

## DEFENSE BUSINESS BOARD



# **Veteran Employment Study Part II: Service Member Transition**

Task Group

January 24, 2013

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# Agenda

- Task Group Overview
- Assumptions
- Guiding Principles
- Process/Methodology
- Findings
- Observations
- Recommendations

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# Task Group Overview

## Terms of Reference

Signed by Secretary of Defense

## Deliverables

Recommendations to enhance the Transition GPS program with the primary goal to reduce member's civilian transition time to employment. Provide examples of private sector best practices addressing veterans employment. Deliver feedback from private sector on policy/process for Service Member transition to the job market.

## Task Group Members

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Mr. Ned Powell

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# Guiding Imperatives

- Determine the extent of DoD roles and responsibilities
- Determine effectiveness of Transition Goals Plan Success (Transition GPS) interface with needs of the workforce
- Highlight best practices
- Validate current state of the US Work Force and employment of newly transitioned veterans

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# Assumptions

- With the beginning of troop drawdowns, DoD is at an inflection point regarding the present generation of veterans and we must “get it right” for the betterment of the transitioning Service Member, the services, and the private sector
- DoD’s responsibility to the transitioning Service Member is: To prepare them for transition to the workforce through a timely and effective process that will provide career guidance and evaluation; concurrent credentialing for training received; resume writing; and interview preparation, developing networks, job search skills, and an understanding of the job market
- Veteran, for this study, will refer to newly transitioned veterans (recent separation from active duty, National Guard, or Reserve service)
  - As commissioned by the Secretary of Defense, this study will not include recommendations to Departments of Veterans Affairs or Labor
  - Some of the recommendations, however, will benefit those veterans who have previously departed service
- Private sector innovation and speed to market favor public/private partnerships

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# Process/Methodology

## ■ Interviews

### — Government

- Offices of the Undersecretary of Defense, Personnel and Readiness
- Service Manpower and Reserve Affairs representatives
- Employer Support of the Guard and Reserve

### — Public

- Large defense contractors
- Fortune 500
- U.S. Chamber of Commerce
- Corporate coalitions

### — Private

- Local/national veteran outreach
- Small business

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# Findings

## Significant Numbers Transitioning

- Services transitioned 600+ per day in 2012...soon to reach 800 per day for the next 2-3 years based on expected drawdown
- Unemployment rates among Vets are higher than civilians. Jobless rates for recent Vets is at 10% ....13% for females and 9% for males (as of Dec 2012)
  - Unemployment rates are higher for 20-24 age group (see following page)
- Veteran's Career Confidence index shows growing lack of confidence in finding jobs
- Veterans top challenges are finding a job that meets their needs and desires, followed by employers understanding their skills and abilities
- Better preparation and understanding of the civilian job market will enable faster match with civilian employment, therefore reducing Service Members usage of unemployment benefits

*"The on-ramp to military service is long and structured... the off-ramp is short and steep."*

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# Findings

## Profile of the Unemployment Issue

### Unemployment Table by age and group, December 2012\*

CATEGORY	POST GULF WAR II VETERAN	NON-VETERAN
20-24	23.4	12.7
25-29	9.9	8.2
30-34	10.7	6.9
35-39	9.3	7.2
40-44	4.5	6.4
45-49	8.4	6.1
50-54	11.7	5.4
55-59	4.2	5.5
60-64	5.9	5.8
Male	9.9	7.4
Female	15.7	6.9

\*Source: Institute for Veterans and Military Families, Syracuse University

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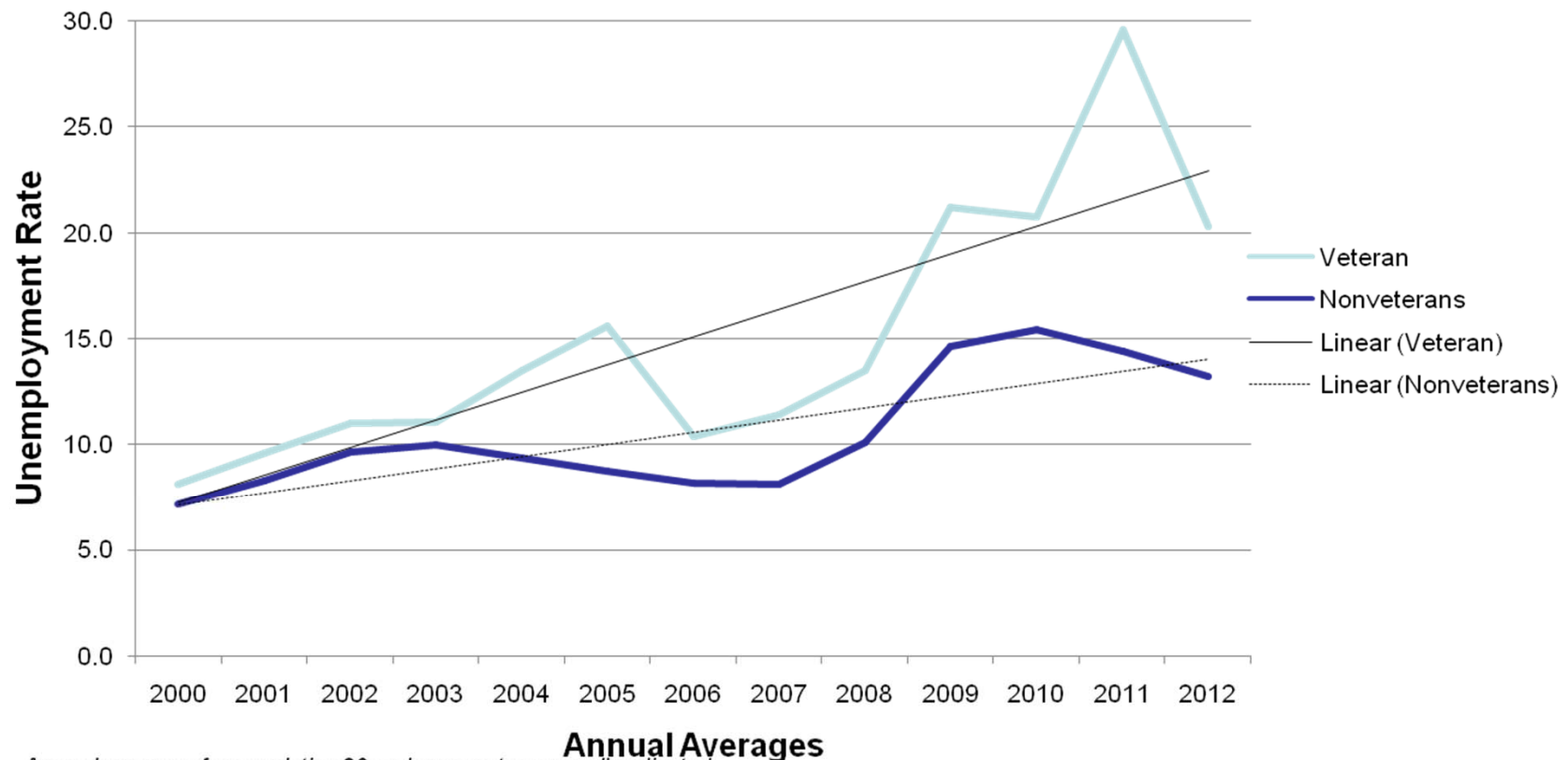




# Findings

## Profile of the Unemployment Issue

### Unemployment Rate of Veterans and Nonveterans, Ages 20-24 years old



Annual averages for population 20 and over, not seasonally adjusted.  
For 2012, annual average is from January to November  
SOURCE: Current Population Survey (CPS), Bureau of Labor Statistics

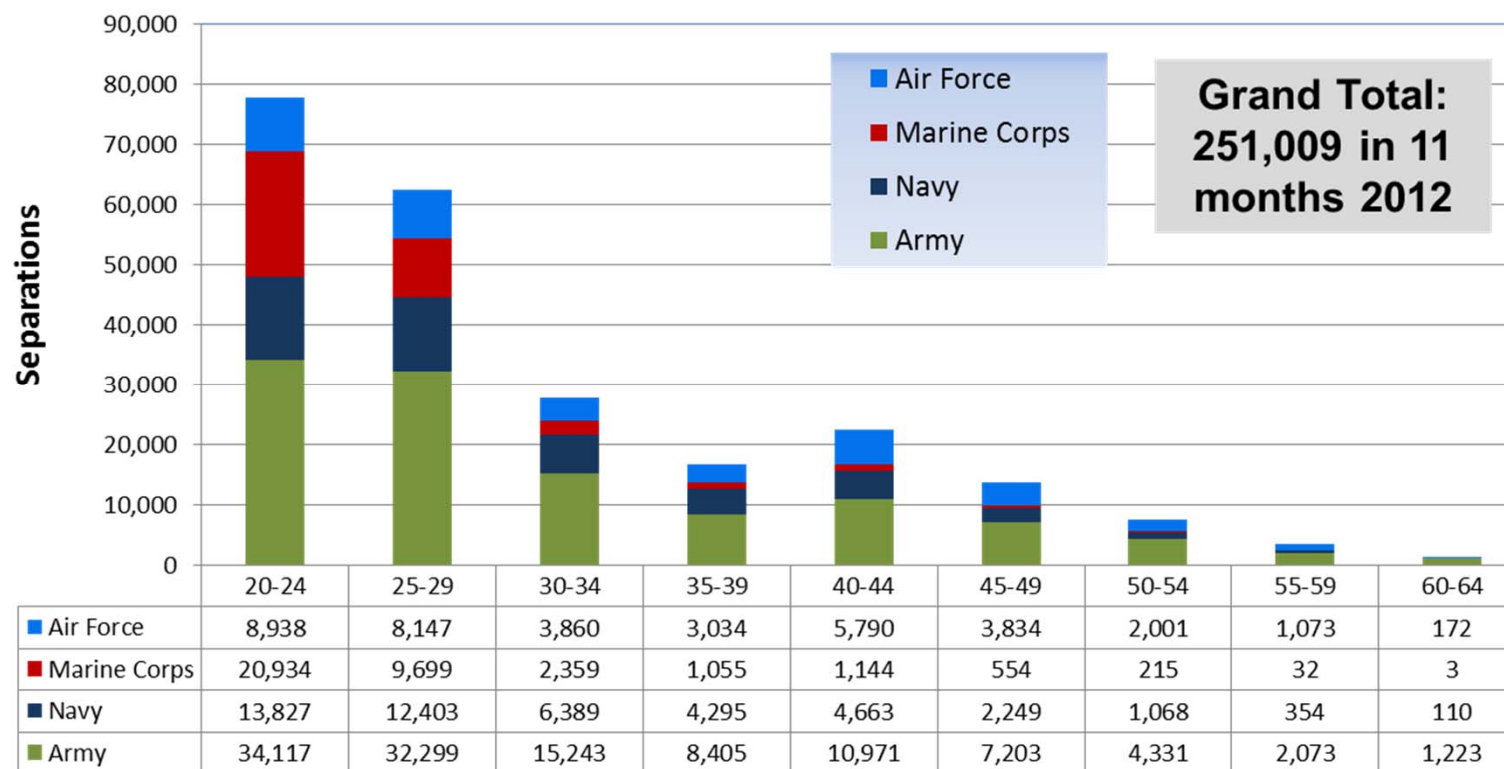
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# Findings

## Fueling the Unemployment Issue

### Military Separations from January 2012 - November 2012



Services by Age Group

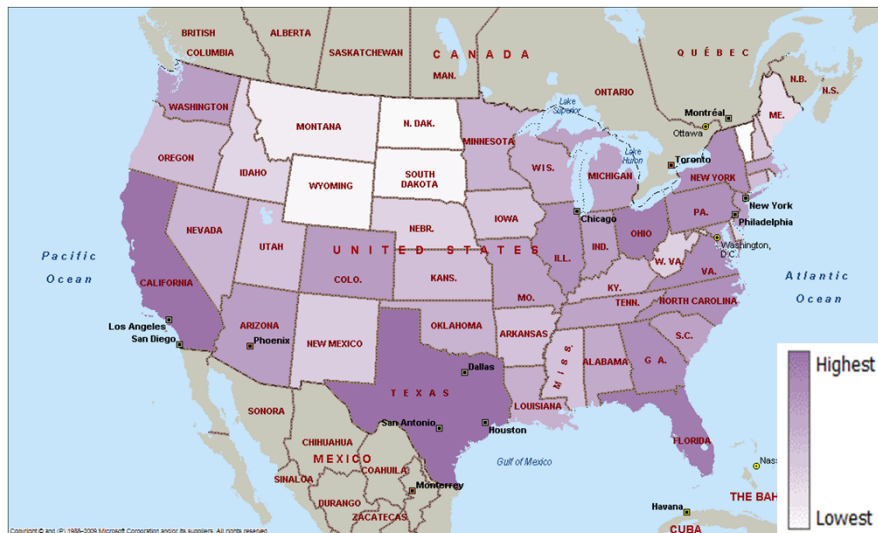
Source: Defense Manpower Data Center

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# Findings

## Job seeking activity

### Veteran Job Seekers



- 58% of all vets doing on line job searches are found in 10 States (TX, CA, FL, OH, VA, GA, NY, NC, PA, IL)
  - One third are seeking employment in the primary Metropolitan Statistical Areas

Source: Monster Veteran Talent Index, November 2012

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# Findings

## Resources and Hurdles are Plentiful

- Employers, across industries, are eager to hire veterans but there are obstacles faced by both employer and veterans in making the right match
  - Where are the veterans/How to find qualified veterans
  - How to translate their skill set, especially soft skills and values
  - How to improve employability of veterans
  - How to correlate their educational and managerial experience
  - How can employers have input into transition process to facilitate process
- DoD, in concert with VA and DOL, have redesigned the outdated transition assistance program (TAP) to address the needs of service member's to be counseled in career options and educated in the planning process surrounding separation and entry into the workforce (Transition GPS launched November 2012)
- Unlike graduating students who can avail themselves of career planners and job placement resources well before matriculation, the transition process and exposure to the job market for Service Members has been compressed and abrupt
- The universe of resources dedicated to veterans transition and employment is wide, deep, and evolving. There are many websites and organizations reaching out to Veterans but there is no standard 'go to' site that all Veterans can easily access

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# Findings

## Resources and Hurdles are Plentiful



NOTE: References to outside organizations are included for informational purposes only and should not be construed or interpreted as an endorsement by the U.S. Department of Defense

***“There is, I am convinced, a sea of goodwill out in the country of people and places yearning to help. We need to tap into it. We need to make that connection.”***  
**-ADM Mullen May 2008.**

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# Findings

## Service Member Competencies Need Translation

- Translation of military occupational skills and associated taxonomy is quickly being understood in the workforce (technical skill sets). Translation of veterans military experiences associated with grade and longevity is sorely lacking (soft skills/core values)
- Private sector does not appreciate the robustness of competencies, skill sets, and maturity gained during military experience
- Service Members need tailored career counseling and transition services in a timely manner
- Good news: Recent legislation has helped veterans with credentialing for military training
- National Guard and Reserve units often demobilize in locations far from their home station

*Industry: "Give us the soft skills...we can train the technical skills."*

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# Findings

## Private Sector has No Input to Transition Process

- Transition GPS is “one-size-fits-all” and does not differentiate between ranks, education levels, or specialization
- There exists an inability to provide input from the private sector in regards to the creation/evolution of Transition GPS causing considerable frustration amongst employers and their associations
- 'Corporate Panels' viewed valuable by Service Members and private sector employers were discontinued in the new Transition GPS. These interactive sessions with potential employers provided participants with the real time assessment of both career paths and the job market

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# Findings

## Private Sector has No Input

- Without the Corporate Panel sessions, Service Members do not fully understand the dynamics of the job market. Employers state veterans do not know how to best position themselves through networking, resume creation, and interviewing in order to sell their skill set and their potential contribution to the employer
- Majority of employers state that the transitioning Service Members are weak in the areas of career knowledge, skill presentation, and experience translation. Employers express frustration with the transition process for they have no channel to provide input or feedback to DoD

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# Findings

## DoD/Industry Benefit from Synchronization of Solutions

- Employers are committed to hiring veterans (GE, EEI, JP Morgan, Wal-Mart, Lockheed Martin, ManTech, to companies with 50 or fewer employees)
- Private sector companies have begun to mine their own Vets expertise from within their labor force to guide their veteran outreach through internal affinity groups
- Numerous programs and Initiatives underway (for example):
  - *IVMF*. Institute for Veterans and Military Families at Syracuse University partnering with GE, Alcoa, Boeing, and Lockheed Martin, ON24, Veterans Virtual Job Fairs
  - *WVEC*. Women Veteran Entrepreneur Corps with Capital One and Count Me In
  - *JPMorgan Chase*. Leading 82 companies to hire 100,000 Vets
  - *EEI*. Edison Electric Institute to hire Vets in the Energy sector Troops to Energy Jobs Initiative
  - *Military.com*. A Monster on line jobs website dedicated to the military
  - *GE*. Junior Officer Leadership Programs and leading job fairs all around the country soon to reach out to Military Bases
  - *VetNet*. VetNet is a collaboration between veteran-focused NGOs designed to help vets and their families find careers

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# Critical Findings

- We are at a critical point in veteran career transition process to “get it right” in order to fulfill the Nation’s responsibility to veterans and to enhance Corporate America’s access to an extraordinary pool of talent going forward
- There is presently no institutionalized form of input from the private sector to the DoD transition process. Civilian employers are the primary solution to veterans employment and their input is critical for the timely matching of veterans to careers. Private sector feedback is needed to keep the Transition GPS program dynamic and successful
- Soft skills such as trust, loyalty, adaptability, resiliency, teamwork, courtesy, attention to detail, cultural diversity sensitivity, leadership, and others are highly valued by the private sector but not often recognized in the Veteran’s resume
- There are no checklists or standardized roadmaps for transitioning members to use as they separate from the Military Services
- The immediate cancellation of transitioning service member’s security clearance is major cause for extended time to hire in an industry sector that employs a large number of veterans

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# Recommendations

## Public/Private Partnerships

1. A public private partnership should be established between DoD and private sector coalitions and institutions representing Workforce America. This would represent the lowest development and maintenance cost to DOD on an ongoing basis, while connecting career seekers and the most robust job portals with the companies hiring the Veterans
  - One such partnership could be a USD P&R Roundtable to include: IVMF (Institute for Veterans and Military Families) with Syracuse University, Human Resource Policy Association (representing the top Fortune 500 companies in the United States), Society of Human Resource Management, US Chamber of Commerce (Hiring Our Heroes), 100K Jobs Mission, National Manufacturers Association (Get Skills to Work), and corporate affinity groups
  - Another example of a needed Public/Private Partnership would involve USD P&R and a consortium from the educational community
2. DoD should create, through a public/private partnership, one common aggregator website that will consolidate the web based resources available to the transitioning veteran
3. Professional outplacement service providers should be used to enhance the effectiveness of the career transition process. These service providers should have an outcome based compensation contract to maximize cost benefit to DoD

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# Recommendations

## Transition GPS

1. Transition GPS must be flexible and accommodate the different needs of the services and also the different needs of ranks within the services. The Marine Corps TAMP Program was found to be the best practice functional model designed to address The Corps' specific needs
2. Transitioning Service Members need to be engaged with career planning activities no less than 12 months before separation
3. All career planning key milestones should be mandatory and should require superior sign off to verify completion
4. Corporate panels with private sector employers should be re-instituted as part of Transition GPS
5. Transition GPS resources offered to uniformed members should be made available to spouses
6. National Guard and Reserve forces should be afforded the opportunity to demobilize and transition in their home unit's geographical area

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# Recommendations

## DoD

1. Highest leadership within DoD is required to lead the re-vitalized transition effort for all Services. Direct responsibility for the program should lie with USD P&R, discharging the authority of the SecDef
2. DoD to create marketing campaign to brand the competencies of Service Members
  - Compare and contrast their military experience in reference to civilian terms
  - Highlight certified skills, soft skills, and core values
  - Translate decision processes, roles, and responsibilities
3. DoD contracting requirements should recognize military skills and mandate acceptance of military credentials by the Defense contractor or vendor company
4. Leverage the military recruitment and Guard and Reserve infrastructure to provide:
  - Contact point and local employment clearinghouse for newly transitioning service member
  - Point of contact for local employers for education on Service Member skill sets (technical and soft)

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# Recommendations

## DoD (Continued)

5. Security Clearance credentials should be transportable by military Service Members during the transition period in order for them to retain a credential valued by the civilian employment market. Employers state that this action would make the prospect "Instantly Employable"
6. DoD should seek legislative support (Using the recent CDL Act passed by the Congress S.3624 bill as a base model) for incorporating a complete set of licensing credentials for military members to be recognized by the different State civilian licensing requirement regulations for similar occupational specialties in the military
7. DoD should commit to assist the service member to develop a sense of responsibility by providing them the tools and training to succeed. It should not be DoD's responsibility to find them a civilian job before or after separation

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# Conclusion/Closing Thoughts

- Timing is of the essence
- Resources must be allocated and battle plan developed to address this critical issue immediately
- Plan should include current feedback loop to insure evolutionary progress of the overall program
- Definition of success will be the change in newly transitioned veterans unemployment trends by age, gender, and ethnicity

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# Outbriefs

- Outbriefings should be scheduled as soon as possible to the following:
  - SecDef/DepSecDef
  - OUSD P&R
  - Special Advisor for the Transition Assistance Program
  - OSD Office of the General Counsel (Public/Private Partnerships)
- Outbriefings should be made available for:
  - Veterans Outreach/Support organizations with a focus on employment such as:
    - Institute for Veterans and Military Families - Syracuse University
    - State Veterans Affairs offices
  - US Chamber of Commerce
  - All corporate associations focused on veterans employment to include manufacturing, health care, technology, transportation/logistics, construction, and service sector
  - Corporate coalitions supporting veterans employment

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# Questions?

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*Business Excellence In Defense of the Nation*

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# Appendix - Bibliographical Review

- “Report of the Department of Defense-Department of Veterans Affairs Veterans Employment Initiative Task Force,” December 2011
- “Veterans Talent Index; Insights and Analysis from Veteran Professionals, Recruiters and Hiring Managers,’ Monster Insights, November 2012
- “The Employment Situation of Veterans,” Syracuse University, Institute for Veterans and Military Families, December 2012
- “America’s Veteran and the American Workforce,” TMP Government, 8 November 2012
- “Veterans’ Employment Challenges; Perceptions and experiences of transitioning from military to civilian life,” Prudential Financial, Inc.
- “Veteran Hiring Toolkit; America’s Heroes at Work,” United States Department of Labor, <http://www.americasheroesatwork.gov/>
- 10 USC § 1144; Employment Assistance, Job Training Assistance, and Other Transitional Services
- “Guide to Leading Policies, Practices & Resources; Supporting the Employment of Veterans and Military Families,” Syracuse University, Institute for Veterans and Military Families, 2012
- Transition Assistance Program (TAP) Pre- Separation Guide; Departments of Labor, Defense, and Veterans Affairs (undated)

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# Appendix – Interviews

- OUSD, P&R, Special Advisor for the Transition Assistance Program
- General Electric
- ManTech International
- Concerned Veterans of America
- Monster.com
- USMC Marine & Family Programs
- TCS Education Systems
- Edison Electric Institute
- Lockheed Martin
- Veterans Outreach Center of Rochester
- Employer Support of the Guard and Reserve
- Syracuse University Institute for Veterans and Military Families
- Center for Energy Workforce Development
- Wal-Mart
- Human Resources Policy Association
- United States Chamber of Commerce

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# Appendix – Transition GPS

The following slides describe the Transition Goals, Plan Success program and initiatives.

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# Transition Assistance Program Re-Design

## Transition to Veterans Program Office

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# Bottom Line Up Front

- Multiple agencies collaborated to redesign the Transition Assistance Program (TAP) to instill Career Readiness Standards as core to a Service member's successful transition
- Key elements of the redesigned TAP build skills to allow Service members to depart "career ready"
  - Preparation begins at accession – extends throughout Service member's career
  - Individual focus on personal goals – education and/or employment
  - Members develop an individual transition plan with concrete deliverables to meet new Career Readiness Standards
  - Mandates standardized curriculum and learning outcomes no matter which Service member is departing
- Transition impacts the full Military Life Cycle
- Key differences
  - Career Readiness Standards
  - Expanded timeline to better enable preparation for transition
  - Bridges between Service member and benefits and support provided
  - Command involvement verifies Service member's readiness
  - Bridges between Service member military experiences and professional development

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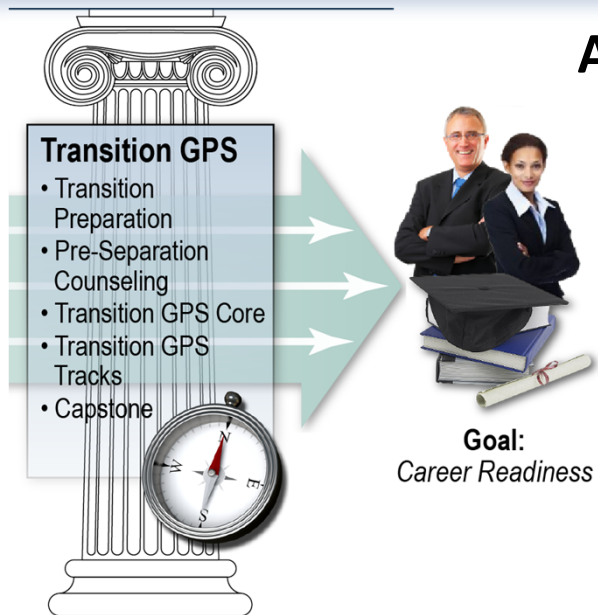
# Features of Revised Transition Assistance Program

***Reformed TAP from a discontinuous set of activities to a cohesive, modular, mandatory training to ensure “career readiness”***

- Linked, interagency effort integrates DoD, DoL, VA, Small Business Administration (SBA) and OPM infrastructure and service models
- Provides a modular curriculum with standardized learning objectives
  - Delivers a significantly enriched set of “tools” at end-of-term
  - Develops critical job search skills and realization of “Valued Skills”
  - Military Occupational Code (MOC) crosswalk between military skills/experience converted to civilian knowledge, skills and abilities
  - Helps address gaps in training, licensing and credentialing
  - Updated Veterans Affairs (VA) benefits briefs and eBenefits enrollment
- Unique Education, Technical Training and Entrepreneurship Tracks
- Capstone verifies readiness and strengthens connections to enhance the transition from Service member to Veteran status

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# Transition GPS



**All the services, training, tools and support a SM needs to meet career readiness standards**

## **Pre-Separation Counseling Core Curriculum**

**Department of Labor (DoL) Employment Workshop**

**Transition Overview**

**MOC Crosswalk**

**Resilient Transition**

**Financial Planning**

**Veterans Affairs (VA) Benefits Briefings and eBenefits enrollment**

**Individual Transition Plan (ITP) Review**

## **Tracks**

**Education Track**

**Technical Training Track**

**Entrepreneurship Track**

## **Capstone**

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# Key Curriculum Outcomes

- Service members will complete the training curriculum with tangible outcomes
- Outcome completion will be verified via the Capstone

Core Curriculum	DoL Employment Workshop	Education Track
<ul style="list-style-type: none"> <li>➤ Document the Continuum of Military Service decision</li> <li>➤ MOC Crosswalk</li> <li>➤ Document requirements for civilian certification, licensure, and/or apprenticeship</li> <li>➤ Registration for VA eBenefits and education about initial claim, home loans, health benefits, prescription benefits, and GI Bill transferability</li> <li>➤ 12-month post-separation budget reflecting personal goals</li> <li>➤ Standardized Individual Transition Plan (ITP) documenting personal and employment/entrepreneurship/education/technical training goals, actions and milestones</li> </ul>	<ul style="list-style-type: none"> <li>➤ “Gold Card” Certificate for DoL American Job Centers (AJC)</li> <li>➤ Job Application Package including:                             <ul style="list-style-type: none"> <li>• Resume (private and/or Federal)</li> <li>• Reference list (personal and professional)</li> <li>• Two Job applications</li> </ul>                             Or                             <ul style="list-style-type: none"> <li>• Job offer letter</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>➤ Results of assessment</li> <li>➤ Application package or acceptance letter for selected college or university</li> <li>➤ Confirmed One-on-One counseling with a college or university advisor</li> </ul>
		Technical Training Track
		<ul style="list-style-type: none"> <li>➤ Results of assessment</li> <li>➤ Application package or acceptance letter for selected technical training institution</li> <li>➤ Understanding of Web-based tools for certification training</li> <li>➤ Confirmed One-on-One counseling with technical training institution advisor</li> </ul>
		Entrepreneurship Track
		<ul style="list-style-type: none"> <li>➤ Connection to the Small Business Association (SBA) in local area</li> <li>➤ Feasibility of initial business plan</li> </ul>

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# Way Ahead

- Fully Implement Transition GPS and Capstone
- Implement the Military Life Cycle Transition Model
- Embed performance measurement and reporting into interagency processes
- Multi-agency Memorandum of Understanding (MOU) for the re-designed TAP

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