Boots on the Ground

Improving military cultural competency and applying it for job training and placement, effective recruitment, and retention

Presented on 2/17/11 by Risa Greendlinger, MPA
Director, Veterans Issues, The National Center on Family Homelessness
Facilitated by Baylee Crone
Director of Technical Assistance
National Coalition for Homeless Veterans
“No one cares what you know until they know that you care. I work with veterans now and I tell them that I have been where they are and I am still on my journey. They see I am genuine and still in the trenches with them.”

OEF/OIF Army Veteran
Ways for DOL VETS Grantees to become military culturally competent

Hire qualified veterans and military affiliated staff

• Cultural Norms
• Tactics
• Lingo
• Military Structure

• Barriers
• Perspective
• Networking
• Where vets and families in need go for assistance
## Military Core Values

<table>
<thead>
<tr>
<th>BRANCH</th>
<th>CORE VALUES</th>
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<tr>
<td>Army</td>
<td>Loyalty, Duty, Respect, Selfless Service, Honor, Integrity, Personal Courage</td>
</tr>
<tr>
<td>Navy</td>
<td>Honor, Courage, Commitment</td>
</tr>
<tr>
<td>Marine Corp</td>
<td>same as Navy’s</td>
</tr>
<tr>
<td>Air Force</td>
<td>Integrity First, Service Before Self, Excellence in all We Do</td>
</tr>
<tr>
<td>Coast Guard</td>
<td>Honor, Respect, Devotion to Duty</td>
</tr>
</tbody>
</table>
Hire qualified veterans and military affiliated

Sources to Hire Veterans/Veterans Caretakers/Military Spouses

Word of Mouth/Employee Referrals
Military Spouses Corporate Career Network
http://www.mscen.org/
Recruit Military
http://www2.recruitmilitary.com/
VetJobs
http://www.veteranemployment.com/

VeteranEmployment.Com
http://www.veteranemployment.com/
VeteranJobs.Com
http://www.jobs4vets.com/
Military Job Zone
http://militaryjobzone.com/
Military Exits
http://www.militaryexits.com/
Why is Military Cultural Competency Important?

Less than 1% of Americans serve in uniform today but bear 100% of the burden of defending our nation.

- 55% of the force is married
- 40% have two children
- 1 in 37 families live on military installations – the remaining 63% live in communities
- Since Sept. 11 2001 more than 2 million troops have been deployed to Iraq and Afghanistan
- 20,000 have been deployed five or more times
Ways for organizations to become military culturally competent

*Educate staff through “free” trainings*

Department of Veteran Affairs National Center for PTSD
“PTSD 101: Military Culture”
http://www.ptsd.va.gov/professional/index.asp

Essential Learning
http://www.deploymentpsych.org/training/online-courses

Center for Deployment Psychology
http://www.deploymentpsych.org/training/civilian-practice

The Coming Home Project
http://www.cominghomeproject.net/training-videos

The Homeless Resource Center  http://homeless.samhsa.gov/
Ways for organizations to become military culturally competent

*Educate staff through “fee” based trainings*

Center for Social Innovation: T-3  [www.ThinkT3.com](http://www.ThinkT3.com)

Swords to Plowshares – Combat to Community
[http://combattocommunity.com/](http://combattocommunity.com/)

Center for Deployment Psychology
[http://wwwdeploymentpsych.org/training/civilian-practice](http://wwwdeploymentpsych.org/training/civilian-practice)

Arizona National Guard - Military Immersion
[holly.c.brauer@us.army.mil](mailto:holly.c.brauer@us.army.mil)
In their own words

“For four years we did not get up from our own beds, go to work, and come home to our family. We lived, ate, breathed Navy.

And now we’re being sent to someone with no idea about vets and they stick you in the welfare line?

Veterans don’t think they’re different. We are different. And, some of us don’t think we’re a good kind of different.

Until you’ve lived the culture, you can’t understand it.”

Betty
OEF/OIF Navy Veteran
Where the “Rubber Hits the Road”

How to use military cultural competency to improve effectiveness
Brief Overview of Active Duty Employment

Active Duty employment:

• 33% lower-level
  - e.g. craftsman, infantry
• 43% mid-level
  - e.g. medical, admin, electrical repair
• 24% highly skilled
  - e.g. communications, intelligence
BIGGEST issues

• First Impressions
• Intake / Eligibility
• Matching veteran with staff member (strong preference for female staff)
• Professional-friend relationship
• Creating a network of care
Getting the background

• Transition between DoD and VA
• Understanding the VA and where to go for help
• Understanding if Female Veteran has Trauma History prior to enlistment and during military service including any experience of MST & any experience of PTSD & TBI
Separation/Discharge from Service

• Transitional Assistance Program (TAP)

• Copies of records (health, incidents, education, etc)

• DD-214
  (http://www.archives.gov/veterans/military-service-records/)

• Make sure they register with the VA – it is NOT automatic after separation (Female Veterans underutilize VA compared to Male Veterans)
Military Discharges

Administrative Discharges
• Honorable
• General
• Under Other than Honorable Conditions

Judicial Discharges:
• Bad Conduct
• Dishonorable
Separation/Discharge from Service

- Make sure they are registered with the VA
- Scan in all service records into the VA file and get a complete copy
- Have them get a complete physical and dental check ASAP
“As veterans we are a strange and honorable people. We have a difficult time asking for assistance. Even when we deserve and have worked hard for the help, we tend to minimize our needs.

We need specific instructions and we will overdo any job provided to us. We are very thorough, dedicated, committed when presented with tasks.”

OEF/OIF Disabled Army Veteran, 3 tours
Recruitment and Retention
The Value of Networks

Establish working relationships with government agencies - VA

- Director of Social Work
- Public Relations Dept
- Vet Center & Women’s Clinics
- Mental Health Dept
- Homeless Office / Project CHALENGE
- OEF/OIF Representative
- Work Study Program
- Volunteer Office
- Vet Representatives
- VBA (Veterans Benefits Office)
The Value of Networks

Establish working relationships with government agencies

– Department of Defense
– Yellow Ribbon Planners
– Local Military Family Readiness
– Department of Labor Women’s Bureau
The Value of Networks

Establish working relationships with government agencies

- State Veterans Commission & Female County Service Officers
- Department of Social Work
- Police and Sheriff’s Departments
- Legislative Representatives (Federal and State levels)
The Value of Networks

• Create special relationships with colleges
  – College Vet Reps/Financial Aid Officers
  – Disabilities Representatives/Counseling Offices

• Create relationships with Hospital Discharge Social workers

• Join local committees

• Network with military social organizations

• Collaborate with faith-based organizations

• Juvenile Justice
The Value of Networks Frequently Used by Women

• WIC
• Head Start, Parent Teacher Organizations
• Domestic Violence Shelters
• Rape Crisis Centers
• Gynecologists/Women’s Health Centers
Where do military members & spouses go for information?

RAND Study Deployment Experiences of Guard & Reserve Families: Implications for Support & Retention
Vet/Family finds resources on Line: How to Get Free Visibility On the Internet


• Changing Intake procedures to ask about cell phone ownership & texting and obtaining permission for contact via text
Enhanced Service Delivery

• Understand Trauma-Informed Care & Gender Specific Needs of Women Veterans

• Addressing Traumatic Stress

• Applicability to Recruiting & Job Retention
Trauma-Informed Care

“A human service or health care system whose primary mission is altered by virtue of knowledge about trauma and the impact it is having on the lives [veterans] receiving services.”

It means viewing people’s behaviors and responses through a “trauma lens.”
Comparing Approaches

Traditional Approaches

• Problems/Symptoms are discrete and separate

• Hierarchical

• Consumers’ behaviors are viewed as “manipulative” or “working the system”

• People providing shelter and services are the experts

Trauma-informed

• Problems/Symptoms are inter-related responses to or coping mechanisms to deal with trauma

• Shares power/Decreases hierarchy

• Consumers’ behaviors are viewed as adaptations/ways to get needs met

• Consumers are active experts and partners with service providers

Adapted from L. Prescott
Comparing Approaches

**Traditional Approaches**
- Primary goals are defined by service providers and focus on symptom reduction
- Reactive – services and symptoms are crisis driven and focused on minimizing liability
- Sees consumers as broken, vulnerable and needing protection from themselves

**Trauma-informed**
- Primary goals are defined by consumers and focus on recovery, self-efficacy, and healing
- Proactive – preventing further crisis and avoiding retraumatization
- Understands providing choice, autonomy and control is central to healing

Adapted from L. Prescott
Impact of Trauma: Female Veteran World View

- The world is an unsafe place to live in.
- Other people are unsafe and cannot be trusted.
- The female veteran’s own thoughts and feelings are unsafe.
- Female Veterans anticipate continued crises, danger and loss.
- Lack of belief in self-worth and capabilities.
“Sometimes I feel so depressed I can’t get out of bed.”

“I get so angry, that I just shut down.”

“I don’t even know who I am anymore and I think ‘why bother?’.”

“Sometimes I avoid meetings with my case manager because they’re just too overwhelming for me.”
How does trauma impact service use?
Effects of long-term trauma may include:

• Having difficulties trusting others and forming and maintaining healthy relationships.

• Struggling to understanding, talking about, and managing their feelings.
• Experiencing severe and persistent physical and mental health issues.
• Adopting high risk behaviors as coping mechanisms (eating disorders, substance abuse, self harm, sexual promiscuity, violence).

THE NATIONAL CENTER ON Family Homelessness
for every child, a chance
These types of difficulties can be very challenging, frustrating, and at times, confusing to service providers and employers who are trying to help.
Developing a Trauma-Informed Program

• Have a casual Vet-friendly fun environment
• Always honor their service
• Make it personal because it is
• “Meet them where they are”
• Validate the understanding of their perspective
• Empower veteran to make changes for themselves – let them teach you
• Always follow up and accommodate
Trauma Informed Care

• Understand Trauma and its Impact
• Promote Safety
• Ensure Cultural Competency
• Support Veteran Control, Choice, & Autonomy
• Share Power and Governance
• Integrate Care
• Recognize that Relationships Heal
• Believe that Recovery is Possible
Principles of a Trauma-Informed System

- **Integrate care.**
- **Promote safety.**
- **Support client control, choice, and autonomy.**
- **Share power and governance.**
- **Recovery is possible.**
- **Healing happens in relationships.**
- **Understand trauma and its impact.**
- **Ensure cultural competence.**

Becoming trauma-informed means learning how traumatic experiences impact the ways that people respond and cope.
Providing “trauma-informed” care also means using this knowledge about trauma and its impact to *do our work differently* and avoid causing additional harm to those we serve.
Difficulties Encountered Within Systems of Care

• Fragmented, unresponsive systems lead to:
  – Long waits and wait lists.
  – Red tape – confusing instructions, lack of information about options.
  – Lack of communication among service providers.

• Re-traumatization: Lack of respect and safety and an absence of control and choice that mimics past traumatic experiences.
Re-Traumatizing Female Veterans

- Re-experiencing original trauma (symbolically or actually).
- Client responds as if there is danger even if it is not actual danger.
- Triggers may be subtle and difficult to identify.
Trauma-informed change requires that staff at ALL levels and in ALL roles work from a common set of core values or principles.
Translating trauma-informed principles into trauma-informed practices . . .
Women Veteran Specific Trauma Informed Care Resources

- DOL Trauma-Informed Care for Women Veterans Experiencing Homelessness not yet released
Presenter Contact Information

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Direct Dial: 781-966-2427

Baylee Crone, Director of Technical Assistance
National Coalition for Homeless Veterans
E-mail: bcrone@nchv.org
Phone: (202) 546-1969

Materials created by Risa Greendlinger, MPA, Seanna Herring-Jensen and Kathleen Guarino LMFC
Appendices:
I. Brief Military Overview
# Military Cultural Competency

*Brief overview of the rank and pay*

<table>
<thead>
<tr>
<th>RANKS</th>
<th>REQUIREMENTS</th>
<th>PAY GRADE</th>
<th>TYPE OF JOB</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Enlisted</strong> (includes Non-commissioned officers and Petty Officers)</td>
<td>HS Diploma</td>
<td>E-1 to E-9</td>
<td>All areas</td>
</tr>
<tr>
<td><strong>Warrant Officers</strong> (excluding Air Force)</td>
<td>Must have attained a minimum of E-5</td>
<td>W-1 to W-5</td>
<td>Technical experts in special fields</td>
</tr>
<tr>
<td><strong>Commissioned Officers</strong></td>
<td>One of four ways: University (ROTC), direct commission, officer candidate school or the U.S. Military Academy</td>
<td>O-1 to O-10</td>
<td>Similar to upper-management</td>
</tr>
</tbody>
</table>

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*Family Homelessness for every child, a chance*
## Military Cultural Competency

**Brief overview of the composition of Women in the military**

<table>
<thead>
<tr>
<th>BRANCH</th>
<th>PERCENTILE</th>
<th>OFFICERS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Army</td>
<td>14%</td>
<td>17%</td>
</tr>
<tr>
<td>Navy</td>
<td>19%</td>
<td>15%</td>
</tr>
<tr>
<td>Marine</td>
<td>6%</td>
<td>6%</td>
</tr>
<tr>
<td>Air Force</td>
<td>19%</td>
<td>18%</td>
</tr>
</tbody>
</table>
Military Cultural Competency

Brief overview of the military by race

<table>
<thead>
<tr>
<th>RACE</th>
<th>PERCENTILE</th>
<th>OFFICERS</th>
</tr>
</thead>
<tbody>
<tr>
<td>White</td>
<td>68%</td>
<td>79%</td>
</tr>
<tr>
<td>Black</td>
<td>18%</td>
<td>9%</td>
</tr>
<tr>
<td>AI AN</td>
<td>3%</td>
<td>&lt;5%</td>
</tr>
<tr>
<td>Asian</td>
<td>4%</td>
<td>&lt;5%</td>
</tr>
<tr>
<td>NHPI</td>
<td>2%</td>
<td>&lt;5%</td>
</tr>
<tr>
<td>Hispanic</td>
<td>10%</td>
<td>5%</td>
</tr>
<tr>
<td>Two or more race</td>
<td>1%</td>
<td>&lt;5%</td>
</tr>
<tr>
<td>Unknown race</td>
<td>4%</td>
<td>&lt;5%</td>
</tr>
</tbody>
</table>

Pop Rep in the Military Services FY 09 Rpt
# Military Cultural Competency

*Brief overview of the military by Service Branch*

<table>
<thead>
<tr>
<th>BRANCH</th>
<th>REFERRED TO AS</th>
<th>RESPONSIBILITY FOR</th>
<th>DUTY COMPONENTS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Army</td>
<td>Soldier</td>
<td>Ground Force</td>
<td>Active, Reserve, Guard</td>
</tr>
<tr>
<td>Navy</td>
<td>Sailor</td>
<td>Navel Force and enables combat ready Marines</td>
<td>Active and Reserve</td>
</tr>
<tr>
<td>Marine Corps</td>
<td>Marine</td>
<td>Supports Naval campaigns, conducts seizures of naval and land bases</td>
<td>Active and Reserve</td>
</tr>
<tr>
<td>Air Force</td>
<td>Airmen</td>
<td>Air, Space, and Cyber Space</td>
<td>Active, Reserve, and Guard</td>
</tr>
<tr>
<td>Coast Guard</td>
<td>Guardian</td>
<td>Stateside protection of shores (Department of Homeland Security)</td>
<td>Active and Reserve</td>
</tr>
</tbody>
</table>
## Military Cultural Competency

*Brief overview of the military by service branch, rank & gender*

<table>
<thead>
<tr>
<th>Component</th>
<th>Military</th>
<th>Enlisted</th>
<th>Officer</th>
<th>Female</th>
</tr>
</thead>
<tbody>
<tr>
<td>Army</td>
<td>548,000</td>
<td>456,651</td>
<td>88,093</td>
<td>74,411</td>
</tr>
<tr>
<td>Marine Corps</td>
<td>203,095</td>
<td>182,147</td>
<td>20,639</td>
<td>12,290</td>
</tr>
<tr>
<td>Navy</td>
<td>332,000</td>
<td>276,276</td>
<td>51,093</td>
<td>51,029</td>
</tr>
<tr>
<td>Air Force</td>
<td>323,000</td>
<td>261,193</td>
<td>64,370</td>
<td>64,137</td>
</tr>
<tr>
<td>Coast Guard</td>
<td>41,000</td>
<td>32,647</td>
<td>8,051</td>
<td>4,965</td>
</tr>
<tr>
<td><strong>Total Active</strong></td>
<td><strong>1,445,000</strong></td>
<td><strong>1,174,563</strong></td>
<td><strong>224,144</strong></td>
<td><strong>203,375</strong></td>
</tr>
</tbody>
</table>

*Pop Rep in the Military Services FY 09 Rpt*
## Military Cultural Competency

*Brief overview of rank and pay*

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</table>
# Military Duty Components

<table>
<thead>
<tr>
<th>COMPONENT</th>
<th>TOUR</th>
<th>OBLIGATION</th>
</tr>
</thead>
<tbody>
<tr>
<td>Active Duty</td>
<td>Full-time 24/7</td>
<td>Includes complete supportive services, base housing, medical, education benefits, etc.</td>
</tr>
<tr>
<td>Reserves</td>
<td>Part-time 39 days per year</td>
<td>Can be moved unexpectedly to Active; tends not to have the same support services as Active during NG time</td>
</tr>
<tr>
<td>National Guard</td>
<td>Part-time 39 days per year</td>
<td>Managed by the State and not Federal level</td>
</tr>
</tbody>
</table>
Appendices:

II. Brief Overview of Accessing VA Resources
Role of the Veterans Administration (VA)

- Veterans Health Administration – responsible for health care, research, Vet Centers, Community Based Outpatient Clinics (CBOCs), and Regional Medical Centers
- Veterans Benefits Administration - responsible for initial veteran registration, eligibility determination, and benefits and entitlements: Insurance, Home Loans, Vocational Rehabilitation and Employment, Education (GI Bill), and Compensation & Pension
- National Cemetery Administration - responsible for providing burial and memorial benefits
Primary Benefit Programs through the VA

- Disability compensation
- Veteran's pension programs
- Free or low-cost medical care through VA hospitals and medical facilities (based on current income)
- Education Programs
Accessing VA Benefits

- In person at the VA or CBOC
- On-line at https://www.ebenefits.va.gov/
- County Veteran Service Officer (CVO)
- Vet Reps at accredited veteran organization (http://www.va.gov/ogc/apps/accreditation/index.asp)
Appendices:

III. Trauma-Informed Care Resources for People Experiencing Homelessness
Trauma-Informed Care Resources

Please visit www.familyhomelessness.org to access the following resources related to today’s training:

- Developing Trauma-Informed Services for Families Experiencing Homelessness” An Interactive Training Video and Guide.
Trauma-Informed Care Resources

To access the following, please visit the Homeless Resource Center at www.homeless.samhsa.gov:

• *Homelessness and Traumatic Stress Training Package.* This training package includes a trainer’s guide, power-point slides, a trainer’s script, hand-outs, and evaluation materials. This package includes activities and ideas for ways to provide trauma-informed care in shelter settings. Many of these ideas can be applied more broadly to other service settings working with children and families who are homeless.

• *Shelter from the Storm: Creating Trauma-Informed Homeless Services.* This report outlines current trends and promising models for developing trauma-informed homeless service systems and organizations.
Trauma-Informed Care Resources

On-line Training:

http://www.center4si.com/training/index.cfm
Appendices:
IV. Other National Center Resources
http://www.familyhomelessness.org/media/174.pdf
Or e-mail risa.greendlinger@familyhomelessness.org for hard copies