

Veteran-Ready Business Model

A FOUR-PRONG APPROACH

Recruitment
&
Onboarding
Practices

Clear Pathways
for Growth &
Training

Veteran-Ready
Business
Model

Business
Resource
Group (BRG)
& Mentorship

Public
Private
Partnerships
(P3)

Recruitment & Onboarding Practices

Aim

Implement a veteran hiring initiative. Capitalize on the abundance of veteran talent. Create a talent acquisition (TA) strategy to build a pipeline of veteran & military affiliate talent.

Outcome

1. Leveraging from the talent pool of veterans grants the ability to fill a labor shortage.
2. Will create a pipeline to facilitate military to civilian integration into the labor force.
3. Will deliver a return on investment (ROI) & social return on investment (SROI).

Clear Pathways for Growth & Training

Aim

Provide training opportunities and clear pathways for growth (self-growth and hierarchical).

Outcome

1. Skill up staff.
2. Ease integration.
3. Ensure retention.
4. Will deliver ROI & SROI.

Business Resource Group (BRG) & Mentorship

Aim

Create a veteran (BRG), and/or offer a veteran mentor internally or externally via a P3.

Outcome

1. Skill up staff.
2. Ease integration.
3. Ensure retention.
4. Add to company culture by building a sense of community.
5. Fosters an environment of comradery and simultaneously builds a network.
6. Will deliver ROI & SROI.

Public-Private Partnerships (P3)

Aim

Make a positive difference with veterans, military affiliates & staff through corporate social responsibility programs.

Outcome

1. Create a business culture of "purpose." Contribute to something larger, give meaning to work. BRG can partner with P3 of choice to contribute within the community collectively.
2. Residual effects of contributing to the veteran community by supporting veteran initiatives.
3. Provides an outlet to positively impact other veterans locally, and/or nationally.
4. Will deliver ROI & SROI.

RECRUITMENT & ONBOARDING PRACTICES

Implement a Hiring Strategy

- Execute formal training sessions for HR leaders and hiring managers to educate them on the value of veterans. Hiring managers can be trained on how to translate veteran skills and talents to actual roles at the company, as well as the best techniques for interviewing veterans transitioning out of the military.
- Or
- Include a veterans' voice internally as part of the hiring practice that can liaise the vernacular & onboarding for veterans.
- Place little emphasis on the resume. Conduct a video or in-person interview for all military applicants via trained HR or veteran liaison.
- Incentivize active duty, National Guard, and reserve military & spouses with job security and paid time off.
- Offer Internship (paid/unpaid) for a designated amount of time, before an official hire/contract.
- Commit to a veteran-preferential hiring practice.

Attract

- Business website, call out value of veterans & military affiliates.
- Job descriptions that are Veteran Friendly. Otherwise, they can deter one from applying. A notation for veteran applicants: "Civilian prerequisites not applicable. If you believe your experience aligns, apply, to be discussed further in an interview."
- Veteran-centric social media campaign. Marketing for veteran talent on social media and company websites.
- Post employment opportunities where veterans can find them, i.e. to Military.com's veteran employment center.
- Create job descriptions that align with military occupations. *ADP offers model examples of such practice.
- Ongoing outreach with branding initiatives: branded career site showcasing the value of the veteran, employee testimonials via video discussing how they have applied their military skill set, integrity and passion within their current role.

Recruit

- Live and virtual career events.
- Relationship building and networking within the military community.
- Leverage outside hiring source. Partner with non-profit(s) for onboarding, i.e. "Veterans Jobs Mission" or "US Army Partnership for Youth Success Program," or "US Pathfinder".
- Company recruiters can partner with local military transition assistance program (TAP).
- Have company recruiters attend the Service Academy Career Conference. It aids in identifying many supply chain and logistics candidates for senior management positions.
- Recruiters to partner with university veteran centers to identify veterans and bring them aboard. Both in school and graduates.
- Become a visible presence at the weekly Department of Labor job fairs.

CLEAR PATHWAYS FOR GROWTH & TRAINING

Training

- Guide in facilitating post-9/11 GI Bill benefits to further one's college education, receive additional training, or credentialing.
- Provide training opportunities internally or partner with P3 to either embed monthly, annually or through mentorship with BRG member(s).
- Train veterans about the business brand, its purpose & values.
- Provide veterans an opportunity to contribute & collaborate to the brand/business.

Clear Pathways

- Create job descriptions that offer clear paths within the company.
- Offer a clear trajectory to promotion and upskill. Set goals for the employee and the company.
- Referral program bonus offered, put in place contingencies. Referral programs can extend to spouses and military affiliates.
- Discuss pathways that are available. Conduct a 6-month review to check-in. Is the position a match, or better suited for a different department.

BUSINESS RESOURCE GROUP (BRG) & MENTORSHIP

- BRG members can volunteer their time to coach transitioning service members on writing resumes, interviewing in the corporate world, and transitioning out of the military and into the civilian workforce.
- Group can meet monthly, in-person and via zoom. Opportunity to network with other chapters of BRG's.
- Cultivate leadership and organizational membership. Open to all staff, not only veterans & military affiliates. Grow company culture motto, i.e. "One Team, One Fight." Residual effects of staff collaboration, motivation, & organizational growth.
- Establish a mentorship program that connects new veteran employees to others, can be via BRG.

PUBLIC-PRIVATE PARTNERSHIPS (P3)

Examples of Partnerships

- i.e., partner with "Habitat for Humanity" to build homes for veterans.
- i.e., annually work with "Operation Gratitude" to assemble care packages for deployed service members all over the world.
- i.e., annual gala or fundraising event to support a veteran initiative, decided on by BRG & staff.
- i.e., partner with the "Wounded Warrior Project," the State Veterans Affairs Agency, or "Military Spouse Employment Partnership."
- Partner with "Veterans Advantage," a military benefits program, to provide veterans and their families with exclusive national discounts.

Business Policy

- Create a company goal to support veterans by focusing on subcontracting to and acquiring products and services from veteran-owned small businesses.
- Create a company policy to allot a percentage of procurements set aside for veteran-owned small businesses.
- Create a corporate sponsorship commitment to support veteran initiatives.
- Create a Veteran Franchise Model: i.e., 7-Eleven offers up to 20 percent off the initial franchise fee (savings up to a maximum of \$50,000); up to 65 percent financing through 7-Eleven; and other specific financing for the business.
- 7-Eleven implemented "Operation: Take Command." An annual competition that enables a veteran to win a fee-free 7-Eleven franchise (valued at up to \$190,000).