

Employer Guide to Hire Veterans

U.S. Department of Labor
Veterans' Employment & Training Service
(DOL VETS)

www.Veterans.gov



www.HIREVets.gov

U.S. DEPARTMENT OF LABOR
Veterans' Employment Outreach Team

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Hiring Veterans

www.Veterans.gov

Purpose of Employer Guide: To make it easier for employers to leverage federal, state, and other resources to find, hire, train and retain Veterans.

All studies indicate that it is a good business decision to hire Veterans. Employers recognize the value Veterans bring to the workplace, but often times find it challenging to connect with transitioning service members and Veterans seeking employment. Veterans are in high demand but now make up less than 6% of the workforce – the lowest since World War II. Additionally, the Veteran unemployment rate is at an 18 year low and continues to decline. The declining unemployment rate is great news for Veterans and our nation; however, it takes a dedicated effort by employers to find and hire Veterans.

By one estimate, there are over 40,000 organizations operating in the Veteran employment space, which can be confusing for both employers and Veterans. The intent of this Guide is to provide accurate information about Service member and Veteran demographics; federal, state and other resources that employers can leverage to facilitate Veteran employment; and recommendations on how to attract and retain Veterans. We fully recognize that this is not a comprehensive listing of resources as we have purposefully intended to keep this Guide as succinct as possible.

Points of contact are listed on the back page of this Guide. If you have any questions or need assistance in connecting with resources, please do not hesitate to reach out.

Why Hire Veterans?

It is a good business decision to hire Veterans as studies have shown that Veterans are more productive and have higher retention rates. A quick search of the internet will show several articles from Forbes, Wall Street Journal and recognized business leaders who advocate the good business practice of hiring Veterans. Some common themes from these articles are the description of attributes and characteristics of Veterans as seen by their employers:

- Proven Leadership/Leadership Readiness
- Mission Focused – get the job done
- Team Players who are used to working with a diverse team
- Accelerated learning curve / quick learners / immediate contributor
- Work Ethic
- Works well under pressure
- Creative initiative
- Integrity
- Technical Skills– military experience exposes individuals to advanced technology and technical training



- Loyalty – military institutions are adept at institutional socialization and as a result there is a strong linkage. Low turnover rate can lead to higher ROI for the business.

“The Business Case for Hiring a Veteran: Beyond the Clichés”

The Institute for Veterans and Military Families (IVMF) published this titled brief which draws from academic literature to suggest a robust, specific and compelling business case for hiring Veterans. Read the brief at the following site: <https://ivmf.syracuse.edu/article/the-business-case-for-hiring-a-Veteran-beyond-the-cliches/>

Who enlists in the All-Voluntary Force (AVF)? *

*Source: DoD Population Representation in the Military Services: Fiscal Year 2017 Summary Report. These statistics refer to the enlisted force only.

- **High quality, drug-free, law-abiding, smart and educated young men and women** enlist to serve our nation in a time of war to be part of something greater than themselves.
- **Enlistment standards are stringent. Only 13% of 17-24 year olds (does not include full time college students) are qualified to enlist without a waiver** (Office of Accession Policy (OUSD-AP, 2013 and 2016) sponsored a recent study to estimate the “qualified military available”). An applicant may be disqualified for many reasons including not graduating high school, low enlistment test scores (Armed Services Vocational Aptitude Battery- ASVAB), not medically or physically qualified, too many dependents, disqualifying tattoos, history of criminal activity, or testing positive for disqualifying drugs. **It’s harder to get accepted into the military than it is for most secondary education institutions. Most colleges only screen for diplomas and mental aptitude.**
- **The U.S. military has a high-quality force compared with the civilian population.** Nearly all enlisted Service members in the AVF have traditional high school diplomas and 9% have earned college credits. About 79% of them test in the top half of the mental group ability distribution; compared to ~ 50% of the civilian population.
- Women represent ~15% of the enlisted force and ~18% of the officer ranks
- Combat Arms occupations (infantry, artillery, combat engineers, armor, etc.) have some of the highest enlistment quality metrics.

Veterans receive world class training that benefits civilian employers

- Service members receive significant ethics and leadership training that facilitate intangible soft skills that employers are seeking.
- Challenging and purposefully high stress training.
- Technical military occupational specialty training.
- Professional military education courses and academies.



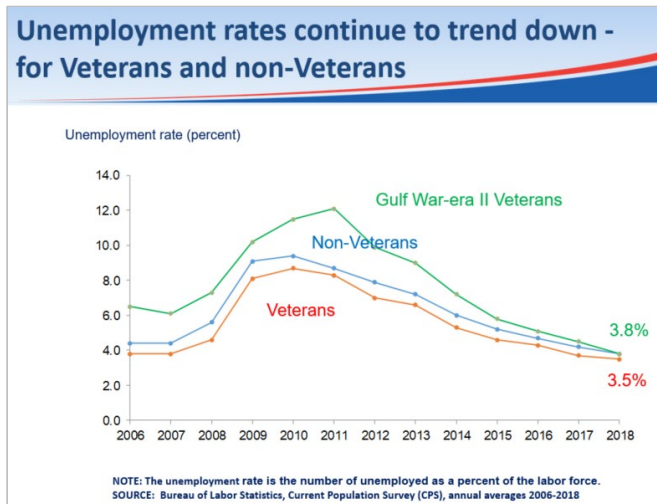
The following Military Skills translator resources are available to assist employers in matching Military Occupation Codes (MOCs) to specific job requirements. It is important to understand that while translators will help you understand what someone did in the military, it should not be used as an indicator of an individual's key competencies and/or career aspirations.

- For assistance in translating civilian jobs titles into military occupation codes, refer to the following Military Skills Translator Resources located at: <http://www.careeronestop.org/businesscenter/civilian-to-military/civilian-to-military-translator.aspx>.
- For assistance in translating military occupation codes into civilian job titles, refer to the following Military Skills Translator resource at <http://www.onetonline.org/crosswalk/>. The O*NET program is the nation's primary source of occupational information containing information on hundreds of standardized and occupation-specific descriptors. The database, which is available to the public at no cost, is continually updated by surveying a broad range of workers from each occupation. O*NET Online has detailed descriptions of occupations for use by job seekers, workforce development and HR professionals, students, researchers, and more.

Veteran Unemployment Statistics

- Veteran unemployment rates continue to be lower than non-Veterans. In 2018, the Veteran unemployment rate was 3.5% (lowest in 18 years) compared to 3.8% for non-Veterans
- Prime Age (25-54) Veterans continue to have higher labor force participation (84.3%) over non-Veterans (82.4%)
- Of the ~362,000 unemployed Veterans in 2018, ~55% were ages 45 and over
- Unemployment rate for female Veterans decreased to 3.0%
- Unemployment rate for Veterans with a service-connected disability is 5.2%
- Veteran unemployment recent data can be found at the following link:

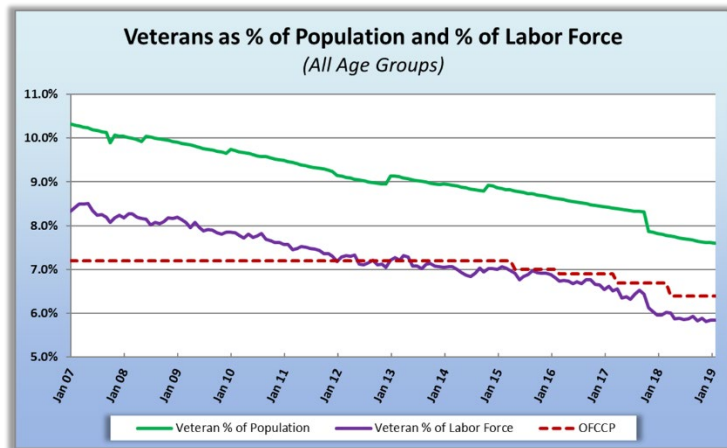
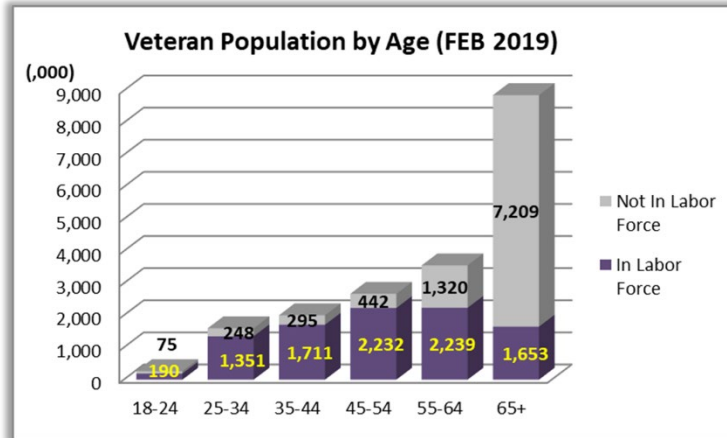
<http://www.bls.gov/news.release/vet.toc.htm>





Veteran Demographics

- Less than 1% of the population serves in the military compared to nearly 12% in WWII.
- Median age of a Veteran: 64.
- 19.2M total Veterans in the US (BLS, 2018 average).
- Nearly 50% of all Veterans are in the workforce (9.2M):
 - 67% are 45 years or older
 - 1.7% are 25 years or under
 - 32% are Post 9-11 / Gulf War II Veterans
- Women represent 10% of the total Veteran population and the fastest growing segment; 30% of all women Veterans are in the Post-9/11 group compared to 13% of all male Veterans.
- ~180,000 Service members separate annually from the military transition to civilian life as Veterans
- Veterans as a percentage of the population and percentage of the workforce are rapidly declining.



Hiring Veterans: Getting Started

Employers must first review your organizational requirements. Set hiring goals, and make a commitment to build a Veteran hiring plan/program.

- Number of positions, job functions, competencies, certifications, educational level and skills of Veterans as well as their spouses.

Senior leadership may want to implement a Veteran hiring initiative, but it is essential that HR, talent acquisition and the hiring managers are aware of the initiative and actively support.

Does the employer know how many Veterans they have currently employed? The best Veteran recruiters are Veteran employees. Get your Veteran employees involved in the initiative. Share success stories of current Veterans who are employed by your company.



Develop or enhance a Veterans' hiring initiative for your company

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 and 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. 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
- 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

Recommended resources to assist you in developing a Veteran hiring strategy:

- 1) **The Institute for Veterans and Military Families (IVMF)** Guide to Leading Policies, Practices & Resources: Supporting the Employment of Veterans and Military Families: <https://ivmf.syracuse.edu/wp-content/uploads/2016/07/guidetoleadingpractices1.pdf> This guide is the product of a collaborative effort of the IVMF and more than 30 private sector employers and supporting organizations, who agreed to share best practices, lessons learned and innovations tied to the recruitment, assimilation, retention and advancement of Veterans in the workforce.
- 2) **Veterans Job Mission** partnered with IVMF to develop leading practices based off the experiences of Veteran Jobs Mission companies. Employers can use these leading practices as helpful tools when building or enhancing their Veteran hiring program. <https://www.Veteranjobsmission.com/employer-resources>
- 3) **Employer Roadmap** <https://www.vetemployerroadmap.org> Sponsored by US Chamber of Commerce Hiring Our Heroes and USAA, Employer Roadmap is a comprehensive and personalized resource for employers who want to hire Veterans and military spouses.

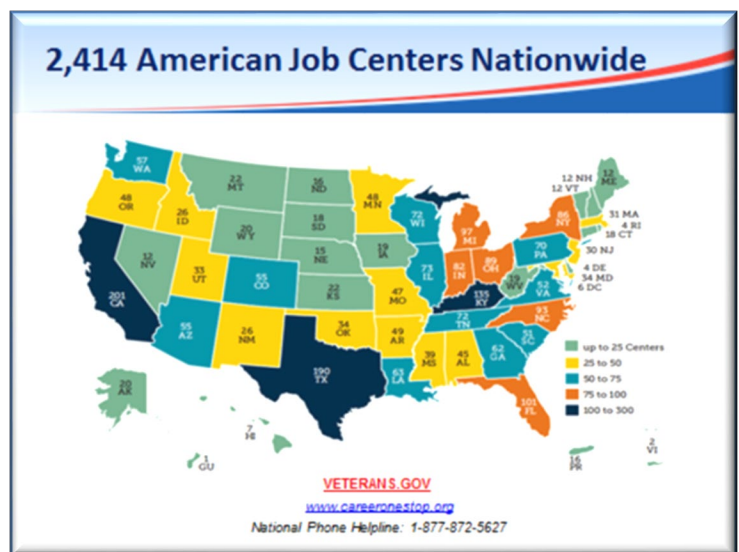
Putting the plan into action: **VETERANS.GOV**

- www.Veterans.gov is designed to be the virtual “first stop” to connect with Veterans. Go to www.Veterans.gov and click on “**Hire Veterans**”



- ✓ Click on “Get One on One Assistance” to connect with Regional Veterans’ Employment Coordinators to access federal, state, and local resources to facilitate Veteran hiring. (also listed on back page of the guide)
- ✓ Post position descriptions and openings in the Veterans’ Job Bank /National Labor Exchange database;
- ✓ There is a map of the US- click on your state to explore resources;
- ✓ Connect with American Job Centers that served nearly 120,000 Veterans last year.

DOL’s American Job Centers (AJCs) are designed to give businesses access to resources they need to recruit, train, and retain a skilled workforce. AJCs are also referred to as Career One Stop, Career Centers or state specific naming conventions. Regardless of the name, you can find the closest AJC at www.Veterans.gov or www.servicelocator.org. There are over 2400 AJCs nationwide that offer free employer services to include providing workforce information, writing job descriptions, posting of jobs, reviewing applicants resume’s, organizing job fairs, providing places to conduct interviews, pre-screening applicants, assessing applicants skills (skill gap analysis), and referral of job-ready candidates. All transitioning Service members and Veterans are encouraged to utilize AJCs. AJCs served nearly 300,000 Veterans in 2018. We encourage you to contact your local AJC.



- <http://www.careeronestop.org/businesscenter/recruitandhire/wheretofindcandidates/hire-a-vet.aspx>. There is a link on this page called “Hire a Vet” that includes specific instructions, information, and a video regarding how to find and hire qualified Veterans, translate military skills, and take advantage of potential tax incentives. (See info on tax incentives on page 22)

Post jobs for free where Veterans can see them!

National Labor Exchange and State Job Banks Your local AJC will assist you in posting your job on the National Labor Exchange at <https://usnlx.com> and the State Job Banks at www.careeronestop.org/jobsearch/cos_jobsites.aspx. The National Labor Exchange (NLx) is a great way for employers to get their available positions into the hands of thousands of Veterans, transitioning service members and their families in real time. This no-cost service



provides the job seeker a platform to locate unduplicated, currently available positions from vetted employers. All states offer job seekers an opportunity to post their resume where it can be seen by a prospective employer.

The NLx is a partnership between the National Association of State Workforce Agencies (NASWA) and Direct Employers Association, which is hosted on the <https://usnlx.com> internet domain. The NLx is used by 300,000+ employers with an average of 2.1 million daily job listings. The NLx is a popular tool for employers – it provides the easiest way to list jobs and simultaneously comply with DOL’s regulations for Veteran affirmative-action hiring.

The NLx collects and distributes job openings *exclusively* found on over 14,000 corporate career websites and from the state job banks. Since 2007, the NLx has made available over 40 million job openings, from some 340,000 employers of all sizes and industries. The NLx powers multiple DOL-funded career advice and job search tools.

The NLx works by collecting and distributing jobs from corporate websites, **State Job Banks, and USAJOBS.**

To request an NLx Demonstration: <https://directemployers.org/demo/>

You can also go to <https://psycharmor.org/courses/find-Veterans-hire/> and enroll in a free 12 minute video “Using the National Labor Exchange to Find Veterans to Hire”

Other Resources for an employer to consider:

Indeed provides comprehensive hiring tools to find and engage with Veterans looking for their next job.

- Search 1.25M+ Veteran resumes for free with an active Indeed Resume subscription
- Quickly connect with responsive candidates looking for their next move
- Find great Veteran talent and view candidates in your inbox with Resume alerts

Here’s how to get started:

1. On indeed.com, click on “Find Resume” in the top menu bar.
2. Type in keywords for the position you are trying to fill and select the location.
3. Filter by Active or Former Military under the “Military Service” heading in the filter list to show all the military personnel and Veterans in the Indeed database.

Start contacting talent with military experience today at resumes.indeed.com.

RallyPoint at 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. RallyPoint is listed as a veteran hiring resource by OFCCP and has a Memorandum of Understanding with the Department of Veterans Affairs to improve access to and navigation of services.



Claim your company page on RallyPoint at

https://www.rallypoint.com/companies/new?company_aim=2

On-the Job Training (OJT) and Apprenticeship Opportunities

1. Companies that want to hire Veterans can provide an added incentive to attract skilled Veterans as Registered Apprentices. By becoming “Approved for GI Bill®”, Registered Apprenticeship programs can assist their current and future Veteran apprentices with the benefits they’ve earned. Veterans who have existing benefits under the GI Bill®, may qualify for a monthly stipend (paid by the Department of Veterans Affairs (VA)), in addition to their wages they receive in an apprenticeship, to help them meet their monthly expenses. **The Departments of Veterans Affairs (VA) and Labor (DOL) are working together to make GI Bill® approval for registered apprenticeship programs a seamless process.** Check out the Veterans’ apprenticeship website <https://doleta.gov/OA/Veterans.cfm>. A fact sheet can be accessed at http://www.doleta.gov/OA/pdf/Appshp_Sponsor_FactSheet.pdf
2. The **Federal Resources Playbook for Registered Apprenticeship** is a comprehensive resource and can be found at <http://www.doleta.gov/oa/federalresources/playbook.pdf>. Registered Apprenticeships represent a valuable investment in the skills that can put a worker on a proven path to the middle class and get the job done for employers and businesses looking to grow and expand. Federal workforce and education funds can help many businesses undertake new investments in apprenticeship, encourage more employers to provide high skilled training opportunities for apprentices, and assist educators and intermediaries in strengthening the tie between training and employment through apprenticeship. Additionally, **Employer Quick-Start Toolkit, Building Registered Apprenticeship Program** can be found at http://www.doleta.gov/oa/employers/apprenticeship_toolkit.pdf.
3. US DOL **On-the-Job & Apprenticeship Training Programs** can be found on the following fact sheet at: http://www.benefits.va.gov/gibill/docs/factsheets/OJT_Factsheet.pdf. ***Both on-the-job (OJT) and apprenticeship training programs are available for Veterans using their VA education benefits, including the GI Bill®.*** These programs allow Veterans to learn a trade or skill through training on-the-job participation rather than attending formal classroom instruction. A Veteran generally enters into a training contract for a specific period with an employer or union, and at the end of the training period, the Veteran gains job certification or journeyman status. Veterans in an approved program can use their GI Bill benefit and receive a tax-free stipend which is paid in addition to the entry-level wage. Stipend payments for other GI Bill programs are found here: http://www.benefits.va.gov/GIBILL/resources/benefits_resources/rate_tables.asp.



Approved employers can use this benefit as a recruiting tool by using wages + stipend to attract Veteran candidates.

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 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 utilize GI Bill benefits (not take on educational debt)
- Career Skills Program/Skill Bridge (military pays transitioning service member's salary while in pre-apprenticeship training program)
- **Increased employee retention / reduce turnover costs**
- Creates a system where employers **can track return on investment** of training dollars invested

Vocational Rehabilitation & Employment (VR&E) OJT/Apprenticeships

In addition to the services listed above, the *US DOL partners with the VA in supporting 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 here: <http://benefits.va.gov/vow/docs/seiflyerfinal.pdf>

Licensing and Certification

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 organizations tests through the State Approving Agency for the state where your headquarters are located. For more information refer to http://www.benefits.va.gov/gibill/licensing_certification.asp



DoD SkillBridge

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



- Interested training providers should review <http://www.dodskillbridge.com/#companies> and then contact info@dodskillbridge.com with a description of their transition opportunities and for approval to move forward, along with any questions.



Veteran Hiring Best Practices

Below are some best practices we have seen in the Veteran hiring workspace:

Hiring Cycle Support and has “buy-in” from the organization’s leadership

HR managers at ALL levels, especially those “first level” screeners MUST be on board with the Veteran hiring program.

- For Veteran hiring programs to be successful there needs to be “buy-in” by the leadership in the company to be successful. We have found that if the organization’s leadership does not support a Veteran hiring program they will fail.
- If possible, have a Veteran employee participate in the hiring process. This provides a common communication line from the candidate to the employer and vice versa. Additionally, the Veteran can articulate their positive experiences to the candidate.

Create a Veteran “Affinity” or Employee Resource Group (ERG)

We have seen that it also a good practice to have an ERG and that is as “inclusive” as possible. For example, the ERG should be open to all employees regardless of whether they were a Veteran. Only requirement should be the interest to participate positively.



- Build a Veteran website or Veteran Career “landing page”
- Utilize company Veteran hiring flyers and links
- A place for Veterans to collaborate as well as act as retention / recruiting tool.

Use your employees to recruit for you

Engage and incentivize your current Veteran employees in recruiting more Veterans for your company.

- The Veteran community is a tight knit one, “word of mouth” is a powerful tool.
- Veterans recruit other Veterans.

Military Occupation Codes / Specialty (MOC/S) and Civilian Career Matching

It is a good practice to use or at least know the Military Occupation Codes / Specialties (MOC/S) used in the Military. There are quite a few MOC Crosswalk tools. MOC codes should NOT be used by employers seeking Veterans with specific MOS. Why?

- Not all Veterans want to do the same thing they did in the military.
- Some Veterans do much more or different things than the MOS indicates. An example would be an Airman that was Security Forces but also augmented the Intelligence Squadron.

Draft Veteran Friendly Job Descriptions

- Move your job descriptions to “competency based” vice years of experience requirements. A job description that states “2-3 outside sales experience mandatory” will immediately disqualify 95% of the 200,000 Transitioning Service Members a year.
- **Here are some common Veteran Competencies:**
 - Leadership / achievement orientation
 - Personal Ownership and Accountability
 - Advancing the organizational mission
 - Building relationships with diverse groups
 - Flexible
 - Experienced in working with diverse teams
 - Technically skilled
 - Verbal / Written Communication skills
 - Creative problem solving / strategic thinking
 - Development of self and others
 - Adaptability to change
 - Experienced in delivering quality service
 - Loyalty
 - Resilient



Recommended Federal and State Organizations

American Job Centers- Reference page 9.

Marine For Life (M4L): M4L 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: <http://usmc-mccs.org/services/career/marine-for-life-network/join-the-network/>

1. Once the form is completed an email is sent to M4L Headquarters
2. A follow-up email will be sent to the employer with instructions on how to leverage the M4L Network veteran talent <http://www.marineforlife.org/>

Soldier For Life (SFL)

SFL engages and connects Army, government, and non-government organizations to support our Soldiers, Veterans and Families. Soldier for Life builds relationships with these organizations to reinforce the Soldier for Life mindset throughout the Soldier Life Cycle.

SFL provides updates through our social media platforms. We share everything from local hiring fairs, employment workshops, best practices, transition resources and ways to expand your network. Soldier for Life is also working on updating their website to be able to provide tailored information in order to assist our Soldiers, Veterans and Families on the resources that matter to them.

SFL provides regional support (Northeast, Midwest, South, and West) as well as three functional areas (Employment, Education, and Health & Wellness). To contact SFL, email usarmy.sfl@mail.mil or call 703-545-2635.

Follow us on our social media platforms to stay connected and to find the latest resources available to you.

- <http://soldierforlife.army.mil>
- <https://www.instagram.com/csaSoldier4Life>
- <https://www.facebook.com/CsaSoldierForLife>
- <https://www.linkedin.com/company/us-army-soldier-for-life>
- <https://twitter.com/csaSoldier4Life>

National Guard Employment Support Program (ESP)

ESP is vital in supporting our National Guard Service members in finding meaningful careers and job opportunities as they face the challenges of military life, whether mobilized or in a steady state posture. A strong Employment Support network has been organized in each state and territory with a Program Support Specialist (PSS) that operate as points of contact, coordinators, and facilitators for employment and education opportunities to help reduce the



number of unemployed, underemployed, and over-employed NG service members, veterans and family members (SMVF). These contractor personnel operate in coordination and cooperation with the Adjutants General, reinforce partnerships with other government agencies, private partners, and provide a synergistic relationship with National Committee for Employer Support of the Guard and Reserve. The 55 Program Support Specialists are the primary resource in providing employments support/opportunities/options to Commanders, Soldiers, Airmen, and Families. <https://www.jointsevicesupport.org/esp/default.aspx>

Employer Support of the Guard and Reserve (ESGR)

ESGR, a Department of Defense program, was established in 1972 to promote cooperation and understanding between Reserve Component Service members and their civilian employers and to assist in the resolution of conflicts arising from an employee's military commitment. ESGR is supported by a network of more than 3,750 volunteers in 54 committees located across all 50 states, the District of Columbia, Guam-CNMI (Commonwealth of the Northern Mariana Islands), Puerto Rico, and the U.S. Virgin Islands. Volunteers, hailing from small business and industry, government, education, and prior military service bring a vast wealth of experience to assist in serving employers, Service members, and their families. Together with Headquarters ESGR staff and a small cadre of support staff for each State Committee, volunteers work to promote and enhance employer support for military service in the Guard and Reserve.

<https://www.esgr.mil/Employers/How-ESGR-Can-Help>

Private Public Partnership (P3O)

The Army Reserve Private Public Partnership Office (P3O) serves as the single point of entry for all organizations seeking to partner with the Army Reserve. The P3 program helps its corporate partners attract, develop and retain talent by establishing employer partnerships for Army Reserve Soldiers, transitioning Active Component Soldiers, eligible veterans, and dependents seeking civilian employment opportunities. P3 develops and leverages partnerships with organizations on the forefront of innovation and technology to grow the future force and modernize the US Army Reserve to be the most capable, combat-ready and lethal Reserve force in history. Benefits of partnership include, but are not limited to exposure to Army Reserve

Talent, support for soldiers and families, and support of national defense emergency preparedness and peace and stability operations around the globe.

<https://www.usar.army.mil/P3/Resources/>

Citizen Soldier for Life

US Army Warrior Care and Transition The lead proponent for the Warrior Care and Transition Program (WCTP), For employers specifically looking to hire a wounded, ill and injured transitioning service member or veteran, please access the following resources for additional information at <http://www.wct.army.mil/>



US Army Warrior Care and Transition

The lead proponent for the Warrior Care and Transition Program (WCTP), For employers specifically looking to hire a wounded, ill and injured transitioning service member or Veteran, please access the following resources for additional information at <http://www.wct.army.mil/>

Small Business Administration's (SBA): Office of Veterans Business Development (OVDB) and Veterans Business Outreach Centers (VBOC)

The Veterans Business Outreach Center Program is designed to provide entrepreneurial development services such as business training, counseling and resource partner referrals to transitioning service members, Veterans, National Guard & Reserve members and military spouses interested in starting or growing a small business.

As a Veteran small business owner, you can connect with local SBA programs and resources to assist you with all aspects of starting or growing your business.

The SBA has 20 organizations participating in this cooperative agreement and serving as Veterans Business Outreach Centers

More info can be found at www.sba.gov/ovbd or by contacting Ray Milano at raymond.milano@sba.gov

Non-Profit Organizations and Veteran Service Organizations.

By one estimate, there are over 40,000 organizations operating in the Veteran employment space which can be confusing for both employers and Veterans. The following are organizations that that can be of assistance to employers looking to hire Veterans. US DOL VETS has an official partnership with the US Chamber of Commerce and works closely with the other organizations listed.

If there is another non-profit organization that you, an employer, have found useful in support of your Veteran employment effort, please reach out to Mark Toal at toal.mark.j@dol.gov.

US Chamber of Commerce – Hiring Our Heroes- Hiring Our Heroes is a nationwide initiative to help Veterans, transitioning service members, and military spouses find meaningful employment opportunities. Participate in Veteran and transitioning service member hiring fairs sponsored by the U.S. Chamber of Commerce. VETS is partnered with Hiring our Heroes.

- <https://www.uschamberfoundation.org/hiring-our-heroes>

The Military Officers Association of America (MOAA) has a large membership and provides transition services that include a job board. If a bachelors' 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 their Job Board is free and their career center offers:

- Free and immediate access to hundreds of resumes, all based on your specific search criteria. Ability to post jobs on a “real-time” basis. If you would like to register to use this free service, please visit www.moaa.org/employer.

American Legion: <https://www.legion.org/careers/jobfairs>

Disabled American Veterans (DAV): <https://www.dav.org/Veterans/employment-resources/employers/>

- **DAV's Guide to Hiring and Retaining Veterans with Disabilities:** <https://www.dav.org/wp-content/uploads/HiringGuide.pdf>



Student Veterans of America (SVA): SVA builds communities for student veterans and military-connected students on college campuses to connect them to each other, to community engagement opportunities, to their campuses, and to employers. Through national and regional conferences and training SVA connects chapter leaders to business and industry partners to build strong connections and talent pipelines. SVA promotes engagement between employee networks and student veterans for networking, mentoring, resume reviews, and more, and encourages student veterans to consider jobs while in college connected to their career aspirations, internships in their sectors of interest, and careers with companies that value the contributions veterans bring to companies. Student veterans outperform their peers who have never served with higher GPAs and higher graduation rates, and are in high-demand majors including business (finance, accounting, marketing, etc.), STEM (computer, mechanical, and aerospace engineering, computer science, cybersecurity, and many others), and the health professions. SVA also partners with NASWA and DirectEmployers Association to provide a job posting service rebranding the National Labor Exchange as an SVA portal for employment at <http://studentveteransofamerica.jobs>. SVA can help companies engage in effective outreach programs to recruit and hire student veterans and comply with OFCCP obligations, and can connect student veterans to your companies

PsychArmor Institute: https://psycharmor.org/employer_audience/ 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. Check out the free courses that include “Strategies for effective Veteran Hiring”, “Creating a Veteran Hiring Program” and many more.

JobPath is a tool used by employers to hire transitioning service veterans and their family members. This site offers a Military Occupational Skills (MOS) Translator that not only translates military skills, but also match veterans to the best job opportunity based off their rank, military career, civilian background, and more. This MOS translator offers employers a tool where they can discover what military careers are the best fit to their industry. In addition, the site offers various traditional recruiting tools to employers such as job postings and candidate searching. Through partnership agreements, when a company posts a job on this site, it is showcased to veterans across a network of sites. JobPath reports ~200k users on the platform and 16k confirmed hires in 2018. <https://yourjobpath.com/>

Veteran Reporting

Most organizations are now counting Veterans. The problem some have is the self-reporting. Instead of asking “Are you a Veteran” ask “**Have you ever served in the US Military**”.

- **Some Veterans do not identify as Veterans because they served in peacetime etc.**

Retention of Your Veteran Employees

Veterans are extremely loyal to an organization. What is good for your Veteran population is also good for any employee. However, if the environment is not conducive to a Veteran they tend to leave an organization quicker than their non-Veteran counterparts.

- **Culture of the company**
- **Challenging / Engaging opportunity**
- **Clearly stated expectations of the position**
- **Known pathway for advancement in current position and in the organization**
- **Assign a mentor (preferable a Veteran) for the newly hired Veteran**
- **Clear and open communication (verbal and written).**
 - **Veterans are used to hearing from their leadership usually in person**
- **Career Professional Development**
- **Impact on the organization- Veterans want to know they are having a “meaning”**
- **Compensation / Benefits**



- **Center for A New American Security (CNAS) Study “Onward and Upward:** Understanding Veteran Retention and Performance in the Workforce” provides valuable information for employers.
 - <https://www.cnas.org/publications/reports/onward-and-upward>

HIRE Vets Act – US DOL Medallion Award:

The HIRE Vets Medallion Award recognizes employers who **recruit, employ and train Veterans**.



The Department of Labor established this program under the [Honoring Investments in Recruiting and Employing American Military Veterans Act](#), HIRE Vets Act, which was signed into law on May 5, 2017.

As described in the Act, there are different awards (see page 19):

- Large employers (500-plus employees)
- Medium employers (51-499 employees)
- 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 that includes percentage of employees hired who are Veterans and percentage of Veterans who are retained. 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.

2019 HIRE Vets Medallion Program Timeline:

- Jan 31: Begin accepting applications from employers
- Apr 30: Stop accepting applications from employers
- Aug 01: Finish returning incomplete applications to employers for revision
- Aug 31: Complete application review
- Sep 30: Select award recipients
- Oct 11: Notify applicants of award decisions
- Nov11: Announce award recipients on or near Veterans Day



2019 Hire Vets Medallion Award Criteria

		2019 HIRE Vets Medallion Award Criteria ¹					
		Large Employer Awards (500+ Employees)		Medium Employer Awards (51-499 Employees)		Small Employer Awards (1-50 Employees)	
		Platinum	Gold	Platinum	Gold	Platinum	Gold
	HIRING (Vets hired during CY 2018)	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
		AND	AND	OR	OR	OR	OR
	RETENTION (Vets hired during CY 2017)	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
	VETERAN EMPLOYEE PERCENTAGE (Vets employed on 31 Dec. of CY 2018)	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
INTEGRATION ASSISTANCE PROGRAMS	Veteran Organization or Resource Group	Must be established and exist on 31 Dec. of CY 2018	Must be established and exist on 31 Dec. of CY 2018	Must be established and exist on 31 Dec. of CY 2018	Satisfy 1 of 2	Satisfy 2 of 5	N/A
	Leadership Program	Must be established and exist on 31 Dec. of CY 2018	Must be established and exist on 31 Dec. of CY 2018	Must be established and exist on 31 Dec. of CY 2018			N/A
	Dedicated HR Professional (large) or HR Veterans' Initiative (medium/small)	Must be targeted to veteran employees	N/A	Satisfy 1 of 3	N/A		
	Pay Differential Program	Must be provided	N/A		N/A		
	Tuition Assistance Program	Must be available	N/A		N/A		
OTHER ITEMS	Labor Law Violations	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	Must not have any of the violations identified in: 20 CFR § 1011.120
	Application Fee	\$495	\$495	\$190	\$190	\$90	\$90

Notes:
1. 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 and view the Final Rule for the program.

Additional information can be found on the website at www.hirevets.gov or by contacting HIREVets@dol.gov.



Work Opportunity Tax Credit (WOTC)

- <https://www.doleta.gov/business/incentives/opptax/>
- 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.

Who is Eligible for WOTC?

- A Veteran who has a service-connected disability, is unemployed, or is receiving SNAP (food stamp) benefits.

How WOTC Works for you:

- WOTC reduces an employer's cost of doing business, requires little paperwork, and applying for WOTC is simple.
- 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 WOTC:

1. Complete IRS Form 8850 by the day the job offer is made
2. Complete ETA Form 9061, or complete 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
3. 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.
4. 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.
5. After the target group employee is certified by the State Workforce Agency, file for the tax credit with the Internal Revenue Service.

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, guard, and reserve military spouses, with 641,639 identified as spouses of active duty service members. In 2017, the military spouse unemployment rate was 16 percent, over 4 times the 2017 rate for all adult women.



President Signs Executive Order to Open More Fed Jobs to Military Spouses (Executive Order 13473). The order requires Federal agencies to promote the use of noncompetitive hiring authority that currently exists for military spouses to the greatest extent possible.

The Military Spouse Employment Partnership (MSEP) was created to address these unique challenges. MSEP, which is part of the Department of Defense's broader Spouse Education and Career Opportunities (SECO) program, connects military spouses with employers seeking 21st century job skills.

- Companies post jobs ranging from entry-level to executive management/leadership using the MSEP Partner Portal (<https://mseppjobs.militaryonesource.mil/msep/home>).
- Military spouses search the job openings on the MSEP job search on the MySECO Portal (<https://myseco.militaryonesource.mil/Portal/Msep/jobsearch>).
- MSEP Partners can also find spouse talent directly through a search of spouse candidates.
- To date, MSEP has facilitated over 112,000 spouse hires.

MSEP partners represent sectors ranging from Fortune 500 companies, to small businesses, to non-profits, to federal government, to the academic and health care sectors.



U.S. DOL / VETS Employer Outreach Team

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Regional Veteran Employment Coordinators:

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