

Attributes Instilled and Reinforced by the Armed Forces:

- ✓ Team Orientation
- ✓ Adherence to Policy and Procedure
- ✓ Experience Working in a Diverse Environment
- ✓ Experience Functioning Effectively Under Pressure
- ✓ Willingness to Accept Authority

Men & Women serving in the Armed Forces receive the following training:

- ✓ Team building skills
- ✓ Leadership skills
- ✓ Communications Effectiveness – oral and written
- ✓ Computer Usage
- ✓ Technical Training – specific to military role – examples include:
 - Electronics/Electrical
 - Heavy Equipment Operations
 - Instrumentation
 - Machinist/Millwright
 - Mechanical

They are adaptable, confident and effective team players.

Challenges to incorporating military recruitment into your overall strategy:

- ✓ **Timing** – The “Best-of-the-Best” typically test the water far in advance of their End of Active Service (EAS).
- ✓ **Flexibility** – Workforce planning must be willing to make employment offers based on anticipated future employment needs.
- ✓ **Detoxification** – Demilitarizing the recent service man or woman.
- ✓ **Training** – Military skilled craft technicians will typically require some level of civilian technical training.
- ✓ **Risk of Recall** – Most military members who depart active duty will be subject to recall for a specified period of time.

Timing – The “Best-of-the-Best” typically test the water far in advance of their End of Active Service (EAS).

The men and women that industry seeks demonstrate strong technical proficiency and levels of career focus and continued self-development that exceed the typical employee. Little regarding their rise to the top has been accidental.

These men and women have committed to serve in the military for a set period of time, which is generally not flexible.

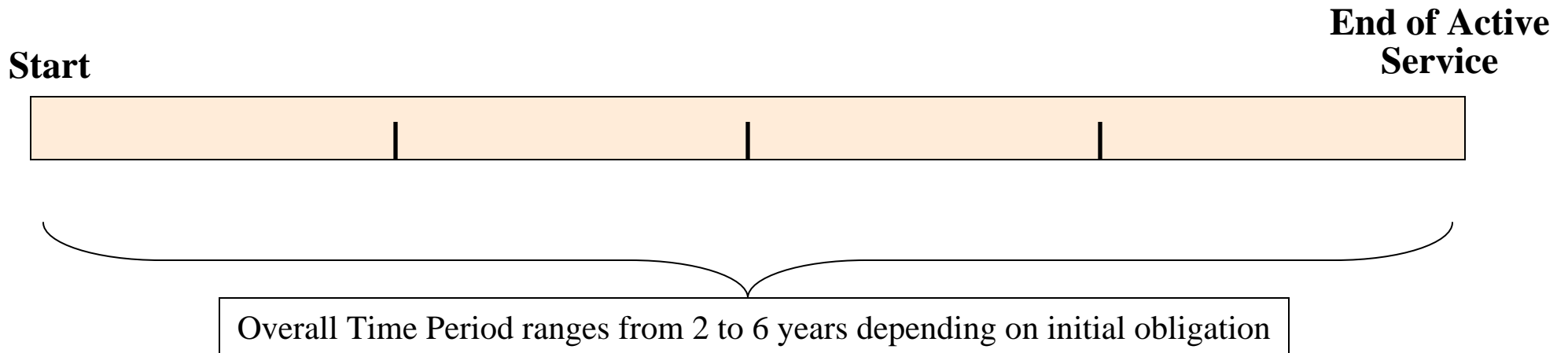
Furthermore, as early as 18 months prior to their End of Active Service (EAS), the military will typically begin offering the “Best of the Best” significant bonuses and preferential assignments to remain in the military for an additional period of time.

These retention efforts typically signal the start of the military member’s investigation of external opportunities.

Organizations seeking to build a successful military recruiting program need to understand that targeting the “Best of the Best” typically means that they are targeting service men and women with as many as two years remaining on their military commitment.

Capturing Value: Hiring Men and Women Transitioning out of the Military

Timing -



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Flexibility – Workforce planning must be willing to make employment offers based on anticipated future employment needs.

While it is not practical to fill all anticipated needs 18 to 24 months in advance of the need, workforce planning needs to create a small percentage of opportunities that will be filled in anticipation of the opening.

Once the attraction process is launched, military members seeking to transition to the civilian sector will respond. The time-line of their response will vary – based upon the military's retention efforts.

Additionally, organizations need to be prepared to float the final start date by as much as 30 to 60 days on either side of the new hire's original start date. These "slight" changes to the start date are typically caused by "operational demands" beyond the new hire's control, but close and continuous communication with the incoming new hire will help to reduce the impact of these changes.

The organization that seeks to be successful attracting and retaining the "Best of the Best" transitioning military personnel, must be willing to make employment offers in writing as far out as 18 months – and to back those offers with signing bonuses.

Detoxification – *Demilitarizing* the recent service man or woman.

While it is not unusual for military members to have attended a variety of training session with the goal of increasing sensitivity to difference and effective communications techniques, hiring organizations must remember that the military is rigid and relatively unyielding.

Many of the attributes reinforced by the military are positive, but some are not as valuable as others. Depending on the individual issues such as levels of rigidity and the specificity of the new hire's technical expertise may need to be addressed through specific training.

Training can take many shapes and be delivered through a variety of resources. Individuals can be offered “scholarships” to pursue vocational or technical training at a civilian institution, while they are still on active duty with the military. Or, it can be incorporated into onboarding.

The transition to the civilian sector can be difficult for even the most capable new hire. The company that acknowledges this and anticipates the needs of its prior military new hires will significantly improve retention.

Training – Military skilled craft technicians will typically require some level of civilian technical training.

While it is true that few organizations offer the levels and depth of training that the military offers, the training is often very highly focused on task and on performing those tasks without the benefit of external support in difficult environments.

Military technicians receive incredible levels of training on very specific machinery, platforms and systems. They are experts, but this expertise might not apply directly to your organization. A military member's future value is not in the specific skills acquired, but in the technical proficiencies upon which those skills were built and the confidence inspired by mastery. Essentially, the military provides a solid foundation.

To most military members, change signals the start of the learning process. Movement from duty station to duty station, as well as transitioning leadership, have always initiated the learning process, subconsciously, they are preparing to begin learning.

To make the transitioning military new hire successful, organizations must be prepared to offer a structured training process. Structure not in the environment, but in the sequence and timing of the training. And, this training can start while the individual is still in the military.

Risk of Recall – Most military members who depart active duty will be subject to recall for a specified period of time

The military has moved more and more toward the use of reservists and even recalling those who have recently ended periods of active duty back into service.

Most of those individuals who are recalled to active duty will be facing issues that few can imagine – return to life threatening environment, an often significant reduction in pay and feelings of helplessness and insecurity. While most who are recalled will appear to “take it in stride,” they are in need of support – even if such support is not requested.

Organizations employing recent military personnel should develop policies and programs intended to ease the burden of the new hire’s recall. Such policies and programs will be valued as much as any other benefit, and they should be prominently featured in the attraction and job offer processes.

Plan of Action:

Work with your Workforce Planning/Human Resources – assess potential of early offers.

Demonstrate the value of hiring servicemen and women;

Work to set aside a percentage of future opportunities for early offers; and

Engage your HR group in attraction activities to build support.

Attraction Activities – Focus on military spouse as much as military member.

Advertisements in local newspapers;

Advertisements in military/base papers;

Visits to local high schools as well as vo-tech and technical schools;

Offer vo-tech and technical school scholarships to active duty military personnel;

Speaking engagements at transition workshops; and

Sponsorship of base activities and/or support programs.

Communication Goals – Establish relationship with military community and set expectations.

Remember: Once expectations are set, you are obligated to deliver.

Educate potential candidates on what it takes to qualify for your jobs;

Educate potential candidates on the application and qualification process; and

Educate potential candidates on the value of your opportunities.