

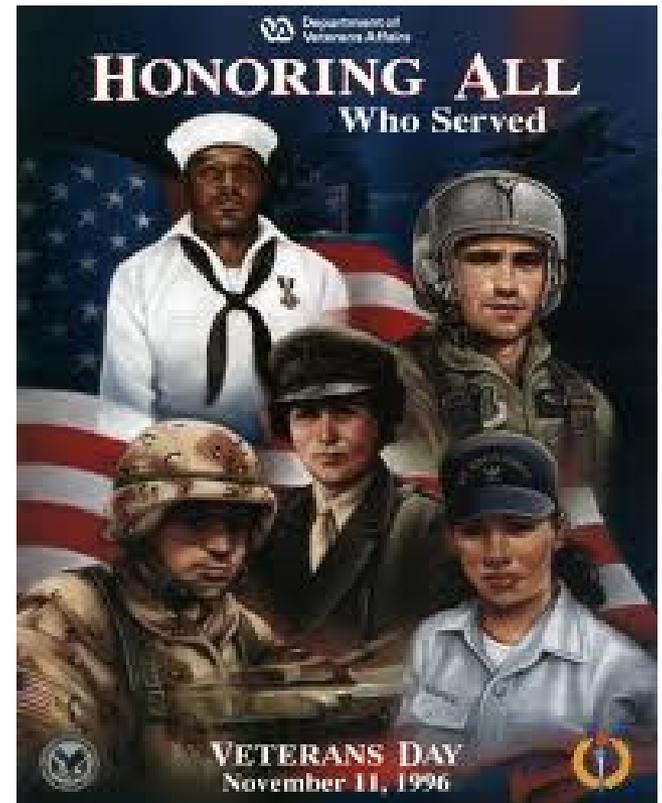
“Thank You for Your Service” Transitioning the Military into the Workplace



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Talent Management Consultant

Transitioning Veterans

- ▶ USERRA, VEVRAA and Section 503
- ▶ Federal Contractors/AAP/OFCCP
- ▶ Utilization Goals
- ▶ Self Identifying
- ▶ Data Collection
- ▶ EEO Clause
- ▶ New Regulations
- ▶ Enforcement and Compliance
- ▶ Job Listings/Outreach
- ▶ Making the Connection
- ▶ Concerns/Opportunities
- ▶ How to Repackage Skills
- ▶ Are you Prepared?



While soldiers were away performing their duties, the floor dropped out of the economy. Millions of jobs have been lost, companies went under, and entire industries were shaken. The unemployment rate grew to its highest in decades, and now veterans are among the unemployed. HR professionals are in a unique position to walk the talk and help these transition servicemen and women meet the challenges of finding a job in the current economy.”

Robb Van Cleave, Chair, SHRM's Board of Directors



USERRA, VEVRAA, Section 503

- ▶ July 2013 unemployment numbers showing 7.7% for post 9/11 veterans (above the national average of 7.4%).

Fiscal Yr 2012, the US Dept of Labor Statistics:

- ▶ 37% of complaints reviewed by USERRA contained allegations of discrimination based on past, present or future military service.
 - ▶ 27% of complaints involved allegations of improper reinstatement
- 

USERRA

Uniformed Services Employment and Reemployment Rights Act

USERRA protects:

- ▶ Active and Reserve
- ▶ Job Benefits
- ▶ Same Seniority
- ▶ Civilian Job Rights
- ▶ Same Status and Pay
- ▶ Returning Service Members Promptly Employed in Same Position



VEVRAA

Vietnam Era Veteran's Readjustment Assistance Act Requires:

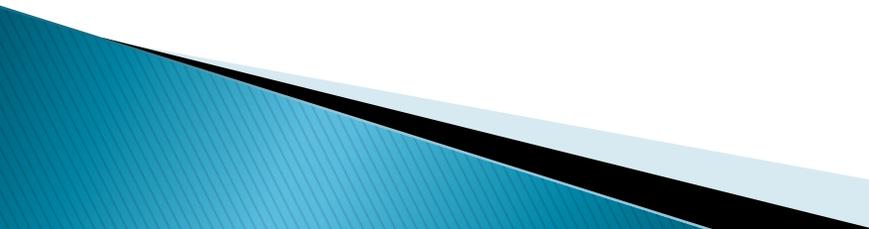
- ▶ Contractors
- ▶ Subcontractors
(\$100,00 or more)



The most important requirement is that covered federal contractors must adopt utilization goals for individuals with disabilities and hiring benchmark for veterans.

VEVRAA-New Section 503

Federal Contractors and Subcontractors:

- ▶ The regulations also imposes requirements having to do with data collection, as well as the tools for applicants to self-identify (Military/Disabled)
 - ▶ These provisions are enforced by the OFCCP, (Office of Federal Contract Compliance Programs) within the US Dept. of Labor
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Federal Contractors-AAP

Federal Contractors

50> Employees - \$ 50K Contracts

50 > Employees - \$100K Contracts

50 < Employees - \$ 10K Contracts

100<Employees - 7% Goal-Entire Workforce

Federal Contractors/OFCCP

- ▶ The new VEVRAA regulations became effective March 24, 2014.

Hiring Benchmarks

- ▶ Contractors must establish a:
“Workforce Utilization Goal” for employing individuals.
7% with disabilities in each group, 8% for veterans.
- ▶ Currently, the OFCCP is allowing contractors additional time to come into compliance.
- ▶ Contractor are encouraged to begin updating their employment practices and IT systems

OFCCP and ATS Systems

- ▶ OFCCP requires that candidate's identify in regards to their EEO information, optional.
- ▶ OFFCP is now requiring that we ask the candidate to ***“Self Identify”*** in regards to military and disability status.
- ▶ This option should be added in to your employment application

OFCCP Compliance

If OFCCP concludes that a contractor has violated its obligations:

- ▶ OFCCP may decide to propose a conciliation
- ▶ OFCCP has the right to refer the matter



Utilization Goal Requirements

- ▶ Utilization Goals
- ▶ Not a Quota, but a Goal
- ▶ Failure to Meet Goals – Violation



Self Identifying

New Regulations Impose for Disabled

- ▶ After Offer of Employment and Before Start Date
- ▶ OFCCP-Invite all Employees to Self Identify
- ▶ Remind Employees, at Least Once



Self Identifying - Veterans

Contractors should:

- ▶ Invite all Applicants to Self Identify as a “Protected Veteran”.
- ▶ Invite Individuals, after an offer of employment has been made but before the employee has started the job



Data Collection

- ▶ The regulations impose data collection requirements for both veterans and individuals with disabilities.

 - 1 -Number of Applicants who Self Identify
 - 2 -Total Number of Job Openings and Jobs Filled
 - 3 -Total Number of Applicants Hired
 - 4 -Number of Applicants for all Jobs
- 

EEO Clause

Equal Opportunity Clause

The regulations require that contractors and subcontractors include:

Equal Opportunity Employer/AA
VEVRAA Federal Contractor



Effective Date

The new regulations go into effect on March 24, 2014.

- ▶ **A Contractor with a Written AA Plan in Place**
 - ▶ **After March 24, 2014**
 - ▶ **Imposing Certain Requirements**
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Enforcement and Compliance

OFCCP Periodically Conducts:

- ▶ Reviews of a Contractor's Affirmative Action Program

New Regulations Provide that During a Review:

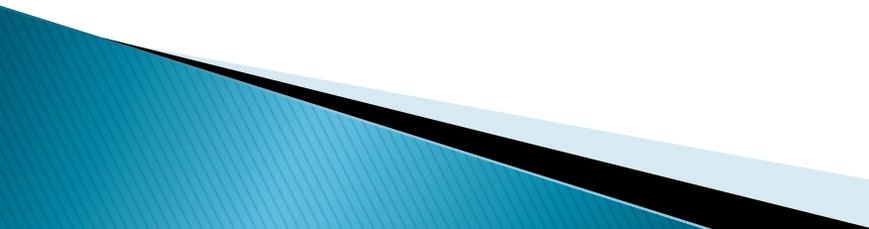
- ▶ OFCCP may extend the temporal scope of an evaluation and request information after the date set forth in OFCCP's compliance evaluation letter

The Takeaway for Contractors

Contractors should take steps now to:

- ▶ Plan and Implement

These changes may include:

- ▶ Updating Self Identification Forms
 - ▶ Data Collection Systems
 - ▶ Updating References to EO Clause
 - ▶ Reviewing State Job Postings
 - ▶ Establishing Hiring Benchmarks
- 

Job Listings and Outreach

The new regulations require contractors to provide:

- ▶ Job listings to state employment service delivery systems.
 - ▶ Contractor states on such listings that it is a federal contractor)
 - ▶ Indicates that it desires priority referrals from the state of protected veterans for job openings in the state.
 - ▶ In the listing, the contractor must also list the contractor official responsible for hiring at each hiring location.
 - ▶ Take appropriate outreach and positive recruitment activities.
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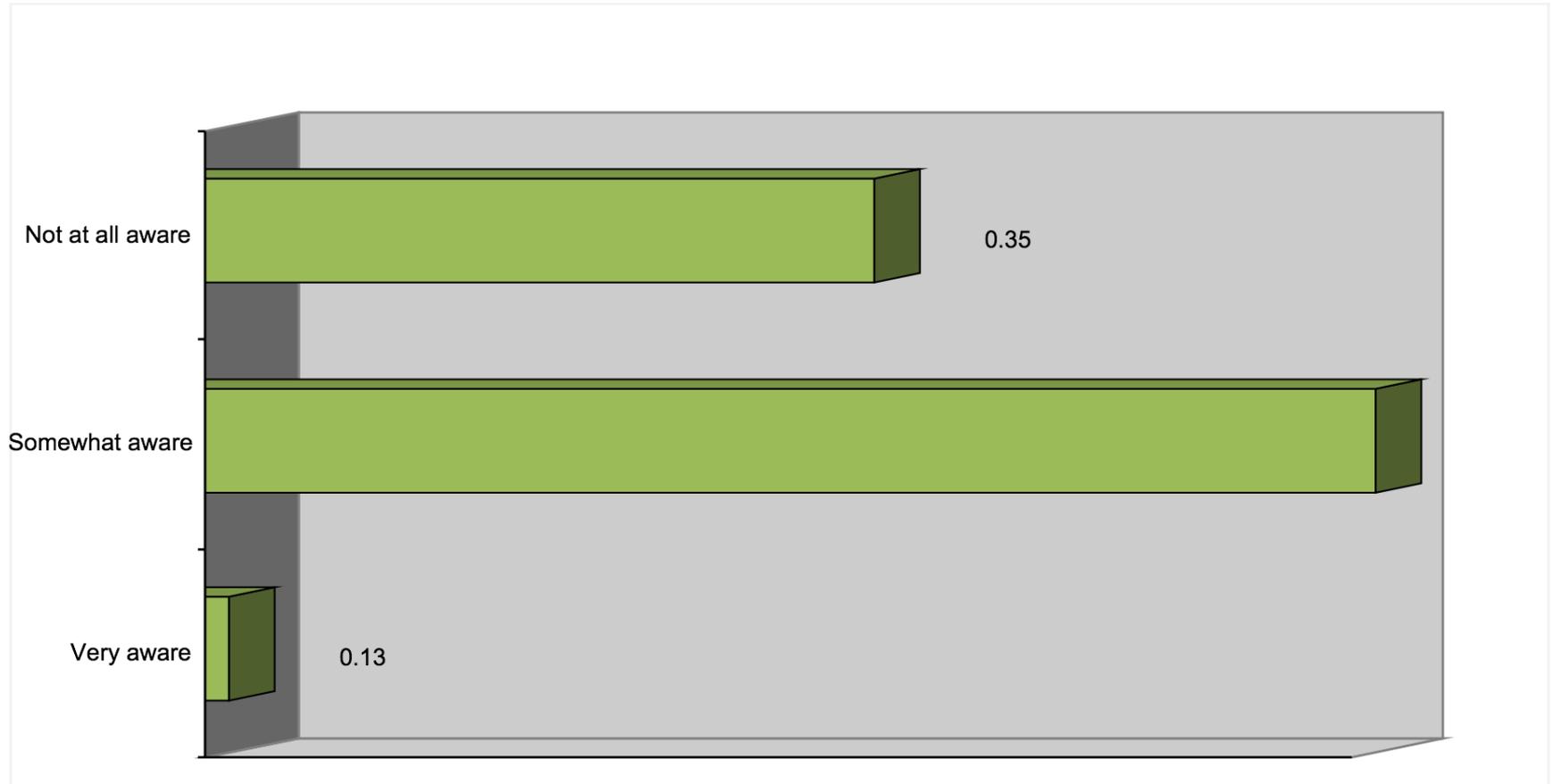
Overwhelmed

HR Concerns

- ▶ What if I Cannot Meet the Hiring Requirements
- ▶ Due Diligence
- ▶ Making a Conscience Effort
- ▶ Documentation
- ▶ Effective Tools



How aware is your organization of effective resources for finding veteran job candidates?



Making Those Connections

Concerns of the Military Candidate

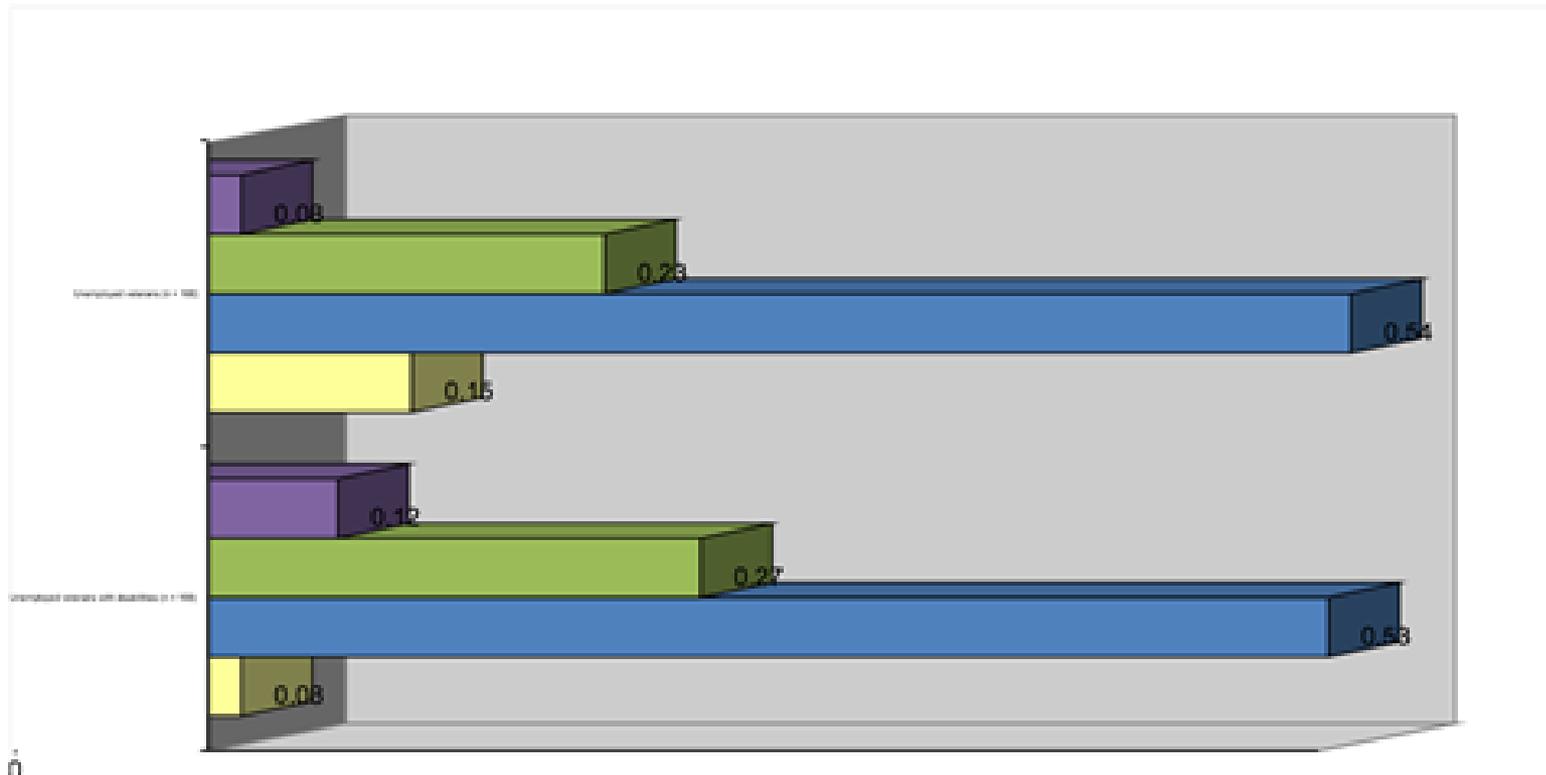
- ▶ Feeling Uncomfortable with the Lack of Structure and Goals Compared to Military Life
 - ▶ Miss the Adrenaline of Physical and Life-Challenging Situations
 - ▶ Worrying About their Finances
 - ▶ Pushing Themselves to be Perfect in Work and other Areas of Life
 - ▶ Becoming Annoyed with Others who Seem more Easy-going or Less Detail-Oriented
 - ▶ Feeling Isolated and Alone, as if No One Understands Them
- 

Making Those Connections

- ▶ Vetjobs.com
- ▶ Military Times
- ▶ National Guard
- ▶ Wounded Warrior
- ▶ Direct Employers
- ▶ Department of Labor
- ▶ Government Jobs.com
- ▶ Paychecks for Patriots
- ▶ Operation Stand Down
- ▶ American Job Exchange



How likely is your organization to actively recruit unemployed veterans and/or unemployed veterans with disabilities now that there is a tax credit available?



Within the past 36 months, how effective have the following national online job boards been in helping your organization recruit veterans as potential job candidates?



	Not applicable; my organization does not use this source	Not at all effective	Somewhat effective	Very effective
Vault	95%	3%	2%	0%
Militaryhire.com	94%	2%	3%	1%
Vetsuccess.gov	91%	2%	6%	1%
HireVetsFirst	90%	2%	6%	2%
Recruit Military	90%	2%	6%	2%
Jobcentral	88%	4%	7%	1%
Vetjobs.com	88%	2%	9%	2%
CareerOneStop	87%	4%	7%	2%
Simplyhired	84%	4%	9%	2%
HotJobs	77%	9%	12%	2%
Indeed	69%	8%	19%	4%
Monster	47%	18%	31%	3%

Contact Melinda.Williams@tn.gov

Paychecks for Patriots



The banner features a blurred background of people. In the center, there is a graphic of an American flag on the left and a green dollar bill on the right. Below the flag and bill, the text 'PAYCHECKS FOR PATRIOTS™' is displayed in large, bold, white and red letters. To the left of the central graphic, the date 'oct 9 2014' and time '10a-2pm' are shown in yellow and white. To the right, the words 'hiring event' are in yellow, with 'for TN Veterans' in white below them. At the bottom, a dark blue bar contains the text '1 day • 10 cities • 1000+ jobs' in white and yellow. A faint 'TN' logo with stars is visible in the bottom right corner of the banner.

oct 9
2014
10a-2pm

**PAYCHECKS
FOR PATRIOTS™**

hiring
event
for TN **Veterans**

1 day • 10 cities • 1000+ jobs

Operation Stand Down

1125 12th Avenue South
Nashville, TN 37203-4709
Phone: 615-248-1981
Fax: 615-248-1987
Contact: J.C. Smith



**Since 1993, empowering
Veterans to achieve their
American Dream**

Veterans / Disabled Concerns

	Strongly disagree	Disagree	Agree	Strongly agree	Don't know
Accommodating employees with disabilities is a worthwhile return on investment for my business/organization.	1%	3%	54%	29%	14%
In general, veterans with disabilities perform on the job as well as any other employee.	1%	2%	49%	23%	26%
Having veterans with disabilities in our workforce will improve our customer image.	1%	5%	48%	23%	24%
Hiring veterans with disabilities will benefit my business/organization.	1%	2%	54%	19%	24%
Accommodating workers with disabilities such as post-traumatic stress disorder (PTSD) or traumatic brain injury (TBI) requires more effort for the employer.	1%	9%	43%	18%	29%
Workers with disabilities take the same amount of a manager's time as any other employee.	2%	17%	51%	17%	14%
Job applicants must tell potential employers about specific disabilities that affect the essential functions of the job they are applying for.	7%	28%	46%	12%	7%
Workers with PTSD often have a right to an accommodation in the workplace.	1%	6%	55%	12%	26%
It is easy for employers to find resources to help recruit veterans with disabilities.	3%	15%	42%	8%	32%
USERRA is the main law covering veterans with disabilities in the workplace.	4%	23%	35%	7%	31%
It is easy for employers to find resources to help them accommodate veterans with disabilities.	3%	17%	33%	6%	41%
It is costly to accommodate workers with disabilities such as PTSD or TBI.	4%	31%	12%	2%	52%
Most workers with TBI will need assistance with work tasks that involve reading.	1%	13%	14%	1%	70%

Challenges for HR Professionals

- ▶ How Long will the Active Duty Employee be Gone?
 - ▶ Affects of the Workload and Productivity
 - ▶ Hiring of Temporary Replacements
 - ▶ Benefits and the Costs of Benefits
- 

If you could make one recommendation to improve the hiring of veterans with disabilities, what would it be?



-
- Educate employers on the benefits of hiring veterans with disabilities.
 - Advertise success stories in national and local media (all types).
 - Make employers/veterans aware of existing resources.
 - Create a centralized resource where employers and veterans can post jobs, resumes, learn about disabilities and accommodations, etc.
 - Build a relationship between HR and Veterans Affairs.
 - Provide general education across communities on disabilities, veterans, etc. (for veterans, employees, senior management, HR professionals, public at large).
 - Encourage veterans to stay current by updating their skills, not rely on their disabilities to find work, be able to translate military experience into civilian skills.
 - Offer tax benefits and incentives.
 - Train veterans to use general career job sites.

Key Findings

- ▶ Approximately 2/3's of organizations (64%) have hired veterans within the past 36 months.
- ▶ Organizations that have hired Veterans in the past 36 months.
- ▶ 13% of organizations are familiar with effective resources



Opportunities

- ▶ Recruitment Dept. -Partnership
- ▶ Speaking with Your Hiring Managers
- ▶ OFCCP requirements-
Interviewing Candidates in Depth

Tennessee Department of Labor Website

- ▶ Posting Jobs
- ▶ Self identifying
- ▶ Interviews



Repackaging Skills

Gunner's Mate has to be:

- ▶ Analytical
- ▶ Detailed Oriented
- ▶ Problem Solvers
- ▶ Strategic Thinkers
- ▶ Strong Training/Supervisory Skills
- ▶ High level of maintaining machinery



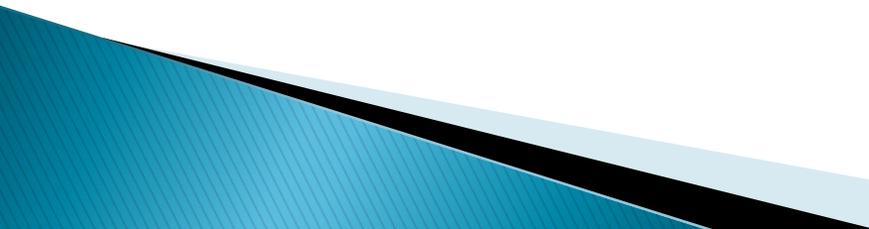
All of these skills are highly desired by employers

How to Repackage Skills

Ex: Radar Systems Technician or
High Tech Communications Cryptography

Skills:

Personnel involvement in military recruiting, training and public affairs, which can easily adapt their communications, organization and management skills into a civilian job



How to Repackage Skills

- ▶ Sales and Marketing
- ▶ Public Relations
- ▶ Trade Associations
- ▶ Non Profit Organizations

Service members:

Construction/Welding

Building Trades

Electrical Work

Facility Maintenance and Repair Services



Do you agree that the following are benefits of hiring employees with military experience? (continued)



	Organizations that have hired veterans in the past 36 months (n = 99-160)	Organizations that have not hired veterans in the past 36 months, but have made an effort to do so (n = 13-17)	Organizations that have not hired veterans in the past 36 months and have not made an effort to do so (n = 84-119)
Strong problem-solving skills	90%	87%	97%
Technology/information technology skills and training	88%	87%	91%
Ability to multitask	88%	79%	94%
Ability to adapt to changing situations quickly	87%	94%	99%
Job-specific skills	86%	85%	85%
Global perspective	80%	93%	87%
Strategic planning/foresight	79%	86%	88%
Fulfillment of federal and/or state affirmative action requirements	78%	87%	89%

What are Employers Looking For?

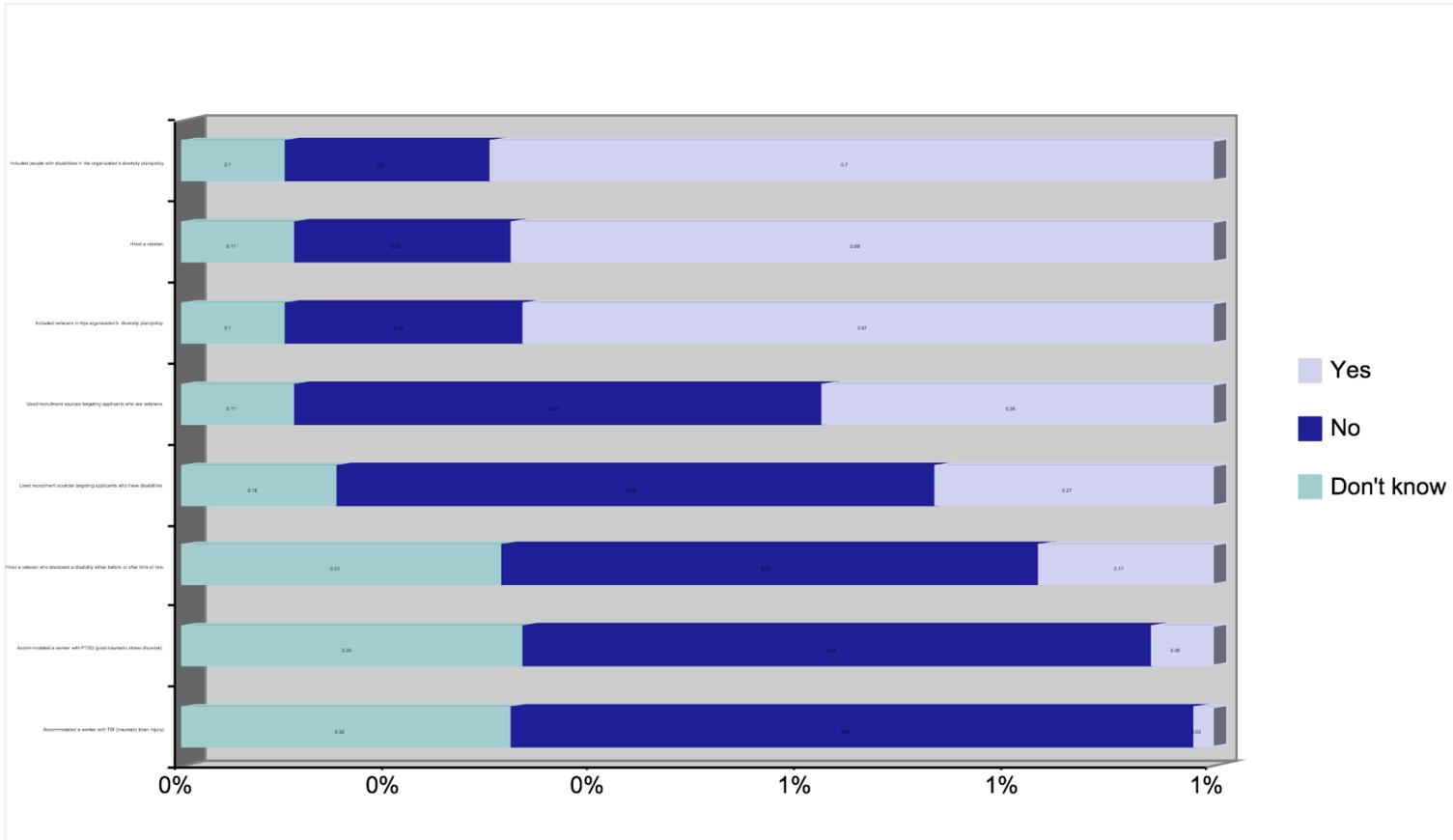
- ▶ Social Skills
- ▶ Responsibility
- ▶ Can-do Attitude
- ▶ Personality Traits
- ▶ Discipline, Reliable
- ▶ Dedicated, Team Player
- ▶ Hardworking, Motivated



Are you Prepared?

- ▶ Do you Actively Support/Engage in Community Service Events for Military Talent?
 - ▶ Do EAP Partners have Qualified Professionals that can Manage the Issues by Returning Service Members?
 - ▶ Are Leave Policies Fully Integrated and Flexible?
 - ▶ Is Your Application Process or ATS System Set up to Self Identify: Military and Disability?
- 

Please indicate whether your organization has done any of the following activities in the **past 12 months**:



Additional Resources

- ▶ America's Heroes at Work

<http://www.americasheroesatwork.gov>



Questions?

Thank you for allowing me to speak today.

If you would like to contact me in regards to preparing your recruitment department with the new requirements:

Jill Lindsey

jill.d.lindsey@gmail.com

615-243-4262



References

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www.shrm.org/Research/SurveyFindings/Articles/Documents/VetsDisabilty_Final.pptx
When Federal Contractors MUST Implement OFCCP’s New Section 503/VERAA Regulations, and When They MAY Do So, Direct Employers