



THE VALUE OF A VETERAN™
REGARD ★ RECRUIT ★ RETAIN

**The Guide for Human Resource
Professionals to Regarding, Recruiting,
and Retaining Military Veterans**



By Lisa Rosser

This guide is designed for Human Resource professionals who want to speed their search for trained, reliable talent by jump-starting a new military recruiting and retention program or improving an existing one.

This guide provides 76 ideas for **regarding**, **recruiting**, and **retaining** military service members. In the “**Regard**” section, you’ll learn the value that veterans bring to an organization and how to make the business case to target veterans part of your overall human capital management strategy. The “**Recruit**” section covers ideas for developing a military-focused recruiting strategy and offers suggestions for creating “military-friendly” HR policies. It details ways to customize your company’s career website to appeal to a military audience and helps you learn where to and how to quickly find a wealth of candidates, including disabled veterans. The “**Retain**” section covers how to ease your new hire’s transition to a civilian work culture and how to support your mobilized employees and their families.

The symbol  beside any tip indicates that additional resources are available for download from The Value of a Veteran website.

For more information on how to implement the ideas offered in this guide, please contact:

Lisa Rosser

2465 Centreville Rd, #J17-252
Herndon, VA 20171
1-877-681-9960 (voice and fax)

info@TheValueOfaVeteran.com
www.TheValueOfaVeteran.com

© 2007, Lisa Rosser. All rights reserved.

www.TheValueOfaVeteran.com

Regard

Why Veterans Make Excellent Hires

The men and women who serve their country and are successful in their military careers exhibit certain skills and traits. These same attributes are highly desired in the civilian workplace. What is unique about veterans is that you will routinely find these qualities in young men and women. Characteristics not usually found in adults under the age of thirty are quite common in veterans in their early twenties.

- 1 Committed to education.** Statistics compiled by the military services for Fiscal Year 2005 reported more than 85% of military officers hold either an undergraduate or advanced degree. A 2006 Census Bureau report on Educational Attainment in the U.S. reported only 28% of U.S. adults having attained at least a bachelor's degree. Similarly, more than 90% of the 18-24 year olds who enlisted during that same time frame were high school diploma graduates, compared to 86% of U.S. adults.
- 2 Focused on mission accomplishment.** Service members spend their entire military career being assessed on whether they can complete the mission. The guidance they receive may not always be clear, the conditions may be less than ideal, and they almost always lack all of the equipment and people they would need to do the job perfectly. And, yet—they persevere and succeed. They make do with what they have and look for creative ways to finish what needs to get done.
- 3 Trained to take initiative.** It's part of the military culture that even those in junior-level positions are empowered to make big decisions. They are encouraged to take reasonable risks. It is hammered home from the day they join the military that they should trust their instincts and their training as both will guide them to the best course of action to take.

4 **Adaptable to change.** The military lifestyle is the very definition of a “challenging work environment”. There are few other occupations where employees can be told to grab their gear and be somewhere in the world in 18 hours, pack up their family and all their worldly belongings and move for the 7th time in 10 years, or accept a change in mission that keeps them deployed for an extra 4 months in the desert.

5 **Conditioned to managing people.** It is not unusual for mid-level enlisted personnel (members with 5-7 years of experience) or junior officers (1-3 years experience) to be responsible for teams of 15-100 people. They are experienced in conducting formal employee performance appraisals, setting personal development goals, managing training needs, and administering on-the-spot counseling in order to reinforce the goals of the organization and improve individual performance.

6 **Quick to learn; rapid to adapt.** Service members typically change jobs within the military every 9-18 months, and there is rarely overlap time or transition time with an incumbent. They are expected to get up to speed quickly on the critical information needed to do their jobs. They “hit the ground running” and within 90 days of starting an assignment appear to others as if they have been working in the position for years.

7 **Take accountability seriously.** From the wartime ethos of “leave no man behind” to the more routine requirement of signing a hand receipt for \$25,000,000 worth of equipment, personal accountability is seared into the minds of veterans. Employees with this skill look beyond just what the job description says they are expected to do. They internalize the sense of responsibility for the people, the property and the results entrusted to them.

Why Hiring Veterans Makes Good Business Sense

Making a conscious decision to target veterans in your hiring plan is more than a patriotic gesture. There are a number of financial and compliance reasons and “improve the quality, quantity, and diversity of our pipeline” reasons to hire a veteran.

8 **The pipeline is robust.** More than 220,000 service members complete their service obligations or retire EVERY YEAR. And, just about all of those transitioning service members will look to the civilian sector for a new job EVERY YEAR. These transitioning service members have anywhere from 3 to more than 20 years of experience.

9 **The workforce is young.** The men and women who join the military tend to do so right out of high school or college. A standard enlistment or service obligation runs anywhere from 2-8 years. So, those veterans who do not choose to make the military a career tend to be in their mid-to-late twenties when they separate from the military. The typical veteran retiring after 20 years of military service is also young—his/her age at retirement ranges from late thirties to early forties. That “retiree” still has 20-30 or more years of follow-on career opportunities to pursue.

10 **The talent pool is diverse.** At the end of Fiscal Year 2004 (the most recent year reported) DoD employed just under 1.4 million service men and women in its active component. Within that population there were more than 20% African Americans, almost 10% Hispanics, and almost 6% other (American Indian, Alaskan Native, Native Hawaiians and Pacific Islanders, and those of two races). That is a population pool that is roughly 36% non-white.

11 There are Federal government requirements. If your company has contracts with the Federal government you are required to track the number and type of veterans you hire and report that number annually on a Veterans' Employment Report (VETS-100). Even if you don't do business with the government, keeping track of these metrics can help you derive information that can be used to execute other tips in this guide.

12 There is a federal tax credit. The federal government encourages employers to hire military veterans by providing a specific tax credit (called the Work Opportunity Credit) to organizations that employ certain categories of veterans. The credit can be as much as 40% of the "qualified first year wages".

13 You can conserve relocation expenses. Service members separating from active duty are entitled to a final free move at government expense. The ideal candidate you find in San Francisco can accept your job offer for a position in New Jersey and have his/her relocation expenses covered by Uncle Sam.

14 You can reduce the cost and processing time of security clearances. If your company's business requires employees with a security clearance, you are already painfully aware of the cost involved in obtaining a clearance (in the thousands for a Top Secret clearance) and the time it takes to process and adjudicate one (average of 1 year for a Top Secret). Many service members already have a security clearance, and it can usually be transferred to your company once the veteran separates from the military.

15 You can staff hard-to-fill international positions. Many veterans have lived and worked abroad during their military careers, and may be more receptive to your international assignments than the average candidate. Those who served overseas were trained on the local culture. Some may also speak the language. Some military officers have job specialties which require them to become regional experts on a geographic area and the cultures of the people who live there.

16 The candidates are technically skilled. The Department of Defense has over 7,000 Military Occupational Codes representing the different job skills in its workforces. Roughly 81% of them are closely related to or identical to civilian positions. The military has mechanics, electricians, civil engineers, database administrators, satellite operators, physical therapists, human resources generalists, lawyers, warehouse managers, pilots, food service workers and financial specialists, to name just a few categories.

17 The candidates are pre-screened. One of the toughest aspects of recruiting is finding your “ideal candidate” did not pass his/her pre-employment background check and/or drug and health screen. New military recruits undergo thorough background checks before being allowed to serve. Veteran’s whose jobs required a security clearance underwent multiple investigative processes to obtain and maintain that clearance. Frequent random drug testing is a fact of life in the military. Complete health physicals are required every 5 years and dental exams are required annually.

18 You can gain deep industry knowledge of the Department of Defense. For those companies who do a lot of business with the Department of Defense (or would like to do MORE business with the DoD), having employees with in-depth knowledge of the military and numerous industry and government contacts is invaluable. Veterans speak the DoD language and have an understanding of the needs and challenges of the services. Having veterans on your DoD business development teams or staffed on DoD projects can help your company develop strong relationships with DoD.

"[Department of Labor program] **HireVetsFirst** promotes the reality that veterans make great employees. They possess valuable skills including a sense of discipline, maturity, leadership and a results-oriented work ethic.

*Elaine L. Chao,
U.S. Secretary of Labor*



"The men and women who have given years of their professional and personal lives to serving America in the military have earned our respect and the chance to contribute their knowledge and expertise as part of the civilian work force. America will benefit from the talents and experience these individuals bring to the workplace."

*Linda M. Springer, Director,
U.S. Office of Personnel
Management*

Recruit

Get Your Military Recruiting Strategy in Order

Companies who have “cracked the code” on finding and hiring quality military candidates know that it requires a customized recruiting plan, a trained support team, and a relevant set of metrics to measure success.

- 19 Bring in a veteran to assess and advise you on your military recruiting plan.** His/her intimate knowledge of the workings of the commercial- and government-run veteran’s placement programs can save you significant time and effort in determining the most appropriate methods for finding and attracting candidates.
- 20 Hire recruiters who have experience in placing veterans.** Recruiters who have experience with placing military candidates are better able to translate resumes written in “military-ese” and can influence hiring managers to consider the resumes.
- 21 Flag veteran-submitted resumes for focused consideration by your trained team.** Consider asking the service member to submit the resume using a designated code word (like “military experience”) so that it is easier to locate in your recruiting application.
- 22 Provide an overview of military careers to your recruiting staff and hiring managers.** The better they understand and realize the unique capabilities of the military applicant, the easier it will be for them to see how the service member’s knowledge, skills, and aptitudes map to your requirements and business needs.

23 Dedicate a portion of your annual recruiting budget specifically to military recruiting. There are career fairs, job boards, placement firms, and publications that specifically serve the transitioning veteran. These mediums are the ones that service members tend to utilize first, if not exclusively, when conducting a job hunt.

24 Search your state employment office's website to find your Local Veteran's Employment Representative (LVER). LVER's are charged with assisting veterans in finding employment, and can help you with posting job positions.

25 Utilize an online military-to-civilian job translator. This tool can help you decipher occupations listed on a military resume and determine if the candidate has relevant experience for the job under consideration.

26 Establish partnerships with service-run recruiting programs. These programs match employers with initial-entry recruits who agree to study and work in high-demand skills while serving their enlistment. At the end of the enlistment (which can be as few as 2 years in length), the company gets "first dibs" to interview the service member and offer him/her a job.

27 Add veteran outreach programs to your greater community service initiative. Your company participates in community relations not just to build goodwill, but to market the company. Partnering/sponsoring veteran outreach programs will gain your company general exposure in the military community and opportunities to "soft-sell" military volunteers and attendees who may be unfamiliar with your organization.



Additional resources related to this item are available for download from www.TheValueOfaVeteran.com.

28 Establish an apprenticeship or management trainee program. These types of programs allow you to “test drive” candidates who show high potential, but who may not have all of the technical/functional skills needed to perform the job.

29 Offer internships as part of a military “Training with Industry” program. These are typically 2-year programs offered to active military members who are required to develop special skills that are scarce in the military work force. The military provides the service member’s normal pay and benefits during the internship. Once the internship ends, the service member returns to the military to apply his/her new knowledge. The “win” for you is that he/she retains a favorable impression of your company and the role he/she may play in it in the future.

30 Apply for formal recognition as an employer that is supportive of the military. Some organizations require you to sign a pledge to offer certain benefits and take certain actions; others have metrics (such as number of vets hired) that must be met and evaluated.

“The City of Atlanta is proud to have employees who serve the city and their country by their unselfish service to the National Guard and Reserve...as a city government that is working to be an employer of choice and a best-in-class managed organization, we can never thank our employees enough for their dual duty but we hope that the policies and compensation we provide beyond the letter of the law are evidence of our support and gratitude of their service.”

*Shirley Franklin,
Mayor, City of Atlanta*

Establish Supportive HR Policies

Some policies are required as part of the Uniformed Services Employment and Reemployment Rights Act (USERRA) of 1994. Other policies are recognized differentiators that get noticed by those who continue to serve in the Guard and Reserve. You'll want to develop these policies early on so you can market them to the veteran on your website and in other materials.

31 Offer a pay differential to offset any lost wages during active duty service. Certain military salaries lag civilian compensation. An absence for active military service, whether it be a two week Annual Training requirement or a 12 month mobilization, can put your veteran-employee in a financial bind. USERRA does not require employers to offer a pay differential, but many of the top-ranked "military-friendly" employers do.

32 Distinguish between an absence for vacation and an absence for military service. USERRA prohibits companies from forcing an employee to use up his/her vacation time to complete military requirements.

33 Review your Employee Assistance Program (EAP) for inclusion of services that support the needs of veteran-employees. Those with service-connected disabilities or who have recently returned from an extended deployment to a war zone may desire to seek out mental health counseling or rehabilitation services. Other appropriate services include stress/anger management counseling, guidance on how to reunite with families, and how to pace their transition to a civilian job. Assume the veteran-employee is unaware your company offers these benefits, and ensure his/her family is made aware of them as well.

Customize Your Company Career Website

Make it obvious that you are looking for military applicants on your main recruiting website. The service member should be no more than one click away from discovering just how committed your company is to hiring veterans.

- 34** Place an easy-to-find link on your career home page that directs military candidates to a specific page customized for them. The customized page should contain the types of items listed below.
- 35** List military-specific career fairs you are attending in the foreseeable future, including any on-base/on-post career fairs. Veterans begin the transition process up to a year prior to separation, and have to balance ongoing work commitments with job hunting activities. Seeing your military recruiting schedule for the next 6-12 months helps them to pinpoint available opportunities to meet you.
- 36** Offer to send text message reminders of your company's attendance at upcoming military-specific and civilian job fairs. While not every service member has daily access to a computer almost all of them have a cell phone. A periodic reminder from you, sent a few weeks and then again a few days in advance of an event can bolster attendance.
- 37** Add a link to short video clips or "spotlight" profiles of current veteran employees. Hearing first hand from a veteran-employee who has made a successful career at your company emphasizes the message that veterans are welcome here and will be treated well.

- 38** **Set up blogs, pod casts, web casts, or on-line chats with current employees who are veterans.** The ability to communicate and ask questions of current veteran-employees in “real time”/“near real-time” can accelerate a viewer’s decision to apply for a position and can provide the viewer with insight into the day-to-day activities that may be experienced.
- 39** **Offer a subscription to a customized newsletter.** This is your opportunity to communicate general career information and some specifics regarding the work your company does. It also offers you an opportunity to showcase a veteran-employee or mention work that your veteran’s affiliation group is doing as part of community outreach.
- 40** **Mention any partnerships you have with service-run recruiting programs, such as the Army’s Partnership for Youth Success (PaYS).** This demonstrates that you are utilizing varied recruiting tactics, and are interested in finding quality candidates from all ranks, not just the more typical junior officer programs.
- 41** **Quote a statistic of how many veterans you hired last year.** Even better, compare that statistic to the number you have hired year-to-date if you can show a progressive increase. This communicates seriousness of intent to the potential applicant.
- 42** **Note the percentage of disabled, veteran owned business enterprises your company employs as part of your supplier diversity program.** This signals that you see the value in service members not only as internal employees but as external suppliers.

- 43** List the military-friendly policies and programs offered by your company, such as a salary differential for mobilized National Guard and Reserve, a veteran affiliation group within the company, or your unique veteran integration process. Potential applicants want to know upfront that you understand their unique needs and are committed to supporting them.
- 44** Provide links to/downloads of internal and external news sources that highlight your corporate citizenship work conducted on behalf of veterans or that is initiated by your veteran's affiliation group. Simple efforts, such as sending care packages to deployed troops, greeting returning service members at the airport or sponsoring and volunteering with organizations such as the Challenged Athletes Foundation can reap many types of goodwill.
- 45** Highlight any special job programs you offer for military spouses. Targeting this under-tapped talent pool makes terrific sense for companies that have multiple locations across the U.S. One of the primary frustrations of a military spouse is difficulty in building a career due to the need to constantly change jobs in order to follow the military member to his/her next assignment. Show that you understand the challenge and have a solution that benefits both the candidate and his/her military spouse.

- 46** Note any awards or acknowledgements you've received from external organizations (such as G.I. Jobs or the Department of Defense's Employer Support of the Guard and Reserves) that recognize your support of the military. These organizations publish lists of employers that meet criteria of a "company known to actively support the military". This information is made available to separating service members as part of standard transition assistance.
- 47** Provide a resume guide with a link to a military-to-civilian job translator. This helps the applicant focus on creating a resume that translates his/her military occupational code into skills and attributes that are more quickly recognized by civilian employers. Better yet, list the civilian equivalent skills you are currently hiring so the applicant can reverse-translate.
- 48** Create a game/simulation that allows the veteran to enter his/her general military specialty and/or areas of interest. As the applicant answers your online questions, he/she should start to see some general information about the types of jobs offered at your company that may be a good fit for his/her skills and interest. If you can link these high-level job descriptions to actual job openings in your recruiting software, even better.
- 49** Link to other websites of interest to the veteran. There are numerous government and commercial websites with a focus on the career needs of transitioning military members. Show your potential applicants that you are conscious of their immediate concerns.

Get Your Company Brand in Front of the Military Candidate

Your company may be in the Global Fortune 500, but unless you sell consumer products or services or have extensive contracts with the Department of Defense, chances are your company is a big mystery to the military applicant. Your goal is to create company brand awareness within the military community using as many different tactics as you can support.

50 **Exhibit at military career fairs.** These are hosted by military posts/bases and by companies who specialize in these types of events. These events are the first, and often the only, types of career fairs the transitioning military member attends.



51 **Participate in military career fairs offered in multiple locations, not just those that are held close to your office.** Service members separating from active duty are entitled to a final free move at government expense. The ideal candidate you find in San Francisco can accept your job offer for a position in New Jersey and have his/her relocation expenses covered by Uncle Sam.

52 **Attract military with military by using your veteran-employees as volunteer recruiters at the on-site career events.** They can establish rapport quickly with the job fair attendees, can translate their questions, and can offer assurances that their skills are relevant and needed in the civilian job market.



Additional resources related to this item are available for download from www.TheValueOfaVeteran.com.

53 Ask your veteran-employees to volunteer as military applicant “sponsors” during the hiring process. Their job is to help your recruiters identify appropriate open positions for the candidates to interview for, and then to work with the hiring managers for those positions to ensure the resume is considered and that the knowledge, skills and attributes are highlighted. These sponsors can even assist with the actual interview process, asking questions using a “language” that is better understood by the candidate.

54 Post jobs with the Service Academy alumni associations. These companies host career fairs in several locations across the U.S., and consolidate attendee resumes. Participating companies are provided access to all the resumes, and can specifically request to interview select attendees during the career fair.



55 Utilize Junior Military Officer (JMO) placement firms. JMO placement firms specialize in preparing a select group of separating service men and women (officers under the age of 29 with college degrees) through resume reviews and interview coaching. They set up interview days and bring in employers with specific positions. The candidates are pre-screened by JMO account managers and assigned to interview with select employers. JMO placement firms receive a fee from the employer for any candidates placed.



56 Develop a working relationship with your local post/base military transition assistance center. These centers are designed to assist the transitioning service member seeking civilian employment. Some services that benefit the employer are opportunities to exhibit at on post/on base career fairs and the ability to post (at no-cost) local job openings. They can also assist you with distributing these job postings to centers across the U.S., Europe and Asia.



Additional resources related to this item are available for download from www.TheValueOfaVeteran.com.

57 **Pay a visit to your local post/base education center.** Once you communicate which skills and/or professional certifications are in demand in your organization the counselors at the education center can identify potential candidates and steer them in the direction of obtaining the needed remaining qualifications.

58 **Post your positions on military job boards or with military e-recruiting companies.** Military-specific job boards have come of age and some have partnered with big-name job boards (such as Monster.com) to offer expected functionalities such as profiling, job alerts, push technology, etc. There are even job boards specifically for employers requiring candidates with security clearances. E-recruiting companies work similarly to the Junior Military Officer placement firms, only they do not focus solely on placing junior officers. Military e-recruiters will place veterans of all ranks, their spouses and retirees.



59 **Utilize non-traditional job boards such as the one offered on craigslist.com.** Type in the search words “security clearance” or “military” and over a hundred jobs appear requiring candidates with security clearances or prior military service. **Bonus:** the lower cost of posting a job on a non-traditional board can help you stretch your recruiting budget.

60 **Advertise in military-specific news periodicals and internet sites.** These publications have heavy circulation on every base and post, and are well known to service members. The print periodicals also have special editions that focus exclusively on career transitions.

61 **Post jobs with military professional associations.** Find out their area of focus before you commit: some associations support only service members of a specific rank; others are specific to occupation. In addition to their job boards, most of these associations offer member-only resume referral services and career fairs.



Additional resources related to this item are available for download from www.TheValueOfaVeteran.com.

Recruiting Disabled Veterans

The number of young veterans with service-connected disabilities is rising, and the losses they've experienced can be compounded by frustration in finding a new, accommodating career. If your company desires to proactively seek out disabled service members, here are some special tips to help you:

62 Highlight the fact that your company is especially accommodating of those with disabilities. Use language such as “career opportunities for military veterans, including those with service-connected disabilities” on your website and in your marketing materials.

63 Contact your state employment office’s website to find your local Disabled Veterans’ Outreach Program (DVOP) representative. DVOP’s specialize in helping disabled veterans find civilian jobs and can assist and advise you in finding good candidates.

64 Call your local Veterans Affairs (VA) regional office. The VA has a Vocational Rehabilitation and Employment (VRE) service which assists disabled service members in undergoing retraining to support their finding new careers.

65 Check for local veteran services organizations in your area. Many offer job-finding assistance to disabled veterans, and can help employers learn more about meeting their needs.

66 Post positions with service or Department of Defense job boards established specifically to assist wounded veterans.



These programs have workers who assist you with locating wounded service members, help you determine how to support their needs, and provide you insight as to how to integrate the wounded veteran into your organization.



Additional resources related to this item are available for download from www.TheValueOfaVeteran.com.

67 **Have your website reviewed for Section 508 compliance.** Section 508 refers to a requirement for the Federal government to make its electronic and information technology accessible to people with disabilities. Veterans who are visually or aurally impaired are using special readers and devices to assist them in reviewing content on the web, including job postings and company information. Small adjustments, such as increasing the font size on your career page makes it easier for them to learn about you.

"[Health Careers Foundation program **Hire Heroes USA**] gives wounded veterans a chance to start a new life and really opens paths for them. It is more than helping them out with a job. It's about helping them grow stronger mentally and emotionally to have a more normal life."

*Justin Callahan,
Account Manager, MedAssets*



"America is indeed the land of opportunity, and we as a nation are compelled to give our veterans with disabilities every chance to prosper. These heroes deserve no less."

*Marion C. Blakey,
Administrator,
Federal Aviation Administration*

Retain

How to Support Veterans Once You've Hired Them

Most companies have support programs in place for the more recognized diversity communities: women, ethnic minorities, gay/lesbian/trans-gendered. Your veteran population is also a diverse population with specific, and often unique, support needs.

- 68** **Establish a veteran affiliation group.** The military has a strong culture, and those who have served form fast and lasting bonds. Provide them a formal group where they can meet those who have made the transition from military to civilian life and who have achieved success in your organization.
- 69** **Create a formal integration program (i.e., sponsorship).** Making the transition from military to civilian work life can be overwhelming, confusing and frustrating. A veteran-employee sponsor can provide advice and encouragement to help the new veteran-employee navigate his/her new career.
- 70** **Designate a specific point of contact in your Human Resources department to serve as an ombudsman.** It's this person's job to know the Uniformed Services Employment and Reemployment Rights Act (USERRA) and your specific company military policies. Your employees who still serve in the Guard or Reserves will have questions regarding your policies and will want to know first hand how utilizing these benefits will affect their career at your company.

71 Recognize your veteran-employees on Veterans Day and Memorial Day. Celebrate the meaning of these specific holidays in your offices and acknowledge the sacrifices that all veterans and their families have made in service to the country. Arrange for a recognized company leader to send a personal message to each veteran-employee thanking them for their service.

72 Proclaim publicly your company's support of your veteran employees. Publicly broadcasting your support will be positively interpreted by the veteran-employee, and will create awareness amongst your non-veteran employees. Publicly supporting your women employees, your ethnic minority employees and your gay/lesbian/transgender employees but remaining silent on your support of veteran-employees sends a conflicting message.

"Delta's commitment to our men and women in uniform is something we view as an obligation to our country and to our employees, and reflects the core values of the people of this airline. I'm proud to be part of an organization that goes above and beyond for employees in the Armed Services, ensuring they are welcomed home with open arms when they return from their military commitments."

*Gerald Grinstein,
Chief Executive Officer,
Delta Air Lines*

Supporting Mobilized Employees

Having one job is hard enough. Keeping up with the demands of two jobs can be overwhelming. This feeling is compounded when the “part time” second job turns into a full time job that takes the employee away for an extended period of time, perhaps to a dangerous place. There are ways you can make the absence less stressful for your veteran-employee:

73 Maintain contact. Activated Guard and Reserve members want to know their civilian employers have not forgotten them. Send company news, care packages, photos, and cards and letters from co-workers and your veteran affiliation group.

74 Place physical reminders throughout the workplace to represent the employee who has been mobilized. Ask the employee if he/she is OK with publicly releasing his/her military email address and/or mailing address so that other employees can send individual cards, letters and care packages.

75 Provide support to the mobilized service member’s family, children in particular. Kids deal with the stress of an extended absence of a parent in many different ways. Ask for volunteers to offer tutoring, to cheer them on at Little League, or to any other Big Brother/Big Sister-ish types of support to which the left-behind parent/caregiver agrees to allow you to provide.

76 Welcome publicly your veteran employee back from mobilization upon completion. Acknowledge company-wide the service and the hardships they endured while being separated from family, loved ones, and co-workers.

About the Author

Lisa Rosser is on a mission to help organizations improve their veteran recruiting and retention programs. She is a vocal advocate of hiring veterans to be the solution to poor fit, high turnover, feeble pipelines, and homogeneous succession plans. Lisa helps her clients make the business case for targeting the military, learn which recruiting tactics are most effective, and implement retention programs that resonate with veterans and makes them feel “at home” in their new environment.

Lisa “walks the talk”. Her military career spans several decades, 3 continents, and 4 major deployments. The majority of her active military career was focused on the human side of the military—performance management, recruiting, placement, training and skills development. She now leverages that knowledge to help companies improve their recruiting and retention programs for diverse employee populations.

Lisa is a consultant, author, speaker, and workshop leader on the topic of “The Value of a Veteran™: The Guide for Human Resource Professionals to Regarding, Recruiting, and Retaining Military Veterans”. For more information on how to implement the ideas offered in this guide, please visit www.TheValueOfaVeteran.com.