

A woman in a white military uniform and cap is smiling and holding a young child. The background is a blurred interior of a military aircraft or ship. The text 'How to Help Military & Veteran Families' is overlaid in large white letters, with 'FOR EMPLOYERS' in a blue box to the right.

# How to Help Military & Veteran Families

FOR EMPLOYERS

Military service endows members with desirable technical, nontechnical and communication skills, including flexibility, leadership and teamwork. Much of the rigorous, mastery-based training that service members acquire transfers easily to civilian work environments.<sup>1</sup> Employers understand the benefits of hiring veterans, and report that veteran employees demonstrate a strong sense of responsibility, project follow-through, and problem-solving skills, as well as the ability to work under pressure.<sup>2</sup> More than 81 percent of military jobs have a direct civilian equivalent.<sup>3</sup> Yet service members and veterans report that civilian employers sometimes do not appreciate their skills or understand their résumés, which can contain military terminology and acronyms.<sup>4</sup> Employers are more likely to interview veterans whose résumé demonstrates transferable skills, and when there is top-level internal support for such hires.<sup>5</sup> But in the absence of résumé clarity and organizational commitment, human resources managers can find it challenging to hire job-seeking veterans.<sup>6</sup>

These challenges can be overcome, benefitting military members, veterans, and their families, and enabling employers to be supportive of those who have given so much in service to our country.



# How to Help Military & Veteran Families

FOR EMPLOYERS

## Did you know?

- » The unemployment rate for veterans who served on active duty in the U.S. Armed Forces since September 2001 declined by 2.2 percentage points to 9.9 percent in 2012.<sup>7</sup>
- » Many veterans with service-connected disabilities work in the public sector. In August 2012, 34 percent of these veterans worked in federal, state or local government, compared with 19 percent of veterans with no disability and 14 percent of nonveterans.<sup>7</sup>
- » A 2011 survey of more than 450 Indiana service members and veterans indicated that among the unemployed, 63 percent had been so for more than six months; 35 percent reported being unemployed for more than a year; and 21 percent of employed service members and veterans said they were underemployed or not employed in their career choice.<sup>4</sup>
- » A 2011 survey of 297 organizations indicated that 64 percent hired veterans in the 36 months prior to 2012.<sup>6</sup>





# Practical Applications

## GENERAL

- Learn more about the military and military culture, especially if you are a hiring manager or supervisor.
- Consider the workplace benefits of military training and promote workplace service appreciation.
- Let military families express the value of veterans and military spouses in the workplace.
- Learn about encouraging and accommodating diversity and disability in the workplace.



## FINDING VETERANS AND MILITARY EMPLOYEES

- Indicate interest in hiring veterans, service members and military spouses in your marketing strategy.
- Partner with WorkOne, Hero2Hired, the National Resources Directory's Veterans Job Bank, the Military Spouse Employment Partnership and similar organizations that connect veterans, military members and their spouses with high-quality jobs.
- Focus on the assets these workers bring to the workforce: dedication, maturity, team commitment and a strong work ethic.
- Develop onboarding and retention strategies that incorporate mentoring and on-the-job training, especially by employees with prior military experience.
- Market your company to female veterans. Participate in job boards and job fairs. For both genders, recruiting at military bases can be advantageous.<sup>8</sup>
- Recognize that many women veterans are seeking strong mentors and role models in the civilian workplace.
- Tell your state's director for veterans' employment/training that you are interested in hiring veterans.

## HELPING VETERANS SUCCEED ONCE HIRED

- Familiarize yourself with service members' rights. Ensure your company's related policies comply.
- Educate your employees and managers about common service-related injuries. Pair veterans with supportive mentors and coaches.
- Consider the needs of employees in the National Guard or Reserve, or military spouses. These needs can be different from the needs of active duty members.

## INCENTIVES, TAX BENEFITS AND OTHER FORMS OF ASSISTANCE

- Research tax incentives that your company may be eligible to receive after hiring veterans.
- The federal Work Opportunity Tax Credit is designed for certain populations, including veterans, who have faced significant employment barriers. Tax credits can equal up to \$9,600 per veteran hired (for eligible for-profit employers) or up to \$6,240 per veteran hired (for eligible non-profit employers). Learn more about this and other veteran-friendly programs at the Employment and Training Administration section of the Department of Labor's website.
- Employers who hire disabled veterans may also qualify for salary supplements, training costs or other federal resources through the Veterans Benefits Administration's Vocational Rehabilitation and Employment Program.

## Additional Resources

Military experience makes service members and veterans valuable contributors to employers. The information below will help support the employment pursuits of veterans, service members, and military spouses who have sacrificed for their country.

### FOR MORE INFORMATION

- » *American Corporate Partners, Veteran Mentoring Program*, [www.acp-usa.org](http://www.acp-usa.org)
- » *America's Heroes at Work*, [www.americasheroesatwork.gov](http://www.americasheroesatwork.gov)
- » *Helmets to Hardhats*, [www.helmetstohardhats.org](http://www.helmetstohardhats.org)
- » *Job Accommodation Network, Publications and Resources*, [www.askjan.org/media](http://www.askjan.org/media)

- » *Joining Forces for Women Veterans and Military Spouses Mentoring Plus*, [www.joiningforcesmentoringplus.org](http://www.joiningforcesmentoringplus.org)
- » *Military Hire*, [www.militaryhire.com](http://www.militaryhire.com)
- » *Military to Medicine*, [www.militarytomedicine.org](http://www.militarytomedicine.org)
- » *Military Spouse Employment Partnership*, [msejobs.militaryonesource.mil](http://msejobs.militaryonesource.mil)
- » *Reemployment and Nondiscrimination Rights for Uniformed Service Members*, [www.dol.gov/compliance/guide/userra.htm](http://www.dol.gov/compliance/guide/userra.htm)
- » *Turning Disability into Business Advantage*, [www.shrm.org/hrdisciplines/Diversity/Articles/Pages/BusinessAdvantage.aspx](http://www.shrm.org/hrdisciplines/Diversity/Articles/Pages/BusinessAdvantage.aspx)
- » *United Association Veterans in Piping Program*, [www.uavip.org](http://www.uavip.org)
- » *U.S. Department of Labor, Veterans' Employment and Training Service (VETS)*, [www.dol.gov/vets](http://www.dol.gov/vets)
- » *U.S. Department of Labor, Work Opportunity Tax Credit*, [www.doleta.gov/business/incentives/opptax](http://www.doleta.gov/business/incentives/opptax)
- » *VA Vocational Rehabilitation and Employment Service*, [www.vba.va.gov/bln/vre/emp\\_resources.htm](http://www.vba.va.gov/bln/vre/emp_resources.htm)
- » *Veterans Jobs*, [www.veterans.jobs](http://www.veterans.jobs)

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## About MFRI

The goal of the Military Family Research Institute (MFRI) at Purdue University is to create meaningful relationships that bring organizations together in support of military families. Working with researchers and practitioners from both the military and civilian communities, MFRI strives to develop outreach and research programs grounded in scientific evidence.



## About the *How to Help* Series

The *How to Help* series equips communities to better serve service members, veterans and their families. The series offers effective, evidence-based guidance on how best to help military and veteran families given the unique challenges they face. Each *How to Help* addresses a different segment of that community, such as extended family, friends and neighbors; teachers; early childhood educators; faith-based groups; and professional service providers. We hope that by increasing understanding of the unique stresses, obstacles and opportunities that often accompany military service; we can strengthen communities by building their capacity to better support the military families within them.

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