn-intl.com/about-us/commitment-to-veterans.aspx>.

Futures, Inc. "U.S. Veterans Pipeline."

<https://usveteranspipeline.com/>.

General Electric. "Junior Officer Leadership Program (JOLP)."

<http://www.ge.com/careers/veterans/jolp/index.html>.

General Electric. "Military Frequently Asked Questions."

http://www.ge.com/pdf/careers/veterans/ge_military_frequently_asked_questions.pdf.

General Electric. "Veterans Network."

<http://www.ge.com/company/culture/people/veteransnetwork.html>.

Google. "Google for Veterans and Families."

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

Hero 2 Hired.

<https://h2h.jobs/>.

The Home Depot. "Military Commitment."

<http://careers.homedepot.com/our-culture/military-commitment.html>.

Humana. Inc. "People, Purpose, Possibilities."

<http://www.jobs.net/jobs/Humana-Veterans/>.

International Franchise Association VetFran.

<http://www.vetfran.com/veterans-toolkit-signup/>.

Intuit. "Employee Networks."

<http://careers.intuit.com/customer-care/employee-networks>.

JP Morgan Chase & Co.

<https://www.chase.com/online/military/military-jobs.htm>.

Appendicies

Lockheed Martin. "Assistance Programs & Military Outreach."
<http://www.lockheedmartinjobs.com/assistance-programs.asp>

Lockheed Martin. "Transitioning Military: Meet Our Military Relations Managers."
<http://www.lockheedmartinjobs.com/meet-our-military.asp>

Magellan Health Services. "Hero Hire Health."
<http://www.herohealthhire.com>

ManTech International Corporation. "Transitioning Military."
<http://www.mantech.com/careers/Pages/military.aspx>

Merck & Co, Inc. "Military Recruiting."
<http://www.merck.com/careers/explore-careers/military-recruiting/home.html>

Microsoft. "Military 2 Microsoft."
<http://www.microsoft-careers.com/content/military/military-2-microsoft/>

Microsoft. "We Still Serve."
<http://www.microsoft-careers.com/content/military/we-still-serve/>

MOAA Military Officers Association of America.
<http://www.moaa.org/>

O*net online.
<http://www.onetonline.org/>

Prudential. "Supporting Veterans with Opportunity."
<http://www.prudential.com/veterans>

Public Service Enterprise Group (PSEG). "Transitioning from the Military."
<http://www.pseg.com/info/careers/military.jsp>

SAIC. "For Military Professionals."
<https://www.saic.com/career/military/>

SAIC. "Wounded Warriors."
<https://www.saic.com/career/military/wounded-warriors.html>

Schneider National. "Military-Friendly Employer."
<http://www.schneiderjobs.com/OfficeCareers/Military/index.htm>

Sears Holdings Corporation. "Military Recruitment."
http://www.searsholdings.com/careers/learnmore_military.php

Shell Oil Company. "Military Veterans."
http://www.shell.us/home/content/usa/aboutshell/careers_tpkg/military_vets/

Society for Human Resource Management. "Support from Behind the Lines: Ten Steps to becoming a Military-Ready Employer."
http://www.shrm.org/TemplatesTools/Toolkits/Documents/120177%20Behind_the_Lines_Toolkit_FNL.pdf

Sodexo. "Sodexo Hires Heroes."
<http://www.sodexohiresheroes.com>

Sodexo. "Employee Network Groups."
<http://www.sodexousa.com/usen/careers/diversity/network/networkgroups.asp>

T-Mobile: "Military Talent Network."
<http://www.tmobile.jobs/talent-network/military/>

U.S. Bankcorp "Proud to Serve."
<http://proudtoserve.usbank.com/>

US Chamber of Commerce. "Hiring Our Heroes"
<http://www.uschamber.com/hiringourheroes>

Veterans on Wall Street (VOWS).
<http://veteransonwallstreet.com/>

WalMart. "Careers with a Mission."
<http://walmartcareerswithamission.com/>

Workforce Solutions, Inc. "Employer Toolkit: Recruiting, Integration and Retention of Veterans."
http://www.wrksolutions.com/employer/toolkit/TWS-Military-Toolkit_v5.pdf

Appendicies

APPENDIX III:

Select Federal and Institutional Programs Supporting Veterans Recruiting, Hiring and Integration

American Council on Education (ACE).
“Toolkit for Vet-Friendly Institutions.”
<http://vetfriendlytoolkit.org/>.

America’s Heroes at Work. “Hiring Veterans: A Step-by-Step Toolkit for Employers.”
<http://www.americasheroesatwork.gov/forEmployers/HiringToolkit>.
<http://www.dol.gov/vets/documents/VeteransHiringToolkit.Presentation.pdf>.

ESGR.
<http://www.esgr.mil>

U.S. Department of Homeland Security (DHS). “Continue your Service to America”.
<http://www.dhs.gov/finding-job-department>

U.S. Department of Veterans Affairs. “VA for Vets.”
<http://vaforvets.va.gov/Pages/default.aspx>.

U.S. Department of Veterans Affairs. “Vet Success.”
<http://vetsuccess.gov/>.

Office of Personnel Management. “Feds Hire Vets.”
<http://www.fedshirevets.gov/>.

U.S. Environmental Protection Agency (EPA). “Careers for Veterans.”
<http://www.epa.gov/careers/veterans-epa.html>.

U.S. Social Security Administration (SSA). “Veterans.”
<http://www.ssa.gov/careers/vet.html>

Syracuse University Veteran Research.
<http://vets.syr.edu/>.

TurboTAP.
www.turbotap.org.

USA.gov.
“Managers Toolkit.”
<http://www.usa.gov/Federal-Employees/Managers-Toolkit.shtml>.

U.S. Army Reserve and Army National Guard.
“Employer Partnership of the Armed Forces.”
<https://www.employerpartnership.org/>

U.S. Department of Labor.
“Gold Card Initiative.”
<http://www.dol.gov/vets/goldcard.html>.

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

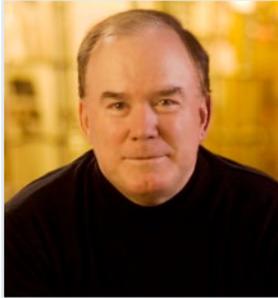
U.S. Department of Veterans’ Affairs Office of Rural Health.
“Rural Veteran Outreach Toolkit.”
<http://www.ruralhealth.va.gov/resource-centers/western/outreach-toolkit.asp>.

U.S. Department of Veterans’ Affairs, My Career@VA.
“Veterans Affairs Learning University (VALU).”
<http://mycareeratva.va.gov/Pages/default.aspx>.

U.S. Department of Veterans’ Affairs.
“eBenefits.”
<https://www.ebenefits.va.gov/>.

The White House.
“Joining Forces.”
<http://www.whitehouse.gov/joiningforces/resources>.

About the Authors



Mark Havard is Senior Vice-President of TMP Government, focusing on developing marketing programs to support the human capital programs of government clients. Based in Washington, DC, Mark is frequently called on by TMP clients nationwide

for his expertise in interactive engagement and workplace cultures. Before taking on his current role, Mark oversaw client development throughout North America for TMP's advertising division. He holds a Master's Degree in Education/Labor Relations as well as a Bachelor's in Political Science/Public Administration from Virginia Tech. You can reach him at mark.havard@tmpgovernment.com.



John Bersentes is TMP's Vice President of Business Development specializing in the Federal government space. An expert in social marketing, multi-cultural outreach, and online engagement, John manages TMP's efforts to keep Federal human capital

leaders abreast of relevant new practices and technologies for workplace enrichment and inclusion. During the last decade, John has helped develop and launch leading diversity niche job boards like HireDiversity.com and WorkplaceDiversity.com. He is a graduate of the University of California at Santa Barbara. He can be reached at john.bersentes@tmpgovernment.com.

About TMP

TMP Government, LLC (www.TMPgovernment.com) a wholly owned subsidiary of TMP Worldwide Advertising & Communications LLC, is the leading advertising and outreach communications agency that focuses on total communications, encompassing digital and traditional programs, exclusively for government, contractors and associations. Our government-to-citizen, government-to-government and organization-to-government programs meet the digital, outreach, marketing and recruitment communications needs of clients. Our singular focus on the public sector gives us proven, unparalleled experience in and understanding of government marketplaces, communities, processes and needs. As a subsidiary of TMP Worldwide, one of America's leading digital agencies, we can translate the latest advances in design, mobility, social networking and measurement into the requirements of the public sector.