

How to Attract, Evaluate, Onboard and Retain Veteran Talent

Presented by:

David Muir, Jr.
SVP, Veteran Staffing Network



About Your Speaker, Easter Seals and the Veteran Staffing Network

- Speaker, David Muir - Army Veteran
- Easter Seals Founded in 1919
- Supporting Vets since WWII
- VSN founded in 2012
 - Non-Profit solution to Veteran Unemployment
 - Sustainable Model
 - Placement & Coaching
 - Flip from “Job Seeker” to “Job Hunter”
- Candidates
 - Veterans, Wounded Warriors, National Guard, Reserves, Spouses and dependent children
- Clients
 - Fortune 1,000
 - Government contractors



Today we are talking about...

Lifecycle of the Veteran Candidate

Attracting

- Executive Champion
- Language
- Media
- Partners
- Messaging

Evaluating

- Know what you want
- Understand your candidate
- Interview differently

Onboarding

- Educate Managers about ROI
- Develop custom onboarding component
- Introductions to support systems

Retaining

- Provide development opportunities
- Clear career path
- Recognition program
- ERGs
- Internal Testimonials

About Veteran Job Seekers



About Military Ranks

OFFICERS INSIGNIA OF THE UNITED STATES ARMED FORCES

0-1	0-2	0-3	0-4	0-5	0-6	0-7	0-8	0-9	0-10	SPECIAL
NAVY										
ENSIGN	LIEUTENANT JUNIOR GRADE	LIEUTENANT	LIEUTENANT COMMANDER	COMMANDER	CAPTAIN	COMMODORE ADMIRAL*	REAR ADMIRAL (0-7 & 0-8)	VICE ADMIRAL	ADMIRAL	FLEET ADMIRAL
MARINES										
SECOND LIEUTENANT	FIRST LIEUTENANT	CAPTAIN	MAJOR	LIEUTENANT COLONEL	COLONEL	BRIGADIER GENERAL	MAJOR GENERAL	LIEUTENANT GENERAL	GENERAL	
ARMY										
SECOND LIEUTENANT	FIRST LIEUTENANT	CAPTAIN	MAJOR	LIEUTENANT COLONEL	COLONEL	BRIGADIER GENERAL	MAJOR GENERAL	LIEUTENANT GENERAL	GENERAL	GENERAL OF THE ARMY
AIR FORCE										
SECOND LIEUTENANT	FIRST LIEUTENANT	CAPTAIN	MAJOR	LIEUTENANT COLONEL	COLONEL	BRIGADIER GENERAL	MAJOR GENERAL	LIEUTENANT GENERAL	GENERAL	GENERAL OF THE AIR FORCE

	NAVY	ARMY	AIR FORCE	MARINE CORPS	COAST GUARD			
E-1	Seaman Recruit	Private	Airman Basic	Private	Seaman Recruit			
E-2	 Seaman Apprentice	 Private E-2	 Airman	 Private First Class	 Seaman Apprentice			
E-3	 Seaman	 Private First Class	 Airman First Class	 Lance Corporal	 Seaman			
E-4	 Petty Officer Third Class	 Corporal Specialist	 Senior Airman	 Corporal	 Petty Officer Third Class			
E-5	 Petty Officer Second Class	 Sergeant	 Staff Sergeant	 Sergeant	 Petty Officer Second Class			
E-6	 Petty Officer First Class	 Staff Sergeant	 Technical Sergeant	 Staff Sergeant	 Petty Officer First Class			
E-7	 Chief Petty Officer	 Sergeant First Class	 Master Sergeant	 First Sergeant	 Gunnery Sergeant	 Chief Petty Officer		
E-8	 Senior Chief Petty Officer	 Master Sergeant	 First Sergeant	 Senior Master Sergeant	 First Sergeant	 Master Sergeant	 First Sergeant	 Senior Chief Petty Officer
E-9	 Master Chief Petty Officer	 Sergeant Major	 Chief Master Sergeant	 First Sergeant	 Sergeant Major	 Master Chief Petty Officer		
E-9	 Fleet/Command Master Chief Petty Officer	 Command Sergeant Major	 Command Chief Master Sergeant	 Master Gunnery Sergeant	 Command Master Chief Petty Officer			
Special	 Master Chief Petty Officer of the Navy	 Sergeant Major of the Army	 Chief Master Sergeant of the Air Force	 Sergeant Major of the Marine Corps	 Master Chief Petty Officer of the Coast Guard			

Military Organization

Officers:

- Managers, planners
- Strategic thinkers

Enlisted:

- Jr. Enlisted
 - E1 – E5
 - “Worker bees”
- Sr. Enlisted – NCO
 - Non-Commissioned Officer
 - Operations Management



About the Junior Enlisted

- Rank (E1–E5):
 - Private, Airman, Sailor
 - Corporal, Petty Officer
 - Front Line Workers
- Years of experience:
 - One to Six Years
- What they do in the civilian world:
 - Technicians
 - Skilled Tradesmen
 - Customer Service
 - Jr. Management (E3 – E5)



Junior Enlisted – What We Want to See

Jeff A. Candidate

1234 Dogwood Drive
Anytown, US 98765
Phone 111-222-3344

Email: jeff.a.candidate@yahoo.com

Summary of qualifications

- Strong Microsoft Windows, Microsoft Office, Oracle and Microsoft Outlook proficiency.
- Hardworking team player with great communication skills.
- A focus on customer service and a perfect attendance record.
- Able to make difficult decisions in stressful situations.

Work experience

2016 - Present United States Marine Corps Camp Pendleton, CA
Okinawa, Japan

Supply Administration Supervisor

- Maintain 100% accountability of over \$20 million worth of equipment.
- Maintain records of goods ordered and received.
- Locate vendors of materials, equipment or supplies and interview them to determine product availability and terms of sales.
- Prepare and process requisitions and purchase orders for supplies and equipment.
- Resolve vendor or contractor grievances and claims against suppliers.
- Prepare, manage and control a \$500,000 departmental budget.
- Supervise and train the activities of 10 employees engaged in receiving and storing products and materials.

2015 - 2016 Menard's Forsyth, IL

Sales Representative / Forklift Operator

- Coordinated with contractors by providing supplies needed to complete their tasks within a lumber yard and warehouse environment.

Education

2010 - University of Maryland, University College College Park, MD

- B.S., Business Administration
- A.A., Management Studies

In a perfect world
Military resumes
would be well
structured and
deliver relevant
information for
recruiters...like:

- Solid Experience
- Education

Junior Enlisted – What We Often See

OBJECTIVE:

I want to start building up my experience in the work the force to make myself a better competitor for future jobs or careers that may come up.

KEY QUALIFICATIONS:

I have 6 1/2 years in the U.S. Marine Corps. I have deployed to combat zones overseas. I have taken courses in hand to hand combat through the Marine Corps and also have a background in folk style wrestling. I am proficient with fire arms and I learn very quickly with new techniques. Physically fit and ready for all challenges. As a heavy equipment operator, I have 6 years experience in operating different types of forklifts ranging from small forks to large forks capable of lifting 10,000lbs, different types of earth moving equipment. As a motor transportation operator I have 2 years experience in driving large trucks capable of towing 7 ½ tons of cargo. As a Supply administration and operations specialist I perform every facet of ground supply administration and operations. I must be able to accomplish the technical duties in retail and wholesale supply accounting within every Marine Corps activity and unit. I operate personal computers, multimedia data entry, scanning and retrieval systems functions, generate routine reports, and perform technical research functions for customer inquiries, in addition to requisition and procurement processing. They maintain and prepare necessary accounting and supply documents, maintain custody records, perform reconciliations, and take timely action to ensure corrective action of problem areas. I solve data output interpretation problems or contact appropriate sources to resolve questionable areas.

Junior Enlisted – What We Often See

SKILLS:

- Ability to organize thoughts, ideas and materials
- Ability to analyze texts and interpret their meaning
- Ability to **argue positions effectively**
- Ability to analyze the written word
- Ability to **write in an articulate manner**
- Ability to research and explain the results
- Working knowledge of grammar and vocabulary
- Ability to be a creative thinker
- Ability to critically observe the world around myself
- Ability to effectively communicate by listening to and questioning data colleges

EDUCATION:

I have a high school diploma and 4 years of college. I currently study at the University of Toledo.

ACCOMPLISHMENTS:

Serving my country would be my greatest accomplishment.

EMPLOYMENT HISTORY:

Enrico
Currently pursuing degree
E-5 Sergeant, Supply Administration and Ops Specialist
Lives in Ohio

Senior Enlisted

- Rank: (E6–E9)
 - Non-commissioned officer (NCO)
 - Sergeant, Chief Petty Officer
- Years of experience: 6-25
- What they do in the civilian world:
 - Supervisor, Foreman, Team Leader
 - Maintenance, Electrical, Mechanical, Physical Plant, Technician, Field Service, Administrative



Senior Enlisted – More Experienced

Jim A. Candidate
987 Lake Ave., Anytown, USA 30000
(111) 222-3333
jim.a.candidate@freeisp.com

POWER PLANT OPS, ELECTRICAL SYSTEMS MAINTENANCE, AND FACILITIES MANAGEMENT

Jim A. Candidate
987 Lake Ave., Anytown, USA 30000
(111) 222-3333
jim.a.candidate@freeisp.com

POWER PLANT OPS, ELECTRICAL SYSTEMS MAINTENANCE, AND FACILITIES MANAGEMENT

12 years of experience in power plant operations, electrical systems maintenance/safety, training, troubleshooting/repairs, project management, and installation/facilities management.

- **Subject matter expert called upon to jump-start the Iraqi electrical infrastructure following an invasion.**
- **Initial responder to 9/11 attacks—reported to FEMA director on emergency power restoration to NYSE.**
- **Management of multi-million dollar contracts/budgets.**

• Forecasted and implemented annual operational budgets at approximately \$4M per year.

1998 – 2000: Technical Instructor, US Army Prime Power School, Ft. Belvoir, VA
Developed and instructed various technical courses to include: Grounding Theory/Practices/Testing, Project Management, National Electric Code, Power Plant Troubleshooting Techniques, Transformer Theory/Testing, Cable Splicing/Testing, Circuit Breaker Testing, Motor/Generator Testing, and Disaster Relief Operations. Scheduled and planned course training, designed tests, conducted review boards, and reviewed current industry practices. Responsible for \$25,000 annual program budget.

1995 – 1998: Power Plant Electrician, US Army Corps of Engineers, Korea
Performed all power plant and distribution systems electrical engineering apprenticeship functions with a concentration on substation maintenance, power plant operations and maintenance, protective relay maintenance and coordination, transformer and cable testing, and grounding surveys.

EDUCATION

Masters of Public Administration, Bowie State University, 2007

B.S. in Management, University of Maryland, 2005

7 training courses spanning contracting, transformer testing, grounding theory and practices, protective relays, and substation maintenance.

Certified Army Instructor

U.S. Army Prime Power Production Course (52 week course)

Proficient—MS Windows 95/98/NT, MS Word, MS Excel, MS Power Point, MS Outlook

Junior Military Officers (JMOs)

- Rank (01–04):
 - Lieutenant, Ensign
 - Captain, Lieutenant
 - Major, Lieutenant Commander
- Years of experience: 3-12
- What they do in the civilian world:
 - Middle management / High-level individual contributor
 - Operations, Project Management, Engineering, Sales, Consulting, Logistics, Leadership Development Programs
 - Warrant Officers (W1-W5):
 - Subject Matter Experts (SMEs)
 - May not have management experience



JMO Resume

John A. Candidate
120 Elm Lane
Anytown, USA 20000
Cell: 444-555-6666

John A. Candidate
120 Elm Lane
Anytown, USA 20000
Cell: 444-555-6666
john.a.candidate@freeisp.com

EDUCATION

BS, Behavioral Science and Leadership (General Engineering Core Curriculum); United States Military Academy at West Point, 2010.

- GPA: 3.1
- Lettered in lacrosse, selected to serve as a cadet counselor and company regulations and discipline officer.

EXPERIENCE: First Lieutenant, Combat Engineer Company Commander, United States Army

- Supervised and distributed hundreds of fragmentation orders from the battalion in order to maintain daily company operations and tempo.
- Developed multiple battalion level training plans that required coordination of resources from brigade and division levels. Many of these plans dealt with multiple companies in a field environment for several weeks.
- Received multiple commendations from the battalion commander and battalion staff.

Engineer Basic Leader Course FT Leonard Wood, MO July 2010- December 2010

Learned and practiced planning and leading Engineer units across the operational spectrum. The course stressed detailed planning for long-term operations with varying resources.

- Graduated in the top twenty percent of all Engineer officers.
- Received the second highest physical fitness score of all students.
- Assumed multiple leadership roles while attending class. Attained high marks for taking charge in the absence of cadre oversight.

ADDITIONAL INFORMATION:

Enjoys hunting, fishing, and hiking.

Civilian Roles to Military Ranks

Civilian Positions	Military Positions	Pay Grade	Education
Operator/Technician Junior Supervisor	Operator/Technician Junior Supervisor	E1 – E3	Experience +/- College
Entry level Managers/Supervisor	Small Group Leader Supervisor	E4 – E6	
Mid Level & Senior Managers	Large Group Leaders Advisors/Consultant	E7 – E9	
Specialized Positions	Dependant on job	WO1-WO5	
Mid Level & Senior Managers	Large Group Leaders	O1-O3	College & Experience
Senior Managers Junior Executive	Senior Leadership Advisors/Consultant	O4-O6	
Executive Level	Executive	O7-O10	

Military Salaries (E4 sample)

Military members may not know the true compensation for their work.

Basic pay	\$24,000.00
Cash for Meals	\$3,986.44
• Basic Allowance for Subsistence (BAS)	
Cash for Housing	\$10,748.00
• Basic Allowance for Housing (BAH)	
Cash Total	\$38,734.44
Federal Tax Adv.	\$4,421.00
Total Comp	\$43,155.44

**IMPORTANT INSIGHT:
Comment:**

“Veterans stay less than 18 months after transition...”

- **Employers will “Low-ball” offers if they can**
- **Veterans don’t know their worth**
- **Veterans then learn their worth**
- **Veterans move to a new job**
- **...wouldn’t you?**

Military Salaries (additional benefits)

Beyond cash, service members receive:

- Free health care for the individual/family
- Pension at retirement

Service members may also receive compensation for:

- Hardship Duty
- Hostile Fire
- Assignment Incentive
- Hazardous Duty
 - Examples: Flight, Nuclear, Jump pay

Military Occupations

- Administrative
- Combat Specialty
- Construction
- Electronic and Electrical Equipment Repair
- Engineering, Science, and Technical
- Health Care
- Human Resources
- Machine Operator and Production
- Media and Public Affairs
- Protective Service
- Support Service
- Transportation and Material Handling
- Mechanic
- And much more...

Attracting Veteran Candidates



Attracting Veteran Job Seekers



Executive Champion



Right Language



Using Media Effectively



Develop Partnerships



Consistent Messaging

Attracting Veteran Job Seekers

Executive Champion

- Visible to the Public/Media on the topic of hiring veterans
 - *“We will hire veterans and military spouses!”*
- Supports the organizational effort in key business areas
 - *Manages budgets, goals, education, etc. from the Executive suite*
- Drives for needed internal changes
 - *Chairs key committees for change management*
- Encourages and rewards program adoption to staff
 - *Figurehead for internal programs supporting veteran hiring*
- Empowers employees vertically and horizontally in the organization
 - **Makes it safe to take a “risk” for recruiters and hiring managers **

Attracting Veteran Job Seekers

Right Language

- Are you speaking corporate or military?
 - Do you relate to your targeted audience?
- What MOS / MOC codes are relevant?
 - Reverse Engineer: <https://www.onetonline.org/crosswalk/MOC/>

Using Media Effectively

- Do you have a “military-oriented” webpage?
- Are you using social media on multiple channels?
- Does your company highlight veterans who are currently employed at the organization?

Attracting Veteran Job Seekers

Develop Partnerships

Connect with organizations that serve veterans

State Department of
Labor – Veteran Office

Department of Veteran
Affairs

Veteran Service
Organizations

American Job Centers

DVOP/LVERs

Non-Profits

Consistent Messaging

- Do you regularly communicate through social media?
- Are your website and marketing materials in sync?
- Are you pushing your message to military oriented platforms?

Evaluating Veteran Candidates



Evaluating Veteran Candidates

Know What You Want

Nearly Every Veteran has the Following Skills

Organization	Multitasking	Scheduling
Logistics & Operations	Inventory Management	Customer Service
Teamwork & Training	Problem Solving	Leadership & Coaching
Flexible Schedules	Fast-Paced Work	Mission Oriented

THESE SKILLS ARE NEEDED IN BOTH WORLDS

Be specific about what else you need...

Understanding Veteran Candidates

Realize this may be the veteran's first interview.

- Some veterans have spent their entire career in the military and have never had to interview previously.

Understand it may be difficult for them to focus on the "I".

- Nothing happens in the military as an individual:
 - Team, Squad, Fleet, Company, Unit, Division, etc.
- Ask "pull" questions such as:
 - "What did you do that made your team successful?"
 - "How have you used XXX skill in the past?"

Don't get thrown if they use an acronym or title...

- Acronyms are the language of the military, like an accent
- Probe with your questions and ask about:
 - How much equipment?
 - How many team members were managed?
 - Timeframes on projects, process improvements and planning, etc.

Understanding Veteran Candidates

Try not to be too rigid or formal.

- These people may be consciously trying to shift into civilian mode themselves.
- If you make them feel more comfortable, they will be more likely to open up and show their personality.

If you don't fully understand what the candidate is describing, ask more specific questions.

- Military backgrounds are complicated
 - Multiple assignments and locations
 - Primary job may change over time
 - MOS – Military Occupational Specialty
 - MOC – Military Occupational Code
- **Lead the candidate to answer your questions** in order to give them the opportunity to best highlight their skills
 - Ask them to tell you a story as an example

Understanding Veteran Candidates

List the Needed Skills and Match the Stories

- During the interview, take notes about the veteran candidate's stories
- Listen for the use of your needed skills, ask how he/she used them

Example:

- **Veteran States:** "I was an Infantry Corporal (E4) and led combat patrols as a squad leader"
 - **Reality:**
 - Led 10-14 people on 150+ missions in 180 days
 - Responsible for nearly \$1M of inventory on a daily basis including resupply, accountability and the well being of staff
- **Veteran States:** "I was the right hand man to the AirBoss."
 - **Reality:**
 - AirBoss is the officer in charge of aircraft on an aircraft carrier
 - This veteran was responsible for the flight deck
 - Managed schedules for 200-300 people
 - Safety trainings
 - Could launch \$20 Billion of aircraft in 10 minutes

Understanding Veteran Candidates

List the Needed Skills and Match the Stories

- During the interview, take notes about the veteran candidate's stories
- Listen for the use of your needed skills, ask how he/she used them

Example:

- **Veteran States:** "I was a Quartermaster and in charge of the depot overseas"
 - **Reality:**
 - Received dozens of shipments weekly
 - Responsible for organizing millions of dollars of inventory
- **Veteran States:** "I was the logistics NCO"
 - **Reality:**
 - Managed the organization and loading of materials for delivery
 - Coordinated dozens of people for loading trucks/planes for shipment
 - Provided reporting to leadership about efficiency, problems and offered solutions for correcting challenges

Understanding Veteran Candidates

Discuss his/her ability to manage people

Review important intangible skills needed for the job

- i.e. responsibility, leadership, accountability, etc.

Dig into metrics of the veteran's story to provide perspective



Onboarding Veteran Candidates



Onboarding Veteran Candidates

Educate Managers About the Benefits of Hiring Military

- Leadership must drive this initiative
- Give recruiters and managers blessing to present military candidates
- Discuss the ROI (Return on Investment) - ***Did you know?...***
 - Increased productivity & initiative (***mention initiative!***)
 - Well trained and aware of workplace safety
 - When hired correctly, veterans stay 30% longer than civilian counterparts...**talk about cost savings!**

Create “Buddy” Programs to other Veterans

- Launch a Veteran “Buddy” Program at the same time as a ***veteran*** self-identification survey for your employees
- Volunteer mentors act as an anchor for your organization
 - Different department
 - Guidelines require regular “check-ins” at days 3, 7, 15 and 30
 - If local, let them go to lunch on you!

Onboarding Veteran Candidates

Other ideas:

- Custom materials for the veteran new hire
- Brochure highlighting current, successful employees who are also veterans
- Accurate company materials
- Clear directions for onboarding and acclimating to the new workplace

Other Support Systems & Resources:

- Department of Labor
 - <https://www.dol.gov/vets/hire/index.htm>
- CareerOneStop
 - <https://www.careeronestop.org/BusinessCenter/RecruitAndHire/WhereToFindCandidates/hire-a-vet.aspx>
- Department of Veteran Affairs
 - <https://www.va.gov/vetsinworkplace/>

Retaining Veteran Hires

Presented by:



Retaining Veteran Hires

Train These Workers

- Training is in their DNA, *leverage that ability*
- Cross train for **upward mobility** or **multi-faceted** use
- Consider incentives for cross training or additional certifications
- Have a training program established? Have you thought about:
 - Skillbridge & Apprenticeship Programs
 - Other incentives:
 - <https://www.benefits.va.gov/vow/for-employers.asp>

Provide a Clear Career Path

- Veterans are used to structure, accomplishing goals
- Provide guidance to help them achieve success for you

Enforce Accountability for All

- All on the same team, no favoritism

Retaining Veteran Hires

Veteran Recognition Program

- Minimal cost to increase veteran visibility
 - Hilton's name badge program
 - Highlight a veteran employee in the monthly newsletter

Employee Resource Groups (ERG)

- If you don't have one, create an ERG for Veterans
- Drive company policy and initiatives in favor of veteran or spouse hiring

Community Service Projects

- Giving back is part of the DNA of veterans
- Have service projects that give back to the military community

Use Veteran Spokesperson

- Get an internal veteran employee on video speak about his/her positive experience working at your organization
- Provide that guidance to help them achieve

Questions from the field...

What's the best way to source and recruit Vets amidst the pandemic?

Easterseals Veteran Staffing Network

Build a strong internal veteran hiring program

State specific Veteran Employment Programs

Outreach to transition offices on military bases

State specific Employment Commission

Questions from the field...

What's the best way to build partnerships with organizations with Vets, in order to fill key roles in one's office?

1. Reverse engineer your job descriptions, learn the MOS codes that fit your open jobs
2. Reach out to transition offices at the local military bases and share the MOS codes you are seeking
3. Identify local Veteran Service Organizations and reach out to ask if they support employment to share your information about opportunities
4. Revamp website (at a minimum) to reflect you are a “Veteran and Military Friendly” business
5. Reach out to your state's Veteran Services office about employment programs for Veterans

Today we talked about...

Lifecycle of the Veteran Candidate

Attracting

- Executive Champion
- Language
- Media
- Partners
- Messaging

Evaluating

- Know what you want
- Understand your candidate
- Interview differently

Onboarding

- Educate Managers about ROI
- Develop custom onboarding component
- Introductions to support systems

Retaining

- Provide development opportunities
- Clear career path
- Recognition program
- ERGs
- Internal Testimonials

KEY TAKE AWAYS AND ADDITIONAL QUESTIONS



David Muir, Jr.
SVP, Veteran Staffing Network
301-920-9730 / dmuir@eseal.org