



Hiring Veterans



*A Step-by-Step Toolkit
for Employers*



How to use this guide:

This document is designed to serve as a complement to the Web-based **America's Heroes at Work Veterans Hiring Toolkit**. It provides a print-ready outline of the Toolkit in a simplified format, with each of the Tool's six steps broken out by subheadings and corresponding resources. While all of this information is available in greater detail within the online version, this hard-copy template will help you develop a formal structure as you begin to identify your needs and/or retool your Veterans hiring efforts.

If you have any questions or concerns as you begin using the America's Heroes at Work Veterans Hiring Toolkit, please do not hesitate to contact our team. We can be reached by email at AmericasHeroesAtWork@dol.gov.

Thank you for your efforts – and for working proactively to include Veterans in your hiring initiatives. We look forward to learning of your successes.

Sincerely,

The team at America's Heroes at Work



STEP 1: DESIGN A STRATEGY FOR YOUR VETERANS HIRING INITIATIVE

www.americasheroesatwork.gov/forEmployers/HiringToolkit/Strategy

Congratulations on taking the first step toward creating (or enhancing) your Veterans hiring initiative! The steps in this section are a few of the basic elements to help you begin your planning.

- Become familiar with the benefits of hiring transitioning Service Members, Veterans and wounded warriors**
 - *Top ten reasons to hire Veterans and wounded warriors*
 - *Top military-to-civilian careers*
- Learn about tax incentives associated with the hiring of Veterans as well as disabled Veterans**
 - *Work Opportunity Tax Credit (WOTC)*
 - *State WOTC Coordinators*
 - *Sierra Group Foundation (Federal and State Incentives Resources)*
- Plan for results: Start with the basics**
 - *Basic planning template (this document)*
 - *Disability Management Employer Coalition (DMEC's) Workplace Warrior: The Corporate Response to Deployment and Reintegration*

Goal	Lead	Timeframe	Results
Resources identified:			
Next steps:			



STEP 2: CREATE A WELCOMING AND EDUCATED WORKPLACE FOR AN EASY MILITARY TO CIVILIAN TRANSITION

www.americasheroesatwork.gov/forEmployers/HiringToolkit/Educate

Creating a welcoming environment for Veterans and returning Service Members doesn't take much effort, but it does take some thoughtful planning. What follows are suggestions for how to assess your current processes and explore including Veteran-specific actions into your strategy.

- Develop an understanding of military culture, experiences and resumes**
 - *Center for Deployment Psychology's Military Cultural Competence*
 - *Samples of DD214 (Military Resume)*
- Establish your company and its job application process as Veteran-friendly**
 - *O*NET (Occupational Information Network) – Military to Civilian Translator*
- Learn the facts about the invisible wounds of war: Demystifying TBI and PTSD in the workplace**
 - *Job Accommodation Network (JAN)*
 - *America's Heroes at Work's Training Tool: TBI, PTSD and Employment*
 - *Center for Post-Traumatic Stress Disorder*

Goal	Lead	Timeframe	Results

Resources identified:

Next steps:



STEP 3: ACTIVELY RECRUIT VETERANS AND MILITARY SPOUSES

www.americasheroesatwork.gov/forEmployers/HiringToolkit/Recruit

Broaden your knowledge of how and where to find Veterans and consider instituting a few strategies to help Veterans better find you!

- Determine employment opportunities and create detailed job descriptions**
 - *Credentialing Opportunities Online*
- Consider using military language in your outreach and job descriptions**
 - *O*NET's Military to Civilian Crosswalk*
- Consider transition-to-employment options, such as work experiences, internships and apprenticeships**
 - *Student Veterans of America*
 - *Operation Warfighter*
 - *One-Stop Career Centers*
 - *Registered Apprenticeship*
 - *Veterans Service Organizations*
 - *VetSuccess Coming Home to Work Program*
 - *The Mission Continues Fellowship Program*
- Access credible resources to help you look for qualified Veterans and wounded warriors who are seeking employment**
 - *Official Wounded Warrior Programs*
 - *VetSuccess*
 - *America's Service Locator*
 - *Student Veterans of America Chapter Locator*
 - *Army Career Alumni Program (ACAP)*
- Know what you can and should not ask during an interview**

Goal	Lead	Timeframe	Results
Resources identified:			
Next steps:			



STEP 4: HIRE QUALIFIED VETERANS AND LEARN TO ACCOMMODATE WOUNDED WARRIORS

www.americasheroesatwork.gov/forEmployers/HiringToolkit/Hire

Reflect on your on-boarding strategies and consider adding a few new elements to be inclusive of Veterans, both with and without combat-related injuries.

- Create a culturally sensitive new hire orientation plan**
- Understand your responsibilities under the Americans with Disabilities Act (ADA)**
 - *Equal Employment Opportunity Commission (EEOC)*
 - *Department of Justice ADA Home Page*
 - *Cornell University's Employment & Disability Institute*
 - *ADA's National Network of Disability Business Technical Assistance Centers*
 - *Tax incentives for accommodations*
- Consider disclosure concerns**
 - *Tax credit opportunities*
- Know where to obtain free, one-on-one guidance on job accommodations**
 - *Job Accommodation Network (JAN)*
 - *Computer/Electronic Accommodations Program (CAP) for the federal sector*
 - *State and federal assistive technology resources*

Goal	Lead	Timeframe	Results

Resources identified:

Next steps:



STEP 6: KEEP HELPFUL TOOLS AND RESOURCES AT YOUR FINGERTIPS

www.americasheroesatwork.gov/forEmployers/HiringToolkit/Resources

There are numerous resources available to help employers in their Veterans hiring efforts, but not all employers know where to find them and whether they are reputable. In response, the U.S. Department of Labor has compiled the following list of free, vetted tools and resources to keep at your fingertips. While certainly not all-inclusive, this list is designed to be a quick go-to reference guide of helpful sources of information related to Veterans hiring, retention and promotion.

- Keeping informed via social networking and e-news**
- Resources on recruiting, hiring and retaining Veterans**
- Answers to common employer questions about Veteran and disability employment**
 - *Workplace accommodations*
 - *Costs, liabilities and return on investment*
 - *Candidate qualifications and capabilities*
 - *Stigma and employees with psychological health injuries and mental health concerns*
 - *Staff training and disability-friendly workplaces*

Goal	Lead	Timeframe	Results
Resources identified:			
Next steps:			



RESOURCES AND LINKS (LISTED IN ALPHABETICAL ORDER):

ADA's National Network of Disability Business Technical Assistance Centers	– http://www.adata.org/Static/Home.aspx
America's Heroes at Work Training Tool: TBI, PTSD & Employment	– http://www.americasheroesatwork.gov/forEmployers/presentations/TBIptsd/
American Corporate Partners	– http://www.acp-usa.org/
Americans with Disabilities Act (ADA)	– http://www.ada.gov/
Army Career Alumni Program (ACAP)	– http://www.acap.army.mil/emp/employer_info.cfm
Army Reserve Employer Partnership Initiative	– http://www.usar.army.mil/arweb/EPI/Pages/Partners.aspx
Center for Deployment Psychology's Military Cultural Competence	– http://www.essentiallearning.net/student/content/sections/Lectora/MilitaryCultureCompetence/index.html
Center for Post-Traumatic Stress Disorder	– http://www.ptsd.va.gov/public/pages/info-employers-vets.asp
Computer/Electronic Accommodations Program (CAP) for the Federal Sector	– http://www.tricare.mil/cap/index.cfm
Cornell University's Employment & Disability Institute	– http://www.ilr.cornell.edu/edi/hr_tips/home.cfm
Credentialing Opportunities Online	– http://www.cool.army.mil – http://www.cool.navy.mil
Department of Justice ADA Home Page	– http://www.ada.gov/
Department of Labor Employment Law Guide	– http://www.dol.gov/compliance/guide/userra.htm#CompAssist
Disability Management Employer Coalition's (DMEC) Workplace Warrior: The Corporate Response to Deployment & Reintegration	– http://www.dmec.org/associations/5959/files/022708_FINAL_DMEC_White_Paper.pdf
EAP Tools & Resources	– http://www.eapassn.org/i4a/pages/index.cfm?pageid=820
Equal Employment Opportunity Commission (EEOC)	– http://www.eeoc.gov/facts/fs-ada.html
Employees Practical Guide Reasonable Accommodations under the ADA	– http://www.ian.wvu.edu/EeGuide/IIRequest.htm#Howdolknow
Employer Partnership of the Armed Forces	– http://www.employerpartnership.org/
Employer Support of the Guard and Reserve	– http://www.esgr.org/site/



Employer Support of the Guard and Reserve Statement of Support	– http://esqr.org/site/Programs/StatementofSupport/tabid/86/Default.aspx
Employer's Practical Guide to Reasonable Accommodations under the ADA	– http://www.jan.wvu.edu/Erquide/index.htm
elaws (Employment Laws Assistance for Workers and Small Businesses) Advisors	– http://www.dol.gov/elaws/
Fair Labor Standards Act (FLSA)	– http://www.dol.gov/compliance/laws/comp-flsa.htm
Job Accommodation Network (JAN)	– http://askjan.org
Local VA Offices	– http://www1.va.gov/vso/index.cfm?template=view&SortCategory=3
The Mission Continues Fellowship Program	– http://www.missioncontinues.org
National Resource Directory (NRD)	– http://www.NRD.gov
O*NET	– http://online.onetcenter.org
O*NET Military to Civilian Translator	– http://online.onetcenter.org/crosswalk/MOC/
One Stop Career Centers	– http://www.servicelocator.org
Operation Warfighter	– http://www.militaryhomefront.dod.mil/portal/page/mhf/MHF/MHF_HOME_2?section_id=20.40.500.450.0.0.0.0&tab_id=20.40.500.0.0.0.0.0
Registered Apprenticeship	– http://www.doleta.gov/oa/
Samples of DD214	– http://www.dtic.mil/whs/directives/corres/pdf/133601p.pdf
Sierra Group Foundation (Federal and State Incentives)	– http://www.employmentincentives.com/index.htm
State & Federal Assistive Technology Resources	– http://www.resnaprojects.org/nattap/at/stateprograms.html – http://www.resnaprojects.org/nattap/goals/employment/fedemployee.html
State Work Opportunity Tax Credit (WOTC) Coordinators	– http://www.doleta.gov/business/incentives/opptax/State_Contacts.cfm
Student Veterans of America (SVA) Chapter Locator	– http://www.studentveterans.org/ – http://www.studentveterans.org/chapters/chapterlocator.php
Tax Credit Opportunities	– http://www.doleta.gov/business/incentives/opptax/
Tax Incentives for Accommodations	– http://askjan.org/topics/taxinc.htm
Top Military-to-Civilian Careers	– http://www.online-education.net/military/slideshow/top-veterans-jobs.html – http://money.cnn.com/galleries/2007/moneymag/0703/gallery.bestjobs_military.moneymag/index.html
Top Ten Reasons to Hire Veterans	– http://www.americasheroesatwork.gov/AHAW/newsroom/TopTen
USERRA Advisor (elaws Advisors)	– http://www.dol.gov/elaws/userra.htm
Veterans Service Organizations	– www1.va.gov/vso/index.cfm?template=view&SortCategory=3



VetSuccess	– http://www.VetSuccess.gov
VetSuccess Coming Home to Work Program	– http://www.VetSuccess.gov/Coming_home_to_Work
Vocational Rehabilitation and Employment (VR & E) Program Employer Resources	– http://www.vba.va.gov/bln/vre/emp_resources.htm
VR & E Employment Coordinators	– http://vetsuccess.gov/assets/VR&E_Employment_Coordinators_list.xls
Work Opportunity Tax Credit (WOTC)	– http://www.irs.gov/pub/irs-pdf/f5884.pdf
Wounded Warrior - Navy	– http://www.navsea.navy.mil/Organization/WoundedWarriors.aspx
Wounded Warrior Program – Air Force	– http://www.woundedwarrior.af.mil/
Wounded Warrior Program – Army	– http://www.aw2.army.mil/
Wounded Warrior Program – Coast Guard	– http://www.uscg.mil/
Wounded Warrior Program – Marines	– http://www.woundedwarriorregiment.org/
Yellow Ribbon Reintegration Program	– http://www.yellowribbon.mil/