

# Employer Guide for Hiring Veterans

[www.dol.gov/agencies/VETS](http://www.dol.gov/agencies/VETS)



VETERANS' EMPLOYMENT AND TRAINING SERVICE  
UNITED STATES DEPARTMENT OF LABOR

## Contents

Contents.....	2
Purpose of this Guide.....	1
The Business Case for Hiring Veterans.....	2
Who Enlists in the All-Volunteer Force?.....	3
Current Veteran Statistics.....	4
Getting Started: Make a Plan.....	5
Post Jobs Where Veterans Can Find Them .....	6
Veteran Hiring Best Practices .....	7
• From The Top to The Bottom, Make Sure Everyone Is on Board .....	7
• Create A Veteran “Affinity” Or Employee Resource Group.....	7
• Create A Veteran Mentorship Program .....	7
• Empower Your Employees to Recruit for You.....	7
• Know The Codes .....	7
• Draft Veteran-Friendly Job Descriptions. ....	8
General Tips for Interviewing Veterans.....	8
Further Reading: .....	8
Veteran Hiring Best Practices .....	9
Veteran Culture and Retention .....	9
Conclusion.....	10
Veteran Reporting and "Self-Reporting" .....	11
Further Reading: .....	11
Benefits of Hiring Guardsmen and Reservists.....	12
Leverage Employer Support of the Guard and Reserve (ESGR).....	12
Apprenticeship .....	13
Requirements for GI Bill Approval Include: .....	13
Further Reading: .....	14
The U.S. Department of Defense SkillBridge Program .....	15
Types of DoD SkillBridge .....	15
Employment Navigator & Partnership Program.....	17
ENPP Locations .....	17
Partner With Us .....	17
Disabled Veteran Employment.....	18

Three things to keep in mind when hiring veterans with disabilities:.....	18
Disabled Veterans and Registered Apprenticeships .....	18
Additional Resources for Work-Based Learning and Apprenticeships: .....	19
HIRE Vets Medallion Award .....	19
The HIRE Vets Medallion Award: .....	20
HIRE Vets Medallion Program Timeline .....	20
Hiring Military Spouses .....	22
Military Spouse Employment Partnership .....	22
Military Spouse Interstate License Recognition and Reimbursement.....	22
Employing Military Spouses – “The Force Behind The Force” .....	22
Work Opportunity Tax Credit .....	23
How the WOTC works for you:.....	23
How to apply for the WOTC:.....	23
Federal and State Organizations .....	24
• Small Business Administration’s Office of Veterans Business Development And Veterans Business Outreach Centers   <a href="http://www.sba.gov/ovbd">www.sba.gov/ovbd</a> .....	24
Nonprofits and Veteran Service Organizations.....	25
Contact the VETS Employer Outreach Team.....	26
Director, Office of Strategic Outreach .....	26
National Veterans’ Employment Manager .....	26
Regional Veteran Employment Coordinators (RVEC) .....	26

## Purpose of this Guide

Employers recognize the value veterans bring to the workplace but often find it challenging to connect with veterans, transitioning service members and military spouses seeking employment. Military talent is in high demand, so it requires dedicated efforts by employers to find, attract, and hire veterans.

This guide intends to:

- Provide accurate information about service member and veteran demographics
- Share federal, state, and other resources with employers to facilitate veteran employment
- Make recommendations on how to attract, train, and retain veterans

This is not a comprehensive list of resources as we have purposefully intended to keep the guide succinct.

## The Business Case for Hiring Veterans

A quick internet search shows articles from many recognized business leaders who endorse hiring veterans as a good business practice. Why? Veterans bring the following attributes and characteristics to the workplace:

- Proven leadership and leadership readiness
- Mission-focused approach to work
- Experience working and collaborating with cross-functional teams and organizations
- Adaptable and immediate contributors
- Strong work ethics
- Strong performance under pressure
- Creative problem-solving
- Self-starter
- Integrity
- Technical skills (military experience exposes individuals to advanced technology or technical training)
- Loyalty (The military is adept at institutional socialization and cultivating loyalty. A trait civilian employers have found among their employees who are veterans. A low turnover rate can lead to a higher return on investment for businesses<sup>2</sup>)

Additionally, veterans have already received world-class training in many areas:

- Challenging and purposeful high-stress exercises
- Technical military occupational specialties
- Professional military education courses
- Critical “soft skills,” including ethics and leadership

Studies have shown veterans are more productive and have higher retention rates than their civilian counterparts<sup>2</sup>

For example, the Institute for Veterans and Military Families published a brief, drawing from academic literature, that suggests a robust, specific, and compelling business case for hiring veterans. Read it here: <https://ivmf.syracuse.edu/article/the-business-case-for-hiring-a-veteran-beyond-the-cliches/><sup>2</sup>

## Who Enlists in the All-Volunteer Force?

- High-quality, drug-free, law-abiding, smart, and educated young men and women enlist to serve our nation to be part of something greater than themselves
- Enlistment standards are stringent. The [Fiscal Year 2024-2025 Recruiting Media Roundtable With Service Leaders](#) DoD stated that ***nearly 77 % of youth between the ages of 17 and 24 are not qualified for military service without some type of waiver***
- According to the Office of Accession Policy, an applicant may be disqualified for many reasons, including not graduating high school, low enlistment test scores (the Armed Services Vocational Aptitude Battery), not medically or physically qualified, too many dependents, disqualifying tattoos, history of criminal activity, or testing positive for disqualifying drugs. It is harder to be accepted into the military than it is by most secondary education institutions, which usually only screen for diplomas and mental aptitude
- Combat arms occupations (e.g., infantry, artillery, combat engineers, armor, etc.) have some of the highest enlistment quality metrics
- Women represent over 17% of the enlisted force and about 20% of the officer ranks
- Nearly all enlisted service members have traditional high school diplomas and 9% have earned college credits-about 79% test above 50th percentile in aptitude tests

## Current Veteran Statistics

The Department of Labor’s Bureau of Labor Statistics provides veteran unemployment and demographic statistics. The most recent annual veteran unemployment data can be found at [www.bls.gov/news.release/vet.toc.htm](https://www.bls.gov/news.release/vet.toc.htm)

- The unemployment rate for all veterans was 3.0% and lower than the rate for nonveterans at 3.9% in 2024
- As of March 2025, 8.3 million veterans account for 5.2% of the US labor force (as of 3/27/2025)
- Veterans consistently have lower unemployment rates than non-veterans
- 66% are 45 years or older
- 2% are 24 years or under 45% Gulf War Era II veterans
- Women represent 10% of the total veteran population and 20% of veterans who have served since 9/11
- 40% of all women veterans are in the post-9/11 group compared with 23% of all male veterans
- Approximately 180,000 service members separate annually from the military and transition to civilian life
- The percentage of veterans in both the population and the workforce continues to decline with veterans **representing 5.4% of the workforce**

NATIONAL PERCENTAGE OF VETERANS	
Effective Date Range	National Percentage of Veterans in the Civilian Labor Force
03/31/2024-03/31/2025	5.2% (as of 3/27/2025)
03/31/2023 -03/31/2024	5.2%
03/31/2022 - 03/30/2023	5.4%
03/31/2021 - 03/30/2022	5.6%
03/31/2020 - 03/30/2021	5.7%

## Getting Started: Make a Plan

First, create a hiring plan tailored to your organization's needs. Here are some resources to help:

- 1. Veterans' Employment and Training Service**

<https://www.dol.gov/agencies/vets/employers/hire> is a one-stop location to connect employers with local, state, and federal veteran hiring resources.

- 2. Employer Roadmap**

The Employer Roadmap is a comprehensive and personalized resource for employers who want to hire veterans and military spouses sponsored by the U.S. Chamber of Commerce's Hiring Our Heroes initiative and USAA: [www.vetemployerroadmap.org](http://www.vetemployerroadmap.org)

### Did You Know?

American Job Centers give businesses access to resources they need to recruit, train, and retain a skilled workforce. They may also be known as "Career One-Stops" or "Career Centers" depending on the state. Find the closest center at [www.dol.gov/veterans/hireaveteran/](http://www.dol.gov/veterans/hireaveteran/) for free one-on-one assistance.

There are approximately 2,400 locations nationwide that offer services for employers, such as providing workforce information, writing job descriptions, posting jobs, reviewing applicant resumes, organizing job fairs, providing places to conduct interviews, pre-screening applicants, assessing applicants' skills (skill-gap analysis), and referring job-ready candidates.

You can also find resources and browse best practices in the "Employer Business Center" at [www.careeronestop.org/businesscenter/recruitandhire/wheretofindcandidates/hire-a-vet.aspx](http://www.careeronestop.org/businesscenter/recruitandhire/wheretofindcandidates/hire-a-vet.aspx)



## Post Jobs Where Veterans Can Find Them

Your local American Job Center can assist you in posting your job vacancies, at no cost, to state job banks ([www.careeronestop.org/JobSearch/FindJobs/state-job-banks.aspx](http://www.careeronestop.org/JobSearch/FindJobs/state-job-banks.aspx)) or post jobs on the National Labor Exchange (NLx) at [veterans.usnlx.com](http://veterans.usnlx.com)?

The NLx is a partnership between the National Association of State Workforce Agencies and the Direct Employers Association that works by collecting and distributing jobs from corporate websites, state job banks, and USAJOBS. The NLx is used by more than 300,000 employers with an average of 2.9 million daily job listings. It also complies with the Department of Labor's regulations for affirmative action hiring of veterans by federal government contractors?

To request a NLx Demonstration, visit: [directemployers.org/demo/](http://directemployers.org/demo/). Find and post job openings from veteran-ready employers: [veterans.usnlx.com](http://veterans.usnlx.com).

You can view the free "Using the National Labor Exchange to Find Veterans to Hire" video:

- <https://learn.psycharmor.org/courses/Using-the-National-Labor-Exchange-to-Find-Veterans-to-Hire>

More job posting resources:

- Through a paid subscription, [www.indeed.com](http://www.indeed.com) provides tools for employers to find and engage job-seeking veterans
- [www.rallypoint.com](http://www.rallypoint.com) is a platform where members of the military community build professional profiles, ask questions, search for jobs, and connect with others who can help at any point during their military career or transition to civilian life. Rally Point has a memorandum of understanding with the U.S. Department of Veterans Affairs to improve access to and navigation of services for veterans, and employers can claim their company page at [www.rallypoint.com/users/sign\\_in](http://www.rallypoint.com/users/sign_in)?

## Veteran Hiring Best Practices

Keep these best practices in mind as you craft a plan.

- **From The Top to The Bottom, Make Sure Everyone Is on Board**

Successful veteran hiring programs need “buy-in” by organizational leadership. Hiring cycle support from HR managers at all levels, especially “first level” screeners, is also critical. Ensure that everyone understands your organization’s veteran hiring program and goals.

- **Create A Veteran “Affinity” Or Employee Resource Group**

Many employers have found that having an employer resource group (ERG) is helpful, and it should be as inclusive as possible. For example, a “best practice” is to ensure the ERG is open to all employees regardless of whether they are a veteran. The only requirement should be the interest to participate positively. These kinds of groups create a place for veterans to collaborate and can act as a recruiting and retention tool. To promote the group, you could build a veteran career website or landing page, as well as create flyers for veteran hiring.

- **Create A Veteran Mentorship Program**

This is also a successful tool used by companies who don’t want to create a formal ERG but want to have a support system for their veteran employees. This is especially valuable for the new veteran hires who are learning the company culture.

- **Empower Your Employees to Recruit for You**

Do you know how many veterans you currently employ? They can be your best asset when it comes to recruiting more veteran employees. If possible, have employees who are veterans participate in the recruiting process so that they can articulate their positive experiences to job candidates. The veteran community is tight-knit, and “word of mouth” is a powerful tool. You can also share success stories of veterans who are employed by your company online and in flyers.

- **Know The Codes**

Military Occupation Codes / Specialties (MOC/S) are numbers and letters used to classify a specific profession in the military. Each branch of service has different codes. Below are two MOC/S crosswalk tools to learn what duties and responsibilities correspond with specific military occupations: [www.careeronestop.org/BusinessCenter/Toolkit/civilian-to-military-translator.aspx](http://www.careeronestop.org/BusinessCenter/Toolkit/civilian-to-military-translator.aspx) [www.onetonline.org/crosswalk/](http://www.onetonline.org/crosswalk/)

It is important to understand that while translators will help you understand what someone did in the military, an MOC/S should not be used as an indicator of an individual’s core competencies and/or career aspirations. After the military, not all veterans want to do the same thing they did in the military. Some veterans do many more or different things than a MOC/AFSC indicates.

- **Draft Veteran-Friendly Job Descriptions.**

Veterans are often driven by purpose and a sense of mission – highlighting key components of your organization will appeal to this mindset of Veterans. Shift the descriptions to be “competency-based” versus requiring a certain number of years of experience

- Z Leadership/achievement orientation
- Z Personal ownership and accountability
- Z Advancing the organizational mission
- Z Building relationships with diverse groups
- Z Flexibility
- Z Experience working with diverse teams
- Z Technical skills
- Z Verbal/written communication skills
- Z Creative problem-solving/strategic thinking
- Z Development of self and others
- Z Adaptability to change
- Z Experience delivering quality service
- Z Loyalty
- Z Resilience

### **General Tips for Interviewing Veterans**

The most effective interview styles for veterans are behavioral and situational.

- Clearly describe the job role and its responsibilities, defining expectations upfront
- Avoid closed-ended questions by asking about an individual’s service experience and responsibilities
- Focus on transferrable skills
- Ask – it is okay to ask Veterans what military terms mean

### **Further Reading:**

- The “Guide to Leading Policies, Practices & Resources: Supporting the Employment of Veterans and Military Families” is the product of a collaborative effort by the Institute for Veterans and Military Families (IVMF) with more than 30 private sector employers and supporting organizations. It contains best practices, lessons learned, and innovations in recruiting, assimilating, retaining and advancing veterans in the workforce: [ivmf.syracuse.edu/wp-content/uploads/2016/07/guidetoleadingpractices1.pdf](http://ivmf.syracuse.edu/wp-content/uploads/2016/07/guidetoleadingpractices1.pdf)
- Veterans Job Mission, a coalition of more than 200 companies, partnered with IVMF to develop leading practices to building or enhancing a veteran hiring program: [www.veteranjobsmmission.com/ employer-resources](http://www.veteranjobsmmission.com/employer-resources)

## Veteran Hiring Best Practices

Veterans are extremely loyal to an organization. What is good for your veteran population is also good for any employee. However, if the environment does not meet veterans' needs, they tend to leave an organization quicker than their non-veteran counterparts. The following elements are important to many veterans:

- Challenging/engaging opportunity
- Clearly stated expectations of the position
- Known pathway for advancement in the current position and organization.
- A mentor (preferably a veteran) on arrival, as well as an onboarding program specific to veterans, can help veterans integrate and adjust to the organization's culture.
- Clear and open verbal and written communication

## Veteran Culture and Retention

Veteran culture and retention plays a significant role in veteran employment retention for several reasons, providing both tangible and intangible benefits that contribute to a successful transition from military to civilian life. Here's why it's important:

- **Shared Values and Work Ethic** Veterans bring a strong work ethic, discipline, and a sense of duty that aligns with organizational values such as reliability, teamwork, and perseverance. Embracing these shared values in the workplace can enhance veterans' integration into the civilian workforce. Understanding and respecting the core elements of veteran culture—such as respect for hierarchy, commitment to mission, and adaptability—can help employers create an environment where veterans feel valued and supported.
- **Sense of Belonging:** Veterans often face unique challenges when transitioning to civilian life, such as adjusting to a different work environment and culture. A workplace that acknowledges and embraces veteran culture can provide a sense of belonging and community, which is crucial for retention. Veterans who feel that their background and experiences are understood are more likely to remain in their jobs, as they feel valued beyond just their technical skills.
- **Tailored Career Development** Veterans may require specific career development initiatives that cater to their unique backgrounds, including training in areas such as leadership, civilian communication styles, or adapting military skills to the private sector. Incorporating veteran culture into career development plans demonstrates an understanding of their needs and a commitment to supporting their professional growth, which boosts retention.
- **Reducing Isolation:** Veterans can sometimes feel isolated or disconnected from their peers, especially if their military background is not understood or appreciated. Fostering a workplace culture that embraces veteran culture helps to reduce feelings of isolation by creating a more inclusive and supportive environment. Veterans who feel connected to their colleagues are more likely to stay employed in the long term.

- **Commitment to Service:** Veterans are often highly mission-driven individuals. When a company integrates aspects of veteran culture into its ethos—such as community service, a commitment to a higher purpose, or clear organizational goals that resonate with veterans' sense of duty—it can enhance engagement. Veterans who align their personal values with an employer's mission are more likely to remain committed to their role.

## Conclusion

Incorporating veteran culture into the workplace can have a profound impact on veteran employment retention. By recognizing and valuing the unique experiences and skills that veterans bring, employers create an environment where veterans are supported, understood, and able to thrive. This not only benefits the veterans themselves but also the organization, fostering a stronger, more diverse, and loyal workforce.

## Veteran Reporting and "Self-Reporting"

Most organizations are now voluntarily counting veterans, but some have encountered difficulties with self-reporting. Instead of asking employees, “Are you a veteran?” ask, “Have you ever served in the U.S. military?” Some veterans do not identify as such because they served in peacetime, or for other reasons.

Some federal contractors have specific reporting requirements (on form VETS-4212) and affirmative action obligations under the Vietnam Era Veterans’ Readjustment Act of 1974 (known as “VEVRAA” or “Section 4212”). Find answers to frequently asked questions at [www.dol.gov/agencies/vets/programs/vets4212](http://www.dol.gov/agencies/vets/programs/vets4212)?

### Further Reading:



**The Center for a New American Security** study, “Onward and Upward: Understanding Veteran Retention and Performance in the Workforce,” provides valuable information for employers: [www.cnas.org/publications/reports/onward-and-upward](http://www.cnas.org/publications/reports/onward-and-upward)



**The Society For Human Resource Management**, developed the Veterans at Work program, in conjunction with our partners and contributors, which provides HR professionals, people managers, and business leaders with proven educational content and resources, at no cost, to learn effective ways to reduce barriers and stigmas affecting the employment of veterans and their families. <https://militarycommunityatwork.org/>

- Additional information for all employers regarding the employment of veterans and service members can be found at [www.employer.gov/EmploymentIssues/Veteran-and-servicemember-employment](http://www.employer.gov/EmploymentIssues/Veteran-and-servicemember-employment)

## Benefits of Hiring Guardsmen and Reservists



**Hiring a Guardsman or a Reservist makes good business sense.** These are disciplined and skilled workers who display pride, leadership, responsibility, and professionalism in what they do. They understand the mission of their civilian jobs and make it a priority to get results, all while displaying a strong work ethic. Service members often possess advanced skills, certifications, education, and are more valuable employees.



The **National Guard Employment Network (NGEN)** was developed in collaboration between Corporate America Supports You (CASY), the Military Spouse Corporate Career Network (MSCCN), and the National Guard Bureau. The mission of NGEN, as part of the OCEAN family of dedicated brands and pipelines, is to specifically provide the National Guard community with employment support resources to help manage unemployment and underemployment/over-employment that Guard families are facing. For more information: <https://ngemploymentnetwork.com/employers>



## Leverage Employer Support of the Guard and Reserve (ESGR)

The **Employer Support of the Guard and Reserve** is a link between civilian employers and members of the Guard and Reserve created to inform and educate employers and service members regarding rights and responsibilities.

**How ESGR Can Help:** ESGR is a Department of Defense office and serves three purposes. Recognize employers who practice personnel policies that support employee participation in the guard and reserve. ESGR informs and educates civilian employers and service members regarding their rights and responsibilities governed by the Uniformed Services Employment and Reemployment Rights Act (USERRA). And lastly, they mediate, if needed, through consultation concerning USERRA compliance in the areas of employment, reemployment, and retention when employees serve or have served in uniformed services. [With an ESGR committee in each state, territory, and the District of Columbia, there is an ESGR representative able to help you forge a stronger bond with your military employees through a greater understanding of their military service.](#)

## Apprenticeship

Apprenticeships represent a valuable investment to build on the skills employees have and can provide veterans with opportunities to learn specific work-based skills – whether they’re a new hire or seeking advancement.

Employers are using Registered Apprenticeship programs to create and retain a pipeline of diverse, specialized talent in new and emerging industries such as transportation, IT, cybersecurity, healthcare, financial service, and advanced manufacturing. These are programs that have been industry-vetted and approved and validated by the U.S. Department of Labor or a State Apprenticeship Agency.

Registered Apprenticeship is an industry-driven, high-quality career pathway where employers can develop and prepare their future workforce, and individuals can obtain paid work experience, receive progressive wage increases, classroom instruction, and a portable, nationally recognized credential. Registered Apprenticeship has a proven track record of producing strong results for both employers and apprentices. Employers are experiencing a strong return on investment – for every \$1 invested in their Registered Apprenticeship program, they are seeing a \$1.47 return, 90% of their apprentices retain employment after they complete the apprenticeship, and the average starting salary after an apprentices complete an apprenticeship program is \$80,000.

To have a Registered Apprenticeship program, employers should seek GI Bill approval from the Department of Veterans Affairs (VA) State Approving Agency, which is responsible for approving apprenticeship programs in your state. Requirements generally include submitting a training request form that specifically outlines the proposed program, wages, and standard workweek information, as well as the company contact name and phone number.

### Requirements for GI Bill Approval Include:

- Signed DOL Registered Apprenticeship Standards
- [Completed VA Form 22-8865](#) (Employer’s Application to Provide Job Training)
- Completed VA Form 22-8794 (Designation of Certifying Official) Submit a request for the form - [federal@va.gov](mailto:federal@va.gov)

To connect with the appropriate State Approving Agency for your program please visit [VA Education State Approving Agency Contacts](#). Registered Apprenticeship program employers are provided a streamlined process for being certified under the GI Bill – typically within 30 days. Upon approval, Registered Apprenticeship sponsors are encouraged to promote their apprenticeships as Approved for the GI Bill to inform veterans about their eligibility for benefits as an apprentice with their organization.



Veterans who have existing benefits under the GI Bill may qualify for a monthly stipend – paid by the VA – in addition to the wages they receive through an apprenticeship. Approved employers can use this benefit as a recruiting tool. View the Department of Labor’s apprenticeship website for employers at [www.apprenticeship.gov/employers](http://www.apprenticeship.gov/employers).

In addition, please see <https://www.apprenticeship.gov/employers/hire-veterans> for veteran centric apprenticeship data.

### DEPARTMENT OF LABOR’S REGISTERED APPRENTICESHIP PROGRAM: BENEFITS TO COMPANIES

- Receive **consulting services** from DOL in the design, development, and structure of their Registered Apprenticeship program.
- By partnering with DOL, it will bring a **level of credibility** to their training program by meeting approved standards.
- Upon completion of the program, the apprentice will earn a **nationally recognized credential**. This credential may be used as a **recruiting tool** to attract prospective applicants.
- The company will **attract veterans and those transitioning out of the service** since they will be able to use GI Bill benefits (not take on educational debt).
- May be eligible for the **Career Skills Program/SkillBridge** (military pays service member’s salary while in pre-apprenticeship training program).
- Increased employee retention/reduced turnover costs.
- Creates a system where employers **can track return on investment** of training dollars invested

#### Further Reading:

- The Federal Resources Playbook for Registered Apprenticeship is a comprehensive resource for employers. See page 11 for more information on how your program can be “Approved for GI Bill” <https://www.apprenticeship.gov/sites/default/files/playbook.pdf>
- Want to launch a Registered Apprenticeship program? Check out this quick-start toolkit [https://www.apprenticeship.gov/sites/default/files/apprenticeship\\_toolkit.pdf](https://www.apprenticeship.gov/sites/default/files/apprenticeship_toolkit.pdf) and express your interest in starting an apprenticeship <https://www.apprenticeship.gov/employers/express-interest> instructions
- Make sure your veteran employees know that their VA education benefits may be used for both on-the-job training programs and apprenticeships: [www.va.gov/education/about-gi-bill-benefits/how-to-use-benefits/on-the-job-training-apprenticeships/](http://www.va.gov/education/about-gi-bill-benefits/how-to-use-benefits/on-the-job-training-apprenticeships/)
- For those already involved in Registered Apprenticeship, [DOL has established a new RA Academy that provides information, training, and resources for program sponsors, apprentices, state apprenticeship agencies and other stakeholders](#)

- The Department of Labor also partners with the VA in supporting Vocational Rehabilitation & Employment (VR&E) efforts. VR&E provides employers with other benefits through the Special Employer Incentive Program (SEI). 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. Additional information about the SEI program is located at <https://benefits.va.gov/BENEFITS/factsheets/vocrehab/SpecialEmployerIncentive.pdf>

## The U.S. Department of Defense SkillBridge Program

Service members meeting certain qualifications can participate in civilian job and employment training, including apprenticeships and internships. Training can take place starting up to six months before a service member's separation. The training must offer a high probability of employment and be provided to the service member at little or no cost. Through SkillBridge, tremendous potential exists for service members, companies, trade unions, and employers for leveraging this DOD authority.

Employers can get licensing or certification tests officially approved, which lets veterans and other beneficiaries receive reimbursement for test-taking costs. If you represent a state or local licensing board, the approval requirements are minimal. If you represent a nongovernmental organization, your test must be generally accepted within the industry, must have existed for at least two years, and must meet other requirements.

Seek approval for your organization's tests through the state approving agency for the state where your headquarters are located. Learn more at [Licensing And Certification Tests And Prep Courses | Veterans Affairs](#)  
Seek approval for your organization's tests through the state approving agency for the state where your headquarters are located.

Interested training providers should review <https://skillbridge.osd.mil/industry-employers.htm> and then contact the skillbridge office with a description of their transition opportunities and for approval to move forward, along with any questions. <https://skillbridge.osd.mil/resources.htm#industry-partners>

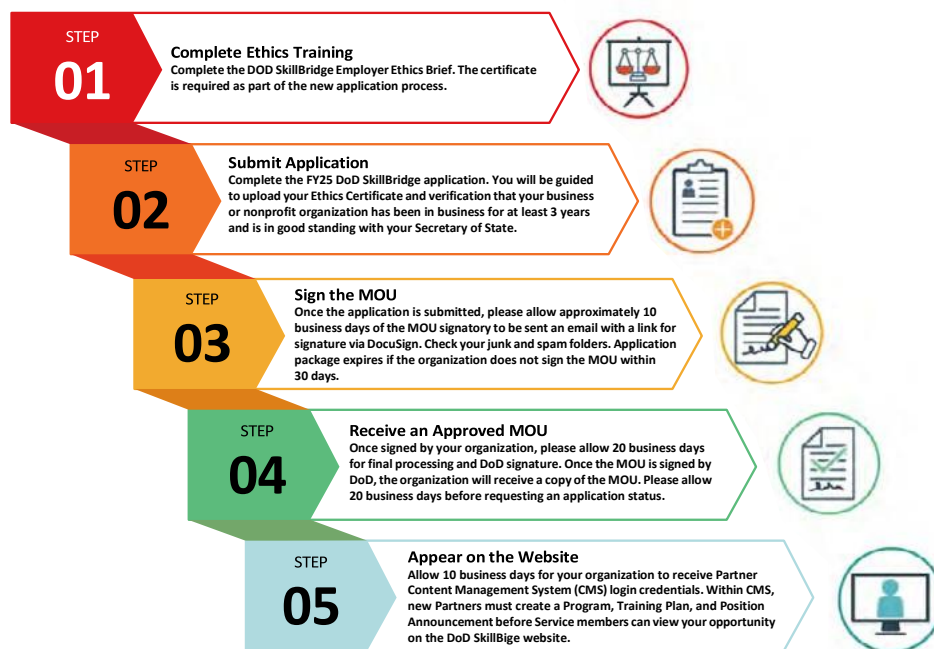
## Types of DoD SkillBridge

Below are the types of training programs provided through SkillBridge opportunities.

- **On-the-Job Training:** On-the job training programs provide training at the job worksite to develop individuals to demonstrate and meet work requirements with hands-on experience and familiarization of career skills for a specific job or position. On-the-job training can be at the entry-level, midlevel, intermediate, or advanced work experience. There is no classroom training or courses, rather tasks are executed at the job location with existing resources and support from the company's skilled employees and specialist working in the field.

- **Employment Skills Training:** Employment skills training are comprehensive training programs or education courses designed to equip an individual with a broad set of competencies necessary for employment. This type of training focuses on developing skills widely sought after by employers across various industries, enabling individuals to either secure new employment, or adapt and progress within the evolving landscape of the workplace. It often includes a blend of theoretical learning and practical application, covering areas like professional communication, problem-solving, teamwork, leadership, and industry-specific foundational knowledge.
- **Internship:** An internship is an on-the-job, entry-level general work experience, within a career or industry. Internships are unstructured in nature and typically do not lead to a credential but develops acclimation and general knowledge within a civilian career industry that may lead to college credit or full-time employment.
- **Pre-Apprenticeship:** Pre-Apprenticeship programs offer an overview of trades, including qualifications, skills, and on-the-job-training and related instruction designed to prepare Service members with exposure for entry into a registered apprenticeship beyond the post-transition period. Pre-Apprenticeships are completed during the SkillBridge window, but places members on a 1pathway to transition into a registered apprenticeship longer than 180 days to fulfill, after they separate from active duty.
- **Apprenticeship:** An apprenticeship combines work experience and an individualized training program with a structured training plan, which prepares one to master specific skills in a trade or profession, leading to an industry-recognized credential and full-time employment. An apprentice works under the supervision of an experienced practitioner and learns hands-on skills through on-the-job and classroom instruction.

## Apply to Become a SkillBridge Provider



## Employment Navigator & Partnership Program

The Employment Navigator (EN) and Partnership Program (ENPP) provides one-on-one career assistance to interested service members, and their spouses, at select military installations worldwide. Provided outside of the formal DOL Transition Assistance Program (TAP) classroom instruction, the Employment Navigator (EN) will assist them in securing meaningful and lasting post-separation careers.

- Self-assessments
- Skills testing
- Career exploration
- Resume reviews
- Identification of high-demand occupations
- Identification of necessary credentials
- Review of detailed labor market information
- Refer Service members, and their spouses to government and non-government partners.

## ENPP Locations

Army	Marine Corps	Navy	Air Force	Coast Guard
Baumholder	Camp Foster	JBC NWS Charleston	Cannon AFB	USCG Honolulu
Camp Humphreys	Camp Hansen	JEPHH Pearl Harbor	Davis-Monthan AFB	USCG Kodiak
Fort Cavazos	Camp Kinser	JEB Little Creek	Eglin AFB	
Fort Drum	Camp Pendleton	NB San Diego	Lielson AFB	
Fort Shatter	Camp Schwab	NSA Norfolk	Hill AFB	
Fort Sill	EMCAS Cherry Point	Yokosuka	JBC Charleston AFB	
Fort Wainwright	MCAS Miramar		JBER Elmendorf	
JBER Richardson	MCRD San Diego		JBLE Langley	
JBLE Eustis			Kadena AB	
Kaiserslautern			Ramstein AB	
Schofield Barracks			Travis AFB	
Tori Station				
Vilseck				

### Partner With Us

Non-government organizations that meet the eligibility requirements for partnership can apply via the Partnership Application Form. Government organizations interested in partnership should [contact us](#). You will be considered for a partnership on a case-by-case basis. Applications are processed on a semi-annual basis. Learn more here: <https://www.dol.gov/agencies/vets/programs/tap/employment-navigator-partnership>

## Disabled Veteran Employment

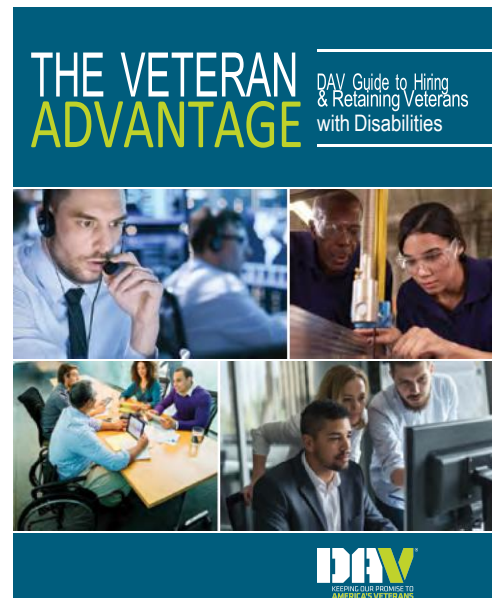
America's veterans answered the call of duty to serve and protect. In their service the country, they have made numerous sacrifices, including those to their physical and mental health. More than 4 million veterans have a service-connected disability and are among the most resilient members of society, having served in the military and overcome adversity. Employers increasingly recognize the numerous benefits that veterans, including those with disabilities bring to their businesses. When you hire a veteran, your organization gets a loyal, adaptable, team-oriented employee with job-ready skills, tested leadership abilities, and a strong, mission-focused work ethic. Employers understand this and are stepping up to honor their service by hiring veterans, including veterans with disabilities.

### Three things to keep in mind when hiring veterans with disabilities:

- 1? Serving our country is a point of pride and honor for veterans; most identify as a veteran first, and then as a veteran with a disability.
- 2? Hiring a veteran with a disability is not an act of charity but instead an investment in a qualified employee.
- 3? Accommodating a disabled veteran often comes with little or no cost to the employer?

For more in-depth information on employing Disabled Veterans, please review:

- [Disable American Veterans - Guide to Hiring Veterans](#)
- [Job Accommodation Network](#)
- [Employer Assistance and Resource Network on Disability](#)
- [Office of Disability Employment policy – Small Business Toolkit](#)
- [Veterans/U.S. Department of Labor](#)



## Disabled Veterans and Registered Apprenticeships

### [Veterans Accommodations Toolkit: Workplace Resources for Disabled Veterans | U.S. Department of Labor](#)

There are several opportunities for creating a registered apprenticeship program and a work-based learning environment for veterans with disabilities. This can be done by:

- Ensure your [recruiting](#), [hiring](#), and [onboarding](#) processes are accessible and provide reasonable accommodations when requested. Learn more about reasonable accommodations at [Job Accommodation Network's \(JAN\) A-Z Guide to Accommodations](#) or contact JAN for free consulting at [AskJAN.org?](#)
- Develop technical instructions for classrooms and on-the-job learning that support workers with disabilities in achieving success. Embrace [accessible technology](#) to support on-the-job training and related technical instruction.

- Help create a safe, trusted environment where veterans and others feel comfortable self-identifying as a person with a disability. Here are some [key strategies to promote a more supportive disclosure environment](#)<sup>2</sup>
- Proactively connect with local disability agencies and networks to identify candidates and help maintain and expand a workforce culture that supports people with disabilities. Familiarize yourself with your local disability workforce “eco-system,” such as [State Vocational Rehabilitation Agency](#) offices and [American Job Centers](#). Connect with the [Veterans' Employment and Training Service](#) to reach veterans' organizations. Reach out to other disability organizations to help find and source job candidates with disabilities in your community, such as [Centers for Independent Living](#)<sup>2</sup>

### Additional Resources for Work-Based Learning and Apprenticeships:

- [Employer Assistance and Resource Network on Disability \(EARN\)](#)
  - z [Case Study on FALA Technologies: Manufacturing Career Opportunities for Pre-Apprenticeship Programs](#)
- [Job Accommodation Network \(JAN\)](#)
  - z [Workplace Accommodation Toolkit \(askjan.org\)](#)
- [National Center on Leadership for the Employment and Economic Advancement of People with Disabilities \(LEAD Center\)](#)
- [Connect with the Office of Disability Employment Policy \(ODEP\) for more resources](#)



## HIRE Vets Medallion Award

The Honoring Investments in Recruiting and Employing American Military Veterans Act of 2017 (HIRE Vets Act) directed the U.S. Department of Labor to create a HIRE Vets Medallion Program which recognizes employers of all sizes for their efforts to recruit, employ, and retain America’s veterans with the HIRE Vets Medallion Award.

The HIRE Vets Medallion Award presents a unique value to employers across three different size categories — small (1-50 employees), medium (51-499), and large (500 or more). Award recipients range from small businesses and community-based nonprofits to larger companies.

To complete the application process, employers must verify that their company meets award criteria, complies with the Uniformed Services Employment and Reemployment Rights Act (USERRA) and the Vietnam Era Veterans' Readjustment Assistance Act (VEVRAA) and pay the required application fee.

A HIRE Vets Medallion Award recipient receives national recognition and provides an inside track in the search for talented veterans — all of which can result in a competitive advantage.

**The HIRE Vets Medallion Award:**

- Highlights companies and organizations that have proven their commitment to hire and retain America's veterans in good, family-sustaining careers.
- The only federal-level award that recognizes employers who successfully recruit, employ, and retain America's veterans<sup>2</sup>
- Award recipients receive a certificate and digital images of the medallion for use as part of their marketing and promotional activities.
- Every year nearly 180,000 service members and their spouses in the Transition Assistance Program are encouraged to seek out employers who have earned the HIRE Vets Medallion Award via the interactive map on [HIREVets.gov/Awardees](https://www.hirevets.gov/Awardees)








“Click here for additional information or click here to email the program office.” (with click here/here with hyperlink to <https://www.hirevets.gov/> and the second click here/here with hyperlink to <https://www.hirevets.gov/contact>)

**HIRE Vets Medallion Program Timeline**

- **January 31 – Application period opens.**
- **April 30 – Application period closes**
- **October – Notify applicants of award decisions.**
- **November – Announce award recipients on or near Veterans Day.**




## HIRE Vets Medallion Criteria:

 <h2 style="text-align: center;">HIRE</h2> <h3 style="text-align: center;">VETS MEDALLION PROGRAM</h3> <h3 style="text-align: center;">2025 HIRE Vets Medallion Award Criteria</h3>						
REQUIREMENTS	LARGE EMPLOYER AWARDS (500+ Employees)		MEDIUM EMPLOYER AWARDS (51-499 Employees)		SMALL EMPLOYER AWARDS (1-50 Employees)	
	 <b>Platinum</b>	 <b>Gold</b>	 <b>Platinum</b>	 <b>Gold</b>	 <b>Platinum</b>	 <b>Gold</b>
<b>Hiring</b> (Vets hired during CY 2024)	Not less than 10% of employees hired	Not less than 7% of employees hired	Not less than 10% of employees hired	Not less than 7% of employees hired	Not less than 10% of employees hired	Not less than 7% of employees hired
<b>Retention</b> (Vets hired during CY 2023)	Not less than 85% of Vets hired retained for 12 months	Not less than 75% of Vets hired retained for 12 months	Not less than 85% of Vets hired retained for 12 months	Not less than 75% of Vets hired retained for 12 months	Not less than 85% of Vets hired retained for 12 months	Not less than 75% of Vets hired retained for 12 months
<b>Veteran Employee Percentage</b> (Vets employed on 31 Dec. of CY 2024)	N/A	N/A	At least 10% of employees are Vets	At least 7% of employees are Vets	At least 10% of employees are Vets	At least 7% of employees are Vets
<b>INTEGRATION ASSISTANCE PROGRAMS</b>	<b>Veteran Organization or Resource Group</b>	Must be established and exist by 31 Dec. 2024	Must be established and exist by 31 Dec. 2024	Must be established and exist by 31 Dec. 2024	Satisfy 1 of 2	N/A
	<b>Leadership Program</b>	Must be established and exist by 31 Dec. 2024	Must be established and exist by 31 Dec. 2024	Must be established and exist by 31 Dec. 2024		N/A
	<b>Dedicated HR Professional (large) or HR Veterans' Initiative (medium/small)</b>	Must be targeted to veteran employees	N/A	Satisfy 1 of 3	Satisfy 2 of 5	N/A
	<b>Pay Differential Program</b>	Must be provided	N/A			N/A
	<b>Tuition Assistance Program</b>	Must be available	N/A			N/A
<b>OTHER ITEMS</b>	<b>Labor Law Violations</b>	Must not have any of the violations identified in 20 CFR § 1011.120	Must not have any of the violations identified in 20 CFR § 1011.120	Must not have any of the violations identified in 20 CFR § 1011.120	Must not have any of the violations identified in 20 CFR § 1011.120	Must not have any of the violations identified in 20 CFR § 1011.120
	<b>Application Fee</b>	\$495.00	\$495.00	\$190.00	\$190.00	\$90.00

\*The above is a brief overview of the criteria needed to qualify to receive a HIRE Vets Medallion Award. For a detailed explanation, please visit [HIREVets.gov](https://www.dol.gov/agencies/VETS) and view the Final Rule for the program.

Updated 11/2024


**VETERANS EMPLOYMENT AND TRAINING SERVICE**  
 UNITED STATES DEPARTMENT OF LABOR



## Hiring Military Spouses

Military spouses face barriers to employment related to their mobile military lifestyle, including frequent relocations and extended periods of family separation due to deployments. There are approximately 1 million active duty, National Guard, and reserve military spouses, with 641,639 identified as spouses of active-duty service members. Military spouses represent a highly skilled, adaptable, and untapped talent pool. Military spouses face barriers to employment related to their mobile military lifestyle, including frequent relocations and extended periods of family separation due to deployments. 62% of military spouses hold a bachelor's degree or higher, significantly exceeding the national average for American adults. Here is the link to the WB Military Spouse Fact Sheet: <https://www.dol.gov/sites/dolgov/files/VETS/files/Military-Spouses-Fact-Sheet-2024-12-13.pdf>

### Military Spouse Employment Partnership

The Military Spouse Employment Partnership (MSEP) was created to address these unique challenges. MSEP, which is part of the Department of Defense's Spouse Education and Career Opportunities (SECO) program, connects military spouses with employers seeking 21st-century job skills. MSEP partners represent sectors ranging from Fortune 500 companies to small businesses, to nonprofits, to the federal government, to the academic and health care sectors. Companies post jobs ranging from entry-level to executive management/leadership using the MSEP Partner Portal at [msepjobs.militaryonesource.mil/msep/](https://msepjobs.militaryonesource.mil/msep/). MSEP partners can also find spouse talent directly through a search of spouse candidates. To date, the MSEP has facilitated more than 250,000 spouse hires.

### Military Spouse Interstate License Recognition and Reimbursement

The Department of Labor and the Department of Defense have resources to help military spouses when they move from one state to another. The Department of Labor's website, <https://www.dol.gov/agencies/vets>, has links to resources that can help military spouses with occupational licenses understand how their license can be recognized in another state. Learn more at [License Recognition | U.S. Department of Labor \(dol.gov\)](https://www.dol.gov/agencies/vets/veterans/military-spouses/license-recognition) <https://www.dol.gov/agencies/vets/veterans/military-spouses/license-recognition>



D'Aniello Institute for  
Veterans & Military Families

JPMorgan Chase & Co., Founding Partner

### Employing Military Spouses – “The Force Behind The Force”

“There are unique employment challenges for military spouses due to frequent relocation and limited access to career enhancing opportunities because of these relocations. While veteran employment has improved over recent years due to hiring, recruiting, and retention employment initiatives, military spouse unemployment has not been similarly impacted. There are unique

differences between veterans and military spouses, but proactively treating military spouses as distinct from veterans requires knowledge on the part of the employer. Learn more at: <https://ivmf.syracuse.edu/research-analytics/military-spouse-employment-series/>



U.S. CHAMBER OF COMMERCE  
FOUNDATION

**US Chamber of Commerce's Hiring Our Heroes' Military Spouse Programs** Hiring Event brings together more than a dozen national and local employers actively seeking to hire military spouses with in-demand skills and experiences. Through world-class hiring events, digital programs, and internships, HOH connects businesses with accomplished individuals from the military community who are ready to work. Learn more at: <https://www.hiringourheroes.org/career-services/military-spouse-resources/>

## Work Opportunity Tax Credit

The Work Opportunity Tax Credit (WOTC) is a federal tax credit available to employers who hire veterans and individuals from other eligible target groups with significant barriers to employment. Each year, employers claim over \$1 billion in tax credits under the WOTC program. The success and growth of this income tax credit for business is beneficial for all who participate while increasing America's economic growth and productivity.

### How the WOTC works for you:

- WOTC can reduce an employer's federal income tax liability by as much as \$9,600 per veteran hired.
- There is no limit on the number of individuals an employer can hire to qualify to claim the tax credit.
- Certain tax-exempt organizations can take advantage of WOTC by receiving a credit against the employer's share of Social Security taxes.

### How to apply for the WOTC:

Complete IRS Form 8850 by the day the job offer is made.

1. Complete Employment and Training Administration ETA Form 9061, or ETA Form 9062 if the employee has been conditionally certified as belonging to a WOTC target group by a state workforce agency, vocational rehabilitation agency, or another participating agency.
2. Submit the completed and signed IRS and ETA forms to your state workforce agency. Forms must be submitted within 28 calendar days of the employee's start date.
3. Wait for a final determination from your state workforce agency. The determination will indicate whether the employee is certified as meeting the eligibility for one of the WOTC target groups.
4. After the target group employee is certified by the state workforce agency, file for the tax credit with the Internal Revenue Service.

Find more information at <https://www.dol.gov/agencies/eta/wotc>

## Federal and State Organizations

- **American Job Centers** | [www.careeronestop.org/LocalHelp/AmericanJobCenters/find-american-job-centers.aspx](http://www.careeronestop.org/LocalHelp/AmericanJobCenters/find-american-job-centers.aspx). See page 7 of this guide for more information.
- **Marine For Life** | [www.marineforlife.org](http://www.marineforlife.org)  
Marine For Life offers Marines and family members, employment organizations, educational institutions, and advisors the opportunity to connect with each other and build mutually beneficial relationships in pursuit of their lifelong goals. Employers seeking veteran Marine talent should complete this short form on the Marine For Life Network website: [usmc-mccs.org/services/career/marine-for-life-network/join-the-network/](http://usmc-mccs.org/services/career/marine-for-life-network/join-the-network/). A follow-up email will be sent to the employer with instructions on how to leverage the Marine for Life Network veteran talent.
- **Soldier For Life** | [soldierforlife@army.mil](mailto:soldierforlife@army.mil)  
Soldier For Life (SFL) engages and connects Army, government, and non-government organizations to support our soldiers, veterans, and their families. They provide updates through social media platforms on local hiring fairs, employment workshops, best practices, transition resources, and ways for veterans to expand their networks. SFL provides regional support as well as three functional areas (employment, education, and health and wellness). To contact SFL, email [usarmy.sfl@mail.mil](mailto:usarmy.sfl@mail.mil) or call 703-545-2635.
- **Military One Source** | [www.militaryonesource.mil/national-guard](http://www.militaryonesource.mil/national-guard)  
Military OneSource can help members of the National Guard and their families locate services at the state and unit level and take advantage of valuable federal benefits and programs.
- **Employer Support of The Guard and Reserve** | [www.esgr.mil/Employers/How-ESGR-Can-Help](http://www.esgr.mil/Employers/How-ESGR-Can-Help) Employer Support of the Guard and Reserve (ESGR), a Department of Defense program, promotes cooperation and understanding between reserve component service members and their civilian employers, and helps resolve conflicts arising from an employee's military commitment. ESGR comprises a network of more than 3,750 volunteers in 54 committees located across every U.S. state and territory.
- **Private Public Partnership** | [www.usar.army.mil/P3/Resources/](http://www.usar.army.mil/P3/Resources/)  
The Army Reserve's Private Public Partnership Office (P3O) serves as the single point of entry for all organizations seeking to partner with the Army Reserve, including those at the forefront of innovation and technology. The P3 program helps corporate partners attract, develop, and retain talent by establishing employer partnerships for Army Reserve soldiers, active guard reserve soldiers, eligible veterans, and dependents seeking civilian employment opportunities.
- **Warrior Care and Transition Program** | [wct.army.mil/modules/employers/e1-hireOurSoldiers.html](http://wct.army.mil/modules/employers/e1-hireOurSoldiers.html)  
Employers can find resources for hiring wounded, ill, or injured service members and veterans.
- **Small Business Administration's Office of Veterans Business Development And Veterans Business Outreach Centers** | [www.sba.gov/ovbd](http://www.sba.gov/ovbd)  
Veterans Business Outreach Center Program provides entrepreneurial development services such as business training, counseling, and resource partner referrals to service members, veterans, National Guard and Reserve members and military spouses interested in starting or growing a small business.

## Nonprofits and Veteran Service Organizations

Thousands of organizations are involved in veteran employment. VETS has an official partnership with the U.S. Chamber of Commerce and works closely with the other organizations listed here.

**U.S. Chamber of Commerce – Hiring Our Heroes** | [www.uschamberfoundation.org/hiring-our-heroes](http://www.uschamberfoundation.org/hiring-our-heroes)

Hiring Our Heroes, a VETS partner, is a nationwide initiative to help veterans, service members, and military spouses find meaningful employment opportunities. Employers can participate in hiring fairs sponsored by the U.S. Chamber of Commerce.

**Military Officers Association of America** | [www.moaa.org/career/](http://www.moaa.org/career/)

The Military Officers Association of America (MOAA) provides career and transition services that include a job board. If a bachelor's degree or higher is required or an employer is seeking pilots, lawyers, or other positions that are generally specific to the officer ranks, it may be useful to post your job with MOAA. Posting to the job board requires registration but is free and MOAA's career center offers access to hundreds of resumes based on your specific search criteria.

**American Legion** | <https://www.legion.org/member-services/veterans-services/veterans-careers>

Employers can connect with job-seeking veterans through American Legion career fairs held across the country.

**Disabled American Veterans** | [www.dav.org/veterans/employment-resources/employers/](http://www.dav.org/veterans/employment-resources/employers/)

Disabled American Veterans can assist your company with finding qualified job candidates and has a variety of online resources for employers, including a guide specific to hiring and retaining veterans with disabilities.

**Student Veterans of America** | <https://studentveteransofamerica.jobs/>

There are around 100,000 veterans that graduate college every year, and studies show that most are working full- or part-time jobs while they're a full-time student. Student Veterans of America can help employers recruit and hire veterans currently earning a college degree, many of whom are seeking to enter high-growth fields.

**PSYCHARMOR INSTITUTE** | <https://psycharmor.org/>

PsychArmor Institute is a national nonprofit that provides free online education and support to all Americans who work with, live with, or care for military service members, veterans, and their families. Employers can check out courses on "Strategies for Effective Veteran Hiring," "Creating a Veteran Hiring Program," and more.

**Helmets To Hardhats** | [helmetstohardhats.org](http://helmetstohardhats.org)

Helmets to Hardhats is a nationwide, non-profit, program that connects service members, veterans and those serving in the National Guard and Reserves to skilled training and career opportunities in the construction industry. The apprenticeships that we partner with are registered with the DOL; allowing servicemembers to utilize their G.I. Bill benefits if they choose.

## Contact the VETS Employer Outreach Team

### Director, Office of Strategic Outreach

- Eric Asmussen (Acting)  
[asmussen.eric.k@dol.gov](mailto:asmussen.eric.k@dol.gov)

### National Veterans' Employment Manager

- Eric Asmussen  
[asmussen.eric.k@dol.gov](mailto:asmussen.eric.k@dol.gov)

### Regional Veteran Employment Coordinators (RVEC)

- <https://www.dol.gov/agencies/vets/employers/rvec>
- **Atlanta Region:** Alabama, Florida, Georgia, Kentucky, Mississippi, North Carolina, South Carolina, Tennessee
- **Boston Region:** Connecticut, Maine, Massachusetts, New Hampshire, New Jersey, New York, Puerto Rico, Rhode Island, Vermont, Virgin Islands
- **Chicago Region:** Illinois, Indiana, Iowa, Kansas, Michigan, Minnesota, Missouri, Nebraska, Ohio, Wisconsin
- **Dallas Region:** Arkansas, Colorado, Louisiana, Montana, Oklahoma, New Mexico, North Dakota, South Dakota, Texas, Utah, Wyoming
- **Philadelphia Region:** Delaware, District of Columbia, Maryland, Pennsylvania, Virginia, West Virginia
- **San Francisco Region:** Alaska, Arizona, American Samoa, California, Guam, Hawaii, Idaho, Mariana Islands, Nevada, Oregon, Washington



**VETERANS' EMPLOYMENT AND TRAINING SERVICE**  
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