



# Recruiting and Retaining Untapped Talent: Veterans



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# Managing Veterans

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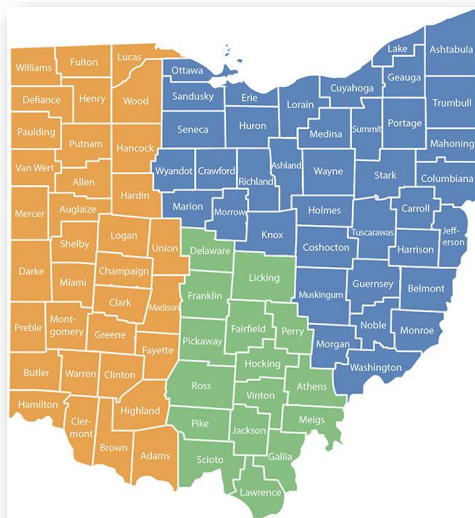
# About Me



- Born and raised in a military family
- Army Veteran – Medical Logistics Officer
  - Ohio Troops to Teachers Manager
- M. Ed. OSU – 2003
  - Special Education
- M.P.A. Troy State Univ. – 1987
- O.D.V.S - 2010



# ODVS Workforce Consultants



East	<ul style="list-style-type: none"> <li>• Tyler Emley</li> <li>• <a href="mailto:Tyler.Emley@dvs.ohio.gov">Tyler.Emley@dvs.ohio.gov</a></li> <li>• 614-296-8548</li> </ul>
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"The Trusted Voice for Veterans"

## What We Provide



- One-on-one or group training for employer human resources staff and senior management
- Support to veteran employee resource groups
- Connections to veteran applicants via OhioMeansJobs, National Guard Employment Enhancement Program, etc.
- Information for apprenticeship/OJT approval



## Training Presentations



- Veteran Hiring Overview
- Military Culture
- Veteran Benefits and Resources
- Stereotypes and Myths
- Interviewing Veterans
- Mental Health
- Veteran Employee Resource Groups
- Managing Veterans
- Military Spouses



## Training Presentations



- Veteran Hiring Overview
- Military Culture
- Veteran Benefits and Resources
- Stereotypes and Myths
- Interviewing Veterans
- Mental Health
- Creating a Veteran Employment Process
- Managing Veterans
- Military Spouses in the Workforce



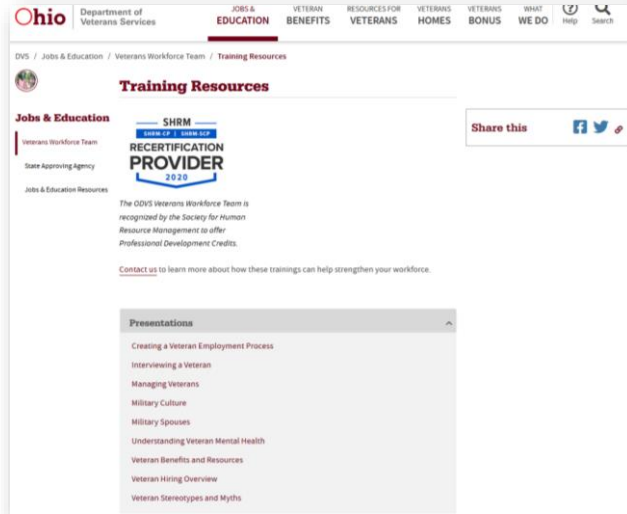
## Overview



- About Us and the Ohio Department of Veterans Services
- Veteran Demographics
- Hiring Veterans
- Managing Veterans
- Questions/Feedback




# ODVS Workforce Website



# Section One: Veteran Demographics




# Ohio Veterans: By the Numbers...



**Ohio**

- ~700,000 Veterans
- In the Top 10 States for Veteran Population



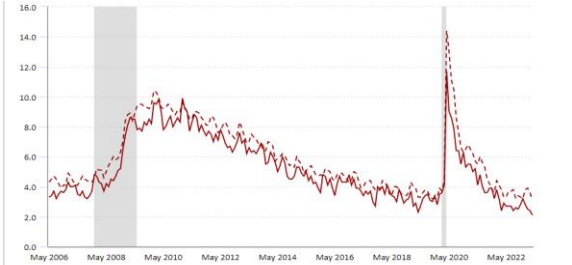
National Veteran Unemployment Rate
<b>2.8%</b>
Jan 2024

National Veteran Underemployment Rate
<b>31.8%</b>

**Top 5 Counties**



- Cuyahoga
- Franklin
- Hamilton
- Montgomery
- Summit

*Historic National Veteran Unemployment Rate*






— Veterans  
- - - Non-Veterans

Hover over chart to view data.  
 Note: Shaded area represents recession, as determined by the National Bureau of Economic Research.  
 Source: U.S. Bureau of Labor Statistics.

# Where are the Veteran Job-Seekers?

# Ohio Means Jobs



## Franklin County

**9,016**

County Veteran Resumes

**540+**

Uploaded or updated in last 30 days within 50 miles of Columbus (43215)



## Top 3 Skills Listed

- Customer Support/Service
- Sales
- Training/Teaching

## Top 3 Education Levels

- Some College (2,467)
- High School Diploma (2,311)
- Bachelor's Degree (1,738)



# Higher Education



- Every public university in Ohio has a veteran POC
- Transfer credits and certifications awarded for military service

**23,000**

Students currently using the G.I. Bill

**4,400**

Students using ONG Scholarship

**1,000**

Service members using military TA



# Ohio National Guard



- National Guard Employment Enhancement Program
  - Jobs with stability, long term opportunity, consistent employment, and high wages

**16,000+**

Members of Army/Air Guard

**3,700+**

Clients assisted ('17)

**2,700+**

Employers outreached ('17)

**700+**

Placements/hires ('17)



**Brad Moeller, Program Manager**

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# Section Two: Hiring Veterans



**Department of  
Veterans Services**



# Why Hire a Veteran?



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# Resume Examples – The Good



Highly motivated retired military officer, who has served overseas in combat divisions in critical and demanding command and staff positions. Successfully completed tour of duty as a Tank Company Commander, 2<sup>nd</sup> Infantry Division, Korea. Performed contract work in Iraq and Kuwait as a Senior/Lead Field Service Representative (FSR) for MAXXPRO and RG-33 Mine Resistant Ambush Protected (MRAP) Vehicle Programs. Vietnam Veteran, (U.S. Navy). Reputation for **attention to detail, integrity, team building, and mission accomplishment. Excellent leadership and communication skills.** Solid record of **making correct decisions in high stress and hostile environments.**

**attention to detail**

**integrity**

**leadership**

**communication skills**

**decisions in high stress and hostile environments**

Professional Experience

Mission Command Center of Excellence (MC CoE) 2009-2014

Officer (Major)

Wenworth, Kansas

Responsible for the daily overall operational and functionality of the MC CoE Headquarters Section and subordinate elements. Served as officer in charge of operational physical security (OPSEC), safety officer, Key Control, and Secure Communications Room in accordance with higher authority policies.

- Updated and wrote Standard Operating Procedures for OPSEC, Safety, Key Control, and Secure Communications Room in accordance with higher authority policies.
- Successfully passed all inspection by higher authority.
- Trained and mentored assistant employees in their additional duties.
- Conducted other duties as directed by immediate supervisor.

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# Resume Examples – The Bad



Field Service Representative (FSR) for MAXXPRO and RG-33 Mine Resistant Ambush Protected (MRAP)

Responsible for the daily overall operational and functionality of the MC CoE Headquarters Section and

- Conducted other duties as directed by immediate supervisor.

Commander, 2<sup>nd</sup> Infantry Division, Korea. Performed contract work in Iraq and Kuwait as a Senior/Lead Field Service Representative (FSR) for MAXXPRO and RG-33 Mine Resistant Ambush Protected (MRAP) Vehicle Programs. Vietnam Veteran, (U.S. Navy). Reputation for attention to detail, integrity, team building, and mission accomplishment. Excellent leadership and communication skills. Solid record of making correct decisions in high stress and hostile environments.

Professional Experience

Mission Command Center of Excellence (MC CoE) 2009-2014

Assistant Operations Officer (Major)

Fort Leavenworth, Kansas

Responsible for the daily overall operational and functionality of the MC CoE Headquarters Section and subordinate elements. Served as officer in charge of operational physical security (OPSEC), safety officer, Key Control Officer, Secure Communications Room Manager, and Supply Officer, among other additional duties.

- Updated and wrote Standard Operating Procedures for OPSEC, Safety, Key Control, and Secure Communications Room in accordance with higher authority policies.
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# Resume Examples – The Bad



Field Service Representative (FSR) for MAXXPRO and RG-33 Mine Resistant Ambush Protected (MRAP)

Responsible for the daily overall operational and functionality of the MC CoE Headquarters Section and

- Conducted other duties as directed by immediate supervisor.

## Translation:

Trained personnel on vehicle operation, automotive and electrical system maintenance procedures

Commanded Mission Control center to perform critical daily tasks and issued directives for key staff

Additional duties included Logistics Manager and training/mentoring civilian employees in workspace



# Section Three: Managing Veterans



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## Overview

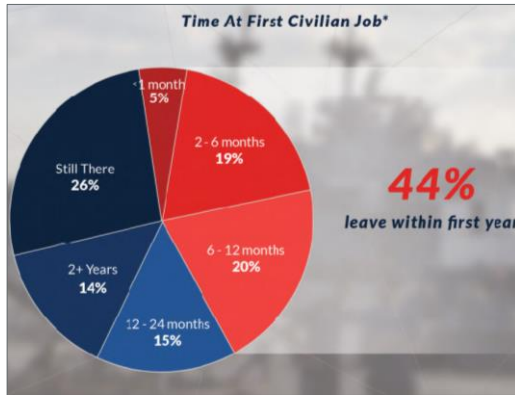


- The Realities of Retention
- Onboarding
- Building a Vet Friendly Culture
- Veteran Employee Resource Groups
- Resources for Veterans
- Uniformed Services Employment and Reemployment Rights Act
- Mental Health/Reasonable Accommodations



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# The Realities of Retention



**Reasons for Leaving within First Year**

I accepted a job offer to make ends meet following my transition from the military, but wanted something else	31%
I found a better job	30%
Job was not what I thought	19%
Difficulty relating to civilian colleagues	16%
Difficulty relating to company	14%
Position was terminated/laid off	12%

Source: Hiring Our Heroes, U.S. Chamber of Commerce, Nov 2016



# The Realities of Retention



Source: Hiring Our Heroes, U.S. Chamber of Commerce, Nov 2016



## The Cost of Turnover



- On average, turnover can cost a company 6-9 months salary
  - That's \$30k-\$45k for an employee making \$60,000 annually
  - Even more to replace upper management
- Cost of knowledge walking out door
  - Costs to company can be up to 200%
- If culture doesn't fit, veterans tell veterans



## Creating a Career for Veterans



- Focus beyond the hiring
- Understand military career progression
  - ODVS Military Culture
- Explain their career path



Source: Defense Visual Information Distribution Service

# Onboarding for New Veteran Employees



- Onboarding should begin before 1st day
  - Communicate regularly; online tools
- Communicate expectations clearly
- Discuss mission/vision/values
- Check-in early and frequently
- Introduce employee to key members of organization



# The Culture



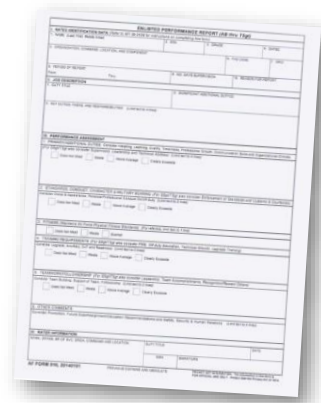
- Direct communication style "bullet speak"
  - Acronyms
  - Improvise, adapt, overcome
- Discipline – Clear Direction – Daily Structure
  - The Chain of Command
- Review positions descriptions
- Ritualized and documented feedback



## Military Performance Evaluations



- Formal, face-to-face feedback sessions
  - Within 60 days of assignment
  - Midterm feedback ~6 months after
  - Enlisted/Officer Performance Evaluation annually (EPR/OPR)
  - 60 days after EPR or OPR
- Annual physical fitness tests



## Use the Tools in the Toolbox



- Mentoring! Mentoring! Mentoring!
  - Veteran mentor and non-veteran mentor
- Rotational programs
- Veteran Employee Resource Groups
  - Strength in familiarity
  - Allows informal communication and value sharing



## Top 10 Reasons to Create a "VERG"



1. Improve Veteran recruitment efforts by providing a comfort zone for new Veteran hires to meet up, collaborate, and learn
2. Increase camaraderie by offering Veterans opportunities to network with each other and find out what's going on within the organization
3. Provide a resource of knowledge and experience for product/service development and marketing through workplace discussions

## Top 10 Reasons to Create a "VERG"



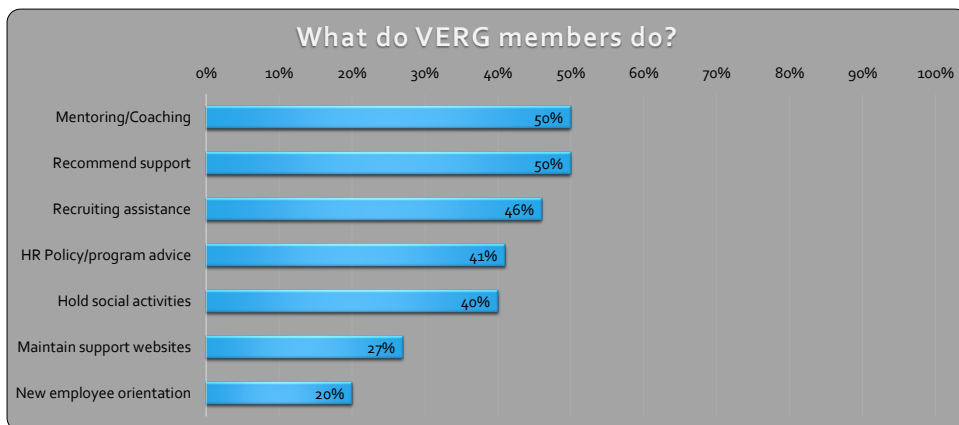
4. Educate non-veterans in the company about the valuable assets veterans bring to the work and help dispel myths around the military experience
5. Elevate the company's brand as a Veteran Friendly Employer
6. Increase morale and retention by engaging Veteran employees and providing support and career development opportunities
7. Communicate offers, discounts, and opportunities unique to veterans and military families

## Top 10 Reasons to Create a "VERG"



8. Help define diversity and inclusion issues that negatively impact their membership and require action. They then determine ideas and solutions to address concerns
9. Facilitate a mentoring platform to help veteran employees learn how to build a career and navigate their professional life
10. Help build the company's external reputation through community involvement in Veteran organizations

## What do VERG Members Do?



## Ten Steps to Creating a VERG



1. Identify the need
2. Propose to senior execs
3. Identify veteran leaders
4. Train execs and VERG staff
5. Recruit veteran employees
6. Train VERG members
7. Create mission/structure
8. Implementation
9. Measure success
10. Capitalize on momentum



## Connecting Veterans to Resources



- [www.Ohiovets.gov](http://www.Ohiovets.gov)
  - Federal, state, and local benefits
  - Online PDF benefit resource guide
- Local County Veteran Service Office
  - 88 offices across Ohio
  - VA claims, transportation, finance, etc.
- U.S. Department of Veterans Affairs
  - <https://www.va.gov/directory/guide/state.asp?STATE=OH&dnum=ALL>



# USERRA



- Uniformed Services Employment and Reemployment Rights Act
  - USERRA protects civilian job rights and benefits for veterans and members of Reserve components
  - Length of time away from work
  - Protection for disabled veterans
  - Reemployment protections
  - Servicemember responsibilities



# USERRA



- Dedicate HR personnel to the topic
- Helps employees:
  - Understand eligibility
  - Job entitlements
- Assists employer with:
  - Obligations
  - Benefits
  - Remedies

# USERRA



- For more information:
- U.S. Department of Labor
  - <https://www.dol.gov/vets/programs/userra>
- Employer Support of the Guard and Reserve
  - Training, FAQs, Resources
  - Request assistance through Ombudsman
  - <https://www.esgr.mil/USERRA/What-is-USERRA>



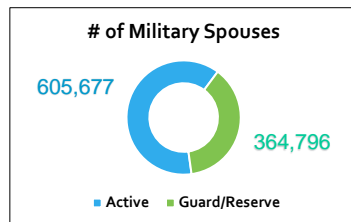
# Military Spouses



- 975,000+ military spouses
  - 24% unemployed
  - 31% working part-time
- Very diverse community
- Recruiters need to understand gaps in employment
  - Status of Forces Agreement
- Hire the spouse – you may eventually get the veteran

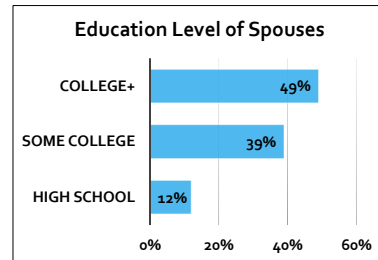
The high spouse unemployment rate “compromises the quality of life of military families and the readiness of the military force.” - Pentagon Spokesperson (June, 2018)

## Who are the Military Spouses?



**92%**  
**FEMALE**

**31.5**  
**AVG AGE**



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## Military Spouses



- Ways to Connect
  - U.S. Chamber of Commerce Hiring our Heroes/MSPN
  - DoD Military Spouse Employment Partnership
- Include in veteran hiring programs
- Recruiting events/testimonials/VERG inclusion
- Highlight on social media



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## Training for Managers



- Ohio Department of Veterans Services
  - Stereotypes/Myths
  - Mental Health/Accommodations
  - Military Culture
- PsychArmor Institute: [psycharmor.org](https://psycharmor.org)
  - Free online presentations
- SHRM Veterans at Work Certificate

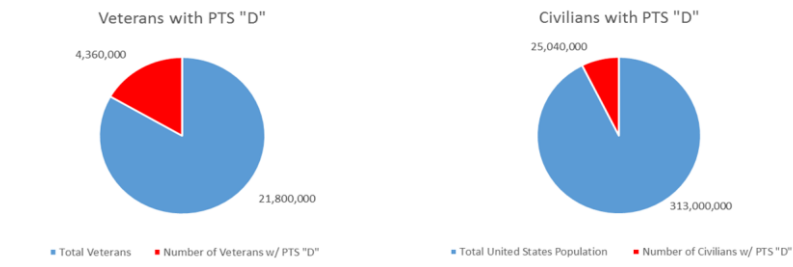
## Accommodations



*"Study results consistently show that the benefits employers receive from making workplace accommodations far outweigh the low cost."*

- JAN Accommodation and Compliance Series

## Addressing the Misconception of PTS "D"



PTS "D" rate among veterans is between 2% - 20%

You're 5 times more likely to encounter a civilian suffering from symptoms of PTS!

PTS "D" rate among civilians is between 8% - 10%

## Mitigating Measures



- Medications
- Prosthetics, including limbs
- Hearing aids
- Learned behaviors
- Use of assistive/adaptive technology
- Wheelchairs and walkers

- Work does not have to be the major life activity in which the individual is limited
  - i.e. limited in sleeping so needs flexible schedule

## For More Information



### General Information:

Opportunities for Ohioans with Disabilities  
Business Relations Team

614-438-1200

[ood.ohio.gov/employers](http://ood.ohio.gov/employers)

### Accommodations:

<https://askjan.org/soar/>



# OhioCares★



<https://ohiocares.ohio.gov>

Community Members



*"Hiring a veteran brings so much to your company: experience, leadership skills, and a great work ethic for starters."*

– Ohio Governor Mike DeWine



## SHRM Recertification



# 24-RZCU5



# Questions?

[workforce@dvs.ohio.gov](mailto:workforce@dvs.ohio.gov)

