



LEADING PRACTICE

Leading Practice Examples: Training and Professional Development

There are many other programs and practices impacting private industry, positioned to advance the employment situation of veterans. The following is a summarized list of practices and recommendations related to training and professional development opportunities for veterans:

- Leverage internship/apprenticeship opportunities. Training and experience programs targeted to veterans and run, or supported by, business and industry provide opportunities to veterans to gain entry into the civilian workforce, and to engage with potential future employers. Creating internships may enable companies to enhance the training and preparation of these veterans, who will be positioned as qualified applicants once they complete the internship/apprenticeship experience.
- Companies, including Walmart, leverage campus recruiting and veteran service organizations, such as the SVA,¹ to provide internship opportunities to veterans.
- Ernst & Young suggests the creation of half-day internship fairs at schools for veterans, only. The schools can leverage existing job fairs, when companies are on campus and can provide specific time slots for veterans to attend. Furthermore, companies can inquire with universities on how to adjust their career sites and allow students to self-identify as veterans, as well as how to add a veteran-preferred option on their internship and job postings.
- AT&T has been working on an initiative to invite veterans to join the company through internships, job shadowing, and partnerships with the Chamber, encouraging veterans to utilize these shadowing opportunities in order to test different career tracks within AT&T. They have been utilizing meet-and-greet events on university campuses and military bases. Recently, the company had 20 veterans attend a development workshop, where they provided them with training on how to market themselves. AT&T offers 12 leadership programs, although the company believes that



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it can do more, and has been exploring opportunities to develop a Junior Officer Training Program, to better and more effectively train and hire veterans.

- BAE offers internship opportunities for service-disabled veterans to develop individual professional skills while undergoing medical treatment and/or physical rehabilitation at a Military Treatment Facility.²
- As part of the White House's Joining Forces initiative, Intel piloted the Intel Veteran Employment Training (VET) program, which provides technology training and jobs for veterans and their partners. Intel is leveraging the Computer Clubhouse Network,³ which is a valuable resource that is available for learning about computers and technology. While currently focused as an after-school program for children, Intel has worked with their clubhouse partners to open this resource to veterans and their partners prior to after-school hours; this provides an opportunity to learn job-readiness and computing skills essential in today's labor market. The clubhouse's three-day training program is made available once each month for veterans and their partners. Training includes:
 - One-on-one coaching and training on resume writing with military to civilian occupation skills translation.
 - Behavioral interview training and mock interviews with real-time feedback.
 - Job search techniques.
 - Intel veteran mentor matching.
 - Access to free industry certification training (Project Management Professional, MCSE, etc.) and job placement programs to those eligible.
- Position the GI Bill as a resource. Veterans of current wars have unprecedented opportunities for education through the GI Bill.⁴ Many firms are pursuing combination scholarship/internship programs for veterans who are gaining education through the GI Bill as a means to encourage veterans to pursue degrees in high-demand fields such as





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science, technology, engineering, and mathematics (STEM). The GI Bill can also fund on-the-job training for veterans. For example, Schneider National⁵ has one of the few transportation programs certified under the VA's apprenticeship program that incorporates the GI Bill benefits, allowing them to receive tax-free educational benefit checks from the VA by submitting monthly reports to the DOL. Consider the unique situation of the junior enlisted. The Military Leadership Diversity Commission reports that 63% of enlisted men and 73% of enlisted women do not re-enlist in the military, following their first term. In total, 68% of all enlisted military do not re-enlist after their first term, which is between 2-6 years of service.⁶ For them, the transition process into civilian employment, with or without training and education, will set the course for their post-service lives.

- Citigroup founded the Veterans on Wall Street (VOWS)⁷ program. VOWS shares resources and is a great example of how veterans are being engaged in the financial industry. Through a combination of educational initiatives, mentoring, outreach to the military, employee affinity groups, and an annual conference, VOWS promotes career development, support and retention of veterans throughout the global financial services industry. VOWS is a collaboration of several financial corporations, and Citigroup recommends sharing training programs with other companies within the industry.
- Leverage programs and resources that are available through the VA, as a source of vocational training. There are three programs currently available that could support veteran internships:
 - The VA work-study program,⁸ which provides VA work study allowances for full-time or 3/4-time veteran students pursuing a college degree, vocational or professional program.
 - The UCX⁹ program allows eligible members of the military to receive unemployment compensation, based on their active duty service. It provides weekly





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income to service members as they look for work, including those who can find only part-time work.¹⁰

- The VA Vocational Rehabilitation program¹¹ pays for training while a veteran is in a vocational rehabilitation period. These services include vocational and personal counseling, education and training, financial aid, job assistance and, if needed, medical and dental treatment. Services generally last up to 48 months, but they can be extended in certain instances.
- Sodexo leverages its Sodexo University¹² to offer veterans the training they need to succeed and grow through tuition reimbursement, self-study training modules, instructor-led classes and online learning opportunities. The program leverages online tools that assist the veterans with career development, keep track of their performance goals, and make use of thousands of resources within the company that allow them to shape their own future and grow with the company. Tools such as real-life work scenarios and online simulations link the veterans immediately to other resources within Sodexo, and the training opens opportunities for internal mentoring and growth development.
- Some veterans may need additional skills training to round out their skill sets or to refresh existing skills weakened through inactivity while in the military. Many employers already offer skills training programs to other employees and can extend such programs to include veterans. These initiatives can be employed for new hires or to help prepare veterans for a job search. As with most training programs, offering them in a variety of media (e.g., live, written, recorded, online) and at multiple times may be necessary to provide the most effective support for veterans, who have to fit these developmental efforts into their other reintegration activities. For example, SunGard Public Sector provides live and on-request skills refreshers for veterans returning from deployment.¹³





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