

U.S. DEPARTMENT OF LABOR

ADVISORY COMMITTEE ON VETERANS' EMPLOYMENT,
TRAINING, AND EMPLOYER OUTREACH (ACVETEO)

2014 Final Report

December 31, 2014

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U.S. DEPARTMENT OF LABOR
Veterans' Employment and Training Service (VETS)
Washington, DC 20210

December 31, 2014

The Honorable Thomas E. Perez, Secretary
U.S Department of Labor
Frances Perkins Building
200 Constitution Ave., NW
Washington, DC 20210

Secretary Perez,

As Chair of the Advisory Committee on Veterans Employment, Training, and Employer Outreach (ACVETEO), it is my pleasure to provide you with the 2014 Report of the Committee.

The members of the ACVETEO worked thoughtfully and purposefully throughout the past year, to consider how and with what effect the considerable resources of the Department of Labor could be best positioned to advance the employment situation of the nation's veterans. This report contains the Committee's recommendations to that end, informed by the collective expertise of the ACVETEO membership, our partners with the Department's Veterans' Employment and Training Service (VETS), and the many others from the public and private-sector who participated in the committee's activities throughout the past year.

It is evident that the Department – and the Veterans' Employment and Training Service (VETS) specifically – has made great strides in the past year, with regard to addressing the complex challenges associated with advancing the employment situation of the nation's veterans. At the same time, it's also clear that there is more work to be done, particularly given the persistent employment challenges represented by some cohorts of the veteran population, and in the face of an ongoing and accelerated reduction in the military force structure. In order to meet those challenges, it's imperative that the Veterans' Employment and Training Service (VETS) continue its ongoing efforts to seek and enact opportunities to transform systems, processes, and programs, in a way that positions the Department to most effectively meet the employment needs of the nation's veterans.

The ACVETEO feels strongly that the recommendations and supporting rationales specified in the 2014 Report of the Advisory Committee support continued innovation and enhanced impact across the Department, and are consistent with our Committee's charter and obligation: to assess the employment and training needs of veterans, and advise yourself and the Veterans' Employment and Training Service with regard to addressing such needs.

On behalf of the Committee and its membership, please accept our gratitude for the opportunity to serve the nation's veterans through the ACVETEO. We look forward to your feedback and response to our recommendations.

Respectfully Submitted,

A handwritten signature in cursive script that reads "J. Michael Haynie".

J. Michael Haynie, Ph.D.
Chair, Advisory Committee on Veterans Employment, Training, and Employer Outreach

PART I

EXECUTIVE SUMMARY

The Advisory Committee on Veterans Employment, Training, and Employer Outreach (ACVETEO) is authorized at 38 U.S.C. 4110, and established in accordance with the Federal Advisory Committee Act (FACA). The ACVETEO is chartered to assess the employment and training needs of veterans, and their integration into the workforce; to determine the extent to which the programs and activities of the Department of Labor are meeting such needs; to assist the Assistant Secretary of Labor for Veterans Employment and Training (ASVET) with outreach to employers, related to the advantages of hiring veterans; and to make recommendations with respect to training and employer outreach activities positioned to advance the employment situation of veterans. Consistent with this charter and mission, the *2014 Report of the Advisory Committee* provides recommendations organized around the following themes:

- 1) Veteran & Employer Outreach Activities
- 2) Transition Assistance & Support (employment)
- 3) Employment & Training Activities/Needs Impacting Focused Populations

The themes specified above served as the basis for the formation of ACVETEO sub-committees; each sub-committee was tasked with subject matter responsibility within the assigned area of focus. Ultimately however, recommendations were proposed and adopted based on the collaborative engagement of the full ACVETEO (appointed membership). A total of twelve (12) recommendations (with supporting rationale) are specified in this report, and are organized in accordance with the ACVETEO's theme and sub-committee structure. A *condensed and selected* overview of those recommendations are as follows:

- **Veteran & Employer Outreach:**

- Improve on the coordination and integration of federal outreach efforts to the employer community.
- Develop and enact a performance evaluation & assessment program, supporting continuous improvement of the employer outreach program.
- Develop and enact a focused strategy to engage small and medium-sized employers (SMEs) related to veteran employment.

- **Transition Assistance & Support (employment):**

- Increase opportunities for private-sector engagement associated with the Department's Transition Assistance Program (TAP) Employment Workshops.
- Better leverage and enhance awareness of the public-facing, online TAP curriculum as a training resource for post-transition veterans.
- Work with Congress to extend the Off-Base Transition Training (OBTT) pilot program, pending the completion of full analysis on the effectiveness of the pilot.

- **Focused Populations:**

- Enhance the robustness of data collection, to support improved insight into the employment situation (and trends) characterizing veterans with disabilities, women veterans, and Native American veterans.
- Enhance local community partnerships, to establish community-connected support networks for veterans with disabilities, women veterans, and Native American veterans related to workforce training, skills development, and employment.
- Audit the current TAP curriculum, to ascertain whether there is a need for specialized training to address the particular needs of veterans with disabilities, women veterans, and Native American veterans in the workforce.

PART II

SUMMARY RECOMMENDATIONS

VETERAN & EMPLOYER OUTREACH ACTIVITIES:

- 1) The Department should develop and enact a strategy to improve on the coordination and integration of federal outreach efforts to the employer community, related to veterans' employment. Specifically,
 - a. Create a consistent messaging and outreach strategy within and across DOL activities, as a means to ensure better coordination within the Department; including ETA, OFCCP, ODEP, and Women's Bureau.
 - b. Support the creation of an interagency task force to ensure that all federal agencies are delivering a consistent message to transitioning service members, veterans and their families regarding the services and resources available to support employment.
 - c. Purposefully collaborate with relevant state associations and other key stakeholders, to promote a unified and consistent message across/between state and local agencies positioned to advance veteran employment.

- 2) The Department should develop and enact a performance evaluation & assessment program, supporting continuous improvement of the employer outreach program. Specifically act to,
 - a) Develop and align performance measures across DOL programs, and establish a unified baseline measures for joint initiatives with the VA and DoD.
 - b) Purposefully enhance efforts to better connect veterans to employers, and in support of the State Workforce System.
 - c) Leverage a comprehensive performance evaluation & assessment program, as a means to provide clear performance effectiveness metrics and goals to LVERs.

- 3) The Department should develop and enact a focused strategy to engage small and medium-sized employers (SMEs) related to veteran employment. Specifically,
 - a) Develop and enact a strategic outreach plan focused on veteran employment directed at the SME community of employers; include a focus on incentives available to SMEs and other benefits related to hiring veterans.
 - b) Initiate an effort to identify – and publically highlight – the best practices of SMEs at the national level, in support of veteran employment.
 - c) Strategically consider how best to support and leverage federal incentives, such as tax credits like the Veterans Work Opportunity Tax Credit, for SME's to hire veterans.
 - d) The Department should, in collaboration with Congress and partner agencies, act to establish the Veteran Hiring Tax Credit as a payroll tax credit (See Appendix [III]; *Role & Potential of SME Tax Incentives for Veteran Employment*).

TRANSITION ASSISTANCE & SUPPORT (EMPLOYMENT):

- 4) The Department should, in collaboration with its partner agencies, develop and enact a strategy to improve outreach on the public availability of Transition Assistance Program (TAP) resources.
 - a. Include a focus on adapting the public-facing online curriculum to serve as a reference throughout *and after* transition.
 - b. Include a focus on capturing data positioned to inform the effectiveness and accessibility of the public-facing online curriculum, as a post-service employment reference and resources (i.e. uses and user-ship).
 - c. Leveraging the data referenced in 4(b) above, develop and enact a strategy supporting continuous improvement of the public-facing, online TAP curriculum.
- 5) The Department should, in collaboration with Congress and partner agencies, act to extend the Off-Base Transition Training (OBTT) pilot program, until a full analysis on the effectiveness of the pilot program can be completed, and subsequently inform a future course of action.
- 6) The Department should, in collaboration with partner agencies, conduct an audit of the current TAP curriculum (and associated post-service employment outcomes realized by veterans with disabilities, women veterans, and Native American veterans), to ascertain whether there is a need for specialized training to address the specific/particular needs of these populations as they enter the workforce.

EMPLOYMENT & TRAINING ACTIVITIES IMPACTING FOCUSED POPULATIONS:

- 7) The Department should initiate an audit and critical review of all outreach and messaging programs and practices – and take corrective action where required – to ensure such programs and practices include (and appropriately represent) veterans with disabilities, women veterans, and Native American veterans.
 - a. Corrective action (where and if required) should include an emphasis on vocational success stories/images of success for veterans with disabilities, women veterans, and Native American veterans, across all of the Department’s services and programs.
- 8) The Department should initiate, leveraging both internal and external (private-sector) resources and partners, a comprehensive research program focused on identifying the particular, employment-related challenges in transition, for veterans with disabilities, women veterans, and Native American veterans.
 - a. This effort should include a specific plan of action indicating how research findings will be leveraged to inform changes (if required) in policy and practice across DOL services and programs, so as to better support the post-service employment situation of the studies veteran populations.
- 9) The Department should initiate a review of its programmatic flexibility to serve special populations – to include veterans with disabilities, women veterans, and Native American veterans – across all DOL activities (including ETA, OFCCP, ODEP, and Women’s Bureau).
 - a. This review should take the form of a ‘gap analysis,’ considered in the context of the particular issues and challenges impacting the employment situation of veterans with disabilities, women veterans, and Native American veterans.

- b. Instances where the review suggests that programmatic flexibility would be useful – but does not exist – should be considered for administrative or legislative action.
- 10) The Department should direct the BLS to work with the ACVETEO – as well as representatives from the Census Bureau and the Department of Veterans Affairs – to craft future recommendations related to enhancements to the nature and frequency of veteran-employment data collection, informative of the employment situation of veterans with disabilities, women veterans, and Native American veterans.
 - 11) The Department should develop an intentional and specific communication campaign focused on educating employers related to women in the military, with a particular focus toward mitigating stigma and undermining stereotypes associated with the nature of military service for women.
 - 12) The Department should develop a strategy to build upon the local community partnerships and outreach established for other programs, such as HVRP (and in partnership with the VA’s SSVF program), to establish local and regional support networks for women veterans related to workforce training, skills development, and employment.

PART III

COMMITTEE RECOMMENDATIONS AND RATIONALES

VETERAN & EMPLOYER OUTREACH ACTIVITIES

There are a number of public, non-profit and private-sector organizations providing employment resources and services to transitioning service members, veterans and their spouses. An inventory of many of these organizations and programs has been provided as an appendix (IV) to this report. Many of these organizations are also actively engaged with employers and conducting public outreach campaigns with the purpose of promoting the hiring of veterans. Despite the number of resources now available, there continue to be challenges related to cultivating an awareness of these programs among veterans, and also related to broadly encouraging employers to hire and retain veterans in the workforce. The recommendations below are provided as both a response to these continued challenges, and in an effort to advance the employment situation of veterans.

1) Recommendation: The Department should develop and enact a strategy to improve on the coordination and integration of federal outreach efforts to the employer community, related to veterans' employment. Specifically,

- a) Create a consistent messaging and outreach strategy within and across DOL activities, as a means to ensure better coordination within the Department; including ETA, OFCCP, ODEP, and Women's Bureau.
 - b) Support the creation of an interagency task force to ensure that all federal agencies are delivering a consistent message to transitioning service members, veterans and their families regarding the services and resources available to support employment.
 - c) Purposefully collaborate with relevant state associations and other key stakeholders, to promote a unified and consistent message across/between state and local agencies positioned to advance veteran employment.
- **Rationale:** Federal services and programs related to service member transition and veterans' employment are spread among several departments, and across multiple entities, agencies and bureaus within those departments. For example, in the case of the Department of Labor, management of activities and programs serving veterans includes not only the Veterans Employment and Training Service (VETS), but also the Employment and Training Administration (ETA), Office of Federal Contract Compliance Programs (OFCCP), Office of Disability Employment Policy (ODEP), and the Women's Bureau.

In the last several years, there have been a number of successful efforts to improve interagency coordination, reduce duplication of programs and streamline veterans' access to resources and services. Efforts such as the Administration's Joining Forces Initiative and recent improvements to the Department of Defense's Transition Assistance Program (now called Transitions GPS) are important initiatives encouraging unity of effort among the federal departments. More recently, the launch of the Veterans Employment Center (VEC) is a significant step towards consolidating federal online employment portals and other tools into a one-stop-shop for service members, veterans and their families to search for employment and educational opportunities. The VEC also benefits employers by creating a central location to source military talent.

Despite this progress, significant effort must be made to continue to integrate public outreach efforts among the federal departments and within the Department of Labor, particularly with regards to employer engagement. There also needs to be consistency in public messaging—both within DOL, the state and local agencies that carry out its mission, and across all federal agencies who serve transitioning service members, veterans, their families, and employers.

2) Recommendation: Develop and enact a performance evaluation & assessment program, supporting continuous improvement of the employer outreach program. Specifically,

- a) Develop and align performance measures across DOL programs, and establish a unified baseline measures for joint initiatives with the VA and DoD.
 - For instance, DOL ETA, which is responsible for the implementation of the Workforce Innovation and Opportunity Act (WIOA), should ensure that JVSG performance measures for employers align with WIOA measures. DOL could convene a National Workgroup to include states and local representatives who have developed and implemented employer measures.
 - Since the business outreach measure under WIOA – and JVSG – is new, there should be a period of testing and evaluation initiated before full implementation. Setting appropriate goals for the states and in turn local regions will require significant research and measurement.
 - b) Purposefully enhance efforts to better connect veterans to employers, and in support of the State Workforce System. For example,
 - Focus on getting the maximum number of employers to list with the State Workforce System (SWA).
 - Develop an Indexing program through the National Labor Exchange (NLx) to get employers’ job openings automatically listed in State Workforce Agencies job banks.
 - Develop a good “Job Development” program and process to ensure veterans registered with the SWA are promoted to employers.
 - Ensure a phase-in period is allowed for the states to comply with IT programmatic changes required, staff training, and adjustments.
 - c) Leverage a comprehensive performance evaluation & assessment program, as a means to provide clear performance effectiveness metrics and goals to LVERs. For example:
 - Measure the number and quality of employer visits by LVERs and others conducting outreach efforts for veterans.
 - Set outcome goals with each LVER based on individual circumstances and resources including location, population and employer penetration rates.
- **Rationale:** As the resource inventory attached to this document attests, there is a vast array of programs currently available to service members, veterans and their families. Many of these programs and initiatives are funded by, managed from or with the participation of the Department of Labor. Today’s challenging budget environment and limited resources require that the performance of these programs be measured and their value quantifiably demonstrated. While the value of many programs

can be justified by a long history of positive anecdotal evidence, Congress and taxpayers are demanding better defined metrics to measure the effectiveness of veterans' employment programs.

The outcomes of key veterans' employment programs managed or supported by the Department of Labor, such as the VEC and the JVSG program, could be further improved by additional focus on identifying, developing and implementing a performance measurement system for veterans employment related programs. A performance measurement system should promote the goals of the public workforce system, which are to facilitate a more effective and efficient labor exchange, and promote the employment and reemployment of veterans (for the JVSG program).

Similar to establishing a consistent message across federal agencies, DOL and the Department of Veterans Affairs should work together to define unified baseline measures for joint efforts such as the VEC. While efforts are underway to promulgate performance metrics for DVOP and LVER programs, those efforts must include providing the proper training, planning and guidance to all program personnel. To help facilitate this, the DOL needs to provide a more readily available means to distribute training materials and information for tracking performance to all American Job Center personnel.

3) Recommendation: Develop and enact a focused strategy to engage small and medium-sized employers (SMEs) related to veteran employment.

- a) Initiate an effort to identify and highlight the best practices of SMEs at the national level, in support of veteran employment.
 - b) Develop and enact a strategic outreach plan focused on veteran employment, and directed at the SME community of employers; include a focus on incentives available to SMEs and other benefits related to hiring veterans.
 - c) Consider how the Secretary could support federal incentives, such as tax credits like the Veterans Work Opportunity Tax Credit, for SME's to hire veterans. Federal incentives should be:
 - **Flexible:** Incentives should be available to all SMEs as appropriate. For instance, since many SME businesses do not have a current income tax liability, they should be allowed to elect to treat a tax credit as an offset against payroll taxes since many SMEs;
 - **Simple:** Incentives should be simple in administration for both the veteran and employer. For instance, the WOTC certification process could be simplified by requiring only proof of veteran status (DD 214) and proof of unemployment (latest unemployment paystub) followed by signing of perjury statement.
 - **Accountable:** There has been a limited effort to rigorously measure program impacts on veteran employment outcomes. For instance, a committee could be established to review the efficacy and effectiveness of incentives, such as tax credits, periodically in order to ensure they are achieving their intended goal of increasing veteran employment.
 - d) The Department should, in collaboration with Congress and partner agencies, act to establish the Veteran Hiring Tax Credit as a payroll tax credit.
- **Rationale:** American businesses are overwhelmingly small and medium sized employers (SME) businesses. In 2011, according to U.S. Census Bureau data, there were 5.68 million employer firms in the United States. SME's with fewer than 500 workers accounted for 99.7 percent of those businesses

and those with less than 20 workers accounted for nearly 90 percent. Approximately 300,000 service-members transition out of the military each year. In recognition of the often complicated transition from the military into the civilian job market, Congress has consistently offered Veteran Hiring Tax Credits as an additional incentive for employers to extend opportunities to veterans. Unfortunately, employers report that the most recent iterations of these tax credits are burdensome, meaning many small employers will not take advantage of them. ACVETEO believes that Congress can craft Veteran Hiring Tax Credits in a way that makes it less burdensome to the potential employers and provides a quality incentive to extend career opportunities to job-seeking veterans.

The Committee has engaged in a robust dialogue with various constituencies and has received feedback from the SME business community, Veteran Service Organizations (VSO's) and veterans themselves. Special consideration was given to the importance of SME businesses to the U.S. economy and their impact on job creation and hiring. With the recovery continuing, many SME's would like to add personnel, but many are hesitant because they are still recovering from the economic conditions of the past several years. Correspondingly, many well-trained and capable veterans are transitioning from military service but find themselves unemployed. The Committee believes that there is a strong rationale to highlight and support Federal efforts to incentivize hiring, such as through the WOTC. Tax incentives are one tool that can be very effective way to help SME's hire more veterans (See Appendix (III); *Role & Potential of SME Tax Incentives for Veteran Employment*).

TRANSITION ASSISTANCE & SUPPORT (EMPLOYMENT)

The transition from military to civilian life often presents significant challenges for service members. This is why the Department of Labor and its partners from the departments of Defense, Veterans Affairs, and Education have worked to build timely and relevant transitional resource programs for service members who are about to leave the military. Through initiatives like the VOW to Hire Heroes Act, Congress also acted to ensure that all transitioning service members had the opportunity to be exposed to these resources. Labor and its partners should be commended for their efforts to improve pre-separation preparedness. However, ACVETEO understands that service members have no way to reasonably anticipate all of the challenges they may face once they enter civilian life. Moreover, the transition from military to civilian life may go through a variety of phases that can often go years beyond a service member's end-of-time-in-service, or ETS, date. With this in mind, ACVETEO made the following recommendations to improve post-service transitional resources for veterans.

4) Recommendation: The Department should, in collaboration with its partner agencies, develop and enact a strategy to improve outreach on the public availability of Transition Assistance Program resources.

- a. Include a focus on adapting the public-facing online curriculum to serve as a reference throughout and after transition.
 - b. Include a focus on capturing data positioned to inform the effectiveness and accessibility of the public-facing online curriculum, as a post-service employment reference and resources (i.e. uses and user-ship).
- **Rationale:** The Departments of Defense, Labor and Veterans Affairs invested substantial financial and human resources to revamp the military Transition Assistance Program. The new curriculum is modern and multi-faceted, offering transitioning service members a quality baseline of information

with which to re-enter the civilian economy after military service. However, ACVETEO acknowledges that service members cannot reasonably anticipate all of the challenges they will face in civilian life while still in uniform. Recognizing this, the Department of Labor worked with the Department of Defense to offer free, public access to the full TAP curriculum via the Department of Labor Veterans Employment and Training Service website. However, users who log on to the curriculum must click through each of the training modules in order as if they were duplicating their in-service TAP training. Moreover, users do not have easy access to all the participant guides that accompany the in-service training.

The inability to navigate the curriculum a-la-carte, and the inability to access participant guides makes it difficult to use the public-facing TAP curriculum as a post-service reference guide. Allowing veterans and family members to revisit these resources has the potential to be a game-changer in how we prepare our military to succeed after service. However, ACVETEO believes that Labor and its partner agencies should improve outreach to inform veterans about the availability of these resources; monitor traffic to demonstrate usage; and adjust the public-facing curriculum to better serve as an easily-navigable reference guide.

5) Recommendation: The Department should, in collaboration with Congress and partner agencies, act to extend the Off-Base Transition Training (OBTT) pilot program, until a full analysis on the effectiveness of the pilot program can be completed, and subsequently inform a future course of action.

- **Rationale:** The Off-Base Transition Training (OBTT) pilot program was commissioned through the Dignified Burial and Other Veterans' Benefits Improvement Act of 2012 (PL 112-260) and authorized a two-year pilot program to offer Transition Assistance Program (TAP) training to veterans in select areas with high veteran unemployment. The pilot program is set to expire in January 2015, but Department of Labor will not be able to report on the employment outcomes for veteran trainees until January 2016.

In Labor's interim report to Congress Labor acknowledged that the demand for OBTT exceeded expectations, with 23 workshops commissioned in the selected states of Georgia, Washington, and West Virginia. Labor also reported that its partner organizations were able to deliver the training for \$52,052. ACVETEO believes that OBTT is a cost-effective way for Labor and its partner agencies to reach veterans and family members to provide critical resources for post-military success. Though ACVETEO cannot recommend expanding the program until Labor provides Congress with its final report on employment outcomes for OBTT participants, we recommend extending the cost-effective program to continue providing post-service employment counseling to areas of high veteran unemployment.

6) Recommendation: The Department should, in collaboration with partner agencies, conduct an audit of the current TAP curriculum (and associated post-service employment outcomes realized by veterans with disabilities, women veterans, and Native American veterans), to ascertain whether there is a need for specialized training to address the specific/particular needs of these populations as they enter the workforce.

- **Rationale:** Acknowledging that some cohorts of the veteran population face unique challenges as related to the transition from military service to civilian employment, it's imperative that those services and supports positioned to aid in that transition are adapted to those unique challenges.

EMPLOYMENT & TRAINING IMPACTING FOCUSED POPULATIONS

As demonstrated in practice, and as informed by research, there is a clear danger with regard to failing to acknowledge inherent differences between the service-connected (and non-service-connected) experiences represented by different cohorts of the veterans' community, and specifically how those experiences might differently impact the post-service employment situation. Put differently, it is the opinion of the committee that broad and sweeping generalizations with regard to the economic and employment concerns of the population – and strategies to impact those concerns – are inappropriate and limiting. To that end, the committee makes the following recommendations related to advancing insight – and ultimately advancing impactful service-delivery – in support of the employment situation veterans with disabilities, women veterans, and Native American veterans:

7) Recommendation: The Department should initiate an audit and critical review of all outreach and messaging programs and practices – and take corrective action where required – to ensure such programs and practices include (and appropriately represent) veterans with disabilities, women veterans, and Native American veterans. Corrective action (where and if required) should include an emphasis on vocational success stories/images of success for veterans with disabilities, women veterans, and Native American veterans, across all DoL services and programs.

- **Rationale:** Inadequate representation (images and messaging) of veterans with disabilities, women veterans, and Native American veterans across the Department's programmatic outreach serves as a potential barrier to realizing the benefits of a welcoming and inclusive program offering. Further, broader representation (images and messaging) of veterans with disabilities, women veterans, and Native American veterans across the Department's programmatic outreach will also serve to mitigate stigma and undermine stereotypes associated with the nature of military service for women.

8) Recommendation: The Department should initiate, leveraging both internal and external (private-sector) resources and partners, a comprehensive research program focused on identifying the particular, employment-related challenges in transition, for veterans with disabilities, women veterans, and Native American veterans. This effort should include a purposeful and specific plan of action indicating how research findings will be leveraged to inform changes (if required) in policy and practice across DoL services and programs, so as to better support the post-service employment situation of the studies veteran populations.

- **Rationale:** For various reasons, there has been inadequate effort directed toward investigating what (if any) meaningful vocational transition challenges may be uniquely impacting the post-service employment situation of veterans with disabilities, women veterans, and Native American veterans. Absent such insight, the ability of the Department and other stakeholders to adapt and customize vocational services and supports for these populations is compromised.

9) Recommendation: The Department should initiate a review of its broad programmatic flexibility to serve veterans with disabilities, women veterans, and Native American veterans, via services and programs that reside outside of VETS (but within the Department). This review should take the form of a 'gap analysis,' considered in the context of the particular issues and challenges impacting the employment situation of veterans with disabilities, women veterans, and Native American veterans. Instances where the review suggests that programmatic flexibility would be useful – but does not exist – should be considered for administrative or legislative action.

- **Rationale:** The inherent value of situating the Veterans Employment, Training, and Employer Outreach function inside the Department of Labor, is logically based on the potential to broadly leverage services and programs that reside outside of VETS (but within the Department), in service to advancing the employment situation of the nation’s veterans. It’s unclear to the committee if this potential has been fully realized. It’s also the case that where instances of such potential can be identified – but where the programmatic flexibility to serve veterans with disabilities, women veterans, and Native American veterans might be exist (due to legislative or administrative barriers) – such an effort is positioned to inform the opportunity to work with Congress and others to overcome such barriers, so as to more fully leverage the expertise, resources, and reach of the Department in service to veterans.

10) Recommendation: The Department should direct the BLS to work with the ACVETEO – as well as representatives from the Census Bureau and the Department of Veterans Affairs – to craft recommendations related to enhancements to the nature and frequency of veteran-employment data collection, informative of the employment situation of veterans with disabilities, women veterans, and Native American veterans.

- **Rationale:** As a result of extant approaches to data collection and sample size, robust data currently available to represent the employment situation (and trends) characterizing veterans with disabilities, women veterans, and Native American veterans is profoundly inadequate to meaningfully inform policy and practice across DoL services and programs. Absent enhanced data and reporting, the ability of the Department (and other stakeholders) to adapt, customize, and continually improve vocational services and supports for these populations is strongly compromised.

11) Recommendation: The Department should develop an intentional and specific communication campaign focused on educating employers related to women in the military, with a particular focus toward mitigating stigma and undermining stereotypes associated with the nature of military service for women.

- **Rationale:** The most current data suggests that 9% of the U.S. veteran population are female, and that women make up 17% of OEF/OIF/OND veterans. Further, while the male veteran population is projected to decrease from about 20 million in 2012, to about 17 million in 2020, increasing military participation by women (and the younger age distribution of the female service members) is accelerating change in the gender composition of the overall veteran population. The Department of Veterans Affairs projects that women will represent 16% of all U.S. veterans by 2036. All this said, while the rate and role of women in the military continues to expand, stigma stereotypes associated with the nature of military service for women remain persistent.

Women veterans represent a unique and valuable national resource and, as such, the persistence of stigma and stereotype – particularly as presented across the employer community – serves to inhibit opportunity for both the expanding cadre of women serving in uniform, and for the nation as a whole.

12) Recommendation: The Department should develop a strategy to build upon the local community partnerships and outreach established for other programs, such as HVRP (and in partnership with the VA’s SSVF program) to establish support networks for women veterans related to workforce training, skills development, and employment.

- **Rationale:** Research suggests that social connectedness represents an underlying and contributing factor related to a great many of the issues and vocational challenges represented by the community of veterans. Enhanced partnerships with community-based organizations are positioned to bridge the

military-civilian divide, in a way that is very likely to seed and cultivate local and regional employment opportunity for veterans. Such partnerships also serve as a means to enhance resource efficiency across the Department's portfolio of supportive services, by way to purposefully leveraging local resource providers.

PART IV

APPENDIX

I. ADVISORY COMMITTEE CHARTER:

1. COMMITTEE'S OFFICIAL DESIGNATION:

Advisory Committee on Veterans' Employment, Training, and Employer Outreach (ACVETEO)

2. AUTHORITY:

Section 4110 of Title 38, U.S. Code. The ACVETEO is a non-discretionary federal advisory committee and is subject to the Federal Advisory Committee Act (FACA), 5 U.S.C. App. 2.

3. OBJECTIVES AND SCOPE OF ACTIVITIES:

The ACVETEO's responsibilities are to: assess employment and training needs of veterans and their integration into the workforce; determine the extent to which the programs and activities of the Department of Labor (DOL) are meeting such needs; assist the Assistant Secretary for Veterans' Employment and Training (ASVET) in conducting outreach to employers with respect to the training and skills of veterans and the advantages afforded employers by hiring veterans; make recommendations to the Secretary of Labor, through the ASVET, with respect to outreach activities and the employment and training needs of veterans; and carry out such other activities deemed necessary to making required reports and recommendations.

4. DESCRIPTION OF DUTIES:

The ACVETEO is responsible for assessing the employment and training needs of the Nation's Veterans. Such needs may include transition assistance, protection of employment and reemployment rights, education, skills training, and integration into the workforce, among others, and assisting the ASVET in outreach activities to employers. The ACVETEO is responsible for evaluating the effectiveness with which existing DOL programs deliver required services to America's Veterans and, where deficiencies are detected, to recommend appropriate remedial action.

5. AGENCY TO WHOM THE COMMITTEE REPORTS:

U.S. Department of Labor

6. SUPPORT:

The Veterans' Employment and Training Service (VETS) is responsible for providing necessary support for the ACVETEO.

7. ESTIMATED ANNUAL COSTS:

Annual Cost: \$120,000

Staff Years: 20 percent of a Full-Time Employee

8. DESIGNATED FEDERAL OFFICIAL:

A full-time permanent employee, appointed in accordance with DOL's procedures, will serve as the Designated Federal Official (DFO). The DFO will approve or call all of the ACVETEO's meetings, prepare and approve all meeting agendas, attend all ACVETEO meetings, adjourn any meeting when the DFO

determines adjournment to be in the public interest, and chair meetings when directed to do so by the Secretary of Labor.

9. FREQUENCY OF MEETINGS:

The ACVETEO shall meet at least quarterly.

10. DURATION:

The ACVETEO has continuing responsibilities.

11. TERMINATION:

The ACVETEO shall continue until terminated by law. This charter will expire at exactly two (2) years from the date it is filed with Congress.

12. MEMBERSHIP AND DESIGNATION:

The ACVETEO shall consist of at least 12, but no more than 16, representative members appointed by the Secretary of Labor, consisting of: (1) seven individuals, one each from among the representatives nominated by each of (a) the Society for Human Resource Management, (b) the Business Roundtable, (c) National Association of State Workforce Agencies, (d) the United States Chamber of Commerce, (e) the National Federation of Independent Business, (f) a nationally recognized labor union or organization and (g) the National Governors Association; (2) no more than five representatives nominated by veterans' service organizations that have a national employment program; and (3) no more than five individuals who are recognized authorities in the fields of business, employment, training, rehabilitation, or labor and who are not employees of DOL.

The following, or their representatives, shall be ex-officio, nonvoting members of the ACVETEO: the Secretary of Veterans Affairs; the Secretary of Defense; the Director of the Office of Personnel Management; the ASVET; the Assistant Secretary of Labor for Employment and Training; and the Administrator of the Small Business Administration.

The Secretary of Labor shall appoint a member of the ACVETEO as the Chairperson and the Chairperson shall serve in that position for no more than two (2) consecutive years.

Members of the ACVETEO shall serve without compensation. A vacancy in the ACVETEO shall be filled in the manner in which the original appointment was made.

Members may be appointed by the Secretary of Labor at any time, but appointees shall serve for a term not greater than three (3) years and their terms shall expire on January 31. The Secretary of Labor may reappoint members for an unlimited number of terms.

Except as otherwise required by law, ACVETEO membership will be consistent with the applicable FACA regulations, as follows: (a) Membership on the ACVETEO will be fairly balanced; (b) Members will come from a cross-section of those directly affected, interested, and qualified as appropriate to the nature and functions of the ACVETEO; (c) the composition of the ACVETEO will therefore depend upon several factors, including: (i) the ACVETEO's mission; (ii) the geographic, ethnic, social, economic, or scientific impact of the ACVETEO's recommendations; (iii) the types of specific perspectives required; (iv) the need to obtain divergent points of view on the issues before the ACVETEO, such as, for example, those of consumers, technical experts, the public at-large, academia, business, or other sectors; and (v) the relevance of State, local or tribal governments to the development of the ACVETEO's recommendations.

To the extent permitted by the FACA and other laws, committee membership should also be consistent with achieving the greatest impact, scope and credibility among diverse stakeholders. The diversity in such membership includes, but is not limited to, race, gender, disability, sexual orientation and gender identity.

13. SUBCOMMITTEES:

The DFO has the authority to create subcommittees. Any subcommittees that are created report to the ACVETEO and may not provide advice or work products directly to the DOL.

14. RECORD KEEPING:

The records of the ACVETEO, whether they are records of formally or informally established subcommittees, or other subgroups of the ACVETEO, shall be handled in accordance with General Records Schedule 26, Item 2, or other approved DOL records disposition schedule. These records shall be available for public inspection and copying and are subject to the Freedom of Information Act, 5 U.S.C. § 552.

15. REPORTS REQUIREMENT:

The ACVETEO is required to submit an annual report by December 31 to the Secretary of Labor and to the Committees on Veterans' Affairs of the Senate and House of Representatives on the employment and training needs of veterans, with special emphasis on disabled veterans, that must contain the following: an assessment of the employment and training needs of veterans and their integration into the workforce; an assessment of the outreach activities carried out by the Secretary of Labor to employers with respect to the training and skills of veterans and the advantages afforded employers by hiring veterans; an evaluation of the extent to which the programs and activities of DOL are meeting veterans' employment and training needs; a description of the activities of the ACVETEO during the past fiscal year; a description of activities that the ACVETEO proposes to undertake in the succeeding fiscal year; and any recommendations for legislation, administrative action, and other action that the ACVETEO considers appropriate.

Within sixty (60) days after receiving each annual report, the Secretary shall transmit a copy to the Congress with any comments concerning the report that the Secretary considers appropriate.

16. FILING DATE:

This charter is effective upon the signature and date indicated below.

SETH D. HARRIS
Acting Secretary of Labor

Date

II. ADVISORY COMMITTEE MEMBERSHIP:

Appointed Members (alpha order):

Linda J. Bilmes

Daniel Patrick Moynihan Sr. Lecturer in Public Policy
Harvard University, JFK School of Government

Mary R. Blasinsky

Sr. Vice-President & Chief of Staff
National Federation of Independent Business

Paul W. Bucha

Medal of Honor Recipient
Member, Vietnam Veterans of America

M. Eric Eversole (Committee Vice-Chair)

Vice President and Exec. Dir., Hiring Our Heroes Program
U.S. Chamber of Commerce

Ryan M. Gallucci

Deputy Director, National Veterans Service
Veterans of Foreign Wars

Dawn F. Halfaker

President, Board of Directors
Wounded Warrior Project

J. Michael Haynie, PhD (Committee Chair)

Vice Chancellor, Syracuse University
Barnes Professor of Entrepreneurship
Whitman School of Management, Syracuse University

Henry G. Jackson

President and CEO
Society for Human Resource Management Rep.

Richard M. Jones

Member, American Legion
Sr. Vice-President, CBS Corporation

Dane Linn

Vice President, The Business Roundtable

David Quam

Deputy Director, Policy; Office of Federal Relations
National Governors Association

Darrell L. Roberts
Executive Director
Helmets to Hardhats

Bob Simoneau
Deputy Executive Director
National Association of State Workforce Agencies

Ex-officio, Nonvoting Members

- Secretary of Veterans Affairs
- Secretary of Defense
- Director, Office of Personnel Management
- Asst. Secretary of Labor (VETS)
- Asst. Secretary of Labor (ETA)
- Administrator, U.S. Small Business Administration

III. SUPPORTING NARRATIVE: ROLE & POTENTIAL OF SME TAX INCENTIVES FOR VETERAN EMPLOYMENT

Helping Small and Medium Sized Employer (SME) Businesses Help Our Veterans

American businesses are overwhelmingly small and medium sized employers (SME) businesses. In 2011, according to U.S. Census Bureau data, there were 5.68 million employer firms in the United States. SME's with fewer than 500 workers accounted for 99.7 percent of those businesses and those with less than 20 workers accounted for nearly 90 percent. Key Points:

- Nearly 50% of the working population (120 million individuals) works in a SME business;
- SME businesses have generated over 65% of the net new jobs since 1995;
 - According to the SBA's Office of Advocacy: SME's accounted for 63 percent of the net new jobs created between 1993 and mid-2013 (or 14.3 million of the 22.9 million net new jobs).
 - Since the end of the recession (from mid-2009 to mid-2013), SME's accounted for 60 percent of the net new jobs. SME's in the 20-499 employee category led job creation.
- SME's play a vital role in the economy of the United States. They produced approximately 46 percent of the private nonfarm GDP; and
- SME's play a vital role in the international trade arena:
 - More than 300,000 SME businesses exported goods in 2011, nearly 98 percent of which (295,594) were companies with fewer than 500 employees;
 - SME businesses were responsible for 33 percent of goods exported in 2011;

Committee Observations & Recommendations

It's clear that SME's can play a leading role in creating employment opportunity for veterans. Further, the WOTC can be an effective means of enhancing employment among returning veterans, who have traditionally experienced low rates of labor force participation. The VOW to Hire Heroes Act has provided larger dollar incentives for hiring and broadened coverage to a wider set of veterans. To that end, The Committee has taken note of legislation that Congress has undertaken to address limitations of the current law. The result is S. 3536 and HR 3395: VOW to Hire Heroes Extension Act of 2013.

Senator Richard Blumenthal (D-Conn.) introduced the bipartisan VOW to Hire Heroes Extension Act of 2012 ([S. 3536](#)), a bill that simplifies the hiring of unemployed and disabled veterans. Senators Barbara Mikulski (D-Md.), Maria Cantwell (D-Wash.), Jim Webb (D-Va.), Tom Udall (D-N.M.), and Dean Heller (D-Nev.) joined Senator Blumenthal in introducing this bill as original co-sponsors. The following is a summary of the proposed legislation:

- 4 Year Extension of Work Opportunity Credit for Veterans
 - Extends the WOTC for hiring veterans through December 31, 2017.
- Simplified Certification of Veteran Status
 - Rather than going through local employment agencies, individuals could be considered "qualified veterans" for tax credit purposes if they furnished the following:
 - Qualified veteran status documentation, to include DD-214s

- Qualified proof of unemployment compensation
 - An affidavit stating the truth of the above statements under penalty of perjury
- Companies could still go through local agencies to determine veteran and unemployment status if they found that process easier.
- Credit Made Available Against Payroll Taxes in Certain Circumstances
 - Allows qualified tax-exempt organizations to make a credit available against payroll taxes for hiring a veteran.
 - Allows for-profit organizations that have not had profits for the three previous consecutive years to take a credit against payroll taxes for hiring a veteran.
- Accountability & Effectiveness: Annual Report
 - Requires the IRS, in consultation with the Secretary of Labor, to report annually to Congress on the effectiveness and cost-effectiveness of the VOW to Hire Heroes Tax Credit in increasing employment of veterans.
 - Allows the IRS to consult with the Department of Labor to determine the number of veterans hired by each employer that claims the tax credit.

The Committee applauds Senator Blumenthal and his co-sponsors for their commitment to the cause of veteran wellbeing and was inspired by his speech introducing the legislation:

“We must extend a veterans jobs program that has worked to provide jobs to returning men and women in uniform. The tax credits in the VOW to Hire Heroes Act have already encouraged the hiring of veterans in Connecticut and throughout the country, and have helped to grow businesses nationwide. Unfortunately, these tax credits, which have proven successful, will expire in 2013. My legislation will allow employers to take advantage of these tax credits for an additional four years, providing our returning servicemen and women with a clearer path to employment. I urge my colleagues to continue their support for our veterans by supporting this legislation, which will create more good jobs and grow our economy.”

We agree with Senator Blumenthal’s exhortation (as did the American Legion and the Veterans of Foreign Wars (VFW)). It is our hope that the Secretary also agrees and supports the legislation. To this end, the Committee was made aware of the following:

1. The tax credit is set to expire at the end of 2013 (2014 if the President signs HR 5771);
2. The certification process to claim the credit is unnecessarily onerous and complex;
3. Many small businesses cannot take advantage of the credit because they do not have an income tax liability; and
4. The need for the government to perform an interim assessment of how effective the WOTC is at increasing veteran employment and make adjustments, if required.

Based upon this feedback, and the inability of the Committee to establish a strong correlation between the existing tax credit process and veteran job creation, the Committee has set forth several possible solutions to address the concerns, raised above, that would encourage a significant increases in the hiring of veterans:

- **Expiration:**
 - Given the state of the economy, the chronically high unemployment rate affecting veterans and the forced drawdowns that will occur over the next few years, a permanent extension of the veteran tax credit is warranted.
 - At a minimum, an extension through at least 2017 because businesses need to plan ahead for hiring decisions and there will be an increase in the number of veterans leaving military service and looking for jobs as a result of the downsizing of our armed forces.
 - A temporary tax credit is not helping small business employers with long term hiring decisions. A temporary tax code does not inspire confidence in businesses to make long term hiring and investment decisions. Employers need certainty and that certainty will have a dramatic impact on the number of veterans who are able to join the workforce.
- **Mechanics:**
 - Allow for businesses that do not have an “income” tax liability (and therefore are not able to utilize the tax credit) to use the same credit against “withholding” (Social Security) tax liability as the current WOTC provides for tax-exempt organizations. Many businesses in this economic environment do not have “taxable income”. This is especially true of many small businesses. If a business does not have “taxable income” and by extension, an “income” tax liability, a “tax credit” is not an incentive to hire a veteran. There should be an option to treat the credit as a “refundable credit” offsetting withholding taxes (Social Security Taxes) rather than solely as a “tax credit” offsetting income taxes. We need to provide certain and meaningful cash flow to employers in order to help underwrite the significant cost of adding veteran headcount. Only meaningful and significant incentives will drive hiring behavior.
- **Simplification:**
 - We need to make it easier to hire veterans. Within our criminal justice system there is a presumption of innocence and there should be a mechanism whereby the veteran is presumed to be a veteran without creating a cumbersome and ineffective certification process. Simplifying the process for businesses by eliminating the need to contact the local employment agency for verification of a veteran’s unemployment status and length of time and allowing such businesses to accept a DD Form 214 (or other documentation verifying veteran status) and unemployment compensation checks (or other documentation verifying for unemployment status) would be a good first step. As an anti-abuse/enforcement matter, both the employer and the veteran would have to sign the perjury statement contained on Form 8850, which references IRC Section 7206 (Fraud & False Statements Penalties: \$100,000/\$500,000 fine and/or three years imprisonment) and IRC Section 7207 (Fraudulent Returns & Statements Penalties: \$10,000/\$50,000 fine and/or one year imprisonment). Under such a process, businesses would have the option to confirm unemployment status with the local employment agency if they found that process to be more convenient.
- **Accountability:**
 - Tax credits represent only one of a series of programs and initiatives that have been introduced in recent years aimed at improving the employment prospects of our

returning veterans. Unfortunately, for many existing programs (including the WOTC) there has been limited effort to rigorously measure program impacts on employment outcomes. During difficult fiscal times, constraints on the federal budget may limit available resources for veteran employment initiatives in the future, so achieving improvements in veterans' employment outcomes vis-à-vis government programs requires focusing resources on those programs that are most successful. Therefore, our Committee recommends the establishment of a committee that is charged with reviewing the efficacy and effectiveness of this tax credit after two years in order to ensure it is achieving its intended goal of hiring veterans.

The Committee has engaged in a robust dialogue with various constituencies and has received feedback from the SME business community, Veteran Service Organizations (VSO's) and veterans themselves. Special consideration was given to the importance of SME businesses to the U.S. economy and their impact on job creation and hiring. With the recovery well underway, many SME's would like to add headcount to help grow their business but many are hesitant because they are still recovering from the economic conditions of the past several years. Correspondingly, many well trained and capable veterans are transitioning from military service but find themselves unemployed. The Committee believes that there is a strong rationale to highlight and support Federal efforts to incentivize hiring, specifically through the WOTC. The Committee believes that this is a very effective way to help SME's hire more veterans. To that end, the Committee has provided a number of suggestions to help make the WOTC achieve this most important objective. Specifically,

- Expiration: Veteran Work Opportunity Tax Credit Expires December 31, 2014.
 - **Extend the tax credit through at least 2017.**
- Mechanics: Tax credits are not an incentive for many SME businesses that do not have a current income tax liability.
 - **Allow SME businesses to elect to treat the credit as an offset against payroll taxes.**
- Simplification: The current certification process is too complicated and inefficient.
 - **Simplify the process by requiring only proof of veteran status (DD 214) and proof of unemployment (latest unemployment paystub) followed by signing of perjury statement.**
- Accountability: There has been a limited effort to rigorously measure program impacts on veteran employment outcomes.
 - **Establish a committee that is charged with reviewing the efficacy and effectiveness of this tax credit after two years in order to ensure it is achieving its intended goal of increasing veteran employment.**

Conclusion

The Committee believes that, by adopting the recommendations outlined in this report, the investment that our Nation is making in incentives (like the WOTC) will act as a valuable source of labor market support for our transitioning veterans during a period of continued labor market weakness while the overall economy improves. It is our hope that the Secretary agrees and supports the Committee's recommendations.

IV. VETERAN EMPLOYMENT OUTREACH INVENTORY:

The Outreach Subcommittee of the U.S. Department of Labor's Advisory Committee on Veterans' Employment, Training and Employer Outreach (ACVETEO) has researched and compiled a list of federal, non-profit and private sector resources dedicated to providing employment assistance to veterans and supporting employers seeking to hire veterans. The following document is not meant to be an exhaustive list of every resource available, but provide the general universe of organizations, programs and tools supporting and facilitating outreach to service members, veterans and spouses in search of long-term, meaningful employment.

Federal Government

Department of Defense (DOD)

- *Transition to Veterans Program Office (TVPO)*
 - TVPO provides transition assistance policy and program oversight to promote, advance and instill a culture of career ready Service members. This includes the redesign, implementation and evaluation of the DOD Transition Assistance Program and Transition GPS (Goals, Planning, and Success) curriculum.
 - <http://prhome.defense.gov/RFM/TVPO>
- *Transition Assistance Program (TAP)*
 - The TAP brochure explains that the new TAP program provides a new curriculum, Transition GPS, which will provide Service members with information and skills to meet new DOD Career Readiness Standards (CRS).
 - [http://prhome.defense.gov/Portals/52/Documents/RFM/TVPO/files/TVPO%20Vollrath%20\(FINAL\)%20edition%20\(5-13-2013\).pdf](http://prhome.defense.gov/Portals/52/Documents/RFM/TVPO/files/TVPO%20Vollrath%20(FINAL)%20edition%20(5-13-2013).pdf)
- *Employer Support of the Guard and Reserve (ESGR)*
 - ESGR's vision is to support a culture in which all employers support and value the employment and military service of members of the National Guard and Reserve. It offers employer programs such as Bosslift, employer briefings, and job fairs. It also provides a series of employer awards to recognize their outstanding support in this effort.
 - <http://www.esgr.mil/Employer-Awards/ESGR-Awards-Programs.aspx>

Department of Labor (DOL)

- *Veterans' Employment and Training Services (VETS)*
 - VETS helps to prepare veterans for meaningful careers, provides employment resources and expertise, and protects employment rights. It provides resources for employers, service providers, and veterans, service members and their families.
 - <http://www.dol.gov/vets>

- *Employment and Training Administration, CareerOneStop*
 - The site provides a Military to Civilian Occupation Translator that helps service members match military skills to civilian occupations (private sector)
 - <http://www.acinet.org/MOC/Default.aspx?nodeid=213>
- *My Next Move—O*NET Interest Profiler*
 - The program is sponsored by the DOL Employment and Training Administration. It helps people to find out what their interests are and then helps to decide what careers they may want to explore.
 - <http://www.mynextmove.org/explore/ip>
- *America’s Heroes at Work*
 - *Hiring Veterans Toolkit for Employers*
 - The toolkit is designed to assist and educate employers that want to hire transitioning Service members, Veterans, and wounded warriors. It involves six steps for employers including developing a strategy for hiring veterans, creating a welcoming and educated workforce, actively recruiting veterans, wounded warriors and military spouses, hiring and accommodating qualified veterans and wounded warriors, promoting an inclusive workplace to retain veteran employees, and keeping helpful tools and resources readily available.
 - <http://www.americasheroesatwork.gov/forEmployers/HiringToolkit>
- *Service Locator*
 - The website provides a list locator of American Job Centers closest to where a veteran or a service member is, or will be, residing. These centers connect individuals who are seeking employment with resources and services to connect them with a new career.
 - www.servicelocator.org

Department of Veterans Affairs (VA)

- *Feds for Vets*
 - The website provides a military skills translator (for federal sector jobs), resume builder, career assessments, coaching and a job search tool to help veterans transition into civilian life.
 - <https://vaforvets.va.gov/careercenter/Pages/default.aspx>
- *eBenefits Employment Center*
 - The eBenefits site is a service provided by the VA and DOD. The Employment Center provides a variety of tool, including a job search, skills translator and resume builder. It also provides job seeker resources and services and an employer commitments resource.
 - <https://www.ebenefits.va.gov/ebenefits-portal/ebenefits.portal?nfpb=true&nfxr=false&pageLabel=Jobs>

- *Veterans Job Bank*
 - The website is sponsored by the VA, DOD and DOL. It is a job search tools that asks veterans to input where they are looking for a job, what position, and what their military job title was. (Private Sector)
 - <http://vets.jobs/>
- *Veterans Benefits Administration—Vocational Rehabilitation and Employment*
 - The program provides veterans with services to help with job training, employment accommodations, resume development, and job seeking skills coaching.
 - <http://www.benefits.va.gov/vocrehab/index.asp>
 - *Education and Career Counseling*
 - Allows veterans to get personalized counseling and support to help guide their career paths, ensure the most effective use of their VA benefits, and achieve their goals.
 - http://www.benefits.va.gov/VOCREHAB/edu_voc_counseling.asp
 - *Veterans Employment Toolkit*
 - The toolkit provides various resources for employers, managers or supervisors, and human resource professionals.
 - <http://www.va.gov/vetsinworkplace/resources.asp>
 - *CareerScope*
 - The VA provides an interest and aptitude assessment tool to help veterans determine the best career path for transition to civilian life.
 - <http://www.benefits.va.gov/gibill/careerscope.asp>

Joint Chiefs of Staff

- *Warrior and Family Support*
 - The program aims to reintegrate veterans and military families by facilitating community solutions, fostering public and private collaboration, and furthering civilian-military understanding. The webpage provides a series of White Papers developed by the program.
 - <http://www.jcs.mil/About/WarriorandFamilySupport.aspx>

Office of Personnel Management (OPM)

- *Veterans Services Vet Guide*
 - The webpage outlines how veterans preference in hiring (why it is given, when it applies, etc.) works, and also discusses preference for spouses, widow(er)s, etc.
 - <http://www.opm.gov/policy-data-oversight/veterans-services/vet-guide/>
- *Feds Hire Vets*
 - The website is a collaboration between OPM, DOD, DOL, VA, and DHS that is to be the preeminent source for Federal employment information for veterans,

transitioning service members, their families, Federal HR professionals, and hiring managers. The goal is to provide consistent and accurate information and useful training and other resources in a way that will inform both the applicant and the hiring agency.

- <http://www.fedshirevets.gov/Index.aspx>

Small Business Administration (SBA)

- *Veteran-Owned Businesses*
 - The SBA provides a variety of resources for veterans that are starting, growing, and financing a business; for mentoring and training; for returning to a business; and for selling to the government. These include tips for writing a business plan, estimating startup costs, hiring employees, preparing business taxes, etc.
 - <http://www.sba.gov/content/veteran-service-disabled-veteran-owned>

U.S. Air Force

- *Air Force Civilian Service (AFCS)*
 - AFCS is dedicated to hiring and actively recruiting veterans. It's commitment to veterans includes the following Special Hiring Authorities: Veterans' Recruitment Appointment (VRA), The Veterans Employment Opportunities Act of 1988 (VEOA), 30 Percent or More Disabled Veterans (Disabled Vets), and Veterans Opportunity to Work (VOW).
 - <http://www.afciviliancareers.com/careers/veterans/>

U.S. Army

- *Soldier for Life—Employment*
 - The webpage links the user to a variety of tools, including those listed under job search tools, veteran focused, hiring fairs, and others, provided by its partners.
 - <http://www.soldierforlife.army.mil/retirement/employment.html>
- *Credentialing Opportunities On-Line (COOL)*
 - COOL helps Army Soldiers find information on certifications and licenses related to their Military Occupational Specialties (MOS's) and explains how Soldiers can meet civilian certification and license requirements. The website provides links to various resources. It is a resource for Soldiers; education, career and transition counselors; Army recruiters; and employers and credentialing boards.
 - <https://www.cool.army.mil/overview.htm>
- *Army Career and Alumni Program (ACAP)*
 - ACAP provides transition and job assistance services on major installations. It provides useful information for Soldiers to use when registering for an ACAP program, which will provide workshops, counseling services, resume building, etc.
 - <https://www.acap.army.mil/process.aspx>

- *Partnership for Youth Success (PaYS) Program*
 - The PaYS Program is a recruiting initiative developed to appeal to young people interested in obtaining a quality civilian job after serving in the Army. It partners with the American business community to reconnect America with its Army.
 - <https://www.armypays.com/INDEX2.html>

U.S. Marine Corps

- *Marine For Life*
 - Marine For Life is a Marine Corps organization that provides nationwide assistance to Marines who are returning to civilian life, Marine reservists and all Marine veterans throughout their lives. Marine For Life also assists Sailors who have served with Marine Corps units.
 - <http://www.marineforlife.org/aboutus.cfm>

U.S. Navy

- *United States Military Apprenticeship Program (USMAP)*
 - USMAP is the DOL sponsor for all military apprenticeships. Active duty Coast Guard, Marine Corps, or Navy members are eligible for the program. The webpage outlines the benefits, requirements, and general information about the program.
 - <https://usmap.cnet.navy.mil/usmapss/static/genInfo.jsp>
- *Credentialing Opportunities On-Line (COOL)*
 - COOL helps Navy Service members find information on certifications and licenses related to enlisted ratings, designators, collateral duties/out of rate assignments, and office designators. It explains how Sailors can meet civilian certification and license requirements and provides various links. It is a resource for Navy Service Members; education, career and transition counselors; Navy recruiters; and employers and credentialing boards.
 - <https://www.cool.navy.mil/overview.htm>

White House

- *Joining Forces Initiative*
 - Company List
 - The webpage lists all the companies in alphabetical order that answered the President's challenge to hire or train 100,000 unemployed veterans and their spouses by 2013.
 - <http://www.whitehouse.gov/joiningforces/commitments>
- *White House Business Council*
 - Guide to Hiring Veterans

- This document is intended to assist organizations and employers with the information needed to recruit, retain, support and educate veterans. It provides information on skills translation, wounded warriors programs, benefits explanations, tips for interviewing veterans, and additional resources.
- http://www.whitehouse.gov/sites/default/files/docs/white_house_business_council_-_guide_to_hiring_veterans_0.pdf

Non-Profit

American Corporate Partners

- The organization offers veterans tools for long-term career development through mentoring, career counseling and networking opportunities. The ACP AdvisorNet program is an online business Q&A community that connects veterans and their immediate family members with business leaders across the country. The Mentoring Program connects veterans and their spouses with professionals from some of America's top corporations and select universities.
- <http://acp-usa.org/>

American Legion

- *Veterans Career Center*
 - The Career Center provides over 170 veteran-targeted job fairs through its partnerships. It also contains a Small Business Task force that assists in obtaining loans, provides technical assistance, etc. and a Homeless Veterans Task Force to augment veteran service providers and fill gaps where no programs exist. There is also an awards program which pays tribute to employers that have established outstanding records in the employment and retention of veterans, workers with disabilities and older workers, and to outstanding members of the state employment security agencies.
 - <http://www.legion.org/careers>

American Red Cross- Services for Veterans

- The American Red Cross Service for Veterans ranges from responding to emergency needs for food, clothing, and shelter, referrals to counseling services (e.g., financial, legal, jobs, mental health), information on veterans cemeteries and

burial benefits, and other resources that meet the unique needs of local veterans and their families.

- <http://www.redcross.org/find-help/military-families/veterans-services>

Battlefields to Oilfields (B2O)

- Battlefields to Oilfields aims to prepare returning US veterans for filling careers in the oil and gas industry as 50% of the current experienced oil and gas industry workforce is approaching retirement age. B2O partners with schools and trainers to provide training programs to veterans that will allow them the best possible training and career opportunities.
- <http://battlefieldstooilfields.com/>

Blue Star Families (BSF)

- BSF helps military families through fellowship programs in response to a widening unemployment gap among military spouses. Fellows are sponsored by corporate partners who share a commitment to support and enrich military families and their respective communities.
- <http://bluestarfam.org/about>

ClaimVets

- ClaimVets provide veterans with a pathway to enter the claims profession by providing access to adjuster and office skills training programs, adjuster licenses, career mentoring, job placement services and relocation assistance. Continuing educational opportunities are also provided.
- <https://www.theclm.org/ClaimVets>

Corporate America Supports You (CASY)

- CASY's mission is to provide no-cost employment readiness, vocational training, and one-on-one job placement services for National Guard, Reserves, transitioning service members, veterans, military spouses, homeless female veterans, war wounded and caregivers of war wounded.
- <http://casy.msccn.org/WhoWeAre/AboutUs.html>

DirectEmployers Association

- *Military Career Research*
 - The website provides links to various Armed Forces career and employment opportunity sites. This includes General Military Services, Army, Marine Corps,

Navy, Air Force, Coast Guard, Army National Guard, Air National Guard and Reserve Officer Training Corps (ROTC).

- <http://veterans.jobs/military-careers-research/>
- *VetCentral*
 - The webpage provides a job search tool for veterans.
 - http://vetcentral.us.jobs/vet_index.asp?styp=moc

Disable American Veterans

- *Employment Resources*
 - DAV provides veterans with the tools, resources and opportunities they need to competitively enter the job market and secure meaningful employment. Through their traditional VA benefits and claims assistance available at hiring expos and by co-hosting All-Veteran Career Fairs in partnership with RecruitMilitary, DAV is helping to address one of the greatest needs facing our nation's unemployed heroes. The website provides a job search tool for veterans along with a calendar of employment events around the country.
 - <http://www.dav.org/veterans/employment-resources/>

Entrepreneurship Bootcamp for Veterans with Disabilities

- The Entrepreneurship Bootcamp for Veterans with Disabilities (EBV) offers cutting edge, experiential training in entrepreneurship and small business management to post-9/11 veterans with disabilities resulting from their service to our country. The program is offered at eight higher education institutions including the Martin J. Whitman School of Management, Syracuse University; Anderson School of Management, University of California, Los Angeles; College of Business, The Florida State University; Mays Business School, Texas A&M University; Krannert School of Management, Purdue University; School of Business, University of Connecticut; E. J. Ourso College of Business, Louisiana State University; and School of Hotel Administration, Cornell University.
- <http://whitman.syr.edu/ebv/about/>

Get Skills to Work

- Get Skills to Work aims to bridge the advanced manufacturing skills gap by helping veterans that are exiting the military in need of a new career into advanced manufacturing jobs. The site includes a skills translator, job search tool, training program search tool, opportunities and announcements, and tips for hiring veterans.
- <http://www.getskillstowork.org/>

Got Your 6

- Got Your 6 is a campaign that unites the entertainment industry with top veteran-focused nonprofit organizations. The goal of the campaign is to bridge the civilian-military divide by creating a new conversation in America, so that veterans and military families are perceived as leaders and civic assets. The program partners with Hiring Our Heroes and Goodwill to provide job search assistance and career fairs.
- <http://www.gotyour6.org/about/history/>

Helmets to Hardhats

- Helmets to Hardhats is a national, nonprofit program that connects National Guard, Reserve, retired and transitioning active-duty military service members with skilled training and quality career opportunities in the construction industry. The program is designed to help military service members successfully transition back into civilian life by offering them the means to secure a quality career in the construction industry.
- <http://www.helmetstohardhats.org/about-us>

Hero Health Hire

- The organization is a coalition of health care companies dedicated to helping the nation's disabled veterans find and retain meaningful employment. The website provides tools and guidance in recruiting, hiring, training and supporting disabled veterans in the workplace. There is information for veterans and for employers.
- <http://www.herohealthhire.com/hero-health-hire.aspx>

Hire Heroes USA

- Hire Heroes USA (Hire Heroes) is dedicated to creating job opportunities for US military veterans and their spouses through personalized employment training and corporate engagement. The program provides resume revisions, assists in post-military strategic plan development, helps identify post-military financial requirements and veteran benefits, and allows service members to learn effective job search, job application, and job interviewing techniques.
- <https://www.hireheroesusa.org/about-us/mission-vision-values/>

Hiring our Heroes - U.S. Chamber of Commerce Foundation

- *Veterans*

- The webpage provides a Personal Branding Resume Engine, employment workshops, information about hiring fairs, help to connect with a mentor, and a job search tool.
- <http://www.hiringourheroes.org/>
- *Spouses*
 - The webpage provides resources for resume building (through Career Spark, a comprehensive career resource), networking receptions, hiring fairs, connection to mentors and the opportunity to join a LinkedIn group.
 - <http://www.hiringourheroes.org/>
- *Employers*
 - The webpage provides an employer roadmap (a suggested path for navigating the tools on the site); webinars; opportunities to sign up for hiring fairs, to commit to hiring heroes, to volunteer at workshops, and to mentor job seekers; and the ability to search resumes and post jobs.
 - <http://www.hiringourheroes.org/>

Iraq and Afghanistan Veterans of America (IAVA)

- IAVA strives to build an empowered generation of veterans who provide sustainable leadership for our country and their local communities. IAVA work toward this vision through programs in four key impact areas: supporting new veterans in health, education, employment and building a lasting community for vets and their families. The website provides multiple links to resources, including those for job search tools, Helmets to Hardhats, Hire Heroes USA, etc.
- <http://iava.org/resources/category/5>

Military Officers Association of America (MOAA)

- MOAA is the nation's largest association of military officers. MOAA is a powerful voice for a strong national defense and representing the interests of military officers and their families at every stage of their careers.
- http://www.moaa.org/Main_Menu/About_MOAA/About_MOAA.html

Military Spouse JD Network

- The Military Spouse JD Network is an international network of legal professionals aimed at improving the lives of military families. The Military Spouse JD Network advocates for licensing accommodations for military spouses, including bar membership without additional examination.
- <http://www.msidsn.org/>

National Association of State Workforce Agencies (NASWA) Veterans Outreach

- *Member Activities:*
 - NASWA organizes, manages and facilitates a Veterans Affairs Committee; conducts outreach to all State Veterans Coordinators and local LVERs and DVOPs; participates/coordinates with Governors' Workforce and Veterans' Issues Conferences; organizes and facilitates NASWA Veterans Issues Conferences; conducts outreach and communicates with the National Veterans Training Institute (NVTI); communicates with the U.S. Department of Labor's Veterans Employment and Training Services (VETS); testifies before Congress on veterans' employment programs, services and issues; and participates in a partnership with the DirectEmployers Association to provide the National Labor Exchange.
- *The National Labor Exchange (NLX)*
 - The NLX supports eBenefits; presentations and messaging to DirectEmployers Members, the National Industry Liaison Group (NILG) and regional/state Industry Liaison Groups (ILGs); a formal partnership with the U.S. Chamber of Commerce Foundation's Hiring our Heroes Program; and a formal partnership with Hilton Worldwide and Honors on Operation: Opportunity.

National Conference of State Legislatures

- *Military and Veterans Affairs State Legislation Database*
 - The database allows you to highlight certain issues (i.e. employment and occupational licensing, spousal employment issues, etc.) and generates all related state bills on the topic.
 - <http://www.ncsl.org/research/military-and-veterans-affairs/military-veterans-affairs-state-leg-database.aspx>
- *Facilitating Veterans' Employment in Health Care*
 - The brief discusses the difficulty that veterans with medical training have when trying to meet credentialing and licensing requirements in the medical field due to differences between military and civilian training.
 - <http://www.ncsl.org/research/military-and-veterans-affairs/facilitating-veterans-employment-in-health-care.aspx>
- *Giving Veterans Hiring Preference*
 - The brief talks about high unemployment rates among veterans and discusses the difficult road to employment due to difficulties with identifying transferable skills, self-marketing and cultural barriers, etc.
 - <http://www.ncsl.org/research/military-and-veterans-affairs/giving-veterans-hiring-preference.aspx>

National Federation of Independent Business

- The website provides profiles of veteran-owned businesses and provides a variety of resources, including information on the Patriot Express loan program, tips for applying military skills in running a business, and information for employers that want to hire veterans.
- <http://www.nfib.com/business-resources/veterans/>

National Military Family Association

- *Military Spouse Scholarships*
 - The mission of this scholarship program is to help prepare military spouses for meaningful employment and to better contribute to their family's financial security.
 - <http://www.militaryfamily.org/our-programs/military-spouse-scholarships/>

National Military Spouse Network (NMSN)

- NMSN is the pre-eminent networking, mentoring and professional development organization committed to the education, empowerment and advancement of military spouses. NMSM provides a forum for members to seek guidance about careers, share expertise, craft innovative solutions on balancing a career with a military lifestyle, and ensures that policy makers are aware of the key concerns facing military spouses in the workforce.
- <http://www.nationalmilitaryspousenetwork.org/public/department13.cfm>

National Veteran Owned Business Association (NaVOBA)

- NaVOBA creates opportunities for more than 3 million of America's veteran-owned businesses. NaVOBA provides webinars, E-Newsletters, a list of affiliated organizations, etc.
- <http://www.navoba.com/aboutus.aspx>

National Veteran Small Business Coalition

- The National Veteran Small Business Coalition transitions veterans into business owners servicing the federal government. The Coalition engages federal departments and large business prime contractors to promote the policies and acquisition strategies to further encourage subcontracting opportunities for veteran-owned small businesses. It provides a forum for discussion between veterans, the government, and industry decision-makers.
- <http://www.nvsbc.com/>

Points of Light

- *The Veteran Leader Corps (VLC)*
 - VLC identifies eight critical needs facing veterans and their families (employment, K-12 and higher education, behavioral health, housing, financial/legal issues, family strength, reintegration and volunteerism) and brings together community solutions for addressing these issues.
 - <http://www.pointsoflight.org/programs/military-initiatives/veteran-leader-corps>

Project Hired

- *Wounded Warrior Workforce Program*
 - The program focuses on supporting disabled veterans as they evolve their military training, resourcefulness, and resilience into successful civilian careers. They offer career exploration and development services; facilitate job retention, job searches, and retraining; and provide veterans with wrap-around support services.
 - <http://www.projecthired.org/HIREreach7/employers/wounded-warrior-workforce-program>

Still Serving Veterans

- Still Serving Veterans empowers Veterans and their families to optimally transition into post-military lives through assistance obtaining all the benefits they have earned and deserve, through job readiness training and connections to Veteran-friendly businesses that are ready to hire, and through quality referrals to existing local, state, and national service organizations to ensure that all available Veteran assistance is received.
- http://www.stillservingveterans.org/ssv_about_us0.aspx

Student Veterans of America

- Student Veterans of America provide military veterans with the resources, support, and advocacy needed to succeed in higher education and following graduation. SVA provides a network to connect key service providers to student veterans, including American Corporate Partners, Got Your 6 Pledge, Student Veteran Success Corps, etc.
- <http://www.studentveterans.org/about-us.html>

Syracuse University Institute for Veterans and Military Families (IVMF)

- *Employment*

- The IVMF acts as a bridge between veterans, military families and industry/government/NGO programs positioned to create employment and vocational training opportunities. It convenes annual conferences to share practices with higher education, business and industry, veterans and their families, government and NGOs; develops a University Career Center Certification Program to enable the creation of “Veteran-Certified” Career Centers in higher education; develops a business and industry training program focused on recruitment, hiring, assimilation, retention and advancement; and creates industry-sponsored “Internship-to-Employment Programs” for veterans pursuing two- of four-year degrees or vocational training programs.
- <http://vets.syr.edu/employment/>

U.S. Veterans Initiative

- U.S.VETS is a private non-profit organization providing housing, employment and counseling services to our nation’s veterans, the men and women from all branches of the armed forces who have served their country from World War II to the current conflict in Afghanistan.
- <http://www.usvetsinc.org/programs-services/>

VetBizCentral

- VetbizCentral assists veterans, active duty, National Guard and Reserve members in the formation and expansion of their businesses through training, education, mentoring, counseling, procurement, advocacy, networking and conferences.
- <http://vetbizcentral.org/services.php>

VeteransFran

- The Veterans Transition Franchise Initiative, known as “VetFran,” was developed to help veterans transition to civilian life. To date, over 600 franchise companies participate in the program. The webpage provides a directory of all the companies that participate in the program for veterans to navigate and research different veteran opportunities in each.
- <http://www.franchise.org//veteran-franchise.aspx>

Veteran Staffing Network

- The Veterans Staffing Network is supported by Easter Seals, an organization with a well-recognized brand of service. The Veteran Staffing Network is a staffing

agency for veterans with leadership and expertise across business competency areas, have the support of major employers and leaders from the military and government communities.

- <http://veteranstaffingnetwork.org/>

Veterans on Wall Street

- Veterans on Wall Street (VOWS) is an initiative dedicated to honoring former military personnel and employees currently in the National Guard and Reserve by facilitating career and business opportunities in the financial services industry. The program provides educational initiatives, mentoring, outreach to the military, employee affinity groups and an annual conference to promote career development, support, and retention of veterans.
- <http://veteransonwallstreet.com/about>

Wall Street Warfighters Foundation

- The Wall Street Warfighters Foundation's mission is to identify, develop, and place service disabled veterans in careers in the financial services industry.
- <http://www.wallstreetwarfighters.org/>

Warriors 4 Wireless

- Warriors 4 Wireless (W4W) is a non-profit formed to bridge the gap between the demand for trained and deployable wireless technicians and the thousands of qualified servicemen and women eager to transfer the skills they've learned in the military to civilian careers.
- <http://warriors4wireless.com/aboutw4w/>

<i>Private-Sector</i>

Bradley Morris

- Bradley Morris is the nation's premier career placement firm specializing in veteran job placement. We expertly match the top leadership, technical, sales, operations and diversity candidates who are leaving the military with the leading job opportunities in the Fortune 1000 and emerging company sectors. Bradley-Morris works with companies to fill their open positions by selecting candidates who are a match for their human capital needs.
- http://www.bradley-morris.com/bmi_about.html

Disney Veteran Institute

- *Heroes Work Here*
 - Since launching 'Heroes Work Here,' Disney has surpassed the goal of hiring more than 1,000 veterans by 2015 and continues its commitment to hiring veterans.
 - <http://heroesworkhere.disney.com/transitions>

HireVeterans.com

- The website offers job search tools, the ability to post and search resumes, the ability for employers to post jobs, information about job fairs, featured jobs, and job news for veterans.
- <http://www.hireveterans.com/>

Inc. Military Entrepreneur

- The Inc. Military Entrepreneurs Program will continue its mission to provide resources to military business owners primarily through the hosting of Inc.'s annual Mentor Fair and Special Delegations.
- <http://www.inc.com/military-entrepreneurs>

Monster.com/Military.com

- *Monster Veteran Employment Resources*
 - The webpage lists the various resources available through Monster for veterans and for employers. Services for veterans include Military.com, Military Skills Translator, Veteran Career Network, Resume Builder, Veteran Career Fairs, and Specialized Job Search. Resources for employers include Veteran-Friendly Job Postings, Veteran Power Resume Search, and Military Career Ad Network.
 - <http://hiring.monster.com/hr/hr-best-practices/recruiting-hiring-advice/strategic-workforce-planning/veteran-employment-resources.aspx>
- *Veteran Jobs*
 - The webpage provides resources for veterans to find jobs, translate skills, build resumes, network with veterans, and attend career expos. It highlights military-friendly employers; provides job search tools such as military-to-civilian resume writing, career mentoring, career center for founded veterans, etc.; provides career advice; and cites popular veteran jobs.
 - <http://www.military.com/veteran-jobs>
- *Spouse Employment*
 - The webpage provides expert advice and information about job and employment resources. A variety of resources are given, including career search tools, information on how the military helps spouses find jobs, advice from other military spouses, networking tools, etc.
 - <http://www.military.com/spouse/career-advancement>

Northrop Grumman

- *Operation IMPACT (Injured Military Pursuing Assisted Career Transition)*
 - The program provides career transition support to military service members and their families who have been severely injured in the global war on terror.
 - <http://www.northropgrumman.com/Careers/MilitaryVeterans/Pages/ProgramOverview.aspx>

Orion International

- Orion International is the nation's largest recruiting firm, specializing in placing former military professionals into the civilian workforce. Orion is headquartered in Cary, NC, with offices located in Austin, TX; Virginia Beach, VA; Cincinnati, OH; and San Diego, CA. All of our Recruiters and Account Executives are veterans, as is the majority of our executive leadership team.
- <http://www.orioninternational.com/about.aspx>

Recruit Military

- Recruit Military is a veteran-owned firm dedicated to helping you achieve your dreams: education, veteran jobs and civilian careers, new business and franchise ownership, training, and much more. The program partners with a number of corporations and offers job fairs and a large database for veterans to search for career opportunities.
- <https://recruitmilitary.com/>