



## **Vet-STRONG:**

**How to Recruit, Hire, Train, and Retain  
Veterans to recapitalize your Workforce.**

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# Agenda

- Common Vision: Starting with the End in Mind
- Post Recession Talent Acquisition and Retention System Features
- Why Vets?
- Vet-STRONG System Development
- Path Forward/Questions/Discussion

This is all about...

Re-Capitalizing the Workforce

# Vet Friendly

- Likes Vets
- Does not discriminate against Vets
- Does not change passive recruiting or hiring process

OR

# **Vet-STRONG**

- Wants Vets
- Changes process to actively recruit and hire Vets
- Focused Vet retention system
- Uses Vets as a recruiting tool for more Vets

# **Core Data Element**

Acquiring and Retaining an Engaged  
and Productive Vet Teammate at the  
1 year Anniversary

**1 Employer, 1 Job, 1 Vet at a time**

Who is the Customer?

Who owns the Core Data Element?

**YOU!!!!!!**

**Virginia's Businesses:**

**When you hire and retain **1** new  
teammate**

# 2012-2015

## Talent Acquisition and Retention Concerns

- Aging of the Workforce “tsunami” will accelerate with economic recovery especially for physically demanding jobs
- Economic Recovery will cause greater High Performer attrition
- United States capacity to produce skilled labor is low creating high demand
- Production Leadership Aging and Churn over same period potentially creates significant “on the shop floor” instability negatively affecting cost, schedule, quality, and safety.

Bottom Line: We are in a **COMPETITIVE** environment for talent



# The Power of People: Building a High Performance Team

What do you want?

What do Vets want?

# Vet Expectations

## Are you Vet Ready?

- Good Leadership
  - First Line Leaders
- Teach them what you expect them to do
  - New Hire Orientation and Training
- Want to be part of a Team
  - Transition Navigating
- A Chance to Win
  - Career Path
- \$25K plus Benefits
  - Full Teammate from the Start

# High Performance Teams

- Leaders will provide:
  - Clear direction
  - Appropriate Resources
  - Expert Advice
  - Feedback and Coaching
  - Growth Opportunities
  - Reward and Praise
  - Fair Treatment
- Led will:
  - Treat the company like their own
  - Hold each other accountable for doing the right thing
  - Give early warning of problems
  - Have the courage to ask questions

# Vet Profiles

- Skills Most Enhanced By Military Experience
  - Teamwork
  - Striving for Results/ Execution
  - Planning and Organizing
  - Analysis and Problem Solving
  - Leading Teams
  - Communication Skills
  - Coaching and Developing Subordinates
- Where do Veterans Outperform Others
  - Team Orientation
  - Work Ethic
  - Reliability
  - Assertiveness
  - Goal Orientation/Ambition
  - Resilience
  - Selflessness
  - Openness to other cultures/races
  - Creativity/innovation
  - Flexibility

Does your current Recruiting and  
Hiring Process deliver new  
Teammates to their 1<sup>st</sup> Line  
Supervisor pre-disposed to be  
Engaged?

What is the #1 Reason a High Performing/Engaged teammate stays or leaves an organization?



Who is the Heartbeat of your Business?

Have we created an environment where they can Win?



What do we do everyday to help them Win?



# *Common Vision of the End State*

Core Metrics:

Engaged Vet at 1<sup>st</sup> Year Anniversary

Increases Workforce Productivity

Increases Business Performance

# Who Before What

“Talent Acquisition and Retention is all about  
Changing Leader and New Talent Behaviors”

# Why Good People Can Not Find Work

1. Employer Expectations vs. Budget
  - Best People: 5x more productive than Average; yet only 30% more pay
2. Search for the Ideal Candidate (Skills Focus)
  - #1 Cause of Attrition: Fit -- Relationship with Immediate Supervisor
  - #1 Skill Need: Problem Solving Skills
  - Worst Student Achievement Skills in Post WWII era
3. Applicant Tracking Systems Replacing Judgment
  - 28,000 Applicants for a Basic Engineering Position = No Fit
  - 85% of Job Incumbents did not qualify for their current position according to the Computer Tracking System

# Why Candidates Would Join an Organization?

## Employers

1. Base Pay
2. Organization's Mission, Vision, and Values
3. Organization's reputation as a great place to work
4. Career Development Opportunity
5. Challenging Work

## Employees

1. Job Security
2. Base Pay
3. Health Care Benefits
4. Length of Commute
5. Vacation and Paid Time Off

Alignment?

# Fit or Skill

Veterans provide the Right “Fit”  
which is the #1 need—

the Right Fit **NOT** the...Right Skill—

Vet STRONG employers want to teach the skills

World Class  
Talent Acquisition and Retention Systems

**The Revolution**

Traditional: Procurement Model  
(Passive and Employer Focused)

to a

High Performers: Sales Model  
(Active and Candidate Focused)

# Come join the XYZ Team!

Our facility has an opening for the following position.

## Process Operators

Responsible for operation of automated process lines. Includes maintaining adequate line side supply of parts and materials, monitoring processes, and maintaining optimal equipment functionality. Performs process line start-up and shut down functions (e.g. setting up equipment, testing, loading, cleaning). Performs daily related PM checks to inspection and line side tools. Performs daily quality checks. Monitors process line equipment operation (e.g. takes readings) on multiple process lines to ensure all readings remain within specification to maintain smooth process flow.

Requires high school diploma or GED with some process operations or related manufacturing experience. Must be flexible with regard to shift assignments. Candidates will be required to successfully complete related WorkKeys job skills assessment.

# ...more

Selected candidates will be required to complete pre-employment checks including criminal background and a drug screen. Upon hire, members who are selected will be enrolled in a comprehensive training program.

Deadline for starting the application process is Friday, August 15.

This position has specific application procedures and requirements.

For information on applying please visit the Virginia Employment Commission at [www.VaEmploy.com](http://www.VaEmploy.com)



# ...ahhh

For additional information please visit our website at [www.xyz.com](http://www.xyz.com)

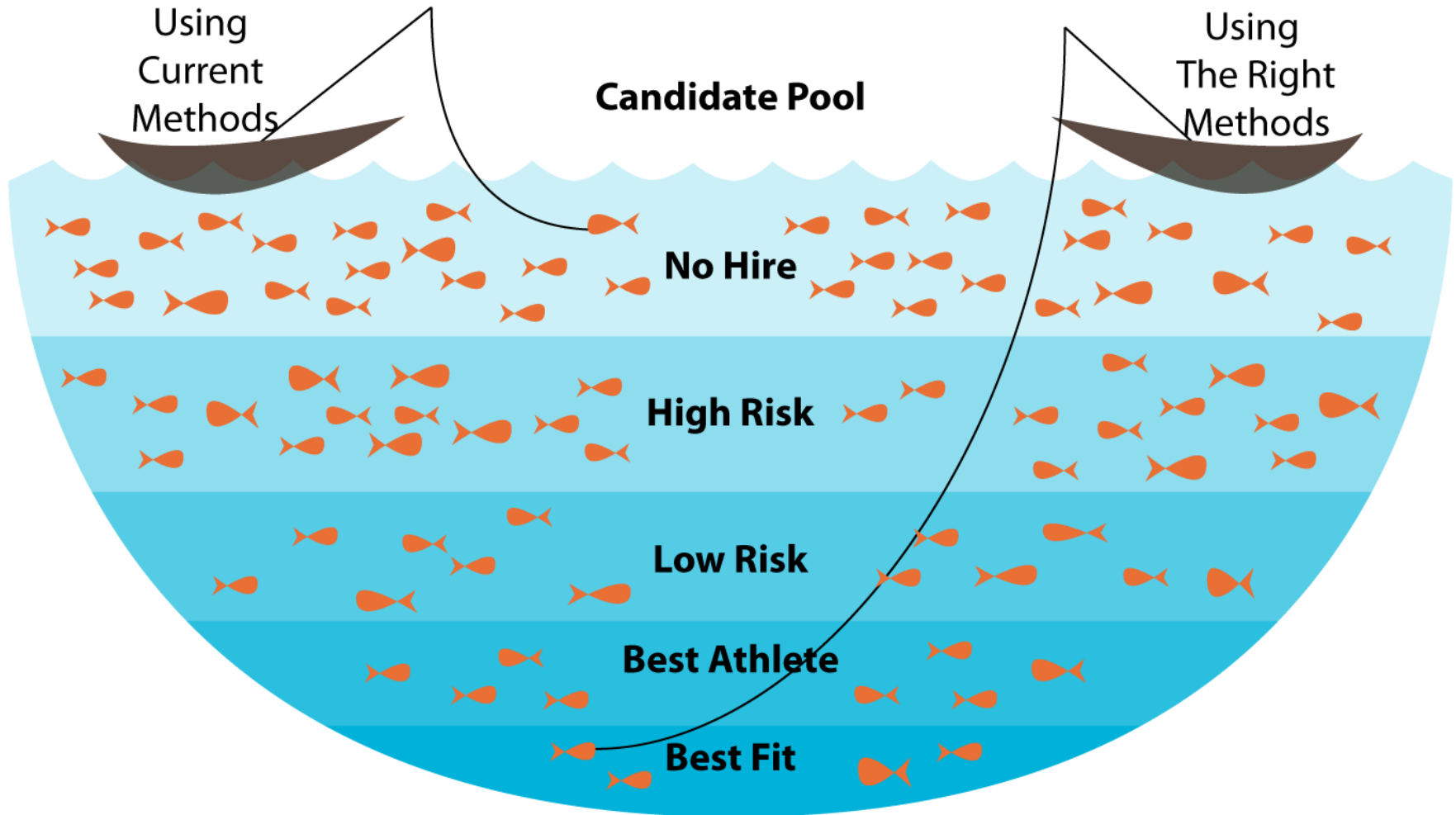
Resumes may be submitted via e-mail at [employment@xyz.com](mailto:employment@xyz.com) or through FAX at BR-549.

Only resumes with salary history will be considered. Due to the high volume of responses candidates **cannot** be notified to the receipt and/or status of their resume. Qualified candidates will be notified via telephone with our interview interest.

Females and minorities are encouraged to apply.

EOE M/F/D/V

# Where is this company “fishing”?



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Basic Training  
and  
Advanced Individual Training Graduate

Requires high school diploma or GED with some process operations or related manufacturing experience. Must be flexible with regard to shift assignments. Candidates will be required to successfully complete related WorkKeys job skills assessment.

Military Recruiting Pre-requisite

ASVAB

# ...more

Selected candidates will be required to complete pre-employment checks including **Military Discharge Requisite and Security Clearance** checks. Candidates who are selected will be enrolled in a comprehensive training program.

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EOE M/F/D/V

# Lesson Learned #1

- Assists employers in writing Job Announcements in Vet terms. (Reverse Engineered Job Announcements)

# Do's

- Leverage your unique features and benefits: Why and why not...
- Know your High Performer Profile: If it is Vets...
- Develop a personal relationship with your Vet Pipeline Sources
- Activate your current Network of Vets to assist in identifying, recruiting, and retaining Vets
- Let the current High Performing Vets lead with HR in Support
- Establish Vet Navigators/Buddy System
- Measure, Measure, Measure
- Maniacally focus on your “customer”: Heartbeat Leaders

# Don'ts

- Fall into the Technology/Application Data Base Trap
- Wait for Applications and then move Vets to the top.
- Take the “skills” fake
- Ignore your Vets
- Ignore your “customer”: 1<sup>st</sup> Line Supervisor
- Establish a Vet Welfare Program



# V3 Videos

[Paul Galanti Interview](#)

What's different about V3?

**Shifting the Center of Gravity  
from Vets to Employers**



<b><u>Inter-Agency Team</u></b>	
<b>Virginia Agencies:</b>	<b>8</b>
<b>Federal Agencies:</b>	<b>6</b>
<b>Private:</b>	<b>6</b>
<b>Vet Certified Employers:</b>	<b>97</b>

## **FY13 Results**

<b>Trained Employers</b>	<b>319</b>
<b>Vet Ready Assessment's Completed</b>	<b>110</b>
<b>Bronze Certified</b>	<b>88</b>
<b>Jobs Pledge</b>	<b><u>3,986</u></b>
<b>Actual Hires</b>	<b><u>2,150</u></b>
<b>Silver Certified</b>	<b>9</b>
<b>Retention Pledge</b>	<b>165</b>
<b>Actual Retained</b>	<b>Aug 2013</b>

# Virginia

## Vet Unemployment Math

**575,000** Working Eligible Vets @ **7%** Unemployment

**Target: 40,000** Vet's Hired and Retained for 1 year

**150,000** Employers with under 1,000 employees

If 1 out of 3 Employers hired and retained 1 Vet... **VICTORY!**

***Vets Helping Vets...***

***1 Employer, 1 Job, 1 Vet at a time!***

# Virginia Values Veterans

## Energizing Virginia 's Economy

- Economic Development Initiative
  - Re-capitalization of the Workforce to support Virginia as the best state to do business in America
- Focus on Employers First; then Vets
  - 1 Employer – 1 Job – 1 Vet at a time
- Educating and Incentivizing Employers
  - V3 Certification (Bronze, Silver and Gold): 1<sup>st</sup> Year Retention
  - No Pejorative Aspect– Follow the Yes' s
- Inter-Agency Working Group
  - No Rice Bowls; Non-competing; 1 Team; Completely Transparent
- Public-Private Partnership
  - Commonwealth Trains Small Employers; Business' s support each other

# V3

## **Mission**

V3 Team energizes Virginia's economy by teaching Virginia's employers how to re-capitalize their workforce through recruiting, hiring, training, and retaining Veterans.

**1 Employer, 1 Job, 1 Vet at a time!**

# FY14 Overall Performance

## Performance Outcomes

**On June 30, 2014**

FY14 Vet Ready Assessments – **120** (FY13: 110)

Total V3 Certified Employers – **180** (FY13: 97)

FY14 Vet Jobs Pledged – **8,000** (FY13: 3,986)

FY14 Actual Vet Jobs – **4,000** (FY13: 2,150)

Vets Retained for 1 year -- *TBD*

# Virginia Values Vets

## FY14 Plans

1. Institutionalize the V3 Program and the V3 Inter-Agency Working Group methodology
2. Support the FY13 V3 Certified Employers
3. Certify and Support the FY14 V3 Certified Class
4. Implement the V3 Train the Trainer Program
5. Implement the V3 Employer Recruiting Program
6. Pilot the Virginia Universities Values Vets Certification
7. Pilot a Commonwealth V3 Program led by Department of Social Services
8. Expand the Public Support through leveraging the V3 Enterprise Employers influence and leadership with their Supply Chain Companies
9. Match the Public Resource support with Private Funding
10. Develop and justify the FY15-16 Budget



# Path Forward

- Help Spread the Word!!
- Join the V3 Certification Program
  - Visit [www.virginiavaluesveterans.com](http://www.virginiavaluesveterans.com) to complete a Vet Ready Self Assessment.
  - Schedule a Vet Ready Assessment for your Organization.
  - Register for an upcoming V3 Conference.
    - Oct 8, 2013 – Northern VA
    - Dec 4, 2013 – Ft. Lee/Soldier for Life Training Day
    - Dec 10, 2013 – Virginia Beach
  - Host a Customized V3 Training Day for your Business Community.
- Launch a Vet-STRONG Initiative for your organization. “Your Company” Values Vets!

***Thanks...***

***1 Employer, 1 Job, 1 Vet at a time!!***

[www.virginiavaluesveterans.com](http://www.virginiavaluesveterans.com)

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