



BEST PRACTICES FOR HIRING VETERANS

 people scout™
A TRUEBLUE COMPANY

YOU NEED A VETERAN HIRING PROGRAM

If you want to hire veterans, you can't just wait and hope it happens.

Veterans won't apply through your one-size-fits all careers page. Their skills and experience don't fit into a standard application. And if veterans do apply, do you have a team that can understand the military language? Can you translate their achievements and place that veteran in the best position for their skill set?

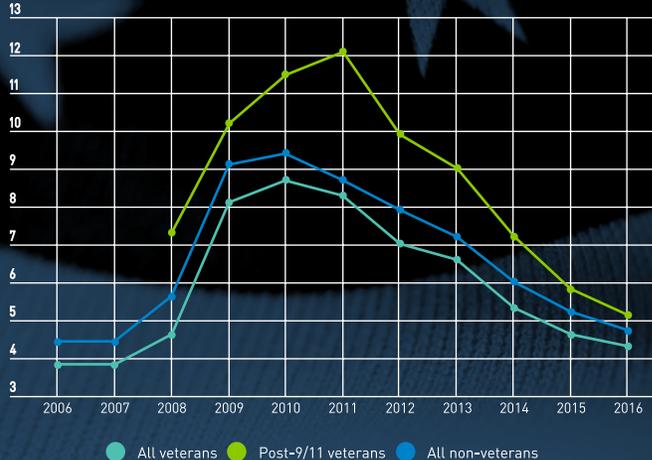
If you want to hire veterans, you need a formal program to attract them, process their applications, interview them and help them transition into your civilian workforce. We're here to help. We'll walk you through the unique needs of veteran candidates and the best practices that will make your veteran hiring program successful.

Why should you hire veterans? Veteran hiring is a smart business decision because veterans make great employees. They're dedicated and reliable. They work well under pressure and their military experience makes them quick learners. If you're not reaching out to veteran candidates, you're missing out on employees that will make a positive impact in your organization.

Hiring veterans is also the right thing to do. Veterans have made sacrifices while stepping away from the civilian employment world. As civilians, we all benefit from those sacrifices. A veteran hiring program is an opportunity to give back.

FALLING VETERAN UNEMPLOYMENT RATE

Veteran Unemployment



Source: Military Times

To put together an effective veteran hiring program, it's important to understand the full veteran hiring landscape—including how employment trends shape the needs of veteran candidates. The veteran unemployment rate is a key indicator of what the job market looks like for them.

Over the past five years, that rate has fallen drastically. In 2011, the unemployment rate for post-9/11 veterans hit a high of 12.1 percent. At the time, the U.S. economy was recovering from the worst economic crisis since the Great Depression, and thousands of veterans were looking for civilian work as they returned home from operations in the Middle East.

Now, things have changed. By the end of 2016, the veteran unemployment rate fell to 4.3 percent. The unemployment rate for post-9/11 veterans is about a percentage point higher. Those numbers and the overall unemployment rate in the U.S. fall within a range that many economists consider near full-employment.

WHY THE DROP?

Several factors play a role in this drop in unemployment. After the Great Recession, the U.S. experienced several years of continued recovery. Both the veteran unemployment rate and the overall unemployment rate fell steadily.

Additionally, as the issue of veteran unemployment gained attention, many companies started veteran hiring initiatives. The Veteran Jobs Mission began in 2011 with the goal of hiring 100,000 veterans. Member organizations have now employed nearly 400,000. The Hiring our Heroes program was launched by the U.S. Chamber of Commerce Foundation the same year. Companies like Walmart and Starbucks also made high-profile commitments that have translated into thousands of jobs.

Those initiatives made an impact. According to a U.S. Chamber of Commerce study, companies now consider veterans a top three recruiting priority.



**NOW EMPLOYED
NEARLY 400,000**



**GOAL OF HIRING
100,000 VETERANS**

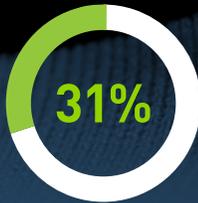
44 PERCENT OF VETERANS LEAVE THEIR FIRST CIVILIAN JOB IN THE FIRST YEAR



OF THOSE WHO LEAVE:



Left for a better job with more pay and more opportunities for advancement



Say it was because they took that first job just to make ends meet

NEW CHALLENGES: UNDEREMPLOYMENT

Despite low unemployment, veterans looking for civilian work now face a different set of challenges. Many veterans are underemployed or working in jobs that don't take advantage of their unique skill sets. Often, veterans transitioning to civilian work take the first job they're offered, whether or not it aligns with their career goals.

This manifests in high turn-over for veteran employees. A study by the [U.S. Chamber of Commerce](#) found 44 percent of veterans leave their first civilian job in the first year. Of those who leave, 31 percent say it was because they took that first job just to make ends meet, but it wasn't actually what they wanted to do. It wasn't a good fit. Another 30 percent left for a better job with more pay and more opportunities for advancement.

These issues impact some veterans more than others. Post-9/11 veterans struggle more than veterans from earlier periods of service. Most of the unemployed veterans are middle age or older.

NEW CHALLENGES: MILITARY SPOUSE UNEMPLOYMENT

While the veteran unemployment rate has fallen, the unemployment rate for military spouses remains high. When searching for a job, military spouses say the most frequent issue they face is that employers don't want to hire them out of fear that they will move. They also struggle explaining gaps in their resumes and often need a more flexible schedule while their spouse is deployed. Military spouses also don't have access to the same employment support networks as veterans.

A [Hiring Our Heroes](#) report draws attention to the challenges faced by military spouses.



Only half of military family households have two incomes.



Women married to veterans have an unemployment rate four times higher than all American women.



70 percent of military spouses say their job doesn't take advantage of their work experience and education.



Two-thirds of military spouses have taken a decrease in pay or responsibilities in their current job.

These issues faced by military spouses have much broader implications. Finding work and managing a career is one of the top stressors for military families, just behind deployments and moving away from friends and families. That stress plays a significant role in a veteran's decision to leave the military and impacts that military's readiness and ability to recruit.

MEETING THE NEED

To help veterans in this new economic reality, organizations need to tackle these new challenges head-on. Leaders need to focus on placing veterans in the right jobs that reflect their employment goals and highlight their strengths. Employers must work to put veterans on track to build civilian careers and create company cultures where veterans feel comfortable and that they can advance.

To truly help military families, organizations need to focus on building dual-income families by expanding their veteran hiring programs to include military spouses.

The biggest challenges standing in the way:

- » Most hiring managers have a hard time reading military resumes and translating skills to civilian jobs
- » Most companies don't have training or formal programs to build a veteran-friendly culture
- » Many employers don't include military spouses in their veteran recruitment programs

To help organizations overcome these challenges, PeopleScout has developed 13 best practices for veteran hiring. These points come from years of experience working with nonprofit veteran groups and clients across a range of industries.



13 BEST PRACTICES

1. GAIN EXECUTIVE SPONSORSHIP FOR YOUR VETERAN PROGRAM

A successful veteran hiring program needs to have strong commitment throughout the organization from the top down. Executive sponsorship of veteran hiring programs empowers everyone in the company to implement many of these best practices.

2. FOCUS ON THE ENTIRE MILITARY FAMILY, AND IDENTIFY POSITIONS THAT MEET THEIR NEEDS

When building a veteran hiring strategy, you should start broad. Identify roles that fit well with veteran skillsets and roles that adapt easily to the needs of military spouses.

- » Veterans have a wide range of skills depending on their branch and military career.
- » Veterans fit well in roles that require leadership, the ability to work under pressure, discipline and the ability to work with a wide range of people.
- » Military spouses often need jobs that offer more flexibility if their spouses deploy or jobs that could be done virtually if their families move.

Most families in the U.S. rely on two incomes. From the very beginning, any veteran hiring program should consider the needs of the entire military family.





3 ■ WRITE JOB POSTINGS IN MILITARY-FRIENDLY LANGUAGE

The military has its own language. When you speak that language, you signal to veteran candidates that your organization has a military-friendly culture and real commitment to veteran hiring. You should understand how your civilian job requirements translate to military skills and achievements and write those into your job posts. With that approach, you'll also get stronger candidates because veterans will understand exactly what you're looking for, and you're working towards the goal of putting veterans in the right job the first time.

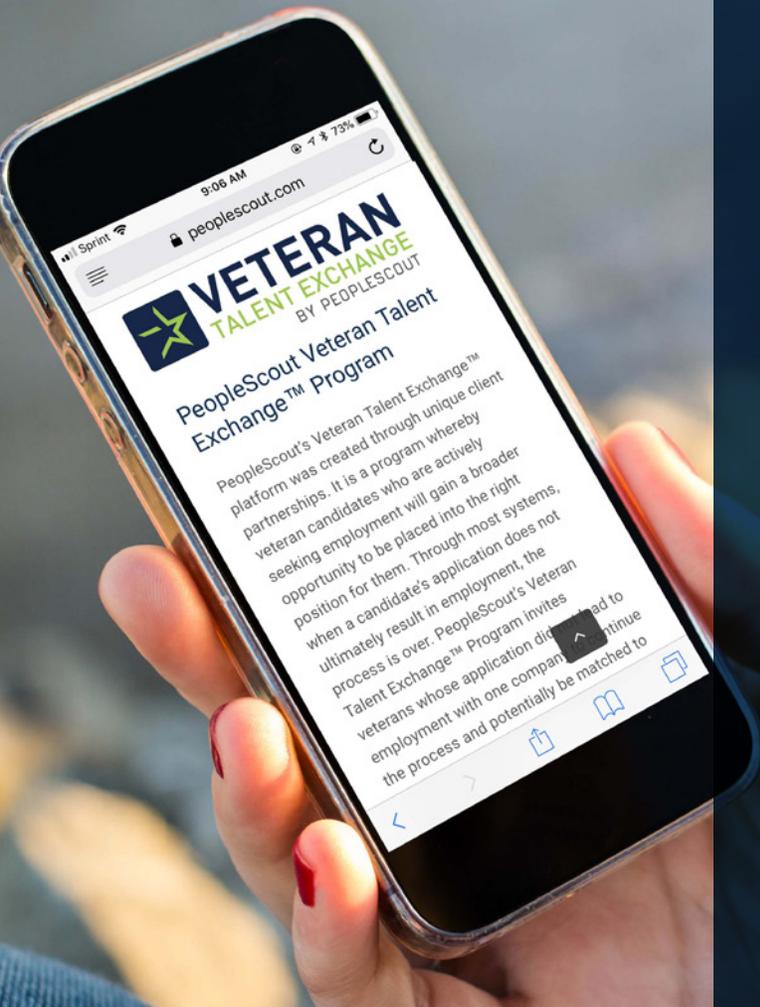
If you're writing posts targeting military spouses, highlight the features you've identified that make the position a good fit for their employment needs.

4 ■ MEET CANDIDATES ON MILITARY-FRIENDLY JOB BOARDS

As veterans start their civilian job search, many may have never worked a civilian job or written a civilian resume. The traditional websites used for civilian recruiting can be foreign and overwhelming. Because of this, many veterans search for positions on job boards that target members of the military.

Once you identify positions that fit well with military skillsets or adapt well to the lifestyle of military families, you should post those jobs on military-focused job boards. Job boards for military spouses are also gaining popularity. Job boards that target areas near military bases will also have a large number of military spouses looking for work. To hire veterans and their spouses, you need to meet them where they are.





5. USE SOCIAL MEDIA MARKETING TO REACH VETERANS FOR A GREATER ROI OVER TRADITIONAL CAREER FAIRS

Like all job hunters, veterans and military spouses use social media as part of their job search. While more traditional veteran or military spouse career fairs prove to be successful for some organizations, they are expensive. Using social media marketing can put job openings in front of more candidates for less money.

6. CREATE A MILITARY HIRING WEB PAGE SEPARATE FROM YOUR STANDARD CAREERS PAGE

A separate veteran careers page gives you the ability to speak directly to veteran candidates about your veteran hiring programs and commitments. By separating this careers page from civilian candidates and even other diversity outreach programs, you demonstrate your commitment, and you direct veterans to opportunities identified as fitting well with veteran skillsets. A web page that targets military spouses can have the same impact.

7. HIGHLIGHT VETERAN EMPLOYEES WHO HAVE MADE A SUCCESSFUL TRANSITION TO CIVILIAN EMPLOYMENT

On that separate careers page, you should take advantage of the opportunity to speak directly to veteran candidates by showcasing your successful veteran employees, especially those who have been promoted and are building careers within the organization. Many veterans take their first civilian job just to make ends meet and then leave that job within the first year, often for a position with better pay and more opportunity for advancement. By sharing other veteran success stories, you can show that you are committed to helping veterans build careers, rather than just placing them in jobs.





8 ■ DEVELOP A VETERAN TALENT COMMUNITY TO CAPTURE BOTH ACTIVE AND PASSIVE CANDIDATES

When many veteran candidates start looking for a job, they're often nearing the end of their military careers and beginning to think about their transition. They may be anticipating a move which could be holding back their civilian job search. This makes them passive candidates.

A veteran talent community helps nurture veterans through that process. It's essential to capture and communicate with passive veteran candidates because the earlier veterans start their job search process, the more time they have to find the right position. That means they won't feel as pressured to take the first job offer they receive, whether or not it's the right fit.

If a veteran is an active candidate, a veteran talent community provides information about the job postings. It can also highlight those veterans who have made a successful transition to civilian employment and provide information to help veterans apply for your positions.



9. FORM A DEDICATED VETERAN SOURCING/RECRUITING TEAM MADE UP OF VETERANS WHO HAVE MADE A SUCCESSFUL TRANSITION TO CIVILIAN EMPLOYMENT

To hire more veterans, the best thing you can do is work with other veterans. Veterans have had experiences and faced challenges that only other veterans can truly understand. A sourcing and recruiting team made up of veterans can help your organization speak the right language and reach candidates in a way that stands out.

Veterans report their most significant challenge in job hunting is deciding which career path they want to pursue. Talking to someone who has already gone through this experience can help the veteran work through this process and find a job that can become a career.

These veterans on this sourcing and recruiting team can also help veteran candidates tailor their resumes and practice for interviews. They can pull from their own experience to offer better advice and support.



10. **CREATE ONE DESIGNATED POINT OF CONTACT FOR FEDERAL, STATE AND NON-PROFIT MILITARY ORGANIZATIONS THAT CAN FUNNEL MILITARY CANDIDATES**

Across the U.S. there are more than 43,000 federal, state and non-profit military organizations. Many have ties to veterans with specific skillsets. All of these can help funnel veteran candidates looking to make the transition into civilian employment.

One contact for all of these veterans' organizations can share information about job opportunities and bring these candidates into the recruitment process. This can yield hundreds of prescreened candidates a week. It's free to source candidates from these organizations, as long as there is someone to manage it.



11. ■ EDUCATE YOUR ENTIRE SOURCING/RECRUITING TEAM TO READ MILITARY RESUMES AND TRANSLATE SKILLS SO THEY CAN BE ADVOCATES FOR VETERAN CANDIDATES

This best practice is necessary to overcome one of the biggest challenges standing in the way of successful veteran recruiting programs. According to a study by the U.S. Chamber of Commerce Foundation, more than half of HR professionals say they have little to no knowledge of military rank and structure.

Recruiters and hiring managers need ongoing training about military resumes and skill sets because recruiters need to demonstrate to hiring managers why a veteran candidate is a good fit for their position. Hiring managers need enough knowledge to identify which veteran candidates are the best fit.

12. CREATE A PROCESS TO SCREEN AND PRIORITIZE MILITARY CANDIDATES

This process will look different for every organization depending on your veteran hiring goals. To identify candidates, you can make sure a question in the application process allows veterans and military spouses to self-identify. Then, it's up to you how much you want to prioritize those candidates. Some organizations move them ahead of all other external candidates, for example. You should identify what kind of prioritization fits best with your organization's hiring goals.

You also should decide if you want to advertise this prioritization. Publicizing it can increase your number of military applicants, but this may not be right for every organization.





13. ESTABLISH A VETERAN AFFINITY GROUP TO CREATE A SUPPORTIVE ENVIRONMENT FOR VETERAN EMPLOYEES

The process of hiring a veteran is just the first step. We need to think of the transition to civilian work as a process, and not just a job offer. A veteran resource group helps veteran employees become a part of the culture and the team.

Of the veterans who leave their first post-military job within one year, nearly one-third say they had difficulty relating to their coworkers and the company. A veteran resource group helps address veteran employee retention.

SPOTLIGHT ON: VETERAN ONBOARDING

A successful veteran onboarding program will ensure veteran employees understand the policies, procedures and culture of their new workplace while making them feel included and welcomed in the civilian work environment. For many veterans, the military is the only employer they've had in their adult lives. The military also has an incredibly strong culture which means transitioning to the civilian workforce can be a type of culture shock. Here are some things you can to help"

Create a corporate basic training program

Your onboarding training for veterans should include information about industry and corporate jargon, spell out written and unwritten rules, and it should outline basic cultural norms within the specific workplace. This should cover things as big as career paths and expectations for professional development and as small as where people normally eat lunch.

Train the entire team

Civilian employees should develop an understanding of military culture, and they should be able to anticipate where they may run into communication gaps with their veteran colleagues.

Connect the entire team

While it is important for veterans throughout an organization to connect with each other in a veteran affinity group, you should also work to avoid an us-versus-them mentality. As with any new hire, team meetings or lunches can increase collaboration and make team members feel included. Managers should also check in frequently.



VETERAN HIRING PROGRAMS AT PEOPLESCOUT

At PeopleScout, our commitment to veteran hiring is personal. We understand the challenges veterans face as they transition to the civilian workforce because we employ them at every level of our company. We use that understanding of the veteran hiring landscape to help our clients achieve their veteran hiring goals. Through custom tailored recruitment solutions that leverage our suite of veteran hiring services, we help our clients hire thousands of veterans each year.

The full-service process starts with training and education for everyone involved in the hiring process and provides the highest levels of veteran candidate care from the first contact through a job offer.



Veteran Hiring Education Program

Ongoing, in depth training and education for internal recruiters and client hiring managers to understand and translate military skills



Veteran Candidate Prioritization Protocol

Personalized pipeline to efficiently move qualified veteran candidates to the "front of the line" in the recruiting process

Comprehensive Digital Recruitment Program



Customized online strategy to source veteran candidates and guide them through the application process



Veteran Career Counselor Services

Dedicated team of veterans who provide one-on-one resume and interview assistance as well as career counseling

PeopleScout Veteran Talent Exchange



Proprietary platform to connect interested veteran candidates to employers with unmet hiring needs



Veteran-Optimized Screening Process

Comprehensive process to translate and match military skills with civilian job qualifications

Dedicated Veteran Community Outreach



Experienced team that sources candidates through relationships with state, federal and non-profit military organizations



Military Focused Hiring Events

Strategic identification and management of military hiring events to connect with local veteran candidates

VETERAN HIRING SERVICES BY

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COMMITMENTS AND RESOURCES



PeopleScout has long been a partner of Hiring our Heroes in its mission to help veterans, transitioning service members and military spouses find meaningful employment opportunities. Our parent company, TrueBlue, was a founding member of the national advisory circle on the Veteran Employment Advisory Council, which was created in 2011. The VEAC is committed to hiring veterans and military spouses, establishing best practices for veteran employment, reporting measures like job opportunities, interviews and placements, providing mentors to military members transitioning into the civilian workforce and working with other businesses to do the same.

TrueBlue is also on the Wounded Veteran and Caregiver Employment Advisory Council, which focuses on the employment needs of wounded veterans and veteran caregivers. The council focuses on finding flexible work schedules or remote-work opportunities to support veterans' and caregivers' integration back into civilian employment. Many veterans face permanent injuries, including post-traumatic stress (PTS), physical disabilities and traumatic brain injuries that make the transition to traditional employment difficult.



 312.915.5544

 www.peoplescout.com

 marketing@peoplescout.com

ABOUT PEOPLESOUT

PeopleScout, a TrueBlue company, is the world's largest RPO provider managing talent solutions that span the global economy, with end-to-end MSP capabilities supporting total workforce needs. PeopleScout boasts 98 percent client retention managing the most complex programs in the industry. The company's thousands of forward-looking talent professionals provide clients with the edge in the people business by consistently delivering now while anticipating what's next. Affinix™, PeopleScout's proprietary talent acquisition platform, empowers faster engagement with the best talent through an AI-driven, consumer-like candidate experience with one-point ATS and VMS integration and single sign-on. Leveraging the power of data gleaned from engaging millions of candidates and contingent associates every year, PeopleScout enhances talent intelligence for clients across more than 70 countries with headquarters in Chicago, Sydney and London and global delivery centers in Charlotte, Toronto, Montreal, Bristol, Krakow, Gurgaon and Bangalore. For more information, please visit www.peoplescout.com.