

MILITARY VETERANS OUTREACH PROGRAM

The military veteran employment issue will remain one of our nation's top priorities for the foreseeable future. As with many in the current employment environment, military veterans and members of the National Guard and Reserve often face an uncertain job outlook. This job market can increase the challenge of military veterans transitioning from active service to the civilian job market.

As part of the Jacksonville Military Veterans Coalition's (JMVC) commitment to military members, their families, and our community, we are providing this document to assist organizations in enhancing their Military Veterans Outreach Program. Brigadier General (ret) Michael Fleming is Chair of the Jacksonville Military Veterans Coalition and previously served as a Managing Director with Deutsche Bank and was a national Co-Chair for Veterans on Wall Street (VOWS; www.veteransonwallstreet.com). Founded in 2010, VOWS is committed to continually recognizing and supporting our country's service members and their families in peace, in crises and in war by working collaboratively within the financial services industry to create employment opportunities for veterans.

During the journey to establish VOWS, General Fleming learned much about building a successful Military Veterans Outreach Program and we would like to provide information on establishing and enhancing such a program. An initiative to recruit veterans would be very beneficial to your organization. The military consistently produces great leaders at all levels, and we see tremendous potential for companies to utilize the leadership skills and training they receive during their service. Every organization seeks employees with a passion to excel. Military veterans have this passion, and with their significant experience and maturity have the proven potential to become disciplined, dedicated employees. They understand the commitment to achieving organizational goals and objectives and have demonstrated the ability to work efficiently and effectively within multi-cultural environments.

The following template provides an overview of multiple initiatives that can be incorporated into an organization's program. Although there are likely more initiatives and best practices in this document than most companies can utilize, it is important to share all information for each company to develop their own distinctive program.

Companies that have successfully accessed the military veteran market have developed a detailed plan of action. A company must first have a commitment from senior management that establishing a Military Veteran outreach program is a long-term commitment and the company is willing to commit resources and personnel to ensure success. Once this commitment is made, the process to develop and implement the Military Veteran Outreach Program should be methodical, thorough and comprehensive. The process outlined below can be used as a start point for developing this program.

Define vision for the Military Veteran Hiring Program. The vision statement could be "*USA Company* will develop, implement and promote a Military Veteran Outreach Program that enables veterans to continue their career of service through employment with *USA Company*."

Define desired end product. *USA Company* will research, develop, implement, publicize and promote a comprehensive program to increase the hiring of military veterans. The program will support all aspects of *USA Company's* mission, enhance the professionalism of the work force, and fit within the culture of *USA Company*. It will contain a short- and long-term strategy, to include specific milestones and goals. The program will be of such high quality it will become a national leader in veterans' outreach.

Develop plan.

Conduct review of current military veteran outreach program. Interview company leaders, Human Resources personnel, current employees with military experience; review published plans.

Conduct research. Review data and information from multiple sectors, to include educational institutes, business, and others. Determine best practices from other entities. Conduct additional interviews as needed.

Develop draft. Develop the program with specific goals, standards, milestones and resource requirements.

Review draft/Obtain feedback. Circulate draft to stakeholders and solicit feedback.

Develop final draft. After obtaining feedback from stakeholders, develop the final draft.

Submit Program for approval. Submit program to approval authority.

Implement Program. Upon approval, implement the *USA Company's* Military Veteran Outreach Program.

Communicate Program. Develop and implement an aggressive plan to communicate the Program to all stakeholders. This plan could include presentations to stakeholders, community meetings, service organization meetings (Rotary Club, etc., establishment of a military veterans' section on the company's web site, newspaper/periodical articles, newsletters, etc.)

Monitor plan. To ensure the success of the Military Veteran Hiring Program, there must be a system in place to continually assess the plan's effectiveness through feedback and analysis. In addition, a scheduled, regular review with company leaders should be established.

The development and implementation of a Military Veteran Outreach Program is an investment that will pay dividends for every company. With this program, your company can set the industry standard for veterans' outreach while increasing the professionalism of its work force. We appreciate your commitment to veterans and look forward to partnering with you.

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USA COMPANY MILITARY VETERANS OUTREACH PROGRAM STRATEGY DOCUMENT

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Mission. USA Company's Military Veterans Outreach Program is designed to attract, retain and develop former military personnel and National Guard/Reserve veterans at USA Company and in the industry.

Vision. USA Company will be a leader among industry partners in supporting and attracting the military veteran community. This program will raise industry awareness about veterans' proven performance and value in the civilian work sector. Veterans will become a sustained, integral part of USA Company's, partner firms' and our vendor's workforce.

Objectives. USA Company recognizes and honors the service of United States military personnel on behalf of their country. As troops return home from multiple deployments and face a challenging transition, USA Company aims to lead the industry in assisting veterans' reintegration into the private sector economy. To advance this mission, USA Company will set the industry standard for veterans' outreach while increasing the professionalism of our workforce through the development and implementation of the Military Veterans Outreach Program.

As an industry leader, USA Company seeks employees with a passion to excel. Military veterans have this passion, and with their significant experience and maturity have the proven potential to become disciplined, dedicated employees. The military consistently produces great leaders at all levels and USA Company believes there is tremendous potential to utilize the leadership skills and training veterans receive during their service. Investing in their proven leadership will pay dividends for USA Company in the future.

As part of USA Company's total commitment to honoring and supporting our nation's military veterans, we will develop, implement and promote a Military Veterans Outreach Program that will

- Enable veterans to continue their career of service through employment with USA Company.
- Enhance veterans' employment opportunities by partnering with industry leaders.
- Enhance veterans' employment opportunities by partnering with USA Company customers and vendors.
- Provide support to Veteran Support Organizations.
- Strengthen the bond with the Employer Support of the Guard and Reserve.
- Develop a communications strategy that will increase military veterans' awareness of the USA Company Military Veterans Outreach Program.
- Develop a USA Company Veterans Affinity Group (Employee Ambassador Group).
- Continually seek opportunities to support veterans.

Organization. USA Company should establish the structure in which the Military Veterans Outreach Program will operate. There are multiple successful structural models, some emphasizing volunteer committees, others leveraging existing departments. Our recommendation is to have a blend of volunteers and existing departments as this will inherently provide structure. The overall initiative should be led by Senior Champions composed of key USA Company employees and supporters with a passion to support veterans. These Senior Champions will act as initiative "champions" to guide the agenda and will have primary responsibility for coordinating and leading the initiative. It is imperative that these senior leaders remain engaged; it is better to have fewer engaged Senior Champions than a large list of Champions who cannot/or will not remain involved. Once the structure has been developed and approved, publicize to all stakeholders.

Best Practices.

- Leverage current USA Company employees who are military veterans to assist with the development of the program.
- Conduct internal and external focus groups to assist in determining the scope, size, and interest in the program.

Focus Areas. The focus areas outlined below can be assigned as committees, task forces, etc.

Veterans Affinity Group (Employee Affinity Group).

Vision. The USA Company Affinity Group of self-identified veterans and supporters will raise internal awareness about the value of veterans and engage with the community.

Objectives. This Group will focus on increasing the interaction and camaraderie of USA Company military veterans, supporters and fellow employees, and will:

- Develop a USA Company Military Veterans Employee Affinity Group (similar to other existing affinity groups). The Group will be open to all USA Company employees with a focus in these areas:
 - Community action, through outreach to military support organizations and charitable drives.
 - Supporting attraction, recruiting, retention and development efforts, including sponsorship and mentorship programs.
- Provide status reports and feedback to senior USA Company leaders.
- Guide and support the activities of each of the groups involved in veterans' activities.
- Disseminate Affinity Group and veterans' information to stakeholders and USA Company employees.
- Assist individual USA Company sites in developing a local military veterans' outreach plan.
 - Identify a Military Veterans Site Champion at each USA Company location.
- Enhance internal USA Company knowledge and understanding of military veterans.
 - In conjunction with resourcing liaison, provide a primer on the United States military to include a summary of each military service; rank structure; explanation of responsibilities at each rank (by military service); and other pertinent information to for dissemination to USA Company personnel. (example is provided in this document – Military 101)

Best Practices.

- Jeans day/jeans week as fund raiser for veterans causes.
- Engage veterans' affinity group industry wide.
- Adopt a deployed unit. The non-profit organization "Americans Supporting Americans" facilitates the adoption of a military unit <http://www.asa-usa.org/site/PageServer?pagename=AdoptaUnitInfo> Adoption of a unit provides an opportunity

to provide support such as cards, letters, phone cards, etc. to unit members. Organizations have adopted units and have held fund raisers with the funds being used to assist Family Readiness groups, purchase of phone cards and other support. In addition, USA Company can contact local military units to determine how to support them. This is a unique way of providing direct support to the military.

- Reach out to other companies with affinity groups to collaborate on projects and learn their best practices
- Develop Affinity Group coins. The use of unit coins is a longstanding tradition in the United States military. These coins provide a connection between unit members and enhance esprit.
- On Veterans Day have vets bring in pictures of family members or themselves
- Seek opportunities for USA Company Affinity Groups to collaborate on projects. For example, the Veterans Affinity Group could partner with a Women's Affinity Group on a women's military veterans project.

Human Resources (Recruiting and Retention).

Vision. A broad recruiting outreach increases the applicant pool of veterans at USA Company and vendors. USA Company will have a supportive culture of military and veteran employees that positively impacts retention efforts.

Analysis. The "veterans" market from which to draw potential employees is multi-dimensional. One aspect of this market is the veterans leaving active duty and seeking civilian employment. These individuals normally out-process through a "transition point" at their respective military installation. These transition points have the potential to provide information on possible civilian job opportunities. There are transition points throughout the United States (for example Naval Air Station Jacksonville; Naval Station Mayport); marketing USA Company to these individuals could consist of job fairs, presentations at the transition points, internet/web page, and briefings to unit personnel.

An additional aspect of this market is that of National Guard/Reserve veterans. Throughout the nation, the National Guard and other Reserve Components have a significant number of veterans who would be excellent candidates for employment by USA Company. Unlike most active duty members, National Guard/Reserve Component veterans have a significant tie to the local community in which they reside. The majority of unit members do not work for the military on a full-time basis and have a civilian employment career. Reaching this market is more complicated as National Guard/Reserve Component personnel are not concentrated on large military installations. This would require more unit briefings and developing relationships with senior Guard/Reserve leaders. However, the payoff could be substantial as recruiting personnel more rooted in the community would likely result in a more stable work force.

In addition to reaching out directly to veterans, there are many organizations with a mission to obtain jobs for veterans that would seek to partner with USA Company. Such organizations include the federal government (Department of Labor, Department of Veterans Affairs), state government, universities, and veterans support organizations. Each of these entities touches an element of the veteran population and would provide an excellent resource for USA Company.

Objectives. Develop a comprehensive plan to recruit military veterans and focus on the recruitment and retention of military veterans through four primary areas:

- **Recruiting:**
 - There many avenues to reach the military veteran population. Veteran job fairs are held throughout the United States. USA Company can contact local military installations to determine how to access transitioning service members. Veteran Service Organizations such as USO Pathfinder <https://jax.uso.org/jax-pathfinder> ; Operation New Uniform <https://onuvets.org/> ; Onward to Opportunity <https://onward2opportunity-vctp.org/> ; Wounded Warrior Project www.woundedwarriorproject.org; and others welcome the opportunity to share employment opportunities. CareerSource Northeast Florida <http://www.careersourcenortheastflorida.com/jobseekers/veterans.aspx> has personnel that specifically work with companies to connect with veterans.
 - There are many Veterans Job Banks to include the National Labor Exchange <https://veterans.usnlx.com/> through which USA Company can post jobs.
- **Campus recruiting:**
 - Leverage campus recruiting at the graduate and undergraduate level to recruit military veterans.
 - Develop and enhance relationships with on-campus military groups and veterans' networks.
- **Alternate source recruiting:**
 - Develop a professional recruiting strategy to attract military veterans, including career fair attendance (at military installations and other locations), military website job postings, and search firm relationships.
 - Partner with organizations with a mission to obtain jobs for military veterans, such as Junior Military Officer recruiters, Senior Academy Career Conference (SACC <https://www.sacc-jobfair.com/>) , MOAA, Milicruit.com (<https://twitter.com/milicruit?lang=en>), or other military support organizations.
 - Develop an internship program for military veterans at USA Company locations.
 - Develop postings on jobs website, such as Monster.Com (which is partnered with Military.Com) and will filter to various military websites.
 - Partner with USA Company customers and vendors to develop employment opportunities for military veterans.
 - Partner with military support organizations to enhance employment opportunities for military veterans.
- **Marketing/Job descriptions:**
 - Develop military veterans' recruiting/marketing strategy in line with annual events (conferences, Veterans Day, etc.).
 - Analyze USA Company job descriptions and determine when military experience can be substituted for financial service/other job experience.
 - Examine how USA Company is marketing job opportunities to military veterans.
 - Enhance USA Company careers website to market to military, including employee testimonials, link to USA Company careers, and a job description matrix.
 - Explore opportunities to highlight USA Company as a veteran friendly employer.
 - G.I. Jobs Top Military Friendly Employer Award
 - ESGR Freedom Award

- **Internal processes:**
 - Develop statistics/metrics on total number of USA Company military veteran employees.
 - Designate recruiter specifically for military veteran applicants.
 - Develop a process for receipt of resumes and/or job applications from a military veteran.
 - Consider partnering with agencies that assist with translating the military skill set to civilian workforce.
 - Develop and enhance relationships with the National Guard and Reserve.
 - Analyze USA Company policies and corporate best practices to ensure USA Company provides its full support to military veterans.
 - In conjunction with the Veterans Affinity Group, develop a sponsorship and mentorship program.
 - Disseminate HR policies and best practices to all USA Company locations.

Best Practices. (Each of these actions would have to be analyzed for appropriateness, legality, etc. for USA Company but can serve as a start point for discussion.)

- Develop awards program that recognizes significant internal and external achievements in support of military veterans.
- USA Company Careers Web Site. Develop separate web page for military personnel on USA Company careers web site (CSX is an excellent example). Develop a matrix for military personnel to outline how they could adapt their military skills to a position in USA Company. (For example, a Signal Corps officer in the Army receives significant training in information technology; the matrix could provide a listing of the jobs (or type of jobs) that USA Company has in information technology)
- Military Leave Policy. Develop a policy in which paid leave would be granted to USA Company employees who are ordered to federal active or inactive duty training due to membership in the National Guard/Reserve Component. One organization established that the first seventeen (17) days of such leave per year would be with pay; leave beyond the seventeen (17) days would be without pay. (The number of days for military leave can be established at any number by USA Company; the seventeen days of military leave listed above is the number of statutory annual training days that National Guard/Reserve Component must attend each year.)
- Sponsors for new USA Company military veteran employees. Assign a current USA Company employee as a sponsor for new veteran hires to help them acclimate to the USA Company work environment
- Match Pay. Supplement the military pay of National Guard and Reserve employees if it falls below their current USA Company salary level and provide ongoing health benefits.
- Disability Pay. Provide National Guard and Reserve USA Company employees with partial and/or short-term disability if they were injured during their time of military service. The partial disability is a benefit that would help employees transition back to their former level of pay and position, even if they can't perform their original job due to an injury.
- Military Support Intranet Site. Provide support for Guard and Reserve members and their families by sponsoring and managing an intranet site specifically designed to support deploying employees and their spouses. The interactive site would provide tips, advice and resource material

to help employees and their families identify what to do when leaving work, family, and friends; how to address financial and legal concerns; and how to transition back to civilian life when returning home. This site can also address deployment related challenges that military employees and spouses might experience.

- Personnel Hiring Process. Give “veterans’ preference” during the USA Company hiring process. “Veterans preference” is used in the federal government hiring process, as outlined below. Veterans of the Armed Forces are given some degree of preference in appointments to Federal jobs. Veterans' preference recognizes the economic loss suffered by citizens who have served their country in uniform, restores veterans to a favorable competitive position for Government employment, and acknowledges the larger obligation owed to disabled veterans. By law, veterans who are disabled or who served on active duty in the Armed Forces during certain specified time periods or in military campaigns are entitled to preference over others in hiring from competitive lists of eligibles and also in retention during reductions in force.
- Contact military installation transition points around your area to determine how to access military members who are leaving active duty.
- Match employee donations to valid Military Veterans Support organizations.
- Develop forum for veterans support best practices.
- Reach out to local, city, county, state, national military veteran support organizations.
- Reach out to the military departments of local city, and state governments.
- Reach out to local active duty, National Guard, Reserve units

Communications.

Vision. USA Company will be known as an industry leader in seeking military veterans and will highlight the positive relationship between veterans and our industry.

Objectives. Effectively communicate the USA Company Veterans Outreach Program to all stakeholders and:

- Develop a comprehensive communications plan, encompassing all media including publications, timed press releases, website, and social media outlets.
 - Develop a public web site that provides information on all aspects of the Veterans Outreach Program, with a link to the USA Company Careers and Diversity websites.
- In coordination with Veterans Affinity Group, develop a USA Company Military Support Intranet Site.
- Field press inquiries about the Veterans Outreach initiative.
- Provide USA Company military veteran leadership media training.
- Keep website current with updated veterans’ events and issues.

Community Outreach.

Vision. Establish USA Company as an industry leader in outreach and support to military support organizations.

Objectives. Focus on outreach to the community, including military support organizations and other stakeholders.

- Develop an overall charitable giving strategy to Military Support Organizations.
- Develop a plan to partner with Military Support Organizations to provide greater employment opportunities for military veterans.
- Develop a comprehensive plan to partner with other industry leaders to support charitable or community outreach opportunities.
- In conjunction with the Veterans Affinity Group, develop a plan to capture volunteer hours given by USA Company employees in support of Military Support Organizations.
- Engage veterans' affinity groups industry-wide.
- Maintain awareness of partner firms' efforts in outreach to military veterans.

Best Practices.

- Publish year end press release that highlights the accomplishments of the USA Company Military Veterans Outreach Program.
- Publish Veterans Day, Memorial Day, other important events, etc. press release.
- Develop Military Veterans Outreach Program summary and talking points to ensure senior leaders and all stakeholders are current and have the same talking points.
- In collaboration with the Affinity Group, publish a Veterans newsletter.

Veterans Conference.

Vision. USA Company can consider hosting/co-hosting/supporting veterans' events such a job fair, symposium, best practices forum, etc. Below are key factors in hosting such an event.

- Event Management/Logistics:
 - Conferences and Events will take the lead in developing a proposal for time, date, and location of the conference.
 - Create and manage conference guest list for USA Company, industry, clients, vendors, military support organizations, and recent veterans.
 - Collaborate with vendors and caterers for conference execution.
- Speakers/Panel:
 - Develop conference themes and agenda, including topics of interest to veterans and industry attendees.
 - Contact keynote speakers and panelists from military, government, and industry sectors.
 - Develop panel questions, incorporating themes.
- Sponsorship/Partnership:
 - Engage partner firms to gain support and communicate conference objectives.
 - Engage military support organizations in partnership to raise awareness about resources to employ military veterans.
- Communications/Marketing:
 - Contact key client base for attendance and support.
 - Work with Military Support Organization subcommittee on charitable giving strategy for conference.

- Utilize USA Company website, print media, television spots and other advertizing mechanisms to raise awareness and promote conference.
- Promote efforts at internal communications:
- Develop plans for USA Company locations to participate during the conference month with concurrent military outreach events.

Employer Support of the Guard and Reserve (ESGR).

Vision. USA Company will foster a culture supportive of its employees' military service.

Objectives. Support USA Company personnel who serve in the National Guard and Reserve and:

- Develop plans to annually conduct an ESGR Statement of Support signing ceremony at each significant USA Company location in the United States.
- Develop Bosslift and Briefing with the Boss opportunities.
- Research and develop policy recommendations to provide support to USA Company personnel who serve in the National Guard and Reserve.
- Reach out to national and state committees of the Employer Support of the Guard and Reserve.

Best Practices.

- Seek ESGR local, state and national awards.
- Utilize ESGR Ombudsman to provide briefings to USA Company management and staff to ensure all employees are aware of their legal obligations regarding National Guard/Reserve employees.

Reports. USA Company should develop a systemic, consistent reporting methodology to ensure all veterans support activities are captured for use in communications and evaluation to determine the value of these activities.

Jacksonville Military Veterans Coalition.


As part of the City of Jacksonville, Florida's commitment to the military, the Jacksonville Military Veterans Coalition (JMVC) was created to honor military veterans and currently serving members of the National Guard and Reserve by facilitating career, business, and education opportunities in Northeast Florida. The City of Jacksonville, Department of Military Affairs, Veterans and Disabled Services, in partnership with the JMVC, developed and maintains a web site [http://www.coj.net/departments/military-affairs,-veterans-and-disabled-services/jobs-for-vets-\(1\)/jmvc.aspx](http://www.coj.net/departments/military-affairs,-veterans-and-disabled-services/jobs-for-vets-(1)/jmvc.aspx) to provide military veterans who are interested in working for Northeast Florida businesses a "one stop" resource that provides information on:

Northeast Florida businesses with employment opportunities for veterans
Northeast Florida universities and vocational schools with educational opportunities for veterans
Northeast Florida intern opportunities for veterans
Northeast Florida career fairs
Transition from military to civilian life resources
Military 101 for employers with an overview of the United States military
Best practices forum for employers
Success stories of military members transitioning to civilian life
Overview of Jacksonville as a community

Northeast Florida companies can benefit by becoming members of the Coalition. The JMVC actively seeks businesses, large and small, to provide job opportunities in a variety of professions. There is no cost to be listed on the site; the City vets JMVC applicants to ensure they have jobs to provide and are not using the

web site to advertise products. The JMVC web site does not list individual job opportunities; it provides an overview of businesses and their contact information. It is the responsibility of the individual businesses to ensure their information remains current.

Summary. USA Company is fully committed to supporting the United States military. The Military Veterans Outreach Program will serve as USA Company's lead element in fulfilling this commitment. The development and implementation of this Outreach Program is an investment that will pay dividends for USA Company. With this program, USA Company will set the industry standard for veterans' outreach while increasing the professionalism of the work force.



The Business Case for Hiring a Veteran: Beyond the Clichés

Many employers may be willing to seek and hire military veterans but are not familiar with the value to their organization veterans would provide. Below are excerpts from “Guide to Leading Practices and Resources Supporting the Employment of Veterans and Military Families” <https://ivmf.syracuse.edu/article/guide-to-leading-policies-practices-resources-supporting-the-employment-of-veterans-and-military-families-2/> Institute for Veterans and Military Families, Syracuse University that provides an overview of academic research that articulates the business case for Veterans’ employment.

In the context of employer engagement, one of the most commonly cited challenges of senior leaders, hiring managers, and HR personnel is related to the inherent limitations of motivating a veteran-focused employment program in the absence of a robust and communicated logic as to why hiring a veteran is “good for business.” In other words, it was evident from research that the community of employers would benefit from a business case supporting veteran employment as a basis to garner stakeholder support for hiring initiatives focused on veterans and their families.

In what follows, we present the results of a comprehensive review of the academic literature positioned to illustrate the foundational elements around which employers can formulate research-informed logic for recruiting and developing military veterans in the civilian workforce. The propositions below, originally published by the IVMF in “The Business Case for Hiring a Veteran: Beyond the Clichés,” were developed based on:

- a review of academic research contrasting veterans/service members with non-veterans in the context of vocational tasks, skills, and experiences; and
- a review of academic research focused on specific abilities, attributes, and characteristics required for success in a given work role, as compared to research focused on the abilities, attributes, and characteristics descriptive (generally) of military veterans.

Importantly, the scope of the academic research that informed this business case is limited to research that considers the abilities, attributes, and characteristics conferred to the individual veteran as a consequence of military service, as those attributes complement performance in a competitive business environment. That is, the research does not include elements of the business case for hiring veterans that are externally/market-driven, such as enhanced reputational value to the firm, customer/stakeholder legitimacy, and other similar motivations. Such considerations are real and compelling and should also be considered by private-sector firms in the context of their employment strategy related to veterans. As one retail company executive cited, “If it matters to our customers that we are hiring veterans, then we better be hiring veterans!”

In addition, the academic research that informed this business case did not consider typical corporate social responsibility arguments for hiring veterans. Again, such considerations are real and compelling, and are likely similar to those related to hiring any population with public stakeholders, as well as the need for diversity of views and experiences to drive innovation and connection with specific market segments.

In the end, such factors serve to further enhance the following research-informed propositions supporting the inherent value of hiring individuals with military experience:

Veterans Are Entrepreneurial: Academic research focused on the attributes and characteristics of successful innovators and entrepreneurs highlights that high-performing entrepreneurs have in common strong self-efficacy, a high need for achievement, are comfortable with autonomy and uncertainty, and make effective decisions in the face of dynamic environments. Across multiple studies, research illustrates that these same attributes are generally characteristic of military service members and veterans. For example, research focused on the current all-volunteer force suggests that those who are drawn to military service are individuals with a high need for achievement (self-selection). Further, military training and socialization processes have been demonstrated to instill high levels of self-efficacy, trust, and a strong sense/comfort with autonomy and dynamic decision-making processes. These attributes, as they are linked to entrepreneurship and an entrepreneurial mindset among military veterans, have been consistently demonstrated in practice. According to multiple studies commissioned by the U.S. Small Business Administration (SBA) and others, military veterans are twice more likely than non-veterans to pursue business ownership after leaving service, and the five-year success rate of ventures owned by veterans is significantly higher than the national average.

Veterans Assume High Levels of Trust: The ability to trust coworkers and superiors has been consistently highlighted in organizational behavior literature as a significant predictor of high-performing teams, organizational cohesion and morale, and effective governance systems. Research studies focused on both military personnel and veterans indicate that the military service experience engenders a strong propensity toward an inherent trust and faith in coworkers, and also a strong propensity toward trust in organizational leadership. In turn, the academic literature broadly supports the finding that in organizations where trust between co-workers—and between employees and leadership—is strong, organizational performance is enhanced.

Veterans Are Adept at Skills Transfer Across Contexts/Tasks: The ability to recognize and act on opportunities to transfer skills learned in a specific context, to a disparate context, represents a valuable organizational resource. Several studies focused on skills transfer have highlighted that military service members and veterans are particularly skilled in this ability. Research has attributed this finding to the fact that military training most often includes contingency and scenario-based pedagogy, and as a result, service members and veterans develop cognitive heuristics that readily facilitate knowledge/skills transfer between disparate tasks and situations.

Veterans Have [and Leverage] Advanced Technical Training: Military experience, on average, exposes individuals to highly advanced technology and technology training at a rate that is accelerated relative to non-military, age group peers. Research validates the suggestion that this accelerated exposure to high technology contributes to an enhanced ability to link technology-based solutions to organizational challenges, and also the transfer of technological skills to disparate work tasks. In other words, not only do military veterans (on average) have more advanced exposure to high technology relative to their age-group peers, but they also make the most of that knowledge by effectively leveraging knowledge across disparate work-related tasks.

Veterans Are Comfortable/Adept in Discontinuous Environments: The contemporary business environment is dynamic and uncertain, and research consistently highlights the organizational advantage conferred to firms that are able to act quickly and decisively in the face of uncertainty and change. Cognitive and decision-making research has demonstrated that the military experience is positively correlated to the ability to accurately evaluate a dynamic decision environment, and subsequently act in the face of uncertainty. Several studies highlight that this ability is further enhanced and developed in individuals whose military experience has included service in a combat environment.

Veterans Exhibit High-Levels of Resiliency: The notion of resiliency refers to a condition where individuals can successfully adapt despite adversity, overcome hardships and trauma, achieve developmental competencies, and excel even in the face of harsh environments. Multiple studies have found that military veterans exhibit high levels of resilient behavior; that is, as a consequence of the military experience veterans (generally) develop an enhanced ability to bounce back from failed professional and/or personal experiences more quickly and more completely, as compared to those who have not served. The business strategy and applied psychology literature highlights the positive benefits of employee resiliency in multiple contexts/settings where intermediate or terminal failures are likely to be high, such as in new product development, early-stage ventures, sales, high-technology ventures/work-roles, and in environments where customer relationships are transaction based.

Veterans Exhibit Advanced Team-Building Skills: Several studies have compared military service members and veterans to non-veterans in the context of team-building skills and efficacy. Findings from that research illustrate that (as compared to those that have not served in the military) veterans are more adept with regard to 1) organizing and defining team goals and mission, 2) defining team member roles and responsibilities, and 3) developing a plan for action. Further, research also suggests that those with prior military service have a high level of efficacy for team-related activities; that is, veterans exhibit an inherent and enduring belief that they can efficiently and effectively integrate and contribute to a new or existing team. Taken together, the academic research supports the notion that veterans will enable high-performing teams in an organizational setting. Research on high-performance teams suggests that communication and idea exchange are critical, and in combination with skills at forming teams, provides additional reason to consider hiring veterans. Research finds the key components are frequent communication, including equal time listening and talking, frequent informal communication, and engagement with people not inside the team.¹ These fit with veteran abilities to form and dissolve project-based teams, using communication skills and processes developed in the military.

Veterans Exhibit Strong Organizational Commitment: Socialization tactics can have profound implications for the identity of organizational members, by facilitating identity change so that one's concept of self becomes informed and intertwined with the identity of the organization. Military institutions are particularly adept at institutional socialization, and as a result the military experience engenders a strong linkage between the individual and the organization. Research has demonstrated that military veterans bring this strong sense of organizational commitment and loyalty to the civilian workplace. For the organization, this strong sense of organizational commitment can contribute to reduced attrition/turnover and will also be reflected in the employee's work product. Further, in situations where organizational commitment is high, research suggests that organizational norms, customs, and ethical standards are more strongly internalized and adopted across the firm.

Veterans Have [and Leverage] Cross-Cultural Experiences: The nature of military service today necessarily dictates that veterans must be skilled at operating across cultures and international boundaries. Multiple studies consistently highlight that those individuals with military backgrounds 1) have more international experience, 2) speak more languages (and more fluently), and 3) have a higher level of cultural sensitivity as compared to age-group peers that have not served in the military. The cross-cultural experiences characteristic of veterans represent a competitive advantage for the firm, given the increasing globalization of the business environment.

Veterans Have Experience/Skill in Diverse Work Settings: While the military has been publically criticized for a lack of diversity on several important dimensions, research has consistently highlighted the fact that the all-volunteer military actually represents a very heterogeneous workforce across myriad dimensions. These include educational background, ethnicity, culture, values, and the goals/aspirations of organizational members. As a consequence, multiple studies have found that those with military experience are (on average) highly accepting of individual differences in a work setting and exhibit a high level of cultural sensitivity with regard to such differences in the context of workplace interpersonal relationships.

These findings suggest a strong and compelling argument supporting the engagement of the nation's employers in the employment situation of veterans. Importantly, this argument extends beyond social responsibility or obligation, and goes directly to a market-based competitive advantage and employer's bottom line. As a consequence, we assert that this business case is well-positioned as a tool to support educating hiring managers and human resource personnel as to the potential value that a veteran brings to the civilian workforce. Further, this research also opens the door to assisting both the employer and the veteran to identify specific work roles that are well-suited for veterans.

Recommendations & Resources: The following recommendations are provided for employers to leverage the material above:

- Disseminate the business case to hiring managers and human resource personnel as a means to communicate the potential value that a veteran brings to the civilian workforce.
- Incorporate the findings cited above into internal training programs focused on the firm's non-veteran workforce.
- Distribute the business case to key influencers across the firm, including board members and key customers.
- Incorporate elements of the business case into marketing and communications efforts focused on both internal and external stakeholders
- Customize the business case in a way that links the "value of a veteran" to how your particular firm creates value for your customers
- As a resource, the full "*Business Case for Hiring a Veteran*" can be downloaded at <http://vets.syr.edu>.

Military 101

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Military Branches Overview

Department of Defense

The Department of Defense is headed by the Secretary of Defense (a civilian) who is appointed by the President of the United States. Under the Secretary of Defense, there are three military departments: The Department of the Army, the Department of the Navy, and the Department of the Air Force. Each of these military departments are also headed up by civilians known as "service secretaries" who are also appointed by the President. There are five branches of the Military: Army, Marine Corps, Navy, Coast Guard, and Air Force.

Branch	Role/Mission	Personnel
Army	Engage in large scale ground operations	"Soldiers"
Navy	Ensure American dominance of the oceans, seas and rivers, and transport other assets across waters	"Sailors"
Air Force	Ensure American dominance of air, space, and cyberspace; provide the ability to strike targets anywhere in the world; provide "close air support" to ground forces, transport personnel, equipment, and supplies worldwide	"Airmen"
Marine Corps	Serve as an expeditionary "force in readiness" prepared to deploy at a moment's notice and be on the ground within about five days, with at least a battalion, anywhere in the world. Marines are the first force on the ground in any combat operation, and the last out.	"Marines"
Coast Guard	Both a military and law enforcement service. During peacetime, falls under Dept. of Homeland Security. During war, under Dept. of the Navy.	"Coastguardsmen"

The Army is commanded by a four-star general, known as the Army Chief of Staff. The Army Chief of Staff reports to the Secretary of the Army (for most matters). The top military member in the Air Force is the Air Force Chief of Staff. This four-star general reports (for most matters) to the Secretary of the Air Force. The Navy is commanded by a four-star admiral, called the Chief of Naval Operations. The Marines are

commanded by a 4-star general called the Commandant of the Marine Corps. Both the Chief of Naval Operations and the Marine Corps Commandant report (for most matters) to the Secretary of the Navy.

These four "flag officers" and the Chief, National Guard Bureau serve as the Joint Chiefs of Staff (JCS). The Joint Chiefs of Staff comprise the four Service Chiefs, the Vice Chairman of the Joint Chiefs of Staff, and the Chairman of the Joint Chiefs of Staff. The Chairman is nominated by the President and approved by the Senate (as are other general and flag officer positions). For operational matters (such as war or conflict), the JCS by-passes the individual service secretaries and report directly to the Secretary of Defense, and the President.

The Coast Guard is part of the Department of Homeland Defense. However, the Coast Guard is considered a military service, because, during times of war or conflict, the President of the United States can transfer any or all assets of the Coast Guard to the Department of the Navy. In fact, this has been done in almost every single conflict that the United States have ever been involved in. The Coast Guard is commanded by a 4-star admiral, known as the Coast Guard Commandant.

Type of service

- **Active:** Military members who serve on full time status in the Army, Navy, Air Force, or Marine Corps.
- **Reserve Component.** The reserve components of the United States Armed Forces are military organizations whose members generally perform a minimum of 39 days of military duty per year and who augment the active duty (or full-time) military when necessary. The reserve components are also referred to collectively as the Guard and Reserves.

Army

The main function of the Army is to protect and defend the United States (and its interests) by way of ground troops, armor (tanks), artillery, attack helicopters, tactical nuclear weapons, etc. The Army is the oldest U.S. Military service, officially established by the Continental Congress on June 14, 1775. The Army is also the largest U.S. Military Service. The Army is supported by two Reserve Forces which can be tapped for trained personnel and equipment during times of need: The Army Reserves and the Army National Guard. The primary difference between the two is that the Reserves are "owned" and managed by the federal government, and each state "owns" its own National Guard. However, the President of the United States or the Secretary of Defense can "activate" state National Guard members into Federal military service during times of need.

Army personnel are referred to as Soldiers.

Marine Corps

The Marines are often referred to as the "Infantry of the Navy." Marines specialize in amphibious operations. In other words, their primary specialty is to assault, capture, and control "beach heads," which then provide a route to attack the enemy from almost any direction. The Marines were officially established on 10 November 1775 by the Continental Congress, to act as a landing force for the United States Navy. In 1798, however, Congress established the Marine Corps as a separate service within the Department of the Navy. While amphibious operations are their primary specialty, in recent years, the Marines have expanded other ground-combat operations, as well. Like the Navy, there is no Marine Corps National Guard, but Marines are supported in times of need by the Marine Corps Reserves.

Personnel are referred to as Marines.

Navy

Officially established by the Continental Congress in 1775, the Navy sustains its mission to maintain, train, and equip combat-ready naval forces, above, on, and below the ocean's surface, capable of winning wars, deterring aggression, and maintaining freedom of the seas. The Navy makes it possible for the United States to utilize the seas for a multitude of purposes where and when our national interests dictate. The combination of 11 aircraft carriers, a robust naval aviation capability, combat surface ships, submarines, special operation warriors, and the integrated Navy - Marine Corps team, maintain the primacy of a global maritime force. The Navy is supported, when required, by the Naval Reserves. However, unlike the Army and Air Force, there is no Naval National Guard (although a few states have established "Naval Militias.")

Navy personnel are referred to as Sailors.

Coast Guard

The United States Coast Guard was originally established as the Revenue Cutter Service in 1790. In 1915, it was reformed as the United States Coast Guard, under the Treasury Department. In 1967, the Coast Guard was transferred to the Department of Transportation. Legislation passed in 2002 transferred the Coast Guard to the Department of Homeland Security. In peacetime, the Coast Guard is primarily concerned with law enforcement, boating safety, sea rescue, and illegal immigration control. However, the President of the United States can transfer part or all of the Coast Guard to the Department of the Navy in times of conflict. The Coast Guard is a military and law enforcement service. During peacetime, the Coast Guard reports to the Department of Homeland Security, however during wartime, it reports to the Navy. The Coast Guard is also supported by the Coast Guard Reserves, and a volunteer "Coast Guard Auxiliary" in times of need.

Personnel in the Coast Guard are referred to as Coastguardsmen.

Air Force

The Air Force is the youngest military service, established in 1947. The Air Force's mission is to ensure American dominance of air, space, and cyberspace; provide the ability to strike targets anywhere in the world; provide "close air support" to ground forces, transport personnel, equipment, and supplies worldwide. To accomplish this mission, the Air Force operates fighter aircraft, tanker aircraft, light and heavy bomber aircraft, transport aircraft, and helicopters (which are used mainly for rescue of downed-aircrew, and special operations missions). The Air Force's mission also includes military satellites and strategic nuclear ballistic missiles. Like the Army, the active duty Air Force is supplemented by the Air Force Reserves, and the Air National Guard.

Personnel in the Air Force are referred to as Airmen.

National Guard and Reserve Component

The reserve components of the United States Armed Forces are military organizations whose members generally perform a minimum of 39 days of military duty per year and who augment the active duty (or full-time) military when necessary. The reserve components are also referred to collectively as the Guard and Reserves.

According to 10 U.S.C. § 10102, the purpose of each reserve component is to provide trained units and qualified persons available for active duty in the armed forces, in time of war or national emergency, and at such other times as the national security may require, to fill the needs of the armed forces whenever, during and after the period needed to procure and train additional units and qualified persons to achieve the planned mobilization, more units and persons are needed than are in the regular components.

The National Guard of the United States, part of the reserve components of the United States Armed Forces, is a reserve military force, composed of National Guard military members or units of each state and the territories of Guam, of the Virgin Islands, and of Puerto Rico, as well as of the District of Columbia, for a total of 54 separate organizations. All members of the National Guard of the United States are also members of the militia of the United States as defined by 10 U.S.C. § 311. National Guard units are under the dual control of the state and the federal government.

The majority of Reserve and National Guard personnel hold a civilian job full-time while serving in their military role. These personnel are augmented by a full-time cadre of fellow Reservists and National Guard members who serve in an active status.

Understanding Military Rank Structure

Military rank is more than just who salutes whom; military rank is a badge of leadership. Responsibility for personnel, equipment, and mission grows with each increase in rank. Do not confuse rank with pay grades, such as E-1, W-2 and O-5. Pay grades are administrative classifications used primarily to standardize compensation across the military services. The "E" in E-1 stands for "enlisted" while the "1" indicates the pay grade for that position. The other pay categories are "W" for warrant officers and "O" for commissioned officers. Some enlisted pay grades have two ranks.

There are three general categories of rank. Enlisted personnel, Warrant Officers, and Commissioned Officers. While each branch of service (Air Force, Army, Coast Guard, Navy, and Marine Corps) have their own rank naming convention, they each follow mandated principals in regard to how those ranks are defined.

It is important to understand that regardless of the rank the individual has achieved during their time of service, they are all required to start with some form of basic training. After that is completed, Service Members then attend specialized or advanced training in their field. Their area of study is classified by the Military Occupational Specialty, or MOS. There are hundreds of MOS fields. An overview of the rank structure used by the military is below.

Enlisted (E-1 through E-9)

Enlisted members are the "backbone" of the military as they perform the primary jobs that need to be done. This is the largest component of military service members. Enlisted members are "specialists" as they are trained to perform specific specialties in the military. As enlisted personnel progress up the ranks (there are nine enlisted ranks), they assume more responsibility, and provide direct supervision to their subordinates. Enlisted personnel in certain grades have special status.

To join the military today, and become an enlisted member, requires a high school diploma (although a very few -- less than 10% each year, are accepted with "alternative credentials," such as a GED). However, a majority of enlisted members on active duty today have some college. Many have associates and bachelor's degrees. Some even have higher-level degrees, such as masters and doctorates. An overview of responsibilities for enlisted members is outlined below:

- E-1 through E-4 personnel are new to their military career and are "doers" rather than leaders. While promotion times vary by organization, traditionally enlisted personnel achieve the rank of E-4 within the first three years of active duty.
- E-5 through E-9 personnel are considered Non-commissioned officers (NCO) (the Marine Corps considers an E-4 an NCO), with responsibility to train, supervise, enforce policies, and make decisions. Over time, responsibilities increase and include leadership and supervision of junior enlisted personnel. Promotions take longer to achieve in these ranks.

RANK INSIGNIA OF THE U.S. ARMED FORCES

ENLISTED

E-1 E-2 E-3 E-4 E-5 E-6 E-7 E-8 E-9 SENIOR ENLISTED ADVISORS

ARMY

no insignia												
Private E-1 (PV1)	Private E-2 (PV2)	Private First Class (PFC)	Corporal (CPL)	Sergeant (SGT)	Staff Sergeant (SSG)	Sergeant First Class (SFC)	Master Sergeant (MSG)	First Sergeant (1SG)	Sergeant Major (SGM)	Command Sergeant Major (CSM)	Sergeant Major of the Army (SMA)	

MARINES

no insignia												
Private (Pvt)	Private First Class (PFC)	Lance Corporal (LCpl)	Corporal (Cpl)	Sergeant (Sgt)	Staff Sergeant (SSgt)	Gunnery Sergeant (GySgt)	Master Sergeant (MSgt)	First Sergeant (1stSgt)	Master Gunnery Sergeant (MGySgt)	Sergeant Major (SgtMaj)	Sergeant Major of the Marine Corps (SgtMajMC)	

AIR FORCE

no insignia														
Airman Basic (AB)	Airman (Amn)	Airman First Class (A1C)	Senior Airman (SrA)	Staff Sergeant (SSgt)	Technical Sergeant (TSgt)	Master Sergeant (MSgt)	First Sergeant (E-7)	Senior Master Sergeant (SMSgt)	First Sergeant (E-8)	Chief Master Sergeant (CMSgt)	First Sergeant (E-9)	Command Chief Master Sergeant (CCM)	Chief Master Sergeant of the Air Force (CMSAF)	

NAVY

no insignia												
Seaman Recruit (SR)	Seaman Apprentice (SA)	Seaman (SN)	Petty Officer Third Class (PO3)	Petty Officer Second Class (PO2)	Petty Officer First Class (PO1)	Chief Petty Officer (CPO)	Senior Chief Petty Officer (SCPO)	Master Chief Petty Officer (MCPO)	Force or Fleet Chief Petty Officer (FORMC) (FLTMC)	Command Master Chief Petty Officer (CMC)	Master Chief Petty Officer of the Navy (MCPON)	

COAST GUARD

Seaman Recruit (SR)	Seaman Apprentice (SA)	Seaman (SN)	Petty Officer Third Class (PO3)	Petty Officer Second Class (PO2)	Petty Officer First Class (PO1)	Chief Petty Officer (CPO)	Senior Chief Petty Officer (SCPO)	Master Chief Petty Officer (MCPO)	Command Master Chief (CMC)	Master Chief Petty Officer of the Coast Guard (MCPG-CG)



www.army.mil/symbols

Enlisted Military Rank with Civilian Business Equivalents

Although civilian businesses label their employees differently than the military, the roles of military members are similar in nature to any business. Think of the enlisted member as the worker in a civilian company, the ones who hands-on perform the job. Within the "worker group," NCOs (Army, Air Force, and Marines) and Petty Officers (Navy and Coast Guard) are the foremen and line-supervisors. They perform the job, but also provide direct supervision to the other workers. Senior NCOs (Army Air Force and Marines) and Chief Petty Officers (Navy and Coast Guard) are assistant managers who came up through the ranks of the corporation. They are valuable as managers because of their years of experience.

Non-Commissioned Officer Rank and Typical Role (Note: This is merely a guideline for how these roles and responsibilities might translate to civilian business. All personnel should be evaluated on their own merits.)

Corporate Position	Enlisted Rank	Typical Role	Typical years experience
Senior Management	E-7 through E-9.	Plan, direct, supervise, and coordinate work activities of subordinates and staff relating to employment, compensation, labor relations, and employee relations. Can command hundreds of troops and significant impact on policy and war fighting. Perform difficult staff duties, including dealing with understaffing, refereeing disputes, firing employees, and administering disciplinary procedures.	16-30 Years (age: 40s)
Middle Management	E-6	Has much work experience, able to lead Junior Middle Management and below, and assist Senior Management. Typically responsible for ensuring subordinates understand and carry out directions. Responsible for resolving Junior Middle Management and Junior employee issues; serve as role model for Junior employees.	10-16 years (age: 30s)
Junior Middle Management	E-5	Halfway through the Enlisted Rank Structure. Gets much done on the ground or ship. They have the opportunity to lead Junior employees and carry out the direction of senior personnel. Considered first line supervisor for Junior employees.	4-10 years (age: 20s to early 30s)
Junior Employees	E-2 through E-4	Knowledgeable on how things operate but still gaining work experience. Are typically responsible for completing tasks assigned by E-5s.	2-4 years (age: late teens to early 20s)
Entry Level	E-1	Young, energetic, and in their first year of service. Typically just out of basic training and/or completing additional training for their job specialty.	4-10 years (age: late 20s to early 30s)

Officers (O-1 through O-6)

Officers are individuals who receive a Presidential commission after demonstrating outstanding character, providing a requisite leadership potential, completing a service specific training program (Officer Candidate School; ROTC; service academy); and obtaining a college degree (although there are instances in which a commissioned officer does not have a college degree). Officers are responsible for the Enlisted Service Members in their department or field. Unlike enlisted members and warrant officers, commissioned officers do not specialize as much (with certain exceptions such as pilots, doctors, nurses, and lawyers). As Officers move up the ranks, most will obtain a master's degree as they are promoted.

- O-1 through O-3 – these are new officers in the military. On average, it takes approximately 4-6 years to be promoted in these ranks.
- O-4 through O-6 – these positions continue to have higher levels of leadership and areas of responsibilities, and promotions take longer.

Flag Officers (Generals and Admirals)

Making up less than 1% of the officers, Flag Officers (senior officers) are selected by the President and command the highest levels of the military. Most Flag Officers have more than 20 years' experience and have commanded large military commands.

RANK INSIGNIA OF THE U.S. ARMED FORCES

OFFICERS

0-1 0-2 0-3 0-4 0-5 0-6 0-7 0-8 0-9 0-10 SPECIAL

ARMY - AIR FORCE - MARINES

Second Lieutenant (2LT)	First Lieutenant (1LT)	Captain (CPT)	Major (MAJ)	Lieutenant Colonel (LTC)	Colonel (COL)	Brigadier General (BG)	Major General (MG)	Lieutenant General (LTG)	General (GEN)	General of the Army (GA)

NAVY - COAST GUARD

Ensign (ENS)	Lieutenant Junior Grade (LTJG)	Lieutenant (LT)	Lieutenant Commander (LCDR)	Commander (CDR)	Captain (CAPT)	Rear Admiral Lower Half (RADML)	Rear Admiral Upper Half (RADMU)	Vice Admiral (VADM)	Admiral (ADM)	Fleet Admiral (FADM)

W-1

W-2

W-3

W-4

W-5

ARMY

Warrant Officer (WO1)	Chief Warrant Officer (CW2)	Chief Warrant Officer (CW3)	Chief Warrant Officer (CW4)	Chief Warrant Officer (CW5)

NAVY - COAST GUARD

Warrant Officer 1 (W-1) * The grade of Warrant Officer W-1 is no longer in use.				NO Chief Warrant Officer (CW05)
	Chief Warrant Officer (CW02)	Chief Warrant Officer (CW03)	Chief Warrant Officer (CW04)	

MARINES

Warrant Officer (WO)	Chief Warrant Officer (CW02)	Chief Warrant Officer (CW03)	Chief Warrant Officer (CW04)	Chief Warrant Officer (CW05)

AIR FORCE

NO WARRANT	NO WARRANT	NO WARRANT	NO WARRANT	NO WARRANT
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www.army.mil/symbols

Officer Military Rank with Civilian Business Equivalents

Although civilian businesses label their employees differently than the military, the roles of military members are similar in nature to any business. Commissioned officers are the managers of the company. They have broad areas of responsibility for the management, organization, and efficiency of various departments of the corporation. Senior commissioned officers (generals and admirals) are the board of directors.

Officer Rank and Typical Role (Note: This is merely a guideline for how these roles and responsibilities might translate to civilian business. All personnel should be evaluated on their own merits.)

Corporate Position	Officer Rank	Typical Role	Typical years experience
CEO	General, (Navy Admiral) O-7 through O-10 = 1 to 4 stars	Responsible for thousands of people and billions in equipment. Make major policy decisions within their command, and on strategic military policy.	22+ years
Vice Presidents	Colonel, (Navy Captain) O-6	Command thousands of troops and significant impact on policy and warfighting	20+ years
Senior Management	Lt Col, (Navy Commander) O-5	Can command hundreds of troops or hold important policy staff jobs in the offices of senior leaders	16-22 years (age: 40s)
Middle Management	Major, (Navy Lt Commander) O-4	Middle of officer ranks, a plateau point for many. Can run most staff operations, from logistics to combat plans. In the Navy, they may command ships	10-16 years (age: 30s)
Junior Middle Management	Captain, (Navy Lieutenant) O-3	Many O-3s get much done on the ground, particularly in combat situations. They may command groups of up to 100 or 200 troops, or aircraft.	4-10 years (age: late 20s to early 30s)
Junior employees	1 st Lieutenant, (Navy LT Junior Grade) O-2	Knowledge of how things operate, but still gaining experience to effectively lead large groups. May command platoons	2-4 years (age: mid-20s)
Entry level	2 nd Lieutenant, (Navy Ensign), O-1	Young, energetic, and in their first year of service.	O-2 years (age: early 20s)

Warrant Officers (WO1-CW5)

Approximately 2% of military service members, Warrant Officers are personnel within a very specific profession, and are higher in rank than Enlisted, but report to Officers. Unlike commissioned officers, warrant officers remain in their primary specialty to provide specialized knowledge, instruction, and leadership to enlisted members and commissioned officers alike. Traditionally, Warrant Officers are in technical specialties including aviation, communications security and medical. With few exceptions, one must be an enlisted member with several years of experience, recommended by their commander, and pass a selection board to become a warrant officer. The Air Force is the only service which does not have warrant officers. Warrant officers are not required to have college degrees (they are selected primarily based upon technical skills and experience), but many of them do.

Warrant Officer Military Rank with Civilian Business Equivalents

Although civilian businesses label their employees differently than the military, the roles of military members are similar in nature to any business. Warrant Officers can be thought of as the experienced technical specialists that the company hired to perform highly-specialized functions.

Warrant Officer Rank and Typical Role (Note: This is merely a guideline for how these roles and responsibilities might translate to civilian business. All personnel should be evaluated on their own merits.)

Corporate Position	Officer Rank	Typical Role	Typical years experience
Senior Management	WO1 – CWO5 (Warrant Officer 1 – Chief Warrant Officer 5) Rankings after WO1 are considered to be Chief Warrant Officers	Senior specialist personnel are normally technical leaders and specialists in Medical, Supply/Logistics, Engineering, Electronics, Maintenance, and Administration of the company or organization. Will possess all certifications in their field. Knowledge of Human Resources, Customer Relations skills, and Business Acumen. Able to communicate effectively and carry out mission of organization. At least a 2-4-year degree in related fields and requires at least 10 years experience as enlisted to move to the Warrant Officer Corps.	16-30 years (age: 40s)

Points to Remember

Veteran Population. Veterans comprise a much larger part of the US population (7-8% as of February 2010) than those currently serving on active duty. The Veterans Administration counts 23.1 million living Veterans plus 37 million dependents = 20% of the population. There are approximately 2.5 million Veterans with Post 9/11 service.

The military is not just a “job”: The military see their role not as a “job” but more as a long-term commitment and a way of life.

For some, the military is a family tradition: Some families produce generation after generation of lawyers, or doctors, while some have generations in military service. For these families, service is not only a way to show patriotism but a proud family tradition.

Not all veterans have seen combat: Veterans who have been in war are “combat veterans”, but anyone who has served in war or peace is a “veteran” after active service.

The military is well educated: Military personnel are not drawn mainly from the poor and uneducated: 96% of officers have college degrees and 37% have advanced degrees. For enlisted service members, high school graduation rates average 10 points higher than the general population.

Forms of address are important. In the military, an officer is “sir or ma’am” to anyone but a higher-ranked officer (who will usually address a lower officer by rank and last name or, if an acquaintance, by their first name), while an enlisted individual is addressed by his or her rank and last name. A civilian who doesn’t distinguish between officers and enlisted or doesn’t use the proper and polite form of address, is seen as being disrespectful to the military.

Values. The United States military prides itself on values. These values not only apply for the military at war but also bear meaning for personal behavior. Each of the services has their own set of values but the Army's values illustrate the way in which our military views values:

1. **Loyalty:** Bear true faith and allegiance to the U.S. Constitution, the Army, your unit, and fellow Soldiers.
2. **Duty:** Fulfill your obligations.
3. **Respect:** Treat others as they should be treated.
4. **Selfless Service:** Put the welfare of the nation, the Army, and your subordinates before your own.
5. **Honor:** Live the Army Values.
6. **Integrity:** Do what's right, both legally and morally.
7. **Personal Courage:** Face fear, danger, or adversity, both physical and moral.

Decisiveness: Military actions require innumerable split-second decisions under stressful conditions, waiting to act until one has all of the facts can cost lives.

Pride and Honor: Troops see the defense of our country as a calling and one of the greatest forms of service.

Commitment to Winning: The can-do attitude instilled in the military includes a commitment to getting the job done no matter what.

Financial Incentives for Hiring Veterans

Veterans Administration overview of incentives to hiring Military Veterans to include salary subsidies, assistive technology, salary reimbursement, Federal tax credit and other incentives.

<https://www.benefits.va.gov/vocrehab/employers.asp>

How to Get Tax Credits for Hiring Veterans <https://www.military.com/hiring-veterans/resources/tax-credits-for-hiring-veterans.html>

Business Incentives for Hiring Veterans <https://www.debt.org/veterans/business-incentives-hiring/>

Vocational Rehabilitation & Employment OJT/Apprenticeships

Employers hiring Veterans with a service-connected disability who are approved for VR&E services may be entitled reimbursements up to 50% of the Veterans' salary for six months to offset training costs. VA's Education and Career Counseling program is a great opportunity for Veterans and Service members to get personalized counseling and support to help guide their career paths, ensure the most effective use of their VA benefits, and achieve their goals. Additional information about the VR&E OJT program is located [here](#).

Military Skills Translation

Though many employers are eager to employ Veterans, establishing a connection to this community can be challenging. Veterans may not be their best advocates when it comes to job applications and interviews. Some may come into the civilian job market with a higher level of experience and skill than they know how to present to civilian recruiters. Without resumes and interview tactics that positively feature their skills, they may settle for jobs beneath their capabilities. Other Veterans may find that civilian work has changed since they joined the military (e.g., growth of the internet and social networking in job searches) and their previous job search tactics are no longer applicable to the current job market.

One of the hurdles of hiring Veteran's and transitioning Service Members is understanding and aligning military qualifications to your job. While there are several tools and programs assisting Veteran's in resume writing, there are also tools for employers in bridging the communication gap between military and civilian job skills.

Using tools such as a [Military Skills Translator](#) provides information on primary and supplemental job duties based on a specific type of military experience. Users can input the job title or browse jobs by military Service. These skills are helpful in aligning military and civilian job skills.

Hiring and Recruiting Tools

Employers use several hiring and recruiting tools to aid in the identification, and subsequent selection of employees to support their origination. Some tools, job boards, and resume sites also provide additional support in the identification of Veteran candidates. An overview of some Hiring and Recruiting tools are below.

Hiring Florida's Heroes

The Hiring Florida's Heroes campaign aims to promote the availability of these returning Veterans to Florida's employers and connect employers with a variety of resources to assist in the hiring process. Employers interested in hiring Veterans are encouraged to call the Employ Florida Marketplace hotline at (866) 352-2345 to connect with a workforce specialist in their area. The specialists can assist employers by

posting job listings, assembling lists of qualified candidates and answering questions about available training options among other services. Employers also can visit the Employ Florida Vets web portal at Veterans.employflorida.com to post job listings and view resumes.

Department of Labor Hiring Toolkit

Designed for employers and the workforce development system, this website <https://www.dol.gov/veterans/hireaveteran/pdf/Employer-Guide-to-Hire-Veterans-June-2018.pdf> is filled with useful information on hiring Veterans. The Toolkit has been designed to assist and educate employers who want to include Veterans and Wounded Warrior in their recruitment and hiring initiatives. Featuring a straightforward six step process, it pinpoints helpful tools and outlines important steps to take when designing a Veterans hiring initiative that works for your particular business. Recognizing that each employer is unique, this guide allows you to select from promising practices and other resources that employers are using to successfully welcome talented and skilled Veterans into their companies. Whether you are looking to create a plan from scratch or retool existing efforts, we encourage you to reference this guide and design an initiative that works for you.

Job Posting Platforms

There are numerous job posting platforms that either specialize in jobs for Veterans or include a section directed toward Veterans. Using these job posting platforms increases the likelihood of identifying Veteran candidates for an open position.

Job Fairs

Job fairs sponsored by the employer, the military or other local and national organizations can help Veterans and recruiters establish connections that lead to jobs.

Other Recruiting Tools

In addition to traditional recruiting approaches, there are several other methods of reaching out to the Veteran and Transitioning Service Member community. These include:

- Social Media: Social media websites include pages to discuss military and Veteran experiences.
- Word of mouth advertising: Many employers also make use of employee referrals, networking among their employees, and communications with Veteran groups and other organizations to identify good Veteran candidates.
- Military programs: The military maintains programs that help service members who are separating, retiring or moving from active duty to the National Guard or Reserve components find civilian jobs. Other programs focus on placing Reservists in civilian jobs where they can continue to practice their mission critical skills.
- Veteran Events: During each year, several events occur in our community that support Veterans. Participation in these events can help identify candidates for open and upcoming positions.

Legal Requirements for Supporting the Military Community

Three Federal laws that help establish a baseline of support for members of the military community are the Uniformed Services Employment and Reemployment Rights Act (USERRA), the Americans with Disabilities Act of 1990 (ADA), and the Family and Medical Leave Act (FMLA).

Uniformed Services Employment and Reemployment Rights Act (USERRA)

The [USERRA](#) Act protects the job rights of past and present members of the uniformed services, applicants to the uniformed services and those who voluntarily or involuntarily leave employment positions to undertake military service or certain types of service in the National Disaster Medical System. USERRA requires that

uniformed service members be reemployed to their civilian jobs or a comparable job with all the benefits they would have attained without the interruption of military service if they:

- Provided advance written or verbal notice of their service to their employers
- Have five years or less of cumulative service in the uniformed services with their employer
- Return to work or apply for reemployment in a timely manner after their service has concluded
- Have not been separated from service with a disqualifying discharge.

Employers refrain from using a person's status as a past or present uniformed service member, applicant for membership in the uniformed service, or obligation to serve in the uniformed service as a basis to deny them:

- Initial employment
- Reemployment
- Retention in employment
- Promotion
- Any other benefit of employment

Uniformed service members have the right to continue their existing employer-based health plan for themselves and their dependents for up to 24 months while in the military. If they choose not to continue their health benefits, they have the right to be reinstated in the plan when reemployed, generally without any waiting periods or exclusions except for service-connected illnesses and injuries.

The Americans with Disabilities Act of 1990 (ADA)

Although the ADA <https://www.ada.gov/> is not a military specific law, it does impact many Veterans who have experienced a physical or mental disability as a result of their military service. The ADA provides protection against discrimination on the basis of a variety of disabilities and requires covered employers to make reasonable accommodations. "Under the Americans with Disabilities Act (ADA), an accommodation is considered any modification or adjustment to a job or work environment that enables a qualified person with a disability to apply for or perform a job. The term also encompasses alterations to ensure a qualified individual with a disability has rights and privileges in employment equal to those of employees without disabilities."

The Family and Medical Leave Act (FMLA)

The [FMLA](#) entitles eligible employees of covered employers to take up to 12 weeks of unpaid, job-protected leave for specified family and medical reasons with continuation of group health insurance coverage under the same terms and conditions as if the employee had not taken leave. While FMLA is often invoked by civilian employees for childbirth, adoption, or serious personal or family illness, there are two additional provisions to the FMLA that specifically mention military family members:

- Qualifying exigency leave grants family members up to 12 weeks within a 12-month period to attend to various issues that arise when a covered military member is deployed. This includes, but is not limited to, attending military-sponsored functions, making appropriate financial and legal arrangements, and arranging for alternative child care.
- Military caregiver leave grants family members up to 26 workweeks of leave during a single 12-month period to care for a covered service member with a serious injury or illness who is the spouse, son, daughter, parent, or next of kin to the employee. In both cases the time a military member spends away from civilian employment on military duty is included in the employment time necessary to qualify for FMLA leave.

Veteran Friendly Programs in the Workplace

While legal regulation such as USERRA, ADA, and FMLA are important to supporting the military community (past and present military members and their families), they represent the minimum obligation employers are required to make and are not designed to respond to every contingency. Fortunately, a number of employers go beyond the legal requirements to develop innovative and responsive ways of supporting the military community.

Below are some of the creative initiatives employers use to support Veterans in the workplace. While not every program may be applicable to your organization, these ideas and approaches have further enhanced relationships between the employer and Veteran employee which results in increased retention rates and overall job satisfaction.

- Participation in mentoring opportunities with active duty service members. Mentoring programs promote discussions and information sharing in regard to understanding the potential challenges and process when transitioning to the civilian workforce.
- Using employed service members to assist in creating position descriptions or to screen resumes for open positions. Oftentimes, these service members can identify or highlight qualifications and skills that may go unnoticed to someone that is not familiar with specific military job occupations.
- Some Veterans may need additional skills training to round out their skill set or to refresh existing skills that weakened through inactivity while in the military. Many employers offer skills training programs to other employees and can and do extend such programs to encompass Veterans as well. These initiatives can be addressed to new hires or to help prepare Veterans for a job search.
- Becoming familiar with local installations and personnel that support these locations. As personnel transition out of military service, they are required to attend transition programs offered at their local base or station. Becoming familiar with personnel and organizations that support these programs can provide additional insight as to the types of skill sets in the local market which can aid in filling open positions.
- Dedicating a portion of recruiting budgets to specific military recruiting efforts. This includes establishing goals for Veteran and Service Member hiring, hiring a recruiter who is a Veteran, participation in military recruiting events, and working with local and national Service Member hiring organizations.
- Creating employer newsletters, social events, volunteer engagements, and other organizational communications to educate civilian employees about their Veteran coworkers, commemorate special events and share information about employer policies and benefits that are useful to Veterans and their families. Some employers feature announcements of Veteran returns to work or opportunities to support Veterans in the organization or the local community.
- Promoting the company as a Veteran Friendly Workplace through identification on the company website, on recruitment postings, posting information on upcoming military and Veteran events, and supporting transition programs at local installations and bases.
- Many workplace flexibility programs are well-suited to enhancing the work experience of Veterans as these programs are designed to give any employee more options about when, where, and how they work to better manage their professional and personal responsibilities. Some workplace flexibility options include job-sharing, flexible scheduling, part-time employment and telework.
- Employer-supported child care (i.e., regular, sick and back-up care) is an important benefit for civilian employees that helps them manage their work and family care responsibilities. Employers noted that their child care supports were also of great use to military families.

- Employers provide benefits to enhance employee’s financial well-being. These supports include pay advances, no interest loans and financial advice/planning. Such supports help both Veterans and their families adapt to changing circumstances.
- Some employers allow employees and/or their families to continue accessing benefits and services, like health insurance or child care, even after the period covered by law has expired.
- Employers with large numbers of Veteran employees have started Veteran resource groups to provide forums for Veteran employees to help one another. These programs include identifying priorities for Veterans in the organization, developing resource guides to help Veterans as well as their coworkers understand the policies and benefits that apply to employees with military experience; and developing business relationships and strategies that capitalize on their Veterans’ military experiences.
- Employers enhance their Employee Assistance Programs (EAP) to include enhancements for managing stress, as well as specialized support for problems unique to Veterans such as post-traumatic stress disorder (PTSD).
- Some Veterans need medical treatment or therapy for injuries suffered during their military service that goes beyond the limits of regular workplace flexibility and FMLA leave. In response, some employers grant these Veterans additional sick or vacation leave to pursue the care that their conditions require. Additional leave can also be used for separation and reunion events so military members, Veterans and their families can take the time to say goodbye or reconnect without having to miss work.

[Employer Assistance/Employer Hiring](#)

Welcome to America’s Heroes at Work – a Department of Labor (DOL) project that addresses the employment challenges of returning Service Members and Veterans. Designed for employers and the workforce development system, this website is filled with useful information on hiring Veterans. The Toolkit has been designed to assist and educate employers who want to include Veterans and Wounded Warrior in their recruitment and hiring initiatives. Featuring a straightforward six step process, it pinpoints helpful tools and outlines important steps to take when designing a Veterans hiring initiative. Start by reviewing “America’s Heroes at Work — Veterans Hiring Toolkit” at <http://www.dol.gov/vets/ahaw/> This online step-by-step toolkit was designed to assist and educate employers who have made the proactive decision to include Transitioning Service Members (TSMs) Veterans in their recruitment and hiring initiatives. Whether you are looking to create a plan from scratch or retool existing efforts, we encourage you to reference this on-line guide and design an initiative that works for you. There are links with detailed information and resources to assist you in the following recommended steps to hiring veterans:

- Step 1 — Design a Strategy for Your Veterans Hiring Program
- Step 2 — Create a Welcoming and Educated Workplace for Veterans 7
- Step 3 — Actively Recruit Veterans, Wounded Warriors and Military Spouses
- Step 4 — Hire Qualified Veterans / Learn how to Accommodate Wounded Warriors
- Step 5 — Promote an Inclusive Workplace to Retain Your Veteran Employees
- Step 6 — Keep Helpful Tools and Resources at Your Fingertips

Syracuse University Institute for Veterans and Military Families Business Case for Hiring Veterans <https://ivmf.syracuse.edu/wp-content/uploads/2018/11/Revisiting-Business-Case-for-Hiring-a-Veteran-Full-Report.pdf> is a comprehensive review of the academic literature positioned to illustrate the foundational elements around which employers can formulate a research-informed logic for recruiting and developing military veterans in the civilian workforce.

<http://www.va.gov/>. - The US Department of Veterans Affairs web site.

<https://www.careeronestop.org/BusinessCenter/RecruitAndHire/WhereToFindCandidates/hire-a-vet.aspx>
US Department of Labor site to assist employers with hiring veterans.

<http://www.jobbankusa.com>. - Job Bank USA is a source for businesses to find new employees who are top performers quickly, easily and cost effectively. Jobs can be posted locally and nationwide

USAA Employer Roadmap <https://www.vetemployerroadmap.org/> Find your path to hiring and retaining veterans and military spouses. Here's everything you need to succeed.

<https://www.dol.gov/vets/hire/> VETS is committed to helping America's veterans and separating service members by preparing them for meaningful careers, providing employment resources and expertise, and protecting their employment rights.

If you have further questions on how to integrate military Veterans into your organization, please contact the City of Jacksonville Military Affairs and Veterans Department at (904) 630-3680.

Employer Recognition

Honoring the Employers who Hire our Nation's Heroes

The Department of Labor is establishing this program under the Honoring Investments in Recruiting and Employing American Military Veterans Act, or HIRE Vets Act. President Donald J. Trump signed the Act into law May 5, 2017. [The Honoring Investments in Recruiting and Employing American Military Veterans Act of 2017](#) (HIRE Vets Act or the Act), signed by President Trump on May 5, 2017, requires the Secretary of Labor to establish a program, by rule, that recognizes employer efforts to recruit, employ, and retain veterans. Employer-applicants meeting criteria established in the rule will receive a "HIRE Vets Medallion Award." As described in the Act, there are different awards for large employers (500-plus employees), medium employers (51-499 employees), and small employers (50 or fewer employees). Additionally, there are two award tiers: Gold and Platinum. For each award, the employer must satisfy a set of criteria. Verification of these criteria includes a self-attestation by the applicant and a check for violations of veteran related DOL labor laws by the U.S. Department of Labor. A Notice of Proposed Rulemaking was published on August 18, 2017. DOL's Veterans' Employment and Training Service (VETS) thoroughly evaluated and carefully considered all comments received. The Final Rule announced by the Secretary on November 9, 2017 [is available for viewing on the Federal Register website](#). The Final Rule will become effective in January 2018 and VETS will begin accepting applications for this award in January 2019. <https://www.hirevets.gov/about>

Syracuse University Institute for Veterans and Military Families – Excerpt from Guide to Leading Policies, Practices & Resources

Checklist for Employers: Veteran Recruiting and Onboarding

When developing a program of HR practice to support the recruitment of veterans, consider the following:

- Secure executive level support for the initiative.
- Consider the most appropriate framework through which to organize the initiative within the HR structure of the firm. For example, depending on firm size, structure, diversity of business practice, etc., should the initiative be integrated into existing HR practice or a separate organization? Should the initiative fall inside or outside of diversity practice? Consider the pros and cons of these and other alternatives.
- Create relationships with trade organizations and other industry collaborations, focused on veteran employment. Examples include the Direct Employers Association, U.S. Chamber of Commerce, and the 100,000 Jobs Mission.
- Participate in veteran-focused career fairs and hiring events, where practical and appropriate.
- Leverage existing veteran employees to help in recruitment efforts through formal referral and mentoring of new veteran hires.
- Develop educational programming, focused on hiring managers, emphasizing the firm-specific business case for hiring veterans.
- Internally empower veteran employees and promote them within HR positions.
- Create a military-specific recruitment website. Consider examples such as AT&T, Microsoft, Sodexo, and Walmart.
- Develop and/or participate in industry-focused veteran initiatives, such as Troops to Energy Jobs, a pilot program developed by Dominion Resources Inc., or the Veterans on Wall Street (VOWS) program.
- Provide training and education about PTSD to all employees, including senior-level leadership and managers.
- Engage in inter- and intra-industry collaboration to identify and utilize the most comprehensive resources in veteran recruiting and onboarding.
- Collaborate and network with other companies to identify employment opportunities for veterans, across industry sectors.
- Utilize comprehensive military skills translators for more effective placements within the company. Exercise caution that these tools are not used in isolation, but instead as part of a broader set of metrics, positioned to identify linkages between a veteran's knowledge, skills, and abilities, and a potential employment opportunity.
- Provide “high-touch” support for veterans throughout the recruitment and onboarding process.
- Capture data to aid in the measurement of process effectiveness and the relevance of veteran skills and talents, compared to career opportunities within the company.
- Foster a veteran-engaged culture within the company, through programs and ceremonies that recognize the contributions of veterans and their families to the organization.
- Consider aligning with veteran organizations for awards and recognition.
- Use social media to establish groups that discuss military and veteran experiences, open positions, mentoring, and more. For example, reference Microsoft's We Still Serve group on LinkedIn.

- To the extent possible, leverage existing veteran employees in the firm’s recruitment strategy and messaging.
- To the extent possible, employ “high-touch” recruiting practices, positioned to confer insight into the potential linkage between a veteran’s knowledge, skills, and abilities, and the demands of the firm’s unique work roles.
- Reach out to universities and colleges and specifically ask career center managers to highlight student veterans seeking employment.
- Provide paths for non-traditional veteran students into career hiring tracks, such as experiential learning and internship opportunities.

Checklist for Employers: Training and Certification

When developing a base of resources and programs to support the training and development of veterans in the workforce, consider the following:

- Develop a veteran’s affinity group, or similar network, as a means to provide a platform for veteran employees to interact with fellow veterans across disparate lines of business within the firm.
- When appropriate and practical, consider rotational programs designed to assist veterans as they develop a holistic understanding of the firm and its mission, and to expose managers to veteran employees.
- Many veterans are accustomed to hands-on training, and as such, leverage opportunities for both on-the-job and classroom training.
- Consider opportunities to leverage the GI Bill and other benefit programs afforded to veterans as a means to support additional training and professional development of veterans in the workforce.
- Leverage veteran service organizations as a channel to coordinate internship opportunities for veterans.
- Work with universities to adjust their career sites, allow students to self-identify as veterans, and allow companies to add a veteran-preferred option on internship and job postings.
- Promote internships, job shadowing, and site visits to better understand the opportunities that the company offers. Additionally, provide veterans with mentoring opportunities by veteran employees.
- Share and leverage existing training programs with other firms and across industries.
- Utilize programs and resources that are available through the U.S. Department of Veterans Affairs (VA), such as the VA Work-Study Program, and VA Vocational Rehabilitation Program to support training opportunities for veterans.
- Understand veteran apprenticeship opportunities afforded by the GI Bill.
- Offer a variety of tools and resources, such as tuition reimbursement, self-study training modules, instructor-led classes, skills training programs, online learning opportunities, real-life work scenarios, and online simulations as opportunities for veterans to pursue advanced training and development.

Checklist for Employers: Assimilation and Employee Assistance

When developing a program of HR practice to support the assimilation of veterans in the workforce consider the following:

- Develop and implement Career Watch programs, where veterans who are senior-level personnel
- Serve as a mentor/sponsor and work with veterans who are junior-level personnel.
- Empower employees to leverage existing infrastructure and resources, focused on other employee populations, to support veteran employees.
- Train professionals within existing employee assistance programs (coaches, mentors, sponsors, counselors) on veteran-specific issues such as deployment, PTSD, benefits, and others to provide in-house veteran employee assistance services.
- Create position(s) that are military-specific, such as:
 - Counselors with special training in veterans and military families' issues. For example, leverage existing resources such as the Veterans Health Initiative (VHI) training program for clinicians within the VA, which provides useful study guides for non-VA providers, VA employees, veterans, and the public.
 - Military relations managers, similar to a position created by Lockheed Martin, with the sole responsibility to help those transitioning from the military to the company.
 - Uniformed Services Employment and Reemployment Rights Act (USERRA) Advisor, helping military employees to understand their eligibility, job entitlements, employer obligations, benefits, and remedies available to them under the act.
- Empower and support the creation of internal military veteran networks and councils, which will provide mentoring and support for new veteran employees. Encourage these councils to connect and collaborate with other veteran networks, veteran service organizations, and other groups that provide added value to the veteran community.
- Develop an assistance program for National Guard and Reserve members and their families. This program should provide assistance and support, during the time of deployment.

Checklist for Employers: Philanthropy

When developing a program of philanthropy to support HR practices for the recruitment of veterans, consider the following:

- Consider and develop philanthropic opportunities based in financial and non-financial (in-kind) support. Programs of support may focus on wrap-around services and supports, such as housing, healthcare, transportation, education, community reintegration, employment preparedness, and volunteer service.
- Seek opportunities to leverage the firm's core competencies, in the context of where/how these strengths can be most effective and applied to impact the employment situation of veterans.
- Focus philanthropic support for veterans to align with the company's non-veteran and veteran-related goals. Find alignment between the company's goals and opportunities to integrate veterans and veteran-issues into existing initiatives. Engage the veteran community to identify overlapping goals.
- Understand key issues for veterans in each of the company's philanthropic activities. For instance, if the focus is on educating youth, create opportunities for veterans to mentor and engage with youth.
- Engage with community organizations, aligned with corporate goals and involved with veterans.

- Leverage multiple communication channels, including collaborations with VSOs and other organizations serving veterans, to create awareness of financial and non-financial (in-kind) giving.
- Collaborate with other private sector firms to encourage information sharing, resource leveraging, and focused expertise. In turn, this will enable a more focused philanthropic effort, avoiding missed opportunities owing to a lack of understanding and knowledge about other programs and needs.
- Develop strategic goals for veteran philanthropy that produce tangible outcomes for veterans and for the firm.
- Support veteran-run organizations, those specific to veterans, and organizations not specific to veterans or run by veterans, where appropriate.
- Develop robust metrics and assessment tools to evaluate the efficacy of philanthropic efforts both during and at the conclusion of the grant period.