

# Growing Kansas



## A Glimpse of Military & Veterans Transition & Employment

*Dr. Art DeGroat, Ed.D, Lieutenant Colonel (Ret.), USA*

# GROWING KANSAS.. WITH MILITARY& VETERANS

A STRATEGIC  
OPPORTUNITY

ECONOMIC

DEVELOPMENT



# A COMPLEX CHALLENGE



LIVE — WORK — PLAY

# @ KANSAS



# THE LONGEST WAR IN U.S. HISTORY

**Post-9/11 Veterans**

**War on Terror,  
fought with largest  
All-volunteer Force ... and their  
families**





318.9  
MILLION  
PEOPLE



21.2  
MILLION  
VETERANS



4.1  
MILLION  
GULF WAR II  
VETERANS



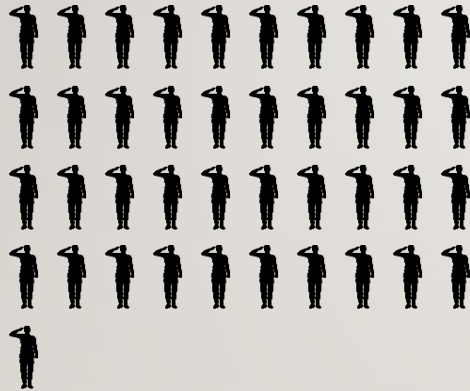
Our  
.4% Targeted  
Population



% OF US CITIZENS THAT SERVED IN MILITARY SINCE SEPTEMBER 11, 2001

# GULF WAR II-ERA VETERANS

**4.1 MILLION**  
**Gulf War II-era**  
**Veterans**



- 832,000 not in U.S. Workforce
- Less than 23% using GI Bill for education (VA)
- 650,000 “discouraged workers” (BLA)
- 29.4% have “service-related disability” (VA)
- Highest veteran suicide rate in history
- 50% are age 26-40 years old
- 48% are married making “family transition”
- 77% have high school diploma or some college

**78% REPORT “SIGNIFICANT DIFFICULTIES” RETURNING TO CIVILIAN LIFE**



# 230,000+ TRANSITIONS PER YEAR

**SOLDIERs**  
**MARINEs**  
**SAILORs**  
**AIRMEN**  
**COAST GUARDSMEN**

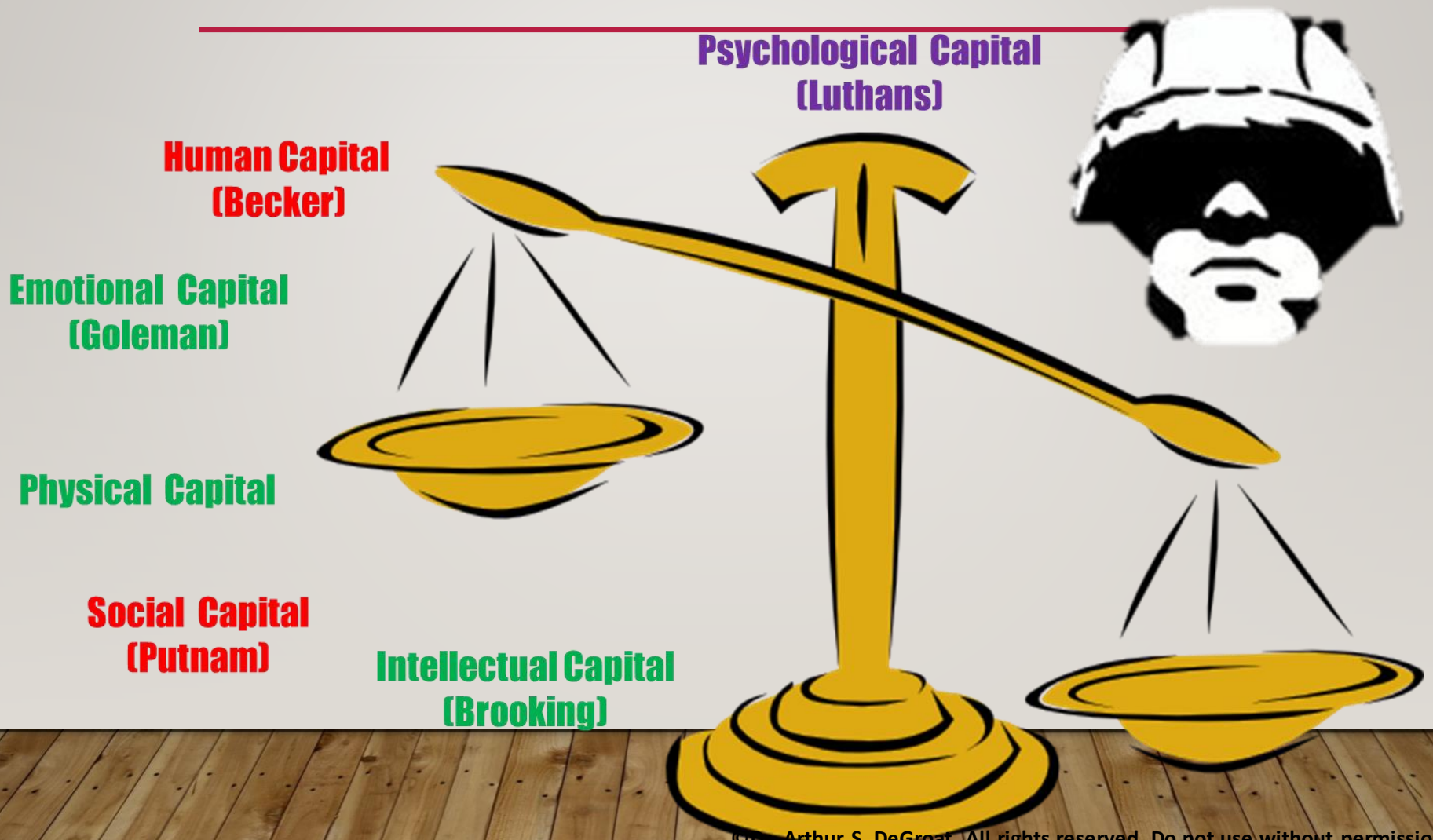


LEAVING THE

**MILITARY**

**WORKFORCE**  
**COLLEGE**  
**TECHNICAL/TRADE SCHOOLS**  
**UNEMPLOYMENT**  
**??????**

# THE VALUE OF A VETERAN...?





# A NEW PARADIGM OF VETERANS TRANSITION



***The Pathways From Military Service  
to the Workforce have Changed***

# POST 9-11 ERA VETERANS TRANSITION

...



## A NEW CHALLENGE FOR A NEW GENERATION

# Military Service Transition Assistance Programs

insufficient



## Informational versus Relational





**ARTHUR DeGROAT**, Ed.D.

DIRECTOR, MILITARY AFFAIRS, KANSAS STATE UNIVERSITY

PRESENTING:

**Re-Conceptualizing the  
Life Event of Veterans  
Transition:  
Towards a Deeper  
Understanding**

MONDAY FEBRUARY 6th

MARK CENTER AUDITORIUM | 10:00AM

OPEN TO ALL PENTAGON & MARK CENTER PERSONNEL

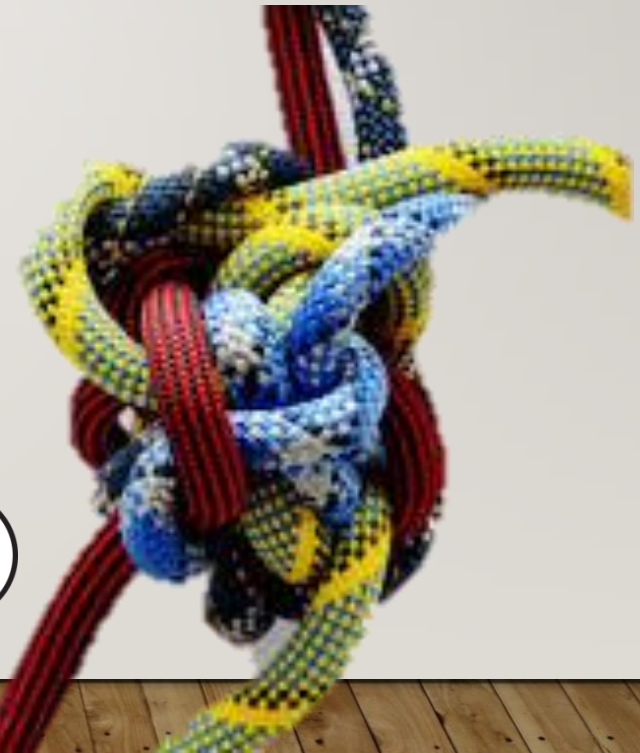
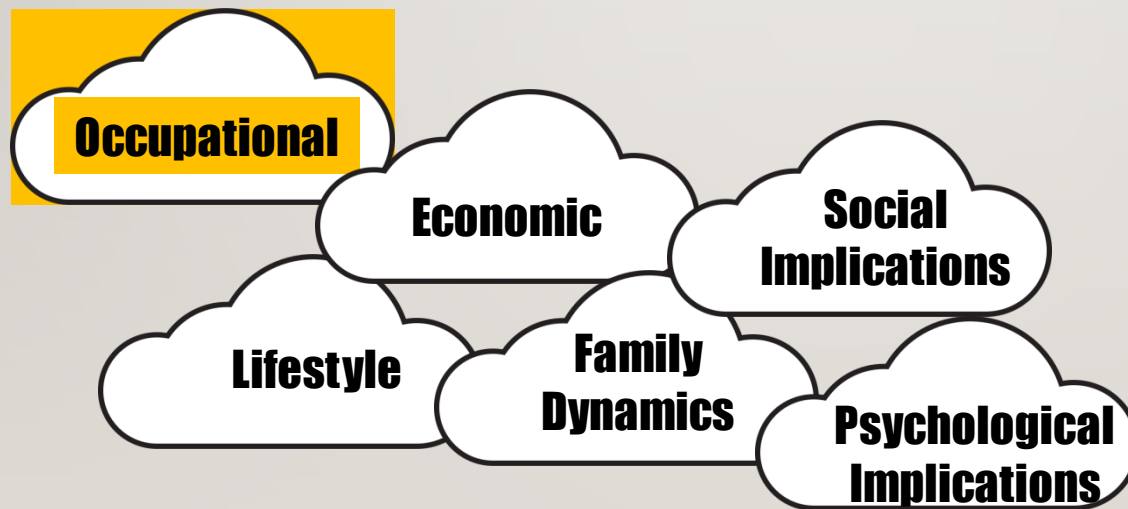


**GUARD & RESERVE**  
SUPPORT NETWORK  
HERE WHEN YOU NEED US.

# TREND

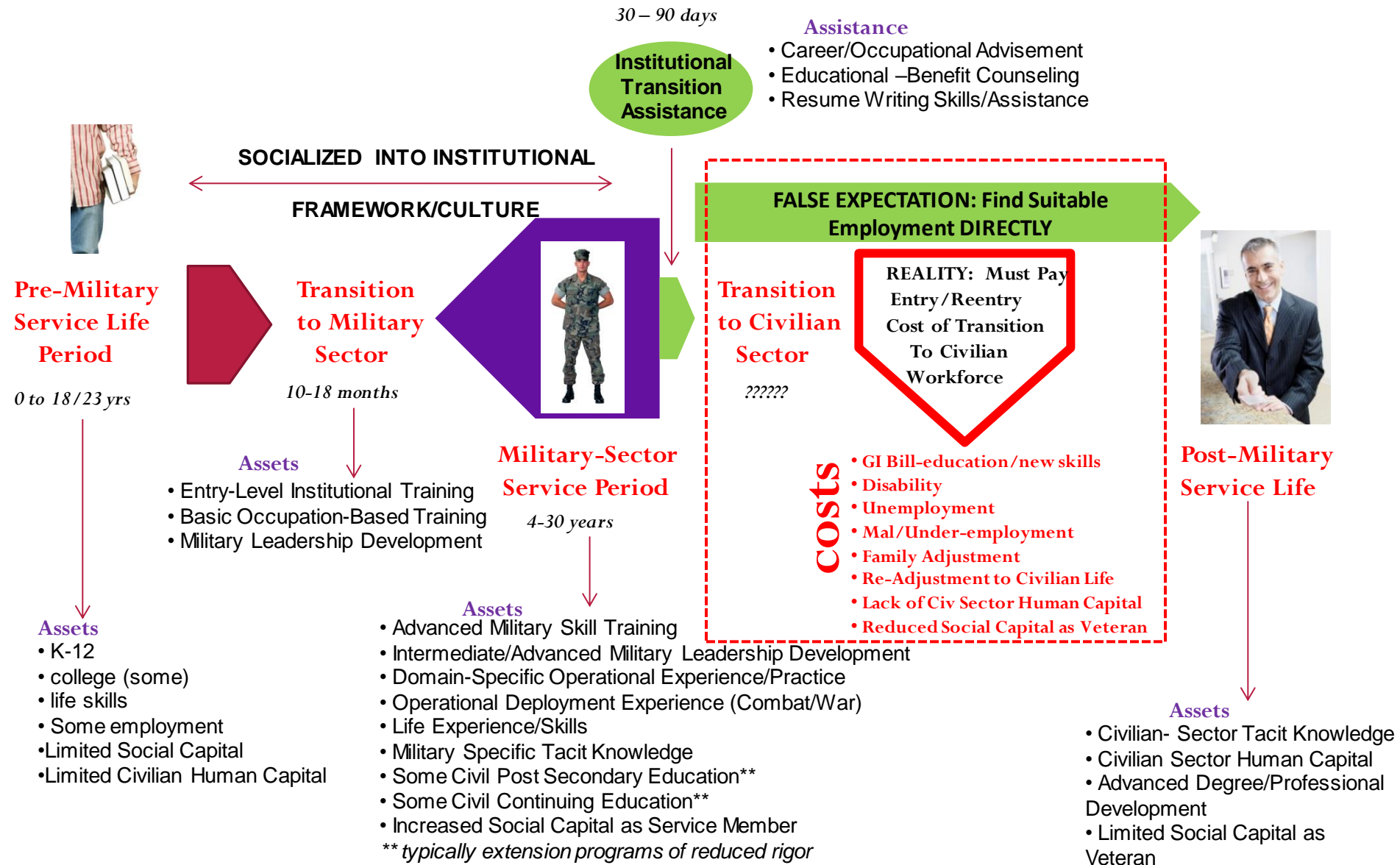
---

## VETERANS TRANSITION IS A VERY COMPLEX LIFE EVENT



**Transition experience into the military is not like departing...**

# Life Cycle Model of Post 9-11 Military Veteran





# HOW VETERANS FACE TRANSITION.. **IN STAGES**

**Confront  
departure**

**Disengage  
from military**

**Re-socialize  
Into society**



(Ruth Jolly, 1996)

(Jolly, 1997)



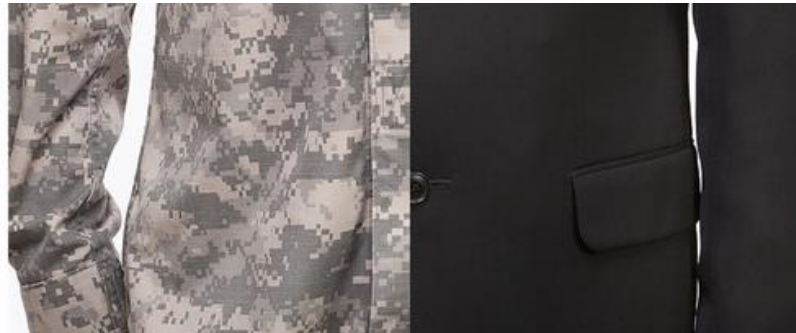
**THE TALENT ACQUISITION PROCESS MUST ACCOMMODATE THIS REALITY**



# ENHANCING VETERANS TALENT ACQUISITION

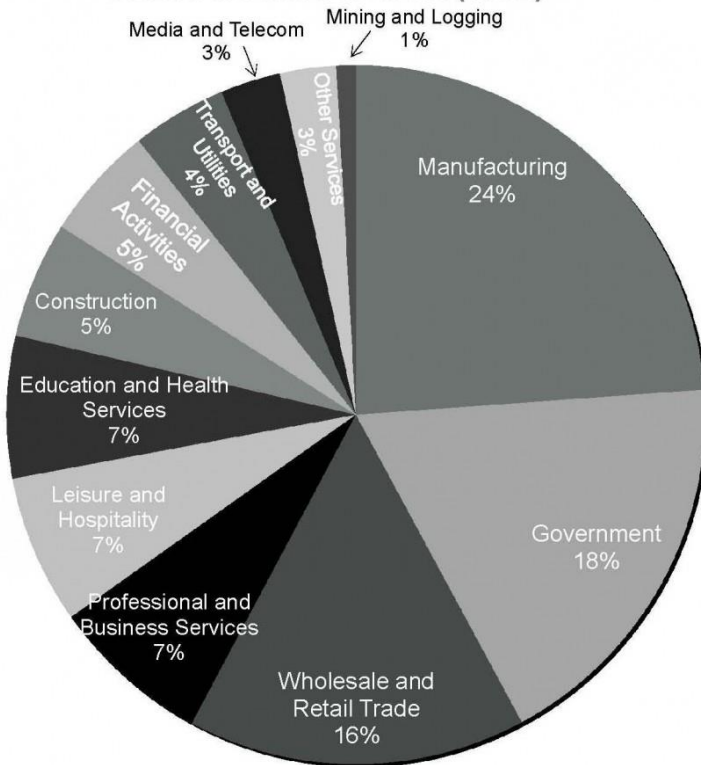


**No-Cost Workshops for Business Professionals**

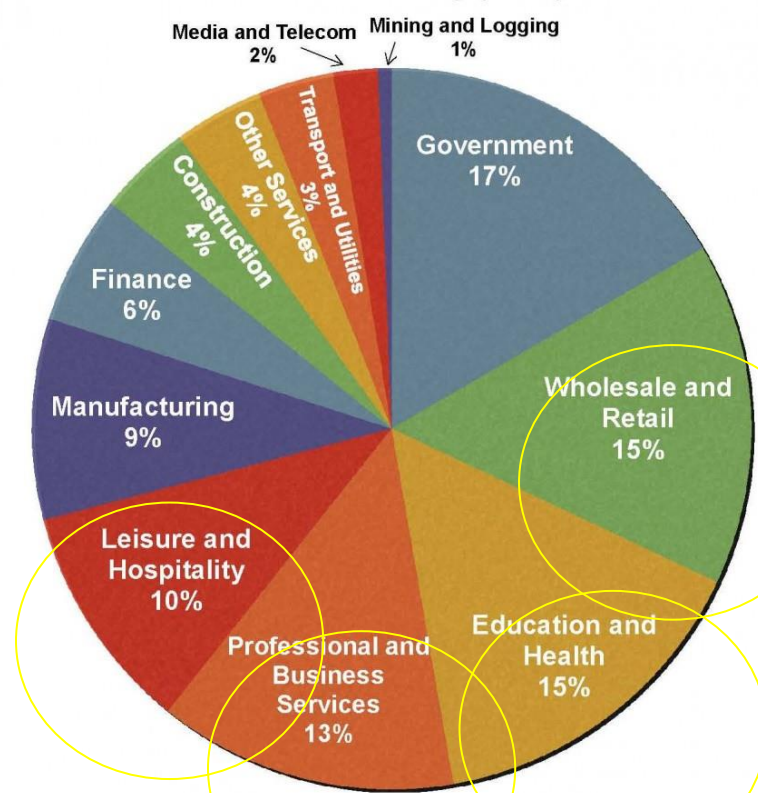


# Veterans are Not Aligning with Jobs in The New Economy

Where we used to work (1972)



Where we work today (2012)



**We Need to Do Better in Steering our Transitioning Veterans to Where our Workforce Opportunities Are**



# TREND

---

VETERANS TRANSITION IS AN  
**EXTREMELY STRESSFUL** LIFE EVENT



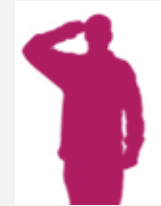
# Impact of Stress on the Health and Ability of

## Holmes & Rahe Social Readjustment Scale

- Measures stress levels of 43 major life events
- Life Change Units found empirically linked to illness

TABLE 3. SOCIAL READJUSTMENT RATING SCALE

Rank	Life event	Mean value
1	Death of spouse	100
2	Divorce	73
3	Marital separation	65
4	Jail term	63
5	Death of close family member	63
6	Personal injury or illness	53
7	Marriage	50
8	Fired at work	47
9	Marital reconciliation	45
10	Retirement	45
11	Change in health of family member	44
12	Pregnancy	40
13	Sex difficulties	39
14	Gain of new family member	39
15	Business readjustment	39
16	Change in financial state	38
17	Death of close friend	37
18	Change to different line of work	36
19	Change in number of arguments with spouse	35
20	Mortgage over \$10,000	31
21	Foreclosure of mortgage or loan	30
22	Change in responsibilities at work	29
23	Son or daughter leaving home	29
24	Trouble with in-laws	29
25	Outstanding personal achievement	28
26	Wife begin or stop work	26
27	Begin or end school	26
28	Change in living conditions	25
29	Revision of personal habits	24
30	Trouble with boss	23
31	Change in work hours or conditions	20
32	Change in residence	20
33	Change in schools	20
34	Change in recreation	19
35	Change in church activities	19
36	Change in social activities	18
37	Mortgage or loan less than \$10,000	17
38	Change in sleeping habits	16
39	Change in number of family get-togethers	15
40	Change in eating habits	15
41	Vacation	13
42	Christmas	12
43	Minor violations of the law	11



With Added Complexities..



"A

- (2) If divorcing..add 73
- (3) If involuntarily departing..add 47
- (6) If departing by retirement..add 45
- (16) If grieving a lost comrade..add 37
- (18) If having marital problems..add 35
- (20) If spouse changing jobs..add 26
- (27) If attending school..add 26

Potentially 289 additional Life Change Units of Stress!!!

- (36) Change in social activities – 18
- (38) Change in sleep habits – 16
- (40) Change in eating habits - 15

361 Life Change Units of Stress

Scale: +300 = at risk for illness  
150 to 299 = moderate risk  
<150 = slight risk of illness

# STRATEGIC INSIGHT

---

DESPITE THESE CHALLENGES—**VETERAN  
TALENT** IS STILL HIGHLY DESIRABLE





# VETERANS LACK SOCIAL CAPITAL TO FIND EMPLOYMENT

## EMPLOYEES TURN TO PEOPLE THEY KNOW — AND DON'T KNOW — IN JOB SEARCHES

Please indicate the extent to which you use or have used the following resources to learn about job opportunities.

	SOMETIMES, OFTEN OR ALWAYS USE %
Websites of the organizations you have interest in	77
Referrals from current employees of an organization	71
Suggestions from family members or friends	68
Online job sites (e.g., Monster, CareerBuilder)	58
Publications or online sources in your professional field	57
General web search (e.g., using Google, Bing, Yahoo)	55
Professional network site (e.g., LinkedIn)	47
Professional or alumni organization	41
News media (e.g., ads in newspapers or magazines, TV or radio ads, news reports)	39



Source: Gallup State of the American Workplace (2017)

Strategic Consideration:

Traditional recruitment mechanisms may not reach veteran prospects

# STRATEGIC CONSIDERATION: DEVELOP *TAILORED STRATEGIES* FOR **ATTRACTING VETERAN TALENT**

---



Legacy Talent Pools



Veteran Talent Pools

# FACT

---

MOST VETERANS ARE NOT **FULLY**  
**WORKPLACE READY** WHEN THEY DEPART

**WORK  
READY**

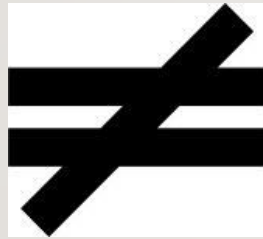
Observation: Military Human Capital is NOT Directly Transferable  
to Civilian Workforce Needs



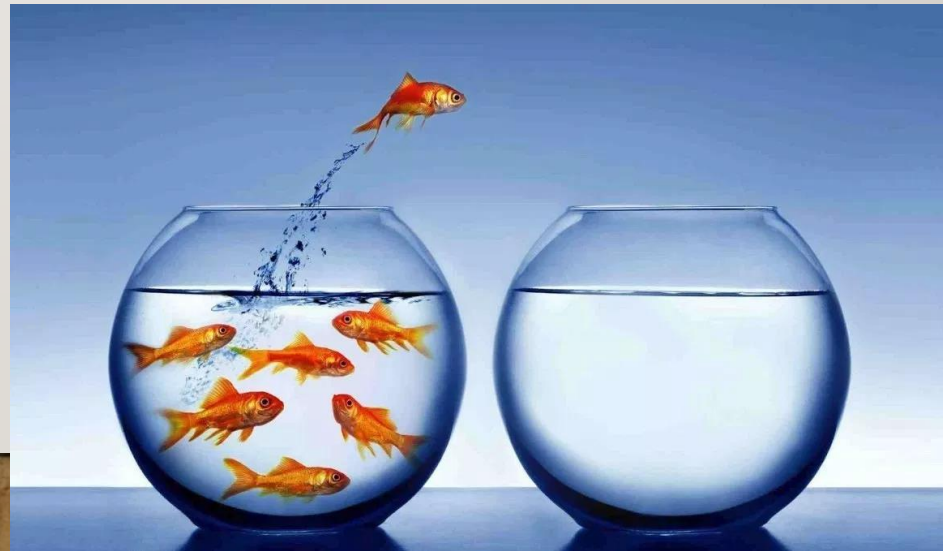
# RE-SOCIALIZATION TO ORGANIZATIONAL LIFE...

---

Military  
Service



Employment



# EFFICACY OF MOS CONVERSION STRATEGY?



Research Finding:  
80% of Military Occupational Specialty skills do not directly translate to private enterprise

# VETERAN PROSPECTS TEND TO HAVE INADEQUATE RESUMES



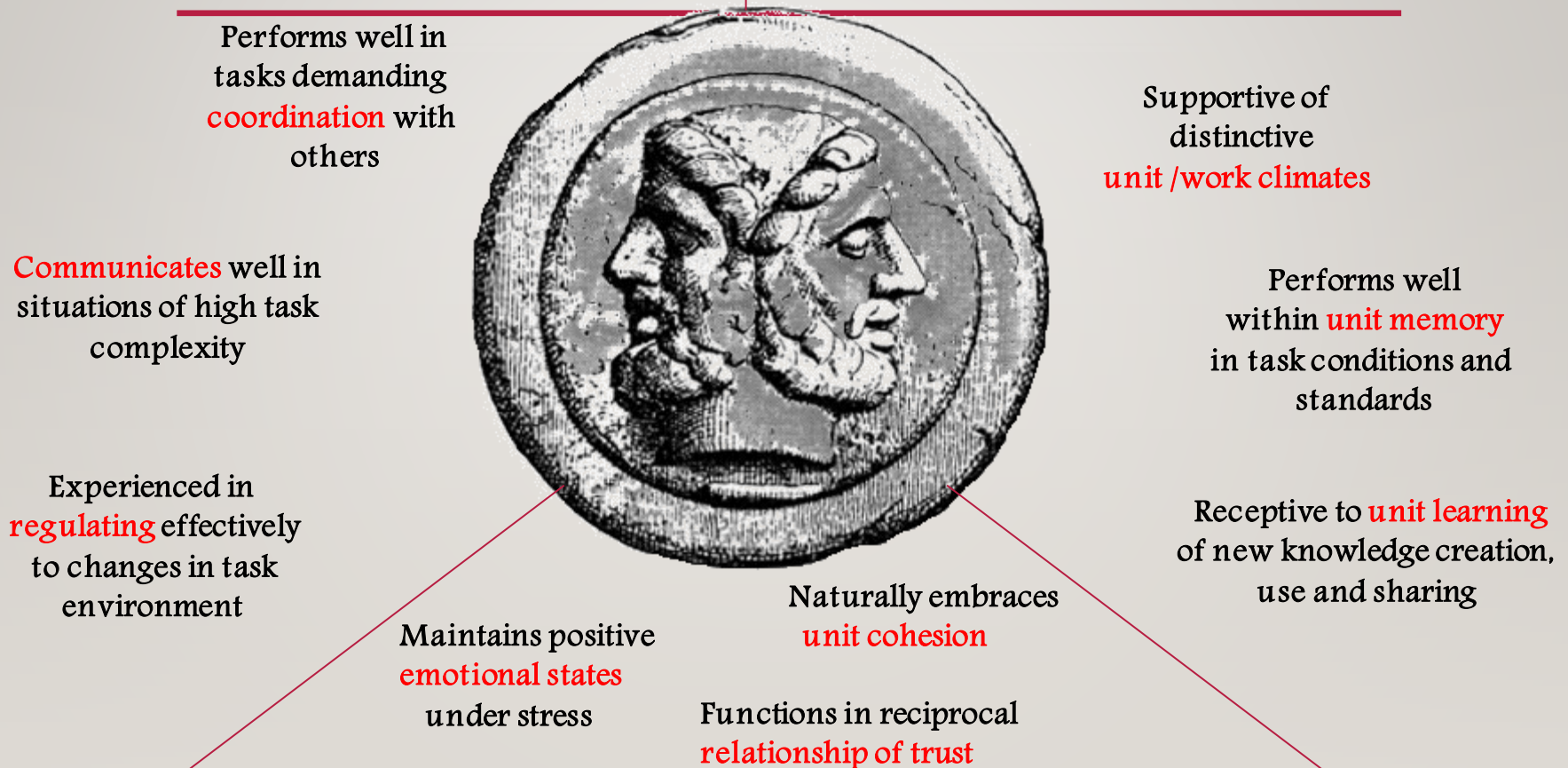
Strategic Consideration:

Does your company have/willing to use other evaluation mechanisms to screen/evaluate veteran talent?



# “OTHER ATTRIBUTES”

## VALUE OF A VETERAN EMPLOYEE



---

# **VETERANS MUST PAY A HIGH ENTRY COST TO ENTER THE WORKFORCE**



# Employee Value Proposition (EVP)

## JOB FIT FOR VETERAN EMPLOYEES

**Does the business organization's EVP reflect the veterans' enduring values?**

---



Honor

Pride

Service

Team above Self

Inclusive

Hierarchy



Employee Value Proposition (EVP)  
We Design With Community In Mind



- **Strong Employer Brand**—is the company as compelling to be apart of as the Army, Marines, etc..
- **"Meaningful Work" vs Mission**
- **Company Culture vs Military Service Culture**



# COMPETITIVE COMPENSATION PACKAGES

Benefit/Perk	My Company Offers	Military Offers
Paid Vacation		30 day/year
Health Insurance		Full Coverage/ Low Premium (\$350/yr)
Paid Leave		Unlimited
Insurance (Non-Health)		Low Cost Life Insurance/Free Death Benefit
Retirement Plan		
Wellness Program		Free fitness,nutrition,counseling, recreation,sports
Employee Assistance Program		Combined Federal Campaign Need-Based Grants
Subsidized Services		Reimbursed for Official Travel; subsidized childcare
Retention Bonuses		Based upon Needs of Service/Mandatory Service Obligation
Income Tax Exemptions		State tax (select states); Combat, Hazard duty,Deployment Exemptions
Professional Development Programs		Extensive Offerings;Free tuition

# 2017 Military Pay Tables

BASIC PAY—EFFECTIVE JANUARY 1, 2017																					
Pay Grade	2 or less	Over 2	Over 3	Over 4	Over 5	Over 6	Over 7	Over 8	Over 9	Over 10	Over 11	Over 12	Over 13	Over 14	Over 15	Over 16	Over 17	Over 18	Over 19	Over 20	Over 21
O-10 <sup>1</sup>																					
O-9 <sup>1</sup>																					
O-8 <sup>1</sup>	10,155.00	10,487.70	10,708.50	10,770.00	11,045.70	11,505.90	11,612.70	12,049.80	12,175.20	12,551.70	13,096.50	13,198.70	13,598.70	13,913.80	14,282.70	14,639.70	14,639.70	14,639.70	14,639.70	14,639.70	14,639.70
O-7 <sup>1</sup>	8,438.10	8,829.90	9,011.40	9,153.70	9,416.70	9,674.70	9,972.90	10,270.20	10,568.70	11,505.90	12,296.70	12,296.70	12,296.70	12,296.70	12,296.70	12,296.70	12,296.70	12,296.70	12,296.70	12,296.70	12,296.70
O-6 <sup>1</sup>	6,398.70	7,029.90	7,491.30	7,491.30	7,519.80	7,842.30	7,884.60	7,884.60	8,332.50	9,124.80	9,589.80	10,054.50	10,318.80	10,587.00	11,106.00	11,106.00	11,106.00	11,106.00	11,106.00	11,106.00	11,106.00
O-5 <sup>1</sup>	5,354.10	6,009.30	6,424.80	6,503.40	6,763.20	6,918.30	7,259.70	7,510.50	7,834.20	8,329.80	8,565.00	8,798.10	9,062.70	9,062.70	9,062.70	9,062.70	9,062.70	9,062.70	9,062.70	9,062.70	9,062.70
O-4 <sup>1</sup>	4,602.60	5,327.70	5,683.50	5,762.40	6,092.40	6,446.40	6,887.40	7,230.30	7,468.50	7,605.60	7,684.80	7,684.80	7,684.80	7,684.80	7,684.80	7,684.80	7,684.80	7,684.80	7,684.80	7,684.80	7,684.80
O-3 <sup>1</sup>	4,046.70	4,587.00	4,950.90	5,198.20	5,657.10	5,940.90	6,124.20	6,426.00	6,583.50	6,583.50	6,583.50	6,583.50	6,583.50	6,583.50	6,583.50	6,583.50	6,583.50	6,583.50	6,583.50	6,583.50	6,583.50
O-2 <sup>1</sup>	3,496.50	3,982.20	4,586.10	4,741.20	4,839.00	4,839.00	4,839.00	4,839.00	4,839.00	4,839.00	4,839.00	4,839.00	4,839.00	4,839.00	4,839.00	4,839.00	4,839.00	4,839.00	4,839.00	4,839.00	4,839.00
O-1 <sup>1</sup>	3,034.80	3,159.00	3,818.70	3,818.70	3,818.70	3,818.70	3,818.70	3,818.70	3,818.70	3,818.70	3,818.70	3,818.70	3,818.70	3,818.70	3,818.70	3,818.70	3,818.70	3,818.70	3,818.70	3,818.70	3,818.70
O-10 <sup>2</sup>					5,398.20	5,657.10	5,940.90	6,124.20	6,426.00	6,680.70	6,827.10	7,026.00	7,026.00	7,026.00	7,026.00	7,026.00	7,026.00	7,026.00	7,026.00	7,026.00	7,026.00
O-9 <sup>2</sup>					4,741.20	4,839.00	4,992.90	5,253.00	5,454.00	5,603.70	5,603.70	5,603.70	5,603.70	5,603.70	5,603.70	5,603.70	5,603.70	5,603.70	5,603.70	5,603.70	5,603.70
O-8 <sup>2</sup>					3,818.70	4,077.60	4,228.50	4,382.40	4,533.90	4,741.20	4,741.20	4,741.20	4,741.20	4,741.20	4,741.20	4,741.20	4,741.20	4,741.20	4,741.20	4,741.20	4,741.20
H-5													7,436.10	7,813.20	8,094.00	8,405.10	8,405.10	8,826.00	8,826.00	9,266.70	9,266.70
H-4	4,182.00	4,498.50	4,627.50	4,754.70	4,973.40	5,190.00	5,409.30	5,738.70	6,027.90	6,303.00	6,528.30	6,747.60	7,070.10	7,335.00	7,637.40	7,789.80	7,789.80	7,789.80	7,789.80	7,789.80	7,789.80
H-3	3,819.00	3,978.30	4,141.50	4,195.20	4,365.90	4,702.50	5,052.90	5,218.20	5,409.00	5,605.50	5,959.20	6,198.00	6,340.80	6,492.60	6,699.30	6,699.30	6,699.30	6,699.30	6,699.30	6,699.30	6,699.30
H-2	3,379.50	3,699.00	3,797.40	3,864.90	4,084.20	4,424.70	4,593.60	4,759.50	4,962.90	5,121.60	5,265.60	5,437.80	5,550.90	5,640.60	5,640.60	5,640.60	5,640.60	5,640.60	5,640.60	5,640.60	5,640.60
H-1	2,966.40	3,285.60	3,371.40	3,552.90	3,767.40	4,083.60	4,231.20	4,437.30	4,640.80	4,800.30	4,947.00	5,125.80	5,125.80	5,125.80	5,125.80	5,125.80	5,125.80	5,125.80	5,125.80	5,125.80	5,125.80
E-9 <sup>1</sup>							5,052.60	5,166.90	5,311.50	5,481.00	5,652.60	5,926.50	6,158.70	6,402.60	6,776.40	6,776.40	7,114.80	7,114.80	7,470.60	7,470.60	7,844.70
E-8 <sup>1</sup>						4,136.10	4,318.80	4,432.70	4,567.80	4,715.10	4,980.30	5,114.70	5,343.60	5,470.50	5,782.80	5,782.80	5,898.90	5,898.90	6,008.90	6,008.90	6,167.50
E-7 <sup>1</sup>	2,875.20	3,138.00	3,238.30	3,417.30	3,541.80	3,755.10	3,875.40	4,088.70	4,266.60	4,387.80	4,516.80	4,566.60	4,734.60	4,824.60	5,167.50	5,167.50	5,167.50	5,167.50	5,167.50	5,167.50	5,167.50
E-6 <sup>1</sup>	2,486.70	2,716.60	2,857.20	2,974.80	3,097.20	3,372.60	3,480.30	3,688.20	3,751.50	3,797.70	3,851.70	3,851.70	3,851.70	3,851.70	3,851.70	3,851.70	3,851.70	3,851.70	3,851.70	3,851.70	3,851.70
E-5 <sup>1</sup>	2,278.20	2,431.50	2,549.10	2,669.10	2,856.60	3,052.50	3,213.60	3,232.80	3,232.80	3,232.80	3,232.80	3,232.80	3,232.80	3,232.80	3,232.80	3,232.80	3,232.80	3,232.80	3,232.80	3,232.80	3,232.80
E-4 <sup>1</sup>	2,088.90	2,195.70	2,314.80	2,432.10	2,535.60	2,535.60	2,535.60	2,535.60	2,535.60	2,535.60	2,535.60	2,535.60	2,535.60	2,535.60	2,535.60	2,535.60	2,535.60	2,535.60	2,535.60	2,535.60	2,535.60
E-3 <sup>1</sup>	1,885.80	2,004.30	2,125.80	2,125.80	2,125.80	2,125.80	2,125.80	2,125.80	2,125.80	2,125.80	2,125.80	2,125.80	2,125.80	2,125.80	2,125.80	2,125.80	2,125.80	2,125.80	2,125.80	2,125.80	2,125.80
E-2 <sup>1</sup>	1,793.40	1,793.40	1,793.40	1,793.40	1,793.40	1,793.40	1,793.40	1,793.40	1,793.40	1,793.40	1,793.40	1,793.40	1,793.40	1,793.40	1,793.40	1,793.40	1,793.40	1,793.40	1,793.40	1,793.40	1,793.40
E-1 <sup>1</sup>	1,599.90	1,599.90	1,599.90	1,599.90	1,599.90	1,599.90	1,599.90	1,599.90	1,599.90	1,599.90	1,599.90	1,599.90	1,599.90	1,599.90	1,599.90	1,599.90	1,599.90	1,599.90	1,599.90	1,599.90	1,599.90
E-1 <sup>2</sup>	1,479.30																				

## Notes:

- Basic pay for an O-7 to O-10 is limited by Level II of the Executive Schedule in effect during Calendar Year 2017 which is: \$15,583.20. This includes officers serving as Chairman or Vice Chairman of the Joint Chiefs of Staff, Chairman or Vice Chairman of the Joint Military Operations, Chief of Staff of the Air Force, Commandant of the Marine Corps, Commandant of the National Guard Bureau, or commander of a unified command.
- Basic pay for O-6 and below is limited by Level V of the Executive Schedule in effect during Calendar Year 2017 which is: \$12,641.70.
- Applicable to O-1 to O-3 with at least 4 years and 1 day of active duty or more than 1460 points as a warrant and/or enlisted member. See Department of Defense Financial Management Regulation 101-11, 101-12, 101-13, 101-14, 101-15, 101-16, 101-17, 101-18, 101-19, 101-20, 101-21, 101-22, 101-23, 101-24, 101-25, 101-26, 101-27, 101-28, 101-29, 101-30, 101-31, 101-32, 101-33, 101-34, 101-35, 101-36, 101-37, 101-38, 101-39, 101-40, 101-41, 101-42, 101-43, 101-44, 101-45, 101-46, 101-47, 101-48, 101-49, 101-50, 101-51, 101-52, 101-53, 101-54, 101-55, 101-56, 101-57, 101-58, 101-59, 101-60, 101-61, 101-62, 101-63, 101-64, 101-65, 101-66, 101-67, 101-68, 101-69, 101-70, 101-71, 101-72, 101-73, 101-74, 101-75, 101-76, 101-77, 101-78, 101-79, 101-80, 101-81, 101-82, 101-83, 101-84, 101-85, 101-86, 101-87, 101-88, 101-89, 101-90, 101-91, 101-92, 101-93, 101-94, 101-95, 101-96, 101-97, 101-98, 101-99, 101-100, 101-101, 101-102, 101-103, 101-104, 101-105, 101-106, 101-107, 101-108, 101-109, 101-110, 101-111, 101-112, 101-113, 101-114, 101-115, 101-116, 101-117, 101-118, 101-119, 101-120, 101-121, 101-122, 101-123, 101-124, 101-125, 101-126, 101-127, 101-128, 101-129, 101-130, 101-131, 101-132, 101-133, 101-134, 101-135, 101-136, 101-137, 101-138, 101-139, 101-140, 101-141, 101-142, 101-143, 101-144, 101-145, 101-146, 101-147, 101-148, 101-149, 101-150, 101-151, 101-152, 101-153, 101-154, 101-155, 101-156, 101-157, 101-158, 101-159, 101-160, 101-161, 101-162, 101-163, 101-164, 101-165, 101-166, 101-167, 101-168, 101-169, 101-170, 101-171, 101-172, 101-173, 101-174, 101-175, 101-176, 101-177, 101-178, 101-179, 101-180, 101-181, 101-182, 101-183, 101-184, 101-185, 101-186, 101-187, 101-188, 101-189, 101-190, 101-191, 101-192, 101-193, 101-194, 101-195, 101-196, 101-197, 101-198, 101-199, 101-200, 101-201, 101-202, 101-203, 101-204, 101-205, 101-206, 101-207, 101-208, 101-209, 101-210, 101-211, 101-212, 101-213, 101-214, 101-215, 101-216, 101-217, 101-218, 101-219, 101-220, 101-221, 101-222, 101-223, 101-224, 101-225, 101-226, 101-227, 101-228, 101-229, 101-230, 101-231, 101-232, 101-233, 101-234, 101-235, 101-236, 101-237, 101-238, 101-239, 101-240, 101-241, 101-242, 101-243, 101-244, 101-245, 101-246, 101-247, 101-248, 101-249, 101-250, 101-251, 101-252, 101-253, 101-254, 101-255, 101-256, 101-257, 101-258, 101-259, 101-260, 101-261, 101-262, 101-263, 101-264, 101-265, 101-266, 101-267, 101-268, 101-269, 101-270, 101-271, 101-272, 101-273, 101-274, 101-275, 101-276, 101-277, 101-278, 101-279, 101-280, 101-281, 101-282, 101-283, 101-284, 101-285, 101-286, 101-287, 101-288, 101-289, 101-290, 101-291, 101-292, 101-293, 101-294, 101-295, 101-296, 101-297, 101-298, 101-299, 101-300, 101-301, 101-302, 101-303, 101-304, 101-305, 101-306, 101-307, 101-308, 101-309, 101-310, 101-311, 101-312, 101-313, 101-314, 101-315, 101-316, 101-317, 101-318, 101-319, 101-320, 101-321, 101-322, 101-323, 101-324, 101-325, 101-326, 101-327, 101-328, 101-329, 101-330, 101-331, 101-332, 101-333, 101-334, 101-335, 101-336, 101-337, 101-338, 101-339, 101-340, 101-341, 101-342, 101-343, 101-344, 101-345, 101-346, 101-347, 101-348, 101-349, 101-350, 101-351, 101-352, 101-353, 101-354, 101-355, 101-356, 101-357, 101-358, 101-359, 101-360, 101-361, 101-362, 101-363, 101-364, 101-365, 101-366, 101-367, 101-368, 101-369, 101-370, 101-371, 101-372, 101-373, 101-374, 101-375, 101-376, 101-377, 101-378, 101-379, 101-380, 101-381, 101-382, 101-383, 101-384, 101-385, 101-386, 101-387, 101-388, 101-389, 101-390, 101-391, 101-392, 101-393, 101-394, 101-395, 101-396, 101-397, 101-398, 101-399, 101-400, 101-401, 101-402, 101-403, 101-404, 101-405, 101-406, 101-407, 101-408, 101-409, 101-410, 101-411, 101-412, 101-413, 101-414, 101-415, 101-416, 101-417, 101-418, 101-419, 101-420, 101-421, 101-422, 101-423, 101-424, 101-425, 101-426, 101-427, 101-428, 101-429, 101-430, 101-431, 101-432, 101-433, 101-434, 101-435, 101-436, 101-437, 101-438, 101-439, 101-440, 101-441, 101-442, 101-443, 101-444, 101-445, 101-446, 101-447, 101-448, 101-449, 101-450, 101-451, 101-452, 101-453, 101-454, 101-455, 101-456, 101-457, 101-458, 101-459, 101-460, 101-461, 101-462, 101-463, 101-464, 101-465, 101-466, 101-467, 101-468, 101-469, 101-470, 101-471, 101-472, 101-473, 101-474, 101-475, 101-476, 101-477, 101-478, 101-479, 101-480, 101-481, 101-482, 101-483, 101-484, 101-485, 101-486, 101-487, 101-488, 101-489, 101-490, 101-491, 101-492, 101-493, 101-494, 101-495, 101-496, 101-497, 101-498, 101

# ON-BOARDING **VETERAN EMPLOYEES**



Gallup's *State of the American Workplace* report finds 88% of new employees found their on-boarding experience **INSUFFICIENT** to enabling their success

Best Practice: Additional modules of training are offered/mandatory for veteran employees





# VETERAN EMPLOYEES EXPECT/DESIRE A CAREER THEY HAVE

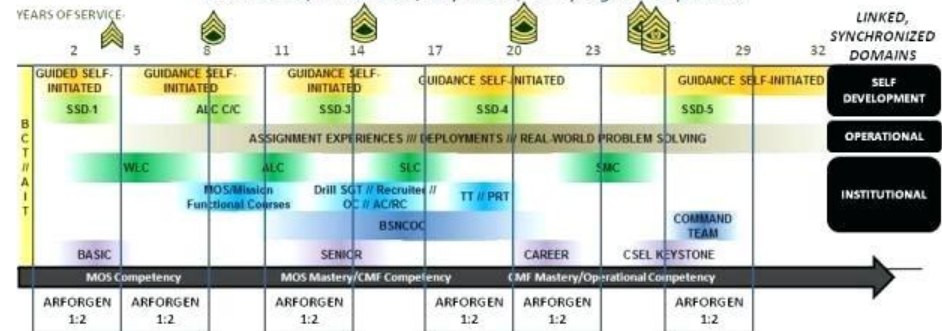
- Military experience:
- ✓ “up-or-out” system
  - ✓ “demonstrated potential”
  - ✓ personal initiative
  - ✓ loyalty

## BASIC NCO CAREER TIMELINE

### NCO LEADER DEVELOPMENT

2015 Environment

*A deliberate, continuous, sequential, and progressive process*



Balance of Education, Training, and Experiences

#### BASELINE

Education = PME: 12-18 months (MOS Specific)

Training = unit time prior to deployment: ~16 years

Experiences = Deployment: ~10 years

Broadening/Joint: ~5 years

Strategic Consideration:

Can /will your company accommodate/adapt to this?

# RE-SOCIALIZING **VETERAN EMPLOYEES** INTO YOUR ORGANIZATIONAL CULTURE..

Military services found to have exceptionally high “**engagement culture**”



Strategic Consideration:

May need to develop additional mechanisms to engage new veteran employees



# VETERAN EMPLOYEE PERFORMANCE DEVELOPMENTAL NEEDS MAY DIFFER



**EQUIP** veteran  
employee to  
succeed

**POSITION**  
veteran employee  
to succeed

# IS YOUR COMPANY WILLING TO TRAIN **VETERAN EMPLOYEES?**

---



Strategic Consideration:

Is your company willing to EQUIP new veteran employees for success?

# TREND: **VETERAN EMPLOYEES** HAVE A HIGHER NEED FOR ONGOING FEEDBACK & COACHING



- ✓ Well-defined position descriptions
- ✓ Explicit performance expectations
- ✓ Monthly performance counseling
- ✓ Impact awards for service & achievement
- ✓ Groups feedback sessions (AARs)
- ✓ Formal Annual Evaluations
- ✓ Career Manager Feedback



Strategic Consideration:  
May need to develop additional feedback procedures for new veteran employees



# EVALUATING **VETERAN** **EMPLOYEES** SATISFACTION/ENGAGEMENT

## Gallup's Q<sup>12</sup>

■ Basic Needs   ■ Individual Needs   ■ Teamwork Needs   ■ Growth Needs

■ Q01: I know what is expected of me at work.

■ Q02: I have the materials and equipment I need to do my work right.

■ Q03: At work, I have the opportunity to do what I do best every day.

■ Q04: In the last seven days, I have received recognition or praise for doing good work.

■ Q05: My supervisor, or someone at work, seems to care about me as a person.

■ Q06: There is someone at work who encourages my development.

■ Q07: At work, my opinions seem to count.

■ Q08: The mission or purpose of my company makes me feel my job is important.

■ Q09: My associates or fellow employees are committed to doing quality work.

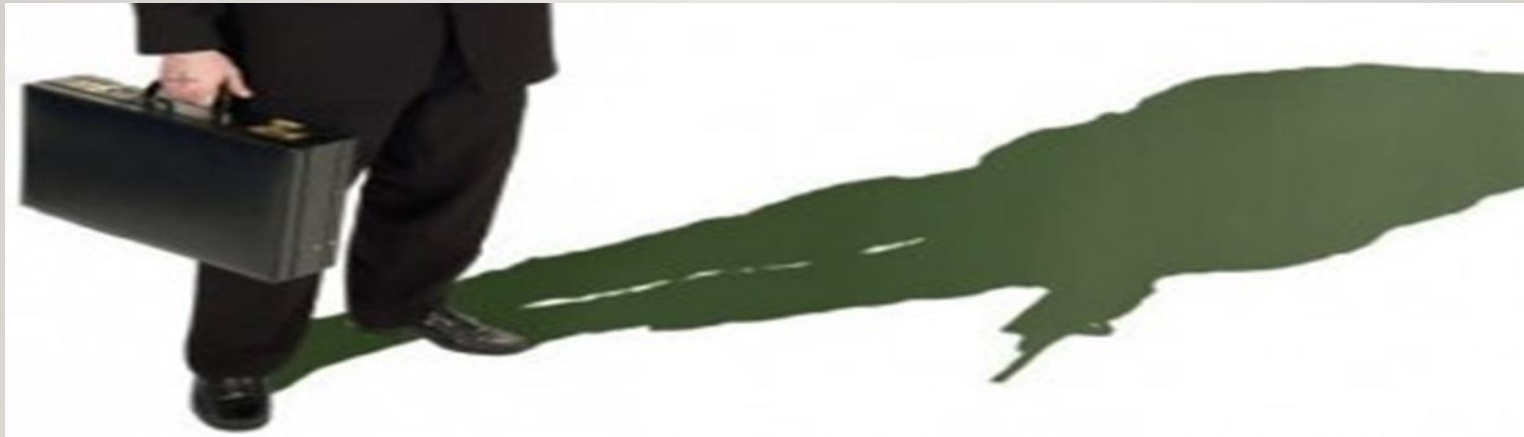
■ Q10: I have a best friend at work.

■ Q11: In the last six months, someone at work has talked to me about my progress.

■ Q12: This last year, I have had opportunities at work to learn and grow.

GALLUP

# **Transition of Military Veterans**



## **Into the American Workplace**

*Dr. Art DeGroat, Ed.D, Lieutenant Colonel (Ret.), USA*