

NAVSO

NATIONAL ASSOCIATION OF VETERAN-SERVING ORGANIZATIONS

**Helping Companies Recruit and
Engage Veteran Talent**



National Association of Veteran-Serving Organizations

Smart Practices in Veteran Employee Retention



*Presented by NAVSO in partnership with CEB
Global to support companies and providers
focused on retaining veteran talent*



You Serve Them. We Serve You.™

Today's Schedule

- Overview and Introductions
- Panel Remarks and Insights
- Summary and Q&A



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#VetTalent

Overview

During this webinar, you'll hear from some of the nation's leading experts on veteran employee engagement helping you move your efforts from merely "veteran-friendly" to "veteran-ready." Insights will include topic areas such as educating employees on veteran experience and breaking through stereotypes, how to develop and leverage strong veteran employee resource groups within your company, ways to identify and partner with nonprofit service providers that develop supply-side veteran talent, and much more. Let's begin....



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Facilitator: Chris Ford

Chris Ford is the Founder and CEO of the National Association of Veteran-Serving Organizations (NAVSO). In this role, Chris is responsible for the strategic direction and day-to-day management of the organization. NAVSO provides essential resources to those who serve veterans and military families, fund efforts aimed at helping them or work to employ them so they are more effective in meeting their needs. He is a 20-year Air Force veteran retiring in 2014 from the Joint Chiefs of Staff where he served in the Chairman's Office of Warrior and Family Support. In this role, Chris leveraged his perspectives on veteran reintegration to assist communities across 18 states seeking to improve their support for military families. He previously served in nearly a dozen countries around the globe supporting Operations Southern Watch, Enduring Freedom and Iraqi Freedom. Chris was awarded the Bronze Star Medal and is a graduate of the United States Air Force Academy, University of South Carolina, Naval Postgraduate School and the FBI National Academy.



Panelist: Kevin Whirity

Kevin is a Manager in Deloitte's Internal Services Practice and has over seven years of experience with Deloitte. He has assisted clients both internally and externally and has led numerous projects to address strategic objectives in operations, real estate and Talent Acquisition. Currently, he is leading efforts within the firm's National Military and Veteran Recruiting strategy. Prior to Deloitte, Kevin served 6 years active duty with the U.S. Navy as a Human Resources officer.



He completed his undergraduate studies at the United States Naval Academy and continued his education at Loyola University Chicago in obtaining an MBA, as well as, a Master of Science in Real Estate at the University of Florida.



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Panelist: Chris Davison

Chris Davison is the Veteran Recruiting and Warrior Integration Program Manager for BAE Systems, Inc. Through his management of Camo to Corporate, the overarching program for veteran hiring, he is dedicated to the recruitment of active-duty, reserve, and veteran service members from all branches throughout the U.S. and abroad. He develops and coordinates our military recruitment outreach strategy, plans and executes localized talent delivery solutions, and maintains and exercises BAE partnerships with state and federal veteran employment organizations. Chris was elected President of the Veteran's Support Network, BAE Systems' veteran affinity group, in 2015 after serving as its Vice President of Membership from August 2014 to January 2015. Prior to joining the company, Chris served in the U.S. Navy as a Human Resources and Finance Specialist at commands in Maryland and Washington, D.C. He held roles in career counseling, IG audit, training and served on President Clinton's detail in 1996 as a motorcade driver.



Panelist: Sean Passmore

Sean serves as the Military Hiring Advisor for USAA leading the corporate effort in recruiting and hiring veterans and military spouses. He works strategically with internal and external partners to develop and deploy military hiring efforts and represents USAA nationwide at military-focused events. A prior enlisted soldier, Non-Commissioned Officer, and graduate of Officer Candidate School (OCS), Sean served 22+ years in the Army before retiring in June 2014 as a senior

Presidential Communications Officer in the White House Communications Agency where he provided direct and personal support to the President of the United States and led teams supporting Presidential events around the world. Sean earned his Master of Science degree in Project Management from The George Washington University and is a certified Project Management Professional (PMP).



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Deloitte
Veteran
Integration
& Retention

Integration and Retention

assimilating and enabling veteran success

Deloitte On-Boarding Programs

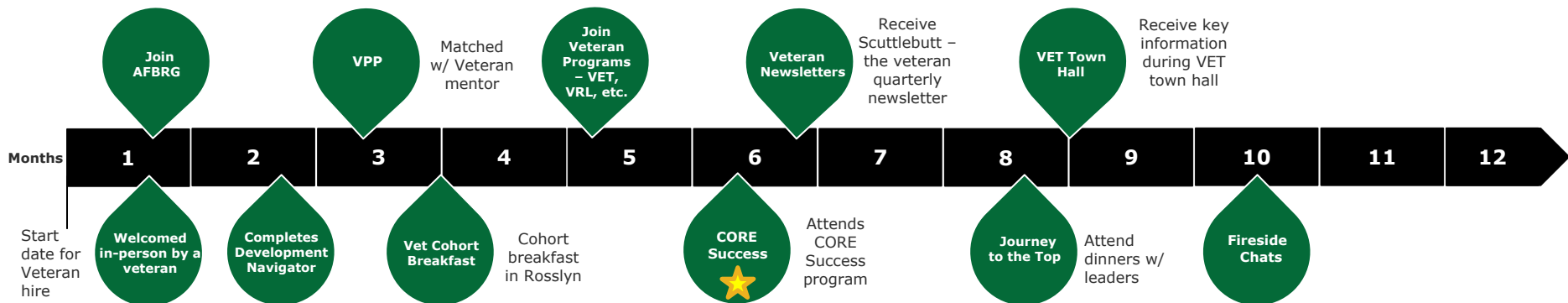
Transitioning veterans to the professional workforce

Formalized program tracking a veteran new hire's 12-month journey focusing on two key factors:

TRAINING: Identify skills that veterans might not obtain in the military and implement programs to support

CONNECTEDNESS: Equip new veterans with an instantaneous network to assist in navigating the transition into the civilian sector

On-Boarding and Retention Program Timeline



Note: CORE Success would be a learning tool for functions to incorporate into their overall veteran retention strategy, with FSS-specific events/programs to supplement

Deloitte Integration Programs


Supporting veterans post-hire




Career Opportunity Redefinition and Exploration
Success Program Overview

Program at a glance


Overview: The CORE Success Program addresses the needs of veterans once they have started a new career, including those employed by Deloitte. The development process involved the AFBRG, Functional Talent and Development teams, veteran initiative champions, interviews with veterans employed in a variety of careers, and veterans employed by Deloitte



Compact: A 1-day, highly-flexible agenda meant to accommodate diverse environments and schedules.



Scalable: Multiple workshops can be run concurrently to maximize the number of participants.



Mobile: Provides an out of the box solution that can be easily conducted in a classroom setting anywhere.

Outcomes: Leveraging Deloitte's award-winning leadership curriculum, CORE Success is a highly interactive workshop tailored to help veterans in their post-hire transition

Program details

Learner Profile: Veterans or Reservists, from all functions, levels, and roles within Deloitte US, who joined Deloitte within the last 6 months

Timeline:

- Summer 2016 – Piloted
- Fall 2016 – Incorporating into Deloitte Development plan
- Spring 2017 – Available as a Human Capital Solution for Clients

Learner Experience: Each learner experience is intentionally personalized and high-touch, with each workshop including 8-24 participants – **maintaining CORE's proven high-touch delivery.**



8-24 Participants



3-6 Facilitators

Deloitte Mentorship Programs

Guiding Veterans toward future success

Veteran Practitioner Program (VPP) Overview

The Veteran Practitioner Program (VPP) is a 1-year mentorship program that pairs newly-hired veterans with experienced veteran practitioners to help accelerate their transition to Deloitte. The program uses a variety of attributes to effectively pair new hires with mentors who have similar military backgrounds and who work in similar areas at the organization.

Ways VPP mentors help their mentees

1

Understanding Deloitte Culture

Military culture is vastly different than Deloitte and the VPP mentors provide training and resources to help veterans acclimate to the organization and hit the ground running. The program aims to connect mentees with their mentor in their first 60 days at the organization to help ensure they can receive strong formal and informal mentorship.

2

Navigating a Deloitte Career

Military veterans usually have a set career path and are unable to have a wide variety of areas they can get involved with and grow their skills. VPP mentors sometimes help guide mentees in getting involved in the right initiatives that interest them and create value for the organization.

3

Networking

Mentors help mentees understand the importance of networking within the organization. By sharing personal experiences, best practices, and personalized advice, mentors help mentees build, maintain, and leverage relationships that drive professional growth and development.

Deloitte Training Programs

Helping veterans improve professional skills

Veteran Training Quick Reference

Overview

The Veteran Training Quick Reference provides foundational training opportunities to veteran new-hires to accelerate their impact on the organization and their professional career. Practitioner plans are broken down into education, experiences, and exposure:



Outcomes: Leveraging Deloitte's vast training network, veteran new-hires can learn a set of tools and methodologies to fast-track their personal and professional effectiveness, while acquiring new skills and tactics to help grow and maintain a strong network.

Courses at a glance

Core consulting skills

- Presenting with Confidence
- Building Client Deliverables
- Personal Productivity

Corporate dynamics

- Business Chemistry
- Building Executive Relationships
- Working on Project Teams

Communicating military skills

- Communicating with Executives
- Branding You
- Building and Presenting Your Deliverable Story

Networking

- Strategic Relationship Building
- Deloitte People Network: Be Discovered
- Getting the Meeting

Engagement management

- Critical Assessment and Decision Making
- Concepts of Logical Structuring & Storyboarding
- Leading High Performing Teams

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Veterans' Support Network

An employee resource group (ERG)

at BAE Systems, Inc.

Chris Davison

Veteran Recruiting & Warrior Integration Program Manager

Veterans' Support Network President 2014-2016



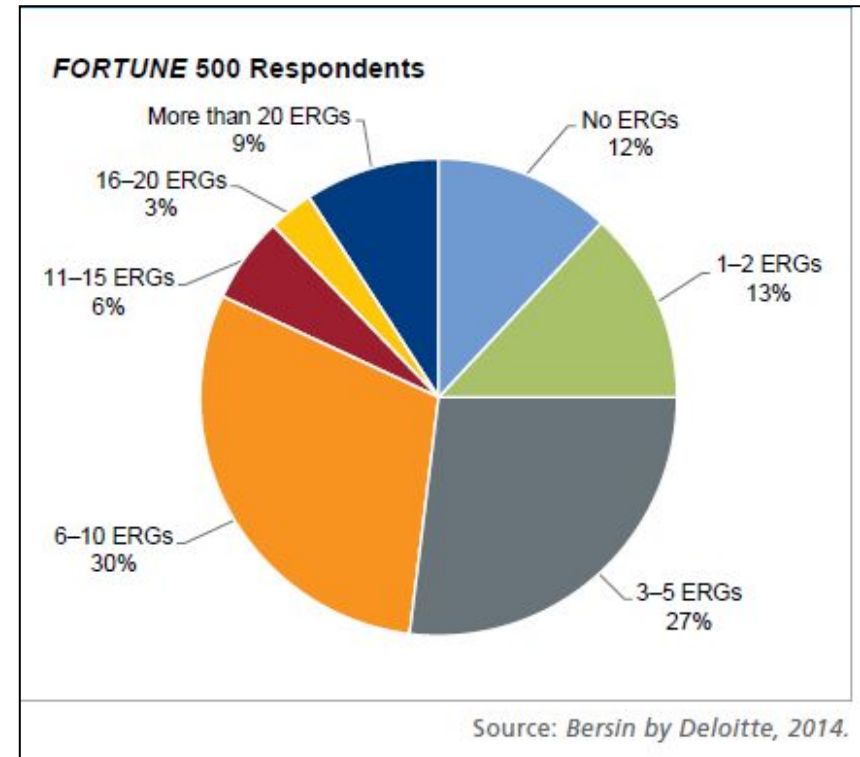
Veteran Outreach Tools at a Glance

- Military Landing Page – usually part of your careers site portal. Should include information relative to veterans
- Skills Translator – usually part of your military landing page. Provides veterans a way to find jobs that match their technical skills
- Develop handout materials specific to military and veteran community
- Take advantage of free or low-cost job fairs sponsored by military installations
- Partner with state and federal veteran employment counselors
- Start a veteran-centric employee resource group (ERG)



ERG Impact on Engagement & Retention

- 88% of Fortune 500 respondents have ERGs
- Employee engagement is #1 reason for ERGs
- Leading companies use ERGs to recruit, retain, design products and services, and market internally and externally
- ERGs are also used as a resource for surfacing engaged talent
- ERGs contribute directly to employee inclusion, engagement and retention



Established: April 2014

Mission

Our goal is to create and foster an inclusive community within BAE Systems, Inc. that integrates the values, roles and interests of veterans and veteran supporters in the workplace and within the communities

Mission Pillars

- Transition
- Retention
- Education & Career Development
- Community Outreach

Objectives

- Create a more inclusive work environment
- Provide Leadership Development training & opportunities
- Provide mentoring opportunities
- Develop products to aid veterans during new hire orientation
- Recognize veteran contributions and achievements
- Support the Guard & Reserve
- Organize community outreach events

Membership

400+ Members at 39 locations

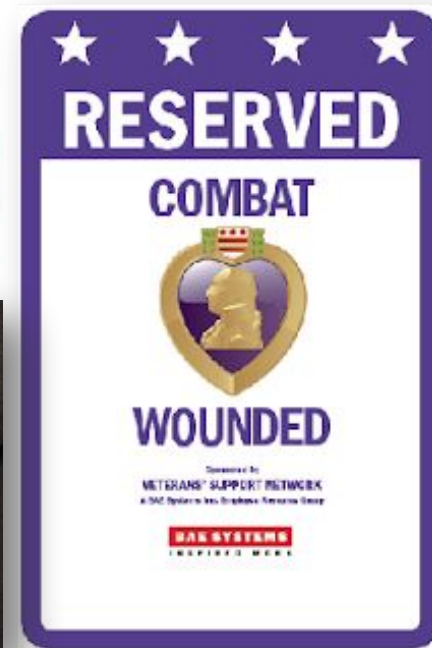
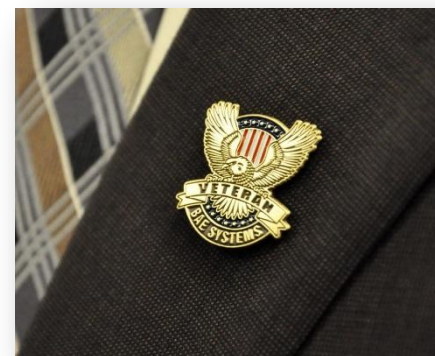
Growth Plan & Retention

Issue quarterly newsletter, the *Scuttlebutt*, to communicate all-things veteran and related events

Promote the ERG's by incentivizing current VSN membership with a VetsHQ 1-year membership card

VSN-Sponsored parking signage at major BAE Systems, Inc. locations that honor combat-wounded veterans – 40 signs in place at over 25 locations

Recognize ALL veterans in BAE Systems annually – 5000+ with a token of appreciation and message from our CEO and Veterans' Support Network's Executive Sponsor



Veteran Retention Program Purpose and Details

*The purpose of a veteran retention program should be to hire, **transition and develop** veterans whose backgrounds suggest potential for success in the organization.*

- Hire veterans to fill positions that meet business requirements
- Include veteran employees in the recruiting and interviewing processes
- Lengthy, highly engaging program duration (approximately 12 months)
- Strong coaching/support structure: manager, executive veteran coach/mentor, veteran employee sponsor, veteran employee resource group
- Addresses the problem of retaining recently separated veterans

USAA's VetsLead Program Overview

Program Preparation

Recruitment

- Determine roles
- Finalize positions
- Communication plan
- Post positions
- Recruit on-boarding panelists

Selection

- Recruiter screening of candidates
- Resume review boards
- Hiring manager initial slate review
- Manager phone interviews
- F2F/video interviews
- Candidate selections
- Offers & background checks
- Hiring managers, mentors, & sponsors orientations

6 months prior

Program Execution

Orientations

- New Employee Orientation
- USAA Veteran On-Boarding Session

Welcome Reception

EQi Assessments

Cohort Classes

- Understanding Our Business
- The Leader Within
- Contact Center College
- Coach for Results
- Process Excellence
- CareerPower Classics
- Leading for Inclusion
- Behind the Numbers
- Change Leadership

Innovation Program

- University classes
- Business project
- Presentation

Optional Classes

- Military Insights

Harvard ManageMentor

- Strategic Thinking Overview
- Strategic Thinking Self Assessment
- Managing Oneself
- Career Management

Coaching

- Manager monthly
- Mentor monthly
- Sponsor as needed
- Assessment debriefs

Business Acumen

- Company and Staff overviews
- Strategic overviews
- Business visits
- Y-cording

Military Field Visits

Performance Planning

Presentations & Program Close

Program Sustainment

Assess Program

- Level 1 surveys
- Level 3 surveys
- Manager/Mentor feedback sessions
- HRBP/business feedback sessions

Monitor Results

- Monitor participant retention, job growth, and promotions

On-Going Development

- Use past participants as panelists for Vet On-Boarding & Military Insights, and sponsors for future cohorts

Ongoing

Program length: 12 months

Key Takeaways

- Veterans may have experience and education gaps but they have the characteristics your company wants; they are:
 - Loyal
 - Accountable
 - Team-players
 - Adaptable
 - Resilient



Key Takeaways (cont'd.)

- Focus on value, both for your company and for the veteran
- Changing your HR processes will improve your ability to recruit and hire veterans
- Changing your onboarding and retention strategies will help you keep veterans
- Leverage supply-side solutions to meet your company's demands



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Key Takeaways (cont'd.)

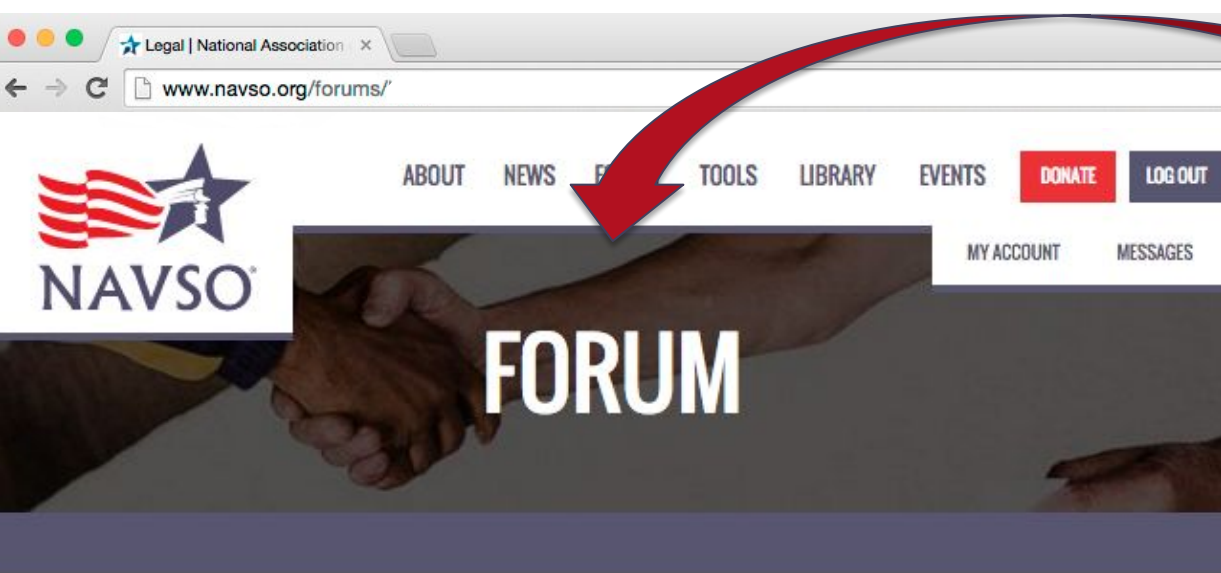
- Be consistent in your brand but make sure veterans understand *all* you do
- Leverage existing veteran employees to help recruit, hire, onboard and retain
- Make veteran hiring “personal” by allocating time to listen and seek



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Continue today's conversation in our online Forum!

Connect with like-minded professionals focused on the same issues.

Gain access to new insights and best practices from around the nation.

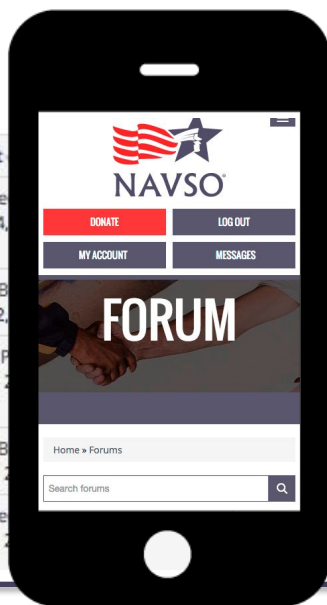
Share your perspectives on innovative solutions to support veteran employees and candidates.

Home » Forums

EMPLOYMENT

POST NEW TOPIC

Topic / Topic starter	Replies	Last post
Employers - You want to hire veterans but are your "troops" trained to recognize their experience and value? by Ray Weeks » August 24, 2015	0	by Ray Weeks » August 24, 2015
Entrepreneurial risks by Chris Ford » August 3, 2015	2	by Jamie B » August 12, 2015
Why Veterans Should Be Seriously Looking at Public Sector Career Opportunities by Bryan Pannell » August 7, 2015	0	by Bryan Pannell » August 7, 2015
Why aren't veterans and employers communicating? by Lida Citroen » February 19, 2015	6	by Jamie B » August 5, 2015
You've found veteran/mil spouse talent & hired them. What are you doing to retain them? by Ray Weeks » July 31, 2015	0	by Ray Weeks » August 1, 2015





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Other Resources:

Interested in mentoring veterans via 1-hr phone calls?

- *Check out www.Veterati.com*

Want to connect your Veteran Resource Group to other Veteran Resource Groups?

- *Join 'VERG – Veterans Employee Resource Groups' on LinkedIn*



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