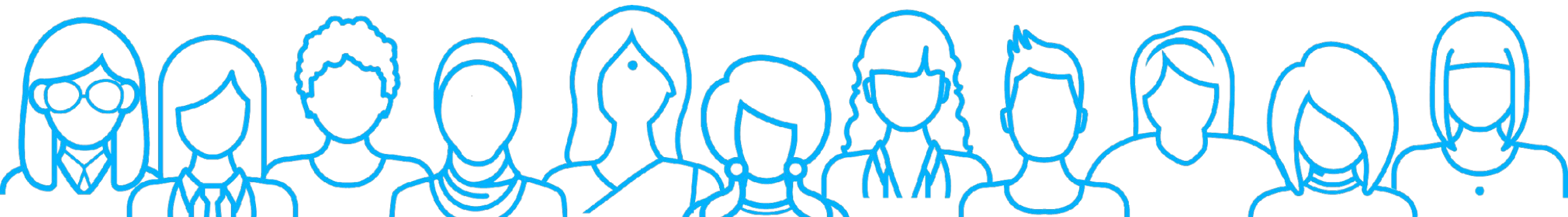




Veterans 101 for Leaders & Allies

Busting the Myths & Learning the Secrets
to Finding Your Next Superstar!

with Hayley Tuller



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ALLIES DINNER

**accenture**

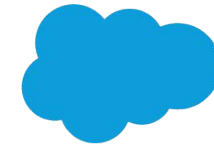
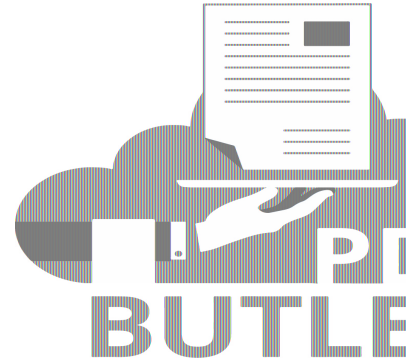
HAPPY HOUR

SERCANTE

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#WITConf22

About Me

Hayley Tuller

Founding Partner & Head of Services
Navigators

13x Certified Architect
Former Solo "Accidental Admin"
Consultant ~5 Years
Nonprofit Group Leader
Merivis Volunteer





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Retired US Navy Senior Chief, Naval Aircrewman
Cryptographer & Arabic Linguist
Combat Veteran of Iraq & Afghanistan





#WITConf22

Session Overview

- Why Should I Care?
- What Do I Need to Know?
- What Can I Do?
- What Resources Can Help Me

<https://bit.ly/3cBD8pp>



Why should I care?

Veterans Make Awesome Salesforce Professionals

- Attention to detail
- Proven ability to perform in stressful situations
- Team-oriented hard workers
- Organized, disciplined
- Able to problem solve quickly and creatively

...You probably already knew this!



Why should I care?

This Time... it's Different

- First major combat cohort of the All-Volunteer Force (AVF)
- Longest sustained combat operations in American history
- Highest levels of combat survivability ever achieved
- Increasing rift between military & civilian cultures
- Highest rates of TBI & PTSD

...Vets are isolated.



Why should I care?

Outcomes are Poor

- Declining educational achievement
- Un/Under Employment ~15% higher than general population
- Spouse Un/Under Employment is even worse
- Overall increased rates of social malaise (unhoused, etc)

...Vets are struggling.



Why should I care?

Veterans are More Diverse

- The military has consistently been black/browner than the general population
- Overall the military is shrinking & becoming more diverse
- Women have doubled since the 80's, now ~16%

*Veteran Advocacy = Diversity
Advocacy*





GREAT! I care now, and want to help!

What do I need to know?

Why do I need to know?

Myths

First... what should I NOT know?

“The civilian perception of veterans' skills and abilities is one of the biggest barriers to veteran hiring.”

– SHRM (Society for Human Resources Management)



Myths about the Military & Veterans

We're all conservative/young/rural whatever →

We choose service because have few/no options →

We're all grunts/infantryman, bomb loaders, etc.

We're cultural & ethnically very diverse; there's lots of ways to serve and be a veteran.

This does happen, but most of us come from a background of service.

There are > 7000 career fields over 100 functional areas, most with direct civilian equivalents.

Military Culture 101

Career Paths & Progression - Officers

- Officer commissions require a college degree
- Serve commissions, not contracts
- Generally have better outcomes & easier transitions, better social support
- a LOT (maybe most) of the people you see profiled on panels and in media are commissioned officers*

*less so with Salesforce Military



Military Culture 101

Career Paths & Progression - Enlisted

- Majority of Veterans (~5x)
- Promotion & staffing system built based on “billets” or openings for a service member
- We negotiate contract to contract, contracts can be as short as 2 years or as long as 8
- Promotion & Performance Evaluation systems are highly regulated & public



Military Culture 101

Enlisted Military Occupations

- Each branch has a system of “MOC”s – Military Occupation Codes
- Service members acquire their first/primary early in service
- Can stack additional secondary qualifications
- Choice of occupation is greatest factor for promotion, work culture & quality of life

“Choose your rate, seal your fate.”



Military Culture 101

Enlisted “Elite”

- Nearly all enlisted have a traditional HS diploma – GEDs are rare
- General enlistment requirements are stiff – only ~13% of the current 17-24 year olds meet them
- Occupations have additional entry requirements
- 79% of the military tests higher than the 50th percentile on aptitude tests
- Many enlisted MOCs are more competitive than elite schools



Military Culture 101

Military Spouses

- The “Hidden Force”
- Higher Un/Under Employment than veterans on average
- Move frequently with spouse’s career, often have sole childcare responsibilities
- Overseas treaties dictate if they can work in host countries (often they can’t!)
- 53% are employed, 32% employed part time but prefer full time



Veterans & the Job Search

Spoiler Alert: We Kinda Suck

- Resumes are NOT A THING
- We get 1 week of transition training, and it's woefully inadequate
- We do Boards – not Interviews
- Culture of Servant Leadership doesn't mesh with boasting about self & accomplishments
- We're often hesitant or CANNOT talk about technical job skills for reasons of security
- Credentials don't always translate





**Wow... that's a lot. I'm ready
to be a Veteran ally!**

What can I do?

What Can I Do?

Build a Military Ready Workplace

- Start here BEFORE you recruit
- Engage with any vets you already have
- Start an ERG if you don't already have one – if that's too much, consider a mentorship program
- Policy review – is it military friendly?
- Educate your team about issues that normally hold us back



What Can I Do?

Actively Look for Us

- Build a dedicated recruitment program (more on that in a sec)
- List your jobs in places where we actually look and are dedicated to Veterans and Spouses

Yes, we know about Indeed, but posting here shows you are looking specifically for US.



What Can I Do?

Interview Us Where We're At

- Acknowledge our service to build trust/rapport
- Understand resume gaps
- Ask open ended questions to encourage storytelling to get depth of our accomplishments
- Look up our MOCs, ahead of time if you can, to understand our roles
- Be specific & detailed in describing roles, don't assume industry knowledge



What Can I Do?

Leverage Your Resources

This stuff is hard – GET HELP

- Government & Private agencies are out there to help
- Help looks like:
 - Funding, Tax Credits
 - Press Kits
 - Training Materials, Trainers
 - Policy Review
 - Sample statements of support
 - Recognition Programs



What Can I Do?

Celebrate 🎉

- Advertise your wins in marketing materials with military-friendly branding
- Showcase your vets and the work they do
- Apply for recognition/awards
- Set goals and celebrate their achievement
- Celebrate our unique benchmarks – don't know? ASK!





**Did you say something about
RESOURCES...??**

Veteran Employer Resources

ESGR (Employer Support of the Guard and Reserve)

- Connect to Military Centric job fairs
- Sample Statements of Support for your website & marketing materials
- Downloadable Branding as a military-ready employer



About ESGR

Employers

Service Members & Family

Volunteers



Employer Awards

USERRA

News & Events

Resources Library

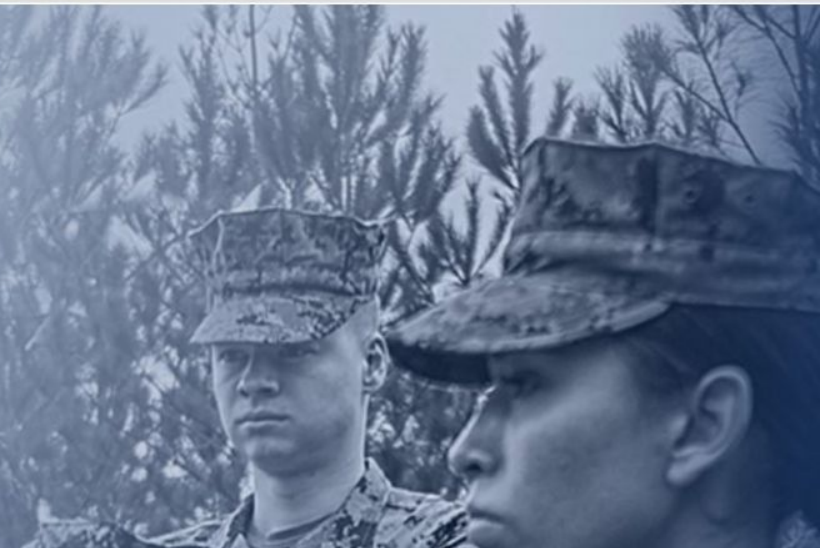
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WE
ALL
RESERVE

50 YEARS
1972-2022
ESGR[®]



Veteran Employer Resources

Department of Labor

- Employer Guide to hiring Veterans
- Regional Veteran Employment Coordinator (VECs) – connect local entities with government resources at the state and federal level

**Enabling Veterans to
Reach Their Full
Potential**



Veteran Employer Resources

US Chamber of Commerce - Hiring Our Heroes Program

- Support for recruiting efforts, webinars on military recruiting
- Access to job fairs/ virtual hiring fairs
- Access to contact info & interviews with graduates of fellowship programs

HIRING OUR HEROES
U.S. CHAMBER OF COMMERCE FOUNDATION

CAREER SERVICES ▾

EMPLOYERS

PARTNERS

RESOURCES

NEWS

DONATE



Veteran Employer Resources

Veterans Administration (VA)

- Veteran Readiness and Employment (VR&E) Program
- VOC-Rehab, Salary Reimbursement for training apprentices
- VRRAP - Veteran Rapid Retraining Assistance Program
- DEA - Dependent Educational Assistance - funding for job training for survivors and spouses

 An official website of the United States government [Here's how you know](#) ✓

 Talk to the **Veterans Crisis Line** now >



Search

Contact us

Sign in

VA Benefits and Health Care

About VA

Find a VA Location

My VA

Access and manage your VA benefits and health care

Veteran Employer Resources

Society for Human Resources Management (SHRM)

- Employing Military Veterans Guide
- Business Case for veteran hiring programs
- Legal issues guides, Training materials for leaders/recruiters
- Branding for “military ready” employer



SIGN IN

JOIN NOW

MEMBERSHIP

CERTIFICATION

HR TODAY

RESOURCES

LEARNING

EVENTS



TOOLKITS

Employing Military Veterans



LIKE



SAVE



PRINT



EMAIL



REUSE PERMISSIONS ?

Overview

Veteran Employer Resources

Veterans At Work (VAW)

- Digital toolkit, Veterans at Work guidebook
- Ambassador program (funded by USAA) to deliver training for business leaders
- VAW Certificate program (funded by NBC/Universal), also worth SHRM professional development credits



[Home](#) [Certificate](#) [Ambassador Program](#) [Digital Toolkit](#)

Committed to Empowering HR Professionals
to Attract, Hire and Retain Veterans

Veteran Employer Resources

D'Aniello Institute for Veterans and Military Families (IVMF), Syracuse University

- Guide to Leading Policies, Practices and Resources
- Lots of research/analytics, data, thought leadership stuff to support making the business case for veteran programs



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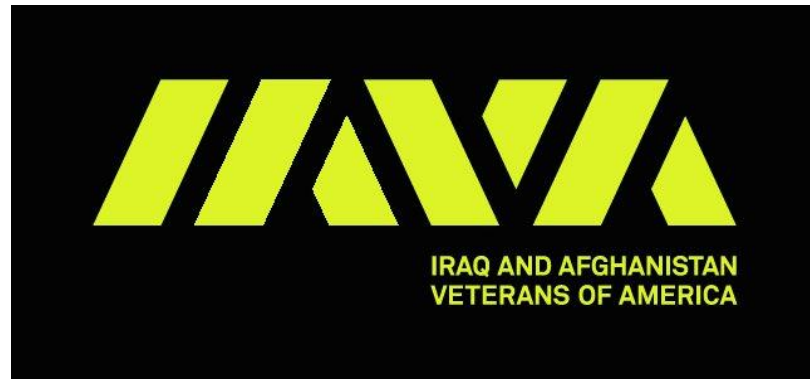
[GIVE NOW](#) ▾

Life after military service can sometimes be a challenge. It doesn't have to be.

Veteran Employer Resources

Veteran Support Organizations

- Veterans of Foreign Wars (VFW)
- American Legion (AL)
- Iraq and Afghanistan Veterans of America (IAVA)
- Student Veterans of American (SVA)
- Fleet Reserve Association (FRA)





#WITConf22

What did we learn?

- Why we care – It's a unique time & Vets Need Us
- What we need to know – the basics of military culture
- What we can do – how to build a "Military Ready" company and a veteran/spouse recruitment program
- RESOURCES!!!



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