



MONSTER'S VETERAN HIRING GUIDE

Attracting America's
most diverse and
talented workforce



From the onset of the pandemic in early 2020, through The Great Resignation in 2021 and the remote-hybrid transitions of 2022, employers continue to find themselves scrambling for qualified candidates.

Although the struggle for candidates with the appropriate skills, training, and motivation predates the pandemic, the current market has only made the situation worse. According to **Monster's Future of Work Report**, 91% of recruiters have trouble filling open roles due to a skills gap and 29% feel that the skills gap is worse than a year ago.

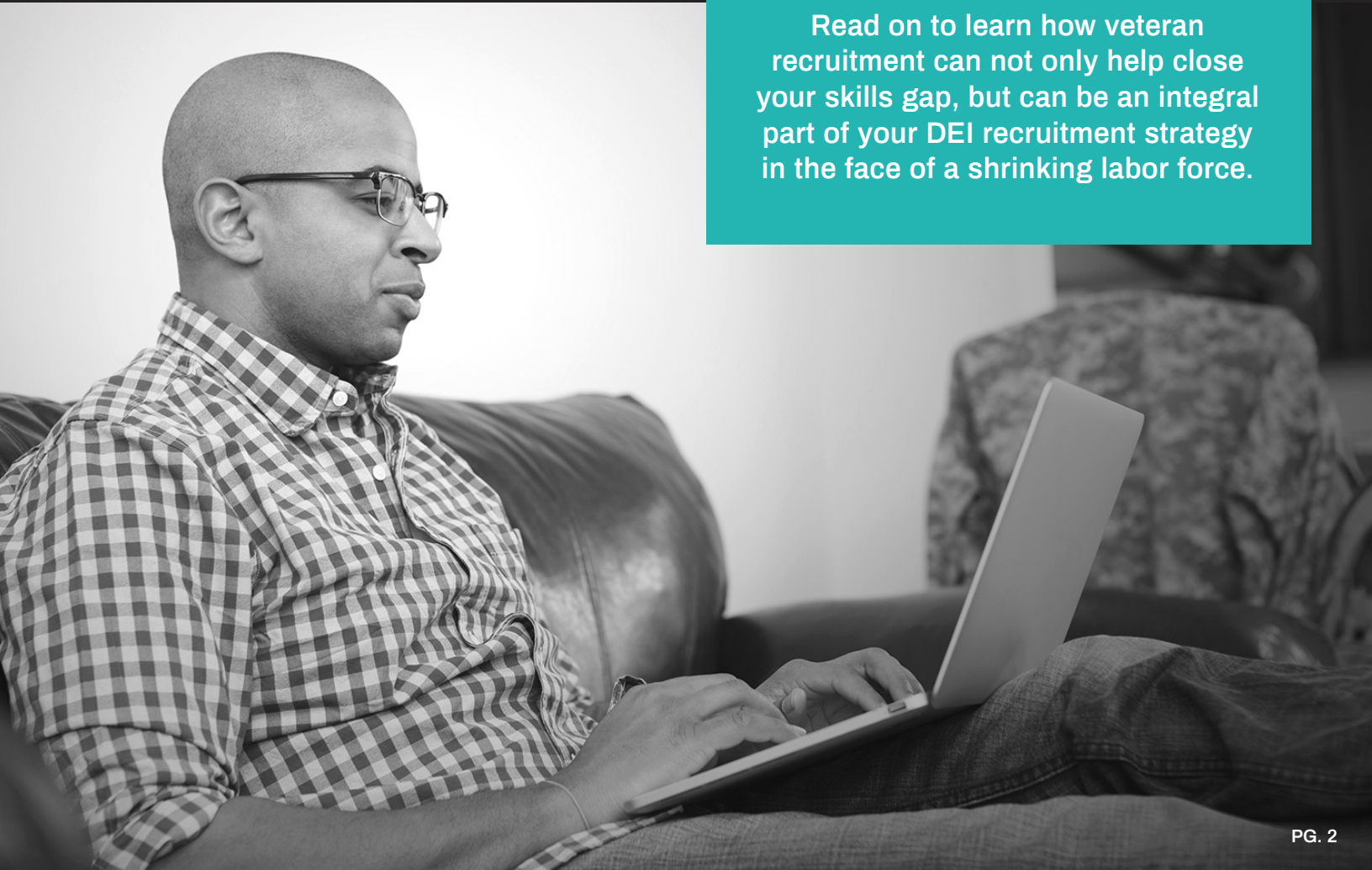
The pandemic may also end up permanently paring back the size of the U.S. labor force. In the past year, baby boomers have retired at the highest rates ever and August 2021 saw the highest rates of people quitting their jobs in two decades. Additionally, workers who were

sidelined, whether by layoffs, disability, or school closures, may find it difficult or impossible to reenter the job market as their skills lapse. Yet, a talent pipeline continues to provide highly skilled workers at a rate of 200,000 per year: transitioning military.

According to Monster research, veterans are interested in pursuing jobs in fields ranging from defense technologies to healthcare to government, and offer a set of high-demand skills like teamwork, commitment, and motivation.

In this guide, you'll learn how leaders at the top veteran employers have developed strategies to attract, onboard, and retain veteran and military family candidates, and how you can apply the same approach to your recruitment plans, regardless of the size of your firm.

Read on to learn how veteran recruitment can not only help close your skills gap, but can be an integral part of your DEI recruitment strategy in the face of a shrinking labor force.





By all accounts, veterans exit the military with great mission focus, work ethic, integrity, passion, and drive, along with leading-edge training and skills. “They bring experience and responsibility beyond that found in most civilian jobs,” says Charlie Miles, director of military-employment programs for PenFed Credit Union and a retired U.S. Marine major.

Some companies are already doing this really well. In fact, the following firms won Monster’s accolades in 2021’s Monster/Military.com Best Companies for Veterans list:

1. MANTECH INTERNATIONAL
2. CHEVRON
3. AMERICAN SYSTEMS
4. U.S. CUSTOMS AND BORDER PROTECTION
5. CACI INTERNATIONAL INC
6. GENERAL DYNAMIC MISSION SYSTEMS
7. PKL SERVICES, INC.
8. ADVANCED TECHNOLOGY SERVICES
9. U.S. TRANSPORTATION SECURITY ADMINISTRATION
10. LEIDOS



Bridging the skills gap

One of the challenges for any organization hiring veterans is that many of the skills they've acquired don't mirror traditional job skills—81% of veterans say their military level doesn't translate to civilian jobs. And for many recruiters and hiring managers, not understanding the skills that veterans bring to the table can cost you the hire.

Skills translators like the one at Military.com can help. When asked what aspects are most important about prospective employers, 79% of veterans pointed to companies that accept military training in place of civilian credentials, according to Monster's research. You're at a clear disadvantage if you don't know how to translate military skills or explain the translation to your prospective employees.

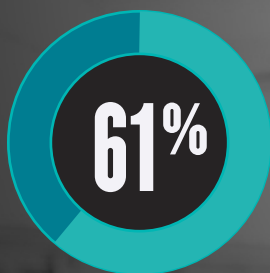
"We know that employers are looking to fill a soft skills gaps with what we call 'military cultural skills,' such as agility, teamwork, leadership, and dedication, particularly when faced with an unprecedented level of ambiguity such as we're experiencing today due to the shrinking workforce," says Sarah Blansett, director of operations and strategic partnerships for Military.com.

"And for many recruiters and hiring managers, not understanding the skills that veterans bring to the table means losing potential employees."

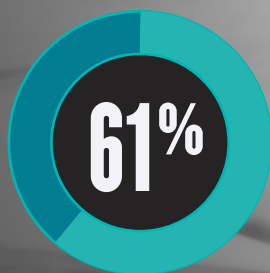
At Capital One, military experience is taken in lieu of a diploma for some roles. And at XPO Logistics, the company trains their recruiting and hiring managers to understand military resumes and the transferable skills that service members bring to the organization.

According to Monster data, recruiters say they struggle to find candidates with skills in communication, problem solving, managerial leadership, and teamwork.

WHEN ASKED WHAT WORK-RELATED SKILLS THEY HAVE THAT THEIR CIVILIAN COUNTERPARTS MAY NOT HAVE, VETERANS LIST:



Commitment



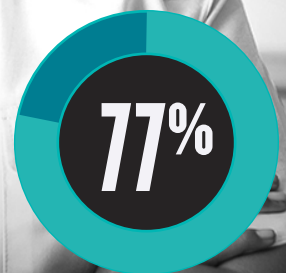
Motivation



Teamwork



The ability to work under pressure



Self-Discipline

The Value of Veteran Hiring

In addition to gaining talent that possesses a high skill level, hiring veterans offers the following benefits, regardless of the size of your organization:

They contribute to a diverse workforce

Diversity is a hot topic for companies today. In fact, in a recent Monster survey, one in four military respondents said that showing diversity in leadership is a top motivator for wanting to work at a particular company.

As most companies know, veterans are a great way to diversify your team. By nature of the diversity of the military—racial and ethnic minority groups make up about 40% of active-duty military, according to Pew Research—veteran hires will naturally contribute to your diversity initiatives and help to create an inclusive company culture.

“America is made up of a diverse population, and the military is a representation of the diversity of all of America,” explains Darren Sherrard, U.S. Army Retired, associate director of recruitment marketing and workforce recruitment and retention services for the U.S. Department of Veteran Affairs.

You’re making a difference

Transitioning from military to civilian work life can be a big change. Making an effort to include this population as part of your workforce can add tremendous value to your company, and to that employee, whether they stay for a year or stay forever. “If we can do our small part in helping veterans get a job and transition into their next phase, that’s something we definitely want to do,” says Ryan Eden, veteran employment program manager at information technology and services company PRISM. “The goal is always to help veterans and their families find jobs. It’s our duty to assure career development and growth for them.”

They’ve got the chops for remote work

Now that so many employees are working from home, some of the skills that are innate to veterans really come into play. “They have self-discipline, integrity, initiative and a strong work ethic, and they’re able to perform in a work environment where you’re going to see less supervision,” says Gary Patton, MG, U.S. Army (retired) and current CACI vice president and director for military and veterans affairs. “What better time to hire a veteran or military member than now?” Additionally, veterans might be so motivated to work remotely, that they’d accept compensation adjustments. In Monster’s latest survey, 33% of U.S. military respondents said they’d consider a lower salary for working remotely, “if they could work wherever they want.”

They’re natural leaders

Sixty-three percent of veterans believe they have leadership skills that you may not find in the civilian population, according to Monster research. “I think you get some great experience and great leadership coming out of the military, because of the tremendous responsibility that is put upon you right from the beginning of your service,” Miles says. “I would have 100 people on my airplane, and I was in my mid-to late 20s and early 30s.”

93% of our top employers for veterans accept military training in place of civilian credentials



How to get started

Draft a hiring mission statement

It may sound obvious, but your company must verbalize your mission of hiring veterans. Building a military-friendly workplace requires commitment, particularly from the top levels at your organization. Having the owner of the company or someone in the C-suite championing the cause can go a long way toward creating a veteran-hiring mindset.

Keeping the progress of their strategic goal to hire and retain veterans at the forefront has been imperative for their success at IntelliDyne, LLC.

“Beyond informing the executive leadership team, we report the status of our veteran workforce and outreach efforts throughout the organization. Leadership receives a status report on a semi-monthly basis, management receives monthly updates, and employees receive updates at the quarterly town halls,” says a company spokesperson. “The information includes the percentage of veterans hired, current veteran percentage of staff, speaking engagements, and community outreach efforts.

Create a strong, inclusive culture

It's not just about reaching out to veterans. You also must create a climate that welcomes them. If you get veterans in the door, but you're not making an effort beyond recruiting, word will spread within the military community that you're a company that's all talk.

Some ways to create a cultural fit include recognition ceremonies in months dedicated to military-service appreciation, such as May and November.

Some companies incorporate displays like a Wall of Honor in which they showcase veteran employees and thank them for their service.

PRISM Inc. has an internal program called Operation Weekend to incentivize employees to assist veterans and their spouses in finding jobs. “They can earn time off and perks while continuing to help our veterans find employment,” the company states.

Message your commitment to the right audience

As much as a strong leadership commitment is essential to a successful veteran-hiring program, the front line of hiring veterans, transitioning military, and military spouses is with your recruiters and hiring managers. The first step in realizing your commitment to veteran hiring is to include veterans on your search committees, in recruiting, or human resources. According to Monster research, 64% of veterans look for companies that have veterans on their recruiting teams.

In fact, many companies that are doing this successfully have gone one step further and created teams dedicated to veteran hiring. This is huge for veterans—58% look for employers with a dedicated veteran-recruiting team. And 93% of this year's Best Companies for Veterans have teams devoted to this mission.

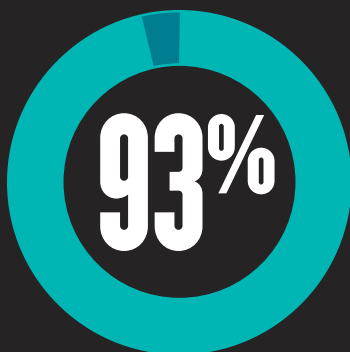
“Three of us comprise the veteran-engagement team,” says CACI's Patton. “We're a dedicated full-time resource team, and I think that shows our corporate commitment. We actively seek out ways we can bring military into the company.”

TOP 5 WAYS

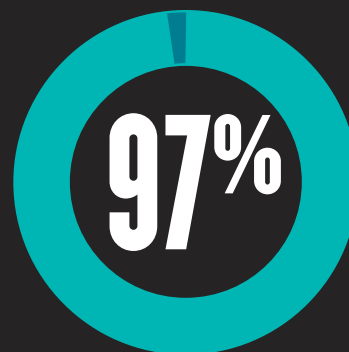
LEADING COMPANIES SUPPORT THEIR VETERAN TALENT



1. Partnerships with veteran and military family organizations _____ **83.87%**
2. Paid time off for military duty for Guard members and reservists _____ **83.87%**
3. Employee resource group for veterans and families _____ **80.65%**
4. Veteran mentorship program _____ **70.97%**
5. Skills translators/civilian job equivalents _____ **64.52%**



of top companies
for veterans have
a team dedicated
to veteran hiring



of top companies
consider veteran
hiring part of
their overall DEI
recruitment strategy

Develop a marketing communications plan

Know with whom you're trying to connect

Connecting with veterans and military families requires targeting three distinct groups, each with their own skillset and values. Here's a brief description of each candidate group:

1. **Veterans** have previously separated from the military and have additional education and/or professional experience, and are looking for new opportunities to build on their skills and training.
2. **Transitioning service members** are in the process of separating from the military and are looking for a civilian career and may need assistance in job-search strategy and skills.
3. **Military spouses** are highly educated and are looking for flexibility and mobility to allow them to continue their careers even if they move due to their spouse's deployments.

Reach out to connected organizations

While you want to focus your outreach on organizations that specialize in helping veterans, transitioning service members, or military spouses, you also want to take an approach that is both national and local in scope. National organizations can provide excellent resources for outreach, whereas a local or regional branch can help make direct connections to potential candidates in your area. In other words, use your resources to cast a wide net while narrowing your engagement in a more localized manner.

For veterans, look for local and national Veteran Service Organizations (VSO), such as Hiring Our Heroes, Hire Heroes USA, AMVETS and the American Legion. There are often opportunities for employers to partner with local branches as a resource—for example, by participating in career fairs and providing information on job opportunities.

For transitioning service members, utilize the Transition Assistance Programs (TAP) on local military bases. These help service members transition to civilian life via a series of classes and programs. "We sponsor employer days where we meet with these service members in transition and provide coaching on their resumes, their network, and their interview skills, and we attend regular career fairs on military bases," Patton says.

Ryder System, a transportation and logistics company, partners with the U.S. Army's Soldier for Life Transition Assistance Program at five army bases to offer a skills-training course for soldiers exiting military service. The program, called Pathway Home, gives participating soldiers hands-on diesel-technician training during their final 180 days of service, and upon completion, participants are placed into a diesel technician position at one of Ryder's locations.

CACI puts together monthly flyers of high-priority jobs that align with military occupational specialties and sends it out digitally to its network of veteran organization partners and to those in the transition programs. "Nearly every TAP office on a military base is in our network, and they receive our monthly flyers that they can circulate across internal networks and across the population of transitioning military members," Patton says.

Military spouses are reachable via national and local groups as well, such as the Military Spouse Advocacy Network or military spouse programs run by bases. Attend military spouse hiring events and share that information on your social media channels. According to a Monster survey of military spouses, 41% are using social media to find jobs, and 53% are searching through word of mouth. Use your existing marketing tools to become part of the conversation.

The same research revealed that military spouses believe recruiters (57%), company-sponsored military-hiring programs (57%), and networking opportunities specifically for military spouses (50%) would make it easier for them (and other military spouses) to find jobs.



Support local military organizations and events

Putting your corporate sponsorship or volunteer efforts toward military organizations can get the word out that you're a military-friendly company and that you're walking the walk—not just talking the talk.

For instance, PRISM was recently involved with the “Feathered Nest Project” that was created to help provide comfortable homes for former homeless veterans. “Throughout the year, PRISM attends multiple veteran employment outreach activities and military philanthropic events,” a company spokesperson says.

Provide job assistance

Keep in mind that although many candidates will have strong experience and skills, they may not be practiced in job-search techniques. They may need assistance in preparing a resume, competing for an employment opportunity, going online to search for jobs, or having to go through the interview process.

PenFed has developed a Military Job-Seeker Guide for Transitioning Service Members, Veterans and Military Spouses, which is provided to all military job seekers the company meets. It provides advice for resumes, applications, and interviewing, along with links to military employment resources. The company also provides military career readiness training with TAP, MOAA, Hire Vets Now, O2O, and Tuck Next Step, participating in employer panels, resume workshops, and mock interviews.

Capital One provides a military recruiting lead, who assists job seekers in role identification, resume review and interview preparedness. This service is available to all military and military spouse candidates. Some companies also offer special programs for onboarding and training new veterans.

United Pacific, for instance, offers internships, on-the-job training, management programs, and apprenticeships to help veterans transition into the civilian workforce. And ship builder Bath Iron Works, a subsidiary of General Dynamics, puts all new

hires through a training academy and orientation to familiarize them with the industry and the shipyard.

Additionally, having job postings that are written in a military-friendly way, and having a veteran-specific landing page as part of your career site can be helpful, says Chris Davison, veteran recruitment program manager for aerospace company BAE Systems. “It’s really just opening up ways for military individuals and veterans to get into your talent community.”

Onboarding and retention best practices

Focus on fit

One of the keys to keeping veterans at your company is making them feel like part of the team. That means recognizing their contribution to the firm, acknowledging their history in the military, and celebrating their achievements.

Intelligent Waves, for instance, focuses on transitioning new veteran hires into dedicated employees. “We make them feel welcome and engaged,” the company says. “Our human resources, finance, and operations teams hold an orientation to introduce hires into the culture. We provide any necessary training needed for the position and offer a professional development program that encourages our veterans to continue to grow, learn, and expand their skill sets.”

At American Systems, many of their senior leadership, such as senior HR workers, pursue training on veteran issues, employment, training, and retention. “We also host military birthdays that our executive leadership attends,” the company says. “There we have our own veteran employees share their experiences in the service and how it translated outside of the service.”

At defense contractor ManTech, nearly half of their employees are veterans, and their culture—one that honors military service—is pervasive. “Quite frankly, if two people are walking down the hallway, there’s a good chance that one or both of them are veterans,”

says Omari Faulkner, ManTech’s employer of choice ambassador.

In fact, the military culture is so strong at ManTech that Faulkner, who had no military service when he started his job in 2011, joined the Reserves seven years ago. “Our CEO and chairman, was a Reservist for over 10 years, and once those types of stories are shared throughout the organization, that creates a culture,” Faulkner says. “Top down, bottom up, it has to be woven into the fabric of your organization. Don’t just talk about it, be about it.”

Pair them with a mentor or buddy

In general, veterans may struggle with cultural immersion, with only half (46%) saying they felt accepted right away in their new company, and another 42% saying it took a few months. Many companies team new hires up with a “buddy” who can help them adjust to civilian workplace culture.

At AMERICAN SYSTEMS, for instance, the veteran employee resource group has a buddy program available to all new veteran hires. The program connects new hires with senior tenured veterans to begin developing the new hire’s network, answer any questions, and make them feel welcome.

“Oftentimes, a new hire veteran’s line manager is a veteran as well, given that 50 percent of our total workforce is veterans,” AMERICAN SYSTEMS says. “This provides a unique and special opportunity for new veteran hires. They are individually guided during their early days by a fellow veteran who understands their experience, can anticipate any questions or concerns, and adds to the new hire veteran’s experience of being part of a community.”

At Ryder System, the Veteran Buddy Program launched in 2015, helps new veteran hires settle in. “The transition from active duty to civilian life can be difficult, so this program was designed to help ease the change,” the company says.

Create a group dedicated to veterans

CACI has an active Veterans Employee Resource Group, or VERG. “We represent all the services at every level of leadership in the company,” Patton says. “Our mission in the VERG is to keep our veteran employees informed and help us make impactful contributions to the company.”

At ManTech, new hires are introduced to the company’s Military Resource Group and its mission at orientation, when a military veteran senior executive speaks to the group. BAE Systems has an ERG called the Veterans’ Support Network that issues regular newsletters. At Union Pacific, a group called UPVets supports their veteran workforce.

At Dominion Energy, employees started an internal podcast focused on military and veteran topics and have recently produced their ninth and tenth episodes. “The podcast has guests like the PsychArmor Institute, Paralyzed Veterans of America, Blue Star Families, and Student Veterans of America,” says Matt Kellam, military and recruitment program coordinator at Dominion. “But it’s also based around trying to give another type of media to our leaders and employees, so they can hear other people teaching them about the importance of veteran and spouse recruitment, hiring and retention. It’s just another layer of our training and education internally.”

Support their endeavors

In addition to creating internal resources, help your military hires connect with outside opportunities as well. For instance, PenFed points new hires toward the Onward to Opportunity program at Syracuse University’s Institute for Veterans and Military Families. The program provides free career-skills training and professional certifications in various categories.

Flexibility is important to most employees today (96% say they need it), but it’s especially crucial if you’re going to support your veteran and military family workers. “Military spouses are very highly educated and skilled but may be required to relocate frequently based on their spouse’s deployments, which makes it hard for them to form a strong foundation on which to build a career.



“In terms of military spouse employment, that’s one of the most important challenges that we have,” Miles says. “One of the directors of our branch operations is a military spouse and I think she started with us in northern Virginia and has since continued to work from Texas and New Mexico, and now she’s in Maryland. She continues to maintain her career with us.”

At transportation and logistics company Schneider, Guard and Reserve members are offered guaranteed home time for weekend drill and annual training, without having to use paid time off. “Additionally, extended benefits and differential pay are given to active duty military members if they are deployed for up to 18 months,” a spokesperson says.



Creating a framework to bring veterans into your organization can benefit you in so many ways. For the best chance of success, it's important that you commit to your mission, that leadership supports veteran and military-family hiring goals, and that you've nurtured a military-friendly work culture.

Finding ways to connect with the military community and showing them what you have to offer will bolster your impact and reputation within the veteran community.

"We take time to build relationships with the military installations and transition offices," Dominion Energy's Kellam says. "We build relationships with the veteran representatives within the employment commission and veteran services organizations. We have a lot of partnerships with vet services. There's no rocket science behind it. It really is about establishing a connection, doing it with some sincerity, and sustaining that connection."

And in the end, veterans and the military community continue to prove that they're worth the effort. *"Obviously anybody who protects and serves our country is well-trained, can handle adversity, and can go with the flow," PRISM's Eden says. "We, at PRISM, believe that we definitely want to have them be a part of our team, because we know they're going to bring so much value."*

3 BUILDING BLOCKS

FOR A VETERAN-HIRING STRATEGY



THINK LOCAL

Work with regional and local chapters of Veteran Service Organizations (VSO), connect with military bases in your area, and sponsor local volunteer and veteran events.



BE VOCAL

You must verbalize your commitment and stick with it. And that has to come from the top down. You're connecting with a community that knows how to give its all, so you must meet them with the same effort.



SMALL IS BIG

What may seem to be a simple gesture (writing letters to service members, honoring veterans on military holidays) can often speak louder than the grandest efforts. Use your social media to be part of the conversation and demonstrate your commitment.

Veteran-friendly career site dos and don'ts

Do avoid overusing pictures with uniforms

It may seem counterintuitive, but your careers page should focus on candidates' lives after the military. Think "transition," and "next chapter."

Do tread lightly with camo print

Not all military members wear the same uniform. There are also different types of camouflage patterns, which are subject to updates and upgrades.

Don't use hero-worship language/imagery

Veteran candidates have told us that words like "hero", "sacrifice", and "defending", make them uncomfortable in the context of their job search, as does the overuse of waving American flags.

Do use stock imagery sparingly

Stock photos depicting military members should be accurate and not violate DOD trademark rights (no patches, name tapes, rank symbols, or ribbons). Fun fact: Monster Strategic Talent Solutions has negotiated access to a DOD-approved, royalty-free photo website.

Do show what makes your workplace veteran-friendly

Do you have a veteran resource group? Do you celebrate Veterans Day in a unique way? Do on-duty Guard and reserve members get paid leave? If you're just starting to build your veteran hiring program, articulate what your plans are, so you show that you understand what being military-friendly is.

Do be authentic and inclusive

Veterans and military families represent everyone, so your career page should be inclusive of all genders, ages, ethnic backgrounds, etc., as well as representing a broad cross-section of military branches.

Need help updating your career site? Speak with one of our veteran hiring specialists.

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