

EMPLOYER TOOLKIT

*Recruiting, Integration and
Retention of Veterans*



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INTRODUCTION

RECRUITING, INTEGRATION AND RETENTION OF MILITARY PROFESSIONALS

Across the Texas Gulf Coast region, an average of 32,000 veterans return annually from all branches of the military. Many veterans are seeking new or improved employment opportunities. This presents area employers with an opportunity to hire experienced professionals at all levels.

Workforce Solutions is the public workforce system linking employers to job candidates and people to jobs. We provide comprehensive human resource services for businesses and residents so that employers can meet their workforce needs and individuals can build careers—helping both to compete better in the global economy.

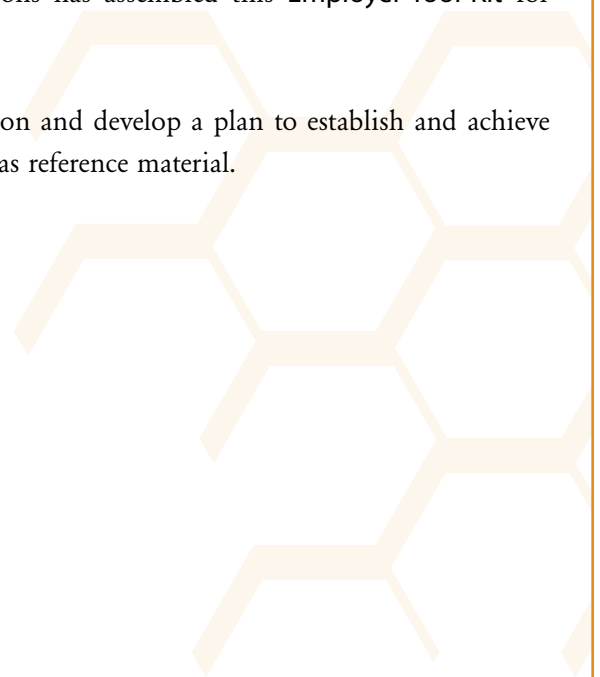
We operate multiple community-based career offices in the 13-county Houston-Galveston gulf coast region where residents can receive help to get a job, keep a job or get a better job. Workforce Solutions staff includes many veterans who are able to help with the process of re-entering the civilian workforce.

At Workforce Solutions, helping veterans and their families enter or return to the nation's workforce is our privilege. Workforce Solutions helps veterans assess how skills acquired in the military can translate into civilian employment. We help them identify where the good jobs are, the skills required to get those jobs and the support available to acquire or adapt those skills.

Employers understand that veterans offer desirable qualities as an employee including: leadership and technical skills, a high level of responsibility and accountability, calm under pressure, global citizenship and loyalty.

To support employers seeking to employ veterans, Workforce Solutions has assembled this Employer Tool Kit for Recruiting, Integration and Retention of Veterans.

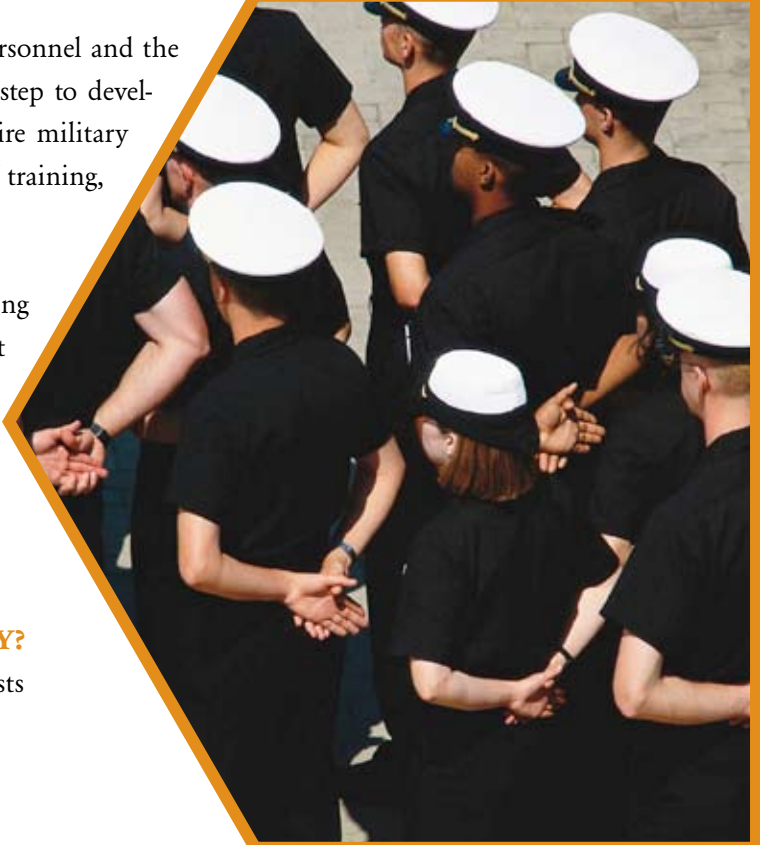
This toolkit contains resources to help you assess your current situation and develop a plan to establish and achieve your goals. We urge you to carefully review this toolkit and employ it as reference material.



Assessment

Understanding the unique qualifications of military personnel and the talent they can bring to your organization is the first step to developing a plan of action. Many employers attempt to hire military professionals without fully knowing about the level of training, discipline and traits which they possess.

Before you invest in a lengthy and expensive recruiting process, the following information is provided to assist you. First, take the following assessment to determine a starting point for your company. This will help you develop a plan using the guidelines that follow.



IS YOUR COMPANY MILITARY FRIENDLY?

1. Do you know how many veterans, guard, or reservists work in your company?
2. Do you know if your company is eligible to receive credits or other benefits as a result of hiring a military professional?
3. Do you have a network for military employees and families similar to other employee networks?
4. Do you support regional or national military programs?
5. Have you participated in military career fairs, worked with military search firms or military only virtual career fairs?
6. Does your company's foundation support military programs or schools?
7. Is your company or industry conducive to hiring professionals with disabilities?
8. Do you have a list of jobs that are ideally suited for military professionals based on their technical training?
9. Do you routinely advertise in military magazines? Or has your industry been featured in any military publications?
10. Has your company joined Employer Support of the Guard and Reserve (ESGR) <http://esgr.org/about.asp>?

Employer Action Plan:

GETTING STARTED

1. Review HR policies to determine how a military focused program will fit within your company
2. Review military training and educational benefits
 - a. Enlisted - www.gibill.va.gov
 - b. Officers - www.hrc.army.mil/site/education/VOTEC_Program.html
3. Review military Span of Control guide to ensure that you understand the candidate's level of responsibility in the service.
<http://en.wikipedia.org/wiki/Battalion>
4. Review military to private job translator
www.acinet.org/acinet/moc
5. Work with your HR professionals to determine how many employees are in the guard, reservists or veterans. Knowing who the employees are and what roles they perform will be important.
6. Establish a support system for new military hires: If you have employee networks, will it be possible to start a Military focused network?
 - a. Many companies have employee networks which are self managing
 - b. Some companies establish a budget and operating guidelines for the network
 - c. Developing a similar network for Military professionals as it can play a role in the hiring, integration and retention processes.
7. Work with your HR and legal staffs to determine the appropriate process to establish a multi-year military recruiting plan.
8. Review the military to industry role mapping spreadsheet. Are there equivalent roles and training/certifications? Use this knowledge to develop recruiting plans for advertisements, resume screening, interviewing/selection guides, and integration planning.



Employer Action Plan:

RECRUITING AND HIRING

1. Review your staffing plan to determine the appropriate resources needed for recruiting.

a. Staffing Scenarios:

i. You routinely hire 10 – 50 Operations professionals per quarter:

1. Military publications – Work with editors to focus on your industry with periodic articles and ads.
www.GIJOBS.com, www.militarytimes.com
2. Establish a relationship with your local Military Wives and Moms group.
www.militarymomsandwives.org
3. Ongoing link on virtual career fair site
www.hireherosusa.org, www.milspouse.org
4. Post positions on WorkinTexas
5. Contact local newspapers and provide articles/pictures highlighting company events focused on military families.
6. Hold open house for military recruitment and use employee referral program to pre-screen candidates.
7. Contribute to local/national military organizations to become a recognized employer.
8. Work directly with a branch of the military to establish an after deployment/service program.

ii. You hire 10 Operations professionals per year or less:

1. Annually place an ad in a military publication
2. Establish a relationship with your local Military Wives and Moms group.
3. Annual link on virtual career fair site
www.hireherosusa.org, www.milspouse.org
4. Post positions on WorkinTexas
5. Contact local newspapers and provide articles/pictures highlighting company event focused on military families.
6. Employee referral program will provide good candidates.
7. Work with local Community college recruiting events

8. Review resources section for direct contacts to local and national military organizations for assistance.

9. Contribute to local military organizations to become a recognized employer.

iii. You hire only Engineers and Degreed Professionals:

1. Military publications – Work with editors to focus on your industry with periodic articles and ads.
2. Establish a relationship with Service Academies and Alumni Associations under Resources tab.
3. Place ads in local newspapers at military posts/bases.
4. Establish a relationship with your local Military Wives and Moms group.
5. Contribute to local/national military organizations to become a recognized employer.
6. Employee referral programs are a cost effective option.
7. Work directly with a branch of the military to establish an after deployment/service program.

b. Establish recruiting budget for staffing scenario and develop timeline for actions.

c. Clearly identify recruiting, integration and development pathway on website for military personnel.

Examples:

www.veteranstoenergy.com
www.gecareers.com/GECAREERS/jsp/veterans.jsp
www.searsholdings.com/communityrelations/hero/military.htm

Other corporate sponsors listed at:

www.armypays.com/

2. Work with HR to understand Recruiting and Interviewing Process

a. Tips:

- i. Include former or current military employees on the interviewing team
- ii. Remember that military personnel receive extensive technical and professional training
- iii. Ask open-ended questions about service. As in all industries, the military uses acronyms and jargon. Ask interviewee questions if you don't understand.

Employer Action Plan:

INTEGRATING AND RETAINING

During this phase, it is very important to ensure that the veteran is well connected to the existing employees who may have similar interests and backgrounds. Providing company information, safety guides, glossary of terms, websites, company history, email addresses, code of conduct, and time to absorb the material is a must do for any new hire. Veteran's, guard and reservists who are new to your industry will need time to acclimate. Some have said that it is like learning a new language only there is no Rosette Stone. Keeping this in mind will ensure a successful transition and a longer retention of your new resource. The following are a few more pointers for success:

IMPORTANT CHECK POINTS:

1. Has the veteran checked in with the local veteran's representatives? This is crucial. Veteran's have complex compensation and benefits plans which need to be administered effectively. There are additional resources that the local representative can provide to the veteran, guard or reservist. Giving a new veteran time to work through these complexities is very important. Additional resources are available to veterans who may have been injured or wounded at REALife Lines 1-202-693-4724 or 1-703-908-6296.
2. Has the veteran been assigned a mentor? A mentor or new hire transition coach can provide valuable assistance on a variety of subjects on a real time basis. This information may be supplemented by Human Resources materials if available. Assigning a mentor within the first week of employment is important for long term retention of any new employee.
3. Has the veteran's family been welcomed to the neighborhood and/or company? When changing duty stations (relocating) in the military, there are support services provided to help the family fit into the new post or base life style. These services can be very comprehensive – caring for the entire family. With this in mind, here are few questions to ask your new hire with a family:



Employer Action Plan:

Continued from previous page...

- a. Does the family have local information on hospitals, benefits, schools, stores, banks, doctors, veterinarians, employment services, lawyers and churches?
 - b. Does the family have adequate living accommodations? A new family may need a little help knowing where to live and assistance with locating services.
 - c. Does the family need relocation assistance? Some military organizations assist with this phase of the transition depending on rank and branch. Volunteer organizations may also be of assistance if needed.
 - d. Does the family have any special needs?
4. Has the veteran's educational benefits been activated as appropriate? Some veterans have additional benefits due to them for further education. Ensuring that they take advantage of these benefits is good for them and for the employer.
 5. Is the veteran still on active duty (Guard/Reservist)? Knowing the status of the veteran is important for planning purposes. Whether they are called to active status or are performing normal training exercises, they have specific requirements to follow with the U.S. Military. Talking with the veteran and your HR department ahead of time will ensure that there are no surprises. Additional assistance can be provided by Employer Support of the Guard and Reserve (ESGR) <http://esgr.org/about.asp>. The website has a helpful Employers Guide, up to date federal laws, and local representatives can assist you with any questions.
 6. Has the veteran received a job description and have you agreed to a set of goals for the first 90 days and beyond? Within the military, a person's job is well defined with specific duties to be performed on a regular basis. In the private sector, employees are often considered empowered to control their daily activities and job descriptions can be fluid depending on the occupation. Providing the veteran with a copy of a job description and discussing the critical-to-success tasks will ensure that there is no confusion.
 7. Has the veteran reviewed all material provided by HR? Sometimes new hires fully intend to review the benefits and information packages from HR but they get side tracked with work. There may be time critical forms that need to be sent back to HR - offering to help the veteran with these will be greatly appreciated by all. Also, if your company has an Employee Assistance Program, it is important to explain the program to the veteran and the family. Returning from war is challenging for everyone. The military is very concerned about assisting those in need. Company EAP programs can also offer assistance and counseling on a variety of topics. Ensure that your new hire has this information available.
 8. Has the veteran joined the employee network for veterans? Establishing a network for current and prior military employees is important for morale and retention. As cited above, these networks can provide assistance to the new employee and their family. They can also assist with the recruitment phase for future hiring needs. Military families stay connected across the nation and often help each other find employment. Supporting an employee network is beneficial for the employees, their families and the employer.
 9. Has the veteran referred a military friend to work for you? If so, you should consider your company to be "One of the Best Places to Work for Veterans". Congratulations! Let us know about your successes. Contact the local Workforce Solutions office and share your stories.

Employer Examples

AREA EMPLOYERS FOCUSING ON MILITARY PROFESSIONALS

Many employers are interested in working directly with military professionals seeking new and improved opportunities. Below is a short list of those employers who actively hire and train military professionals. Many of these employers are members of ARMY PAYS (www.armypays.com/), which is a Partnership to reconnect military professionals with the private sector companies.

AEROSPACE

Lockheed Martin
Honeywell
The Boeing Company
United Space Alliance
SAIC

OIL AND GAS

Anadarko
Apache
BP
Chevron
Devon Energy
ExxonMobil
Halliburton
Marathon Oil
Schlumberger
Shell Oil
URS Corporation

REFINING AND PETROCHEMICALS

BASF
Bayer
ChevronPhillips
ConocoPhillips
Dow Chemical
LyondellBasell

POWER AND ENERGY

Centerpoint Energy
STP Nuclear

CONSTRUCTION

Flour
Bechtel
S & B Engineers and Constructors, Ltd.



Web Resources

SERVICE ACADEMY ALUMNI ASSOCIATIONS

www.westpointaog.org
www.usma.army.mil
www.usna.navy.mil
www.usafa.org
www.cgaalumni.org/ng/

HOUSTON SERVICE ACADEMY ALUMNI ASSOCIATIONS

www.west-point.org/society/wps-houston
www.usna.com/chapters/us/tx/gulfcoast/

SERVICE ACADEMY AFFILIATES

The only B2B for all military
www.isabrd.com

Career program for service academy grads transitioning out of military
<http://sacc-jobfair.com>

Association of Military officers
www.moaa.org

DIRECT INTERFACES

Army - www.us.army.mil
Navy - www.us.navy.mil
Air Force - www.us.airforce.mil
Coast Guard - www.uscg.mil
Monster.com site for military - www.military.com

REDEPLOYMENT STATIONS

Ft. Polk, LA - www.polk.army.mil
Ft. Benning, GA - www.benning.army.mil
Ft. Bliss, TX - www.bliss.army.mil
Ft. Lewis, WA - www.lewis.army.mil
Ft. Carson, CO - www.carson.army.mil

NATIONAL SITES

www.esgr.org/
www.dol.gov/vets/welcome.html
www.careeronestop.org/militarytransition/militarySpouses.aspx
www.legion.org/homepage.php
www.dav.org/
www.vfw.org/
www.gibill.va.gov/
www.collegefortexans.com/military/
www.military.com/spouse?ESRC=ggl_mem_spouse.kw

STATE SITES

www.tvc.state.tx.us/
www.texasvfw.org/

COUNTY SITES

www.brazoria-county.com/veterans/
www.co.galveston.tx.us/Veterans/index.htm
www.vso.hctx.net/
www.co.chambers.tx.us/offices/veteranofficer.html
www.co.montgomery.tx.us/veteran/index.shtml
www.co.liberty.tx.us/veterans.html

LOCAL ORGANIZATION OF MOTHERS AND WIVES

www.militarymomsandwives.org/

CITY SITES

www.houstonreturningvets.org/?id=1
www.impactahero.org/

Web Resources

VETERANS WEBSITES

VA home page
<http://www.va.gov>

VA consumer affairs
<http://www.va.gov/customer/conaff.asp>

VA public affairs and special events
<http://www.va.gov/opa/>

VA BENEFITS AND HEALTH CARE INFORMATION

VA compensation and pension benefits.
<http://www.vba.va.gov/bln/21/>

VA benefits online application
<http://vabenefits.vba.va.gov/vonapp>

Health benefits and services
<http://www.va.gov/vbs/health/>

Burial and memorial benefits
<http://www.cem.va.gov/>

Education benefits and services
<http://www.gibill.va.gov/>

VA home loan guaranties
<http://www.homeloans.va.gov/>

Board of Veterans' Appeals
<http://www.va.gov/vbs/bva>

Benefits & services outside the U.S.
<http://www.vba.va.gov/bln/21/foreign/>

TRICARE
<http://www.tricare.osd.mil/>

CHAMPVA
<http://www.va.gov/hac/>

VA forms
<http://www.va.gov/forms>

EMPLOYMENT ASSISTANCE

Information for veterans
<http://www.opm.gov/veterans/index.htm>

Veterans' hiring preference
<http://www.opm.gov/veterans/html/vetguide.htm>

Federal government job openings
<http://www.usajobs.opm.gov/>

U.S. VETERANS SITES

The Veterans of Foreign Wars
www.vfw.org

The American Legion
www.legion.org

The Disabled American Veterans
www.dav.org

Air Force Sergeants Association
www.afsahq.org

Military Officers Association of America
www.moaa.org

Blinded Veterans Association
www.bva.org

Blinded American Veterans Foundation
www.bavf.org

Web Resources

U. S. Army Warrant Officers Association
www.usawoa.org

The 45TH Infantry Division
www.45thdivision.org

League of Veteran and Military Voters
www.lvmv.com

Paralyzed Veterans of America
www.pva.org

Polish Legion of American Veterans, USA
www.plav.org

The Retired Enlisted Association
www.trea.org

INTERNATIONAL SITES

Vietnam Veterans Association of Australia
www.vvaa.org.au

SPECIAL SITES

Multi-National Force Iraq
www.mnf-iraq.com

International Security Assistance
www.nato.int/ISAF

Combined Joint Task Force - 82
www.cjtf101.com

COMMAND

US Central Command
www.centcom.mil

U.S. European Command
www.eucom.mil/

US Pacific Command
www.pacom.mil

DefenseLINK
www.defenselink.mil

RESOURCES

The White House
www.whitehouse.gov

The Veterans Administration
www.va.gov

The Korean War Defense Link Special
www.defenselink.mil/specials/koreanwar

Tricare
www.tricare.mil

FEATURED VETERANS & HISTORICAL SITES

League of Veteran and Military Voters
<http://www.lvmv.com>

The Veteran's Museum in Texas
<http://www.TheVeteransMuseuminTexas.org>

1-888-469-JOBS (5627)
713-688-6890 Employer Services

YOU CAN ALSO VISIT US ON THE INTERNET
@ www.wrksolutions.com

Workforce Solutions is an equal opportunity employer/
program. Auxiliary aids and services are available
upon request to individuals with disabilities.

Texas Relay Numbers:
711 or 1-800-735-2989 (TDD)
1-800-735-2988 (voice)



Workforce Solutions is administered by the
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