



Australian Veterans
Employers Coalition

Hiring Guide





Contents

Mission Statement	4
Purpose	5
Background	5
Business Case for Hiring Veterans	6
Key findings include:	7
Recommendations	8
Veteran Ready Toolkit	10
Appendix A: Case Studies	12
Appendix B: ADF Rank System and Translation	14
Appendix C: Recruitment Tips & Traps Process Flow	16
Appendix D: Self-assessment tool	19
Appendix E: Veteran Assessment Checklist for Employers	20
Appendix F: Veteran Assessment Checklist for Veteran Candidates	21
References	23



Mission Statement

The Veteran Recruitment Initiative was established in May 2019 by the Australian Veterans Employers Coalition (AVEC).

The initiative aims to equip organisations, and specifically hiring managers and recruiters, with the necessary knowledge and industry insights that can elevate their veteran recruitment approach from 'Veteran-Friendly' to 'Veteran-Ready'.

The overarching mission is to improve employment outcomes for transitioning service members and veterans.

Purpose

The purpose of the guide is to help organisations better understand and relate to the veteran experience, and align this to a civilian career that meets the employer's needs and satisfies the veteran's passions. The guide will provide the business case for hiring veterans and identify best practices for organisations that are committed to the recruitment, hiring, engagement and retention of Australian military veterans.

Background

One of the biggest challenges that veterans face when transitioning from military to civilian life is finding meaningful employment. It is estimated that 5,500 service members leave the Australian Defence Force each year (Commonwealth of Australia, 2017). A recent report by 'WithYouWithMe', a specialist recruitment agency, found that veteran unemployment is five times higher than the national average. While a large portion of veterans transition successfully into private sector roles after leaving the military service, many veterans continue to be stereotyped or overlooked by private organisations. This means that even when veterans do find employment, there is the issue of underemployment, where jobs are low-paid or not matched to making full use of the veteran's skills and experience.

As a result, many veterans enter into routine, low-paid jobs post transition, instead of skilled trades such as technicians and electricians, where their military training is more adequately translated.

As a result, research has found that veterans change jobs twice within the first three years of civilian employment, owing to the issues of poor job-fit and lack of personal investment in the organisation or the role (Bradbard and Schmeling, 2018).

Organisations are failing to recognise the value in hiring veterans. Hiring managers and recruiters generally have a lack of understanding or ability to imagine how military-acquired skills translate to civilian roles. The failure to appreciate veteran experience means that recruiters are applying the same approach that they would when interviewing civilians. This is problematic as the skills do not readily translate, which further weakens the veteran's morale when applying for a civilian role. Research from the past decade has found that veterans struggle with communicating their military experience and translating their skills to a civilian context (Productivity Commission, 2018).

There is also evidence that employers tend to overestimate mental health problems in their veteran applicants (SHRM, 2011). The misconception is that members of the Defence Force develop post-traumatic stress disorder due to their military experience and are unstable, easily triggered or aggressive. These myths were debunked by the Department of Veterans' Affairs, which found that 'the overall rate of mental health disorders in the military is about the same as the civilian population'.

The combination of these factors inadvertently undermine a well-intentioned military hiring initiative. The urgent requirement is to educate both hiring managers and recruiters in the areas of identifying cultural competency, core non-technical and transferrable skills. A proactive and well-informed approach to hiring veterans can circumvent these challenges and assist organisations to effectively attract, understand, support and build their veteran talent pipeline.

Business Case for Hiring Veterans

While many organisations understand that supporting veterans because of their service and sacrifice to the nation is the 'right thing' to do, their commitment ends at being a moral case – to meet corporate social responsibility obligations. What organisations fail to see is that there is actually a strong business case that, when properly considered, can take their organisation to new heights.

Veterans possess a number of strong non-technical skills, such as leadership, communication, loyalty, emotional intelligence, punctuality, commitment, persistence, resilience and agility.

The capabilities gained in the military are also translatable and invaluable to the workplace, including the ability to work under pressure or ambiguity, ability to listen and follow instructions and ability to improvise and leverage resources.

These are items that are difficult to measure, yet which are often overlooked as key strengths that veterans possess. On the other hand, technical skills like IT, maths, Excel, and so on are teachable and more readily adaptable compared to soft skills, thus making soft skills more valuable to the employer.

It is worth noting that over the past decade, the nature of work has drastically changed and will continue to change as a result of advances in technology, such as robotic process automation, artificial intelligence and big data.

These trends have made non-technical skills critically valuable to the market. Nevertheless, research shows that organisations that proactively engage and hire veterans have a competitive advantage and commercial benefits (Deloitte, 2018).



Key findings include:



Over **two-thirds of organisations** with veteran hires **acknowledge the value in having veterans** and highly recommend deploying a veteran employment program



Employed veterans generally **demonstrate the ability to perform well** across a number of skill areas, particularly in leadership, teamwork and time management. In addition, they have shown **strong potential to pick up new specialist knowledge**.



With a **combined skillset across cognitive, non-technical skills and technical skills**, veterans tend to be promoted quicker than their civilian peers.



Many of the skills that veterans possess are in the **areas where organisations are experiencing significant gaps** e.g. logistics, cyber and leadership roles



The number of **organisations that are willing to recruit veteran talent has grown significantly**, though further action is needed to increase veteran readiness across the workforce.



Veteran hires had **a lower rate of sick leave** requests compared to the wider workforce.



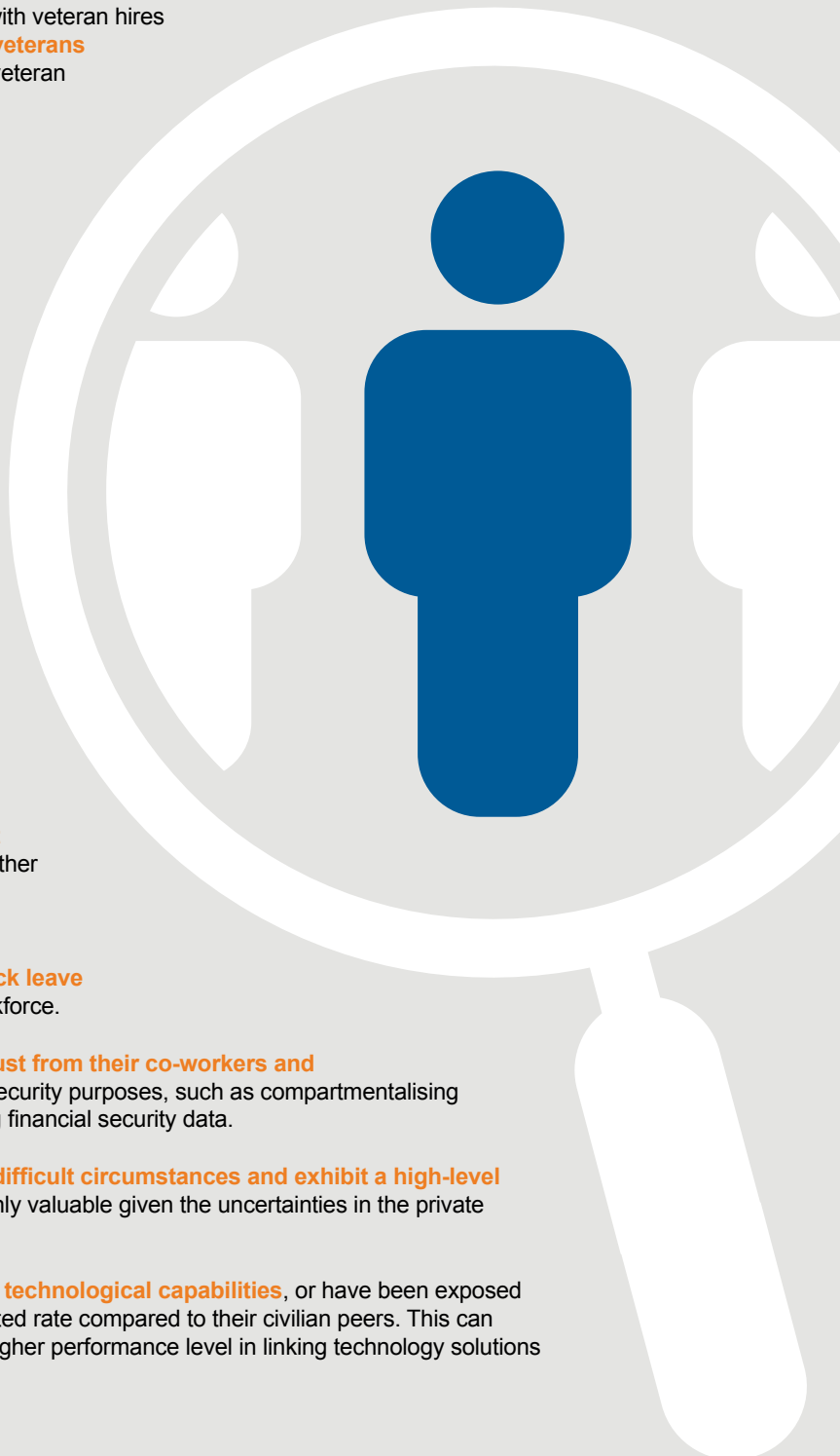
Veterans receive a high-level of trust from their co-workers and senior leaders, which is useful for security purposes, such as compartmentalising sensitive information or safeguarding financial security data.



Veterans are adept at **dealing with difficult circumstances and exhibit a high-level of resilience**, an attribute that is highly valuable given the uncertainties in the private sector.



Many veterans possess advanced technological capabilities, or have been exposed to technology training at an accelerated rate compared to their civilian peers. This can contribute to a faster adoption and higher performance level in linking technology solutions to problem solving.



Recommendations

Given the number of challenges that exist, we have identified eight key ways to improve the hiring of veterans:

1

Seek to understand the veteran's military experience

Translating a veteran's military skills to a corporate role is not the easiest of feats given how vastly different the two worlds are.

This is further exacerbated by a recruiter's lack of exposure to military life and the specific vernacular used to describe military accomplishments, as well as a lack of understanding of how the workforce is structured and what the job entailed.

Gaining exposure to what military life looks like and the hierarchy of positions will enable an enhanced appreciation of the veteran's time served in the military.

2

Focus on depth of experience gained vs. length of time served

One veteran that was interviewed gave the example that a 22-year-old who has spent one year as a Commander of a troupe leading 30 people, has gained experience and skills vastly different to that of a 22-year-old working as Manager at a retail store.

Skills are not easily translatable to civilian roles, therefore recruiters must breakdown and analyse the tasks that the veteran undertook in his/her role.

Further, when considering the structure of the Defence Force, recruiters should understand the difference between officer and other ranks, as 10 years-experience as a commander is not the same as 10 years-experience as a leading seaman (see Appendix B for guidance).

3

Assess based on attributes and capabilities vs. technical skills

Since skills & knowledge do not readily translate, it is important to recognise the non-technical skills that veterans possess, such as leadership, communication, loyalty, emotional intelligence, punctuality, commitment, persistence, resilience and agility.

Capabilities include the ability to work under pressure or ambiguity, ability to listen and follow instructions, ability to improvise and leverage resources.

These are items that are difficult to measure, yet which are often overlooked as key strengths that veterans possess.

On the other hand, technical skills like IT, maths, Excel, etc. are teachable and more readily adaptable compared to soft skills.

4

Understand the culture that veterans come from

Veterans come from a culture that is heavily reliant on ensuring a 'sense of belonging, identity and purpose, social support and a structured environment' (NMHC, 2017).

Housing and healthcare are also taken care of during their service, and so transitioning veterans would need to organise this by themselves post-transition.

There is also the cultural mindset change of going from a workplace where humility and self-reflection is the norm, to the corporate environment where you have to 'sell yourself', be vocal about your achievements and be proactive about growing your own network and contacts.

Often times the networking aspect of the corporate environment is not a familiar task for veterans, and is something veterans must overcome in order to assimilate.

5

Offer a wide range of support avenues

Australia Post is an example of a company that has implemented a number of avenues to support their veterans, and as a result, have grown a population of 759 veterans in the workforce as of 2018 (see 'Appendix A: Case Studies – Australia Post').

Support can be extended to veterans in a number of ways:

1. Career conferences to meet people in the company and learn about the job position.
2. Development program (workshops for resume writing and skill translation, transition seminar to teach interview techniques).
3. Immersion days and/or job exchanges to enable recruiters to experience 'A Day in the Life'.
4. Paid short-term placements for veterans and recruiters to assess job-fit.
5. Invite a veteran company employee to the interview to help support the veteran (see 'Appendix A: Case Studies – J.P. Morgan & BORAL').
6. Build an alumni network.

6

Be cognisant not to treat veterans differently

While strategies to support veterans in their transition may help veterans acclimate to a corporate environment, it is also important to be wary not to treat veterans differently to other new starters.

Special treatment that is preferential or overt may offset the opposite effect and make the veteran feel more uncomfortable or excluded.

It may also expose the veteran to workplace bullying due to potentially perpetuating negative stereotypes associated with veterans, such as suffering from PTSD, not being able to adjust to civilian life, anger management issues and so on.

7

Find a common language

It is important to use a common language to facilitate understanding and translate skills. Linda, HR Director from BORAL, suggests researching and drafting a description of a typical military role, then asking the veteran if he/she satisfied those tasks.

Break down the role down to its smaller components, for example:

- a. Front-line roles are those involving physical tasks, such as being a driver. In this case, it can be satisfied that the veteran was able to work alone, able to show initiative, able to follow instructions, engaged with customers, etc. To assess behaviour, appreciate that main job focus is safety, therefore ask fundamental questions like: "Take us through how safety works in Defence?", "What did you learn?", "How did you do it?"
- b. Senior roles are those involving managerial roles, such as being a commander. In this case, break down your questions toward attributes of a senior role, for example focus on leadership questions like: "Tell me about your leadership style and what that looks like?", "Why is that important?", "Where have you had a challenge in leadership and how did you address the issue?"

8

Build awareness that your brand is 'veteran-ready'

Often enough, transitioning veterans are not aware of companies that are 'veteran-ready'.

In order to attract new service leavers, it is important to implement strong advertising that puts forward this message into the wider community. Word-of-mouth is an effective strategy to build awareness across veterans, transitioning veterans, and those service members thinking of leaving the military.

This can be done through building an alumni network within your company and being communicative about the number of support avenues available to veterans.

Furthermore, being clear that your company value non-technical skills and implement the incubator approach (see 'Appendix A: Case Studies – Boral') will give veterans the confidence to apply for a position at your company.

Veteran Ready Toolkit

Tips and traps in process flow

It is crucial that your organisation designs and provides a competency-based recruiting process lifecycle as part of their veteran hiring initiative. The design of the process will focus on the behavioural qualities, experiences and attributes that are directly relevant to your competency framework and requirements, particularly for qualities that are considered rare, valuable and differentiated in the private sector. This approach allows your recruiters and hiring managers to identify the veteran candidate's potential beyond their military credentials, therefore increasing the veteran's chances of getting hired.

This process guide outlines the key challenges, recommendations and considerations during a standard recruitment lifecycle. Recruiters can use this part to enhance their knowledge and proficiency when engaging veteran candidates. Hiring managers can use this part to align hiring expectations, uncover veteran potential and improve hiring decisions. See Appendix C for the process flow with considerations from the perspective of the Candidate, Recruiter & Hiring Manager.

Self-Assessment Tool

The self-assessment tool will enable your organisation to assess their "veteran-ready" maturity level when engaging the veteran talent community. There are seven key factors we have identified to govern the assessment of organisational veteran hire readiness:

- 1. Understand:** how your organisation can relate to the veteran's experience
- 2. Employ:** how your organisation can improve its reputation and approach as an employer for veterans and military spouses
- 3. Purpose:** how your organisation can help veterans transition into a career that is both suitable and aligned to their interests
- 4. Lead:** how your organisation can develop and invest in veteran leadership skills
- 5. Wellbeing:** how your organisation can invest in the health and wellbeing of veterans and their families
- 6. Analytics:** how your organisation can use big data and analytics to uncover the veteran's potential and help him/her discover corporate career opportunities
- 7. Mentoring:** how your organisation can work with and mentor the veteran

See *Appendix D* to assess if your organisation is Veteran Aware, Veteran Friendly or Veteran Ready.

Checklists

I. Veteran Assessment Checklist for Employer

The self-assessment checklist assists hiring managers and recruiters to determine how to engage veteran candidates and more effectively achieve a successful match. This checklist shows the major areas that are critical to employment matching. These categories list the conditions specific to both the veteran and the employer that may affect hiring decisions and workforce readiness (see *Appendix E*).

II. Veteran Assessment Checklist for Veteran Candidates

The self-assessment checklist assists veteran candidates with reviewing ways to prepare before stepping into an interview. The checklist shows the major areas that contributes to employment matching, along with relevant questions that are specific to veterans and employers (see *Appendix F*).



Appendix A: Case Studies



Australia Post

Australia Post is an organisation that exemplifies strong efforts to build and maintain their veteran workforce. As of 2018, Australia Post has a population of 759 veterans (2.7% of the workplace).

Initiatives in place include:

1. Closely partnering with a diverse range of stakeholders such as J.P. Morgan (IAC & AVEC), the Australian Defence Force, Australian Student Veterans Associations, Rehab Australia and the wider veteran community to build their veteran pipelines.
2. Deploying a number of support avenues to help transitioning veterans into Australia Post, such as allocating a veteran buddy and corporate buddy, sharing a 'Defence to Post Awareness' video, building an

internal veteran community, giving access to the Employee Assistance Program (EAP) and offering reservist leave and ceremonial leave.

3. Hosting brainstorming workshops with stakeholders to further strengthen the partnership between Defence and Australia Post. These sessions identify challenges that Australia Post may be experiencing as an organisation that supports veterans; it also looks at ways to enhance communication with veteran employees about support that is available; and finally it explores ways to increase line manager understanding and support for veterans.



Boral

Boral uses what they call the 'Incubator Approach', which means to manage and develop a cohort of newly transitioned veterans and facilitate the upskill and assimilation into the organisation over time. In effect, Boral is investing in the nurturing of a candidate who has the right attributes and capabilities to fit the job, as opposed to lacking these qualities and merely possessing technical skills.

The skills and qualities that these veterans exhibit are a close match to the acute skills gaps that many businesses face even if the veterans do not yet have the industry knowledge or technical skills claimed to be needed.

By focusing on non-technical skills, the idea is that you may not have a candidate that is job-ready now, but whom, in a month, are more capable and qualified for the role than the person who has the skills and is ready to start straightaway.

In addition, Boral has established a Defence Alumni network to enable former members, and those who continue to serve, with access to a network for mentoring, development and comradeship throughout their time at the company. The organisation also helps veterans translate their defence experience and understand how it can be applicable to roles in the company. One of the ways they do this is by inviting a Boral former veteran employee to support the veteran candidate in the interview stage.



Wesfarmers (Blackwater, QLD)

In support of the Prime Minister's Veterans' Employment Program, Wesfarmers piloted a tailored program for former ADF personnel looking to transition to a civilian career.

From a large pool of talented candidates, eight were selected to participate in the traineeship and be relocated to Blackwater, QLD with their families. Participants were provided company housing and the opportunity to obtain qualifications like a Certificate III in Resource Processing and Surface Extraction.

Wesfarmers saw an opportunity not only to support the transitioning veterans but also to bring some 'valuable leadership, resilience

and execution focus to the Blackwater team. The initiative was a win for both the Wesfarmers business as well as the participating veterans.

This case study is an example of Wesfarmers showing understanding of the culture that veterans come from, demonstrated by their initiative to develop a program where housing is paid by the company, a community of veterans in the town is established, and veterans are provided with the opportunity to upskill their technical skills and obtain the necessary certificates and qualifications to be an invaluable member of the Wesfarmers workforce.

J.P.Morgan

J.P. Morgan (UK)

Since 2011, J.P. Morgan has run a UK Military Transition Program. It has become the leading scheme in providing the highest number of job opportunities for transitioning veterans than any other financial institution.

The program is a six-month paid placement with an opportunity for a full-time employment offer. In 2018, 37 military personnel participated, 78% of whom were successful in securing a permanent role. In 2019, 42 veterans have joined the program.

The first week of the program is an orientation designed to improve the veterans' understanding of financial services and build their IT skills. Throughout the program, there are networking events, regular check-in points and opportunities for feedback with the hiring manager.

When sourcing talent for the program, J.P. Morgan host insight events to assist veterans with the requisite information they need to prepare for a future career with the firm. An internal committee screens candidates, and a J.P. Morgan veteran is invited in the interview stage to help to support the candidate.

J.P. Morgan as a firm have a deep appreciation for the value that veterans bring to the business. They claim that veterans have strong leadership skills, a fast learning rate and a commendable work ethic. J.P. Morgan is also a gold member of the UK Ministry of Defence's Employee Recognition Scheme, which demonstrates the firm's commitment to honouring the UK Corporate Covenant, which is to ensure that veterans are not disadvantaged in UK society for serving their country.

Downer

Downer

At Downer, our people are fundamental to our culture and success. With the Department of Defence as a key customer, it stands to reason that we are invested in the veteran community.

Downer have hundreds of veterans working across different disciplines in our businesses including Defence, Facilities Management, Major Projects, Rail, Mining, Asset Services and Zero Harm).

One of the ways Downer invests in the development of its veteran workforce is through a partnership with Wandering Warriors and the University of Queensland Business School. Wandering Warriors is a fundraising initiative providing support to returning Special Forces soldiers transitioning back into civilian life.

The *Defence and National Security Scholarship* provides the opportunity for a veteran to complete a Masters of Business Administration (MBA) together with on-the-job training.

We also actively partner with other veteran initiatives that support ex-servicemen and women during their transition from military service to civilian life. Downer has pledged support to Soldier On, whose mission is to work side by side with those who serve and protect Australia, and their families. Downer provides both funding and in-kind support to Soldier On's health and wellbeing services, employment programs, earning opportunities, and participation activities.



Appendix B: ADF Rank System and Translation

In a military context, the chain of command is the line of authority and responsibility along which orders are passed within a military unit and between different units. Orders are transmitted down the chain of command, from a higher-ranked soldier/sailor/airman, such as a commissioned officer, to lower-ranked personnel who either execute the order personally or transmit it down the chain as appropriate, until it is received by those expected to execute it.

In general, military personnel give orders only to those directly below them in the chain of command and

receive orders only from those directly above them.

A service member who has difficulty executing a duty or order and appeals for relief directly to an officer above his immediate commander in the chain of command is likely to be disciplined for not observing the chain of command.

Similarly, an officer is usually expected to give orders only to his or her direct subordinate, even if it is just to pass an order down to another service member lower in the chain of command than said subordinate.

Defence rank equivalents across the three Services and APS:

The following is a high level summary of basic salary bands for each rank. It should be noted that additional allowances can be awarded which alter the overall package offered. Full details can be found here:

<http://www.defence.gov.au/PayAndConditions/ADF/Resources/WRA.pdf>

Basic Salary Bands - High level summary

APS Classification	Navy	Army	Air Force
Secretary	Admiral	General	Air Chief Marshal
SES Band 3	Vice Admiral	Lieutenant General	Air Marshal
SES Band 2	Rear Admiral	Major General	Air Vice-Marshal
SES Band 1	Commodore	Brigadier	Air Commodore
EL2	Captain	Colonel	Group Captain
EL1	Commander	Lieutenant Colonel	Wing Commander
APS 6	Lieutenant Commander	Major	Squadron Leader
APS 5	Lieutenant	Captain	Flight Lieutenant
APS 4	Sub-Lieutenant	Lieutenant	Flying Officer
	Acting Sub-Lieutenant	2nd Lieutenant	Pilot Officer
	Warrant Officer	Warrant Officer, Class 1	Warrant Officer
	Midshipman	Officer Cadet	Officer Cadet
	Chief Petty Officer	Warrant Officer, Class 2	Flight Sergeant
APS 3	Petty Officer	Staff Sergeant	Sergeant
		Sergeant	
APS 2	Leading Seaman	Corporal	Corporal
APS 1	Able Seaman	Lance Corporal	Leading Aircraftman
	Seaman	Private	Aircraftman

Australian Defence Force: Badges of Rank and Special Insignia

NAVY										
										
										
ARMY										
										
										
AIR FORCE										
										
										
NAVY										
										
										
ARMY										
										
										
AIR FORCE										
										
										

Commissioned Officer

Enlisted or 'Other' Ranks

Appendix C: Recruitment Tips & Traps Process Flow

CHALLENGES

STEP 1: Search and Selection	STEP 2: Assessment and Interview	STEP 3: Offer and Onboarding
Veteran <ul style="list-style-type: none"> ▶ Finding suitable openings and self-assessing against personal interest and skills suitability ▶ Getting to know the organisational culture and specific job requirements ▶ Translate military experience onto resume, cover letter and responding to selection criteria for application 	Veteran <ul style="list-style-type: none"> ▶ Communicating military skills and applying this to a civilian context ▶ Using specific recruitment language ▶ Lack of understanding around recruitment process ▶ Lack of corporate interview skills and often undersells military experience 	Veteran <ul style="list-style-type: none"> ▶ Developing business acumen and a business perspective ▶ Translating job skills and assimilating culturally ▶ Expectation in total compensation and overall pay package ▶ Translating military skills and experiences into workforce applications
Recruiter <ul style="list-style-type: none"> ▶ Scanning through multiple resumes to identify veteran talent that meets the company's requirements 	Recruiter <ul style="list-style-type: none"> ▶ Lack of quantifiable data on existing veteran employment rates and experiences ▶ Absence of detailed information about veteran skills 	Recruiter <ul style="list-style-type: none"> ▶ Managing the offer process with internal stakeholders ▶ Expectation management in pay differences
Hiring Manager <ul style="list-style-type: none"> ▶ Understand how veteran experience can fit into hiring objectives and organisation needs ▶ Create job requisitions that are veteran-friendly 	Hiring Manager <ul style="list-style-type: none"> ▶ Utilising fit-for-purpose assessment tools for veteran community ▶ Evaluate veteran candidates and uncover their potential ▶ Understanding military culture and perspective 	Hiring Manager <ul style="list-style-type: none"> ▶ Communicate offers to new veteran hires ▶ Planning and communicating onboarding activities and learning programs to line managers and veteran hires



TIPS

STEP 1: Search and Selection	STEP 2: Assessment and Interview	STEP 3: Offer and Onboarding
Recruiter <ul style="list-style-type: none"> Establish a Veteran Talent Community to attract and efficiently hire talent that is more diverse and has fewer applicant rejections per hire compared to traditional methods Use self-assessment tool to assess readiness prior to veteran engagement 	Recruiter <ul style="list-style-type: none"> Align understanding and definition of "success" between recruiter and veteran Develop high-touch methods to improve veteran recruitment experience Provide constructive feedback to unsuccessful candidates upon request 	Recruiter <ul style="list-style-type: none"> Establish and promote cultural acumen education and training programs for both veterans and current employees Create a veteran transition starter toolkit with process maps and career path guide for organisations, recruiters and hiring managers
Hiring Manager <ul style="list-style-type: none"> Provide military cultural competence training to recruiters Utilise and develop shared competency models that represent industry best practices and AVEC collaboration Empower recruiters to think beyond the veteran candidate's military-learned skills 	Hiring Manager <ul style="list-style-type: none"> Prioritise assessment on skills and potential, rather than on-paper experience. Focus on core non-technical skills and the candidate's potential to mastering the job Utilise Machine Learning and data points to iteratively improve the measurement of culture-fit 	Hiring Manager <ul style="list-style-type: none"> Establish and promote cultural acumen education and training programs for both veterans and current employees Ensure Structural clarity are communicated clearly during veteran onboarding Conduct expectation management to enable smooth transition

TRAPS

STEP 1: Search and Selection	STEP 2: Assessment and Interview	STEP 3: Offer and Onboarding
Recruiter <ul style="list-style-type: none"> The lack of typically-sought hard skills or certs/degrees in veteran experience Inability to identify military skills and credentials 	Recruiter <ul style="list-style-type: none"> Lack of exposure to veteran experience can lead to misaligned perceptions based on stereotypes and generalisations 	Recruiter <ul style="list-style-type: none"> Complicating the offer process Miscommunication in offer and onboarding activities
Hiring Manager <ul style="list-style-type: none"> Misunderstanding of the differences in the level of formality and structure Constraints of a traditional HR process Negative stereotypes that are detrimental to the veteran's image 	Hiring Manager <ul style="list-style-type: none"> Be aware of the differences in core values, language and skills Rigid alignment between military experience and new occupation 	Hiring Manager <ul style="list-style-type: none"> Miscommunication in workplace formality and business culture Avoid inadequate communication



Appendix D: Self-assessment tool

Place a tick against the statement that most represents your organisation. The column with the most ticks will indicate where you are on the scale of veteran readiness. It may also highlight any opportunities for improvement.

	Veteran Aware	Veteran Friendly	Veteran Ready
Understand	<input type="checkbox"/> Ability to understand veteran value and what they can bring to an organisation	<input type="checkbox"/> Ability to define and map the veteran experience and prioritized opportunities to improve their experience	<input type="checkbox"/> Ability to create a national definition of “success” as it applies to a veteran transitioning into the organisation, and encourage other small businesses to find and employ veterans
Employ	<input type="checkbox"/> Recruiters and Hiring Managers are educated in the application of identifying skills translation and unbiased recruitment processes	<input type="checkbox"/> Systems and processes are in place to attract and retain veterans. Business areas provide data and evidence of equal access to opportunities	<input type="checkbox"/> The organisation tracks and monitors the attraction, interviewing, and recruitment of veteran. Retainment rate of veteran hire at an ever increasing rate
Purpose	<input type="checkbox"/> Veterans are provided with equal opportunities to choose their desired career path	<input type="checkbox"/> Systems and processes are in place to monitor and manage veteran requests to internal transitions	<input type="checkbox"/> Veteran transition training and program starter toolkits in place, with process maps & career pathing for small businesses, HR professionals, and others
Lead	<input type="checkbox"/> Aware of existing leadership skills and its applicability transitioning from military experience to a private sector setting	<input type="checkbox"/> Ability to establish and promote leadership competencies and acumen education and training programs for both veterans and businesses	<input type="checkbox"/> The organisation actively and continuously pursues the development of high-potential veteran talent and partners with them on their leadership training
Wellbeing	<input type="checkbox"/> Health and wellbeing for veteran are mentioned in the corporate or HR strategy	<input type="checkbox"/> Health and wellbeing for Veteran topic is taken seriously and is used as a competitive advantage in the hiring market	<input type="checkbox"/> Health and wellbeing for Veteran program is integral to business and contributes to the bottom line. It is leveraged as a competitive advantage
Analytics	<input type="checkbox"/> Ability to monitor and obtain market insights regarding veteran hire and the business case of hiring veteran	<input type="checkbox"/> Ability to analyse the transitioning of veterans in the workforce, including calls for research and access to existing programs	<input type="checkbox"/> Ability to create a global knowledge and resources community of practice; encourage participation and the exchange of ideas, best practices, and successes
Mentoring	<input type="checkbox"/> Elementary level mentoring programs are made available for new veteran hires	<input type="checkbox"/> Many different modes of mentoring are in place. Formal, informal, peer, and group mentoring are underway across the business and at all levels	<input type="checkbox"/> There is a formal and informal mentoring culture and buddy system in the organisation. Sponsorship is utilised to drive the future careers of high-potential veteran

Appendix E: Veteran Assessment Checklist for Employers

Credentials and Relevant Certifications

- ☐ Are the credentials and skills needed to do a particular job clearly described?
- ☐ Do I have someone available who can determine if military experience or military-earned credentials can be substituted in lieu of industry-recognised credentials or degrees?
- ☐ Does my job description make this clear?

Experience and Skillset

- ☐ Are recruiters and hiring panel members knowledgeable of military experience and possess the ability to do some level of skills translation?
- ☐ Can I leverage any internal veteran contacts to help understand and translate the veteran candidate's experience during the resume, selection criteria assessment, and interview phases?
- ☐ Does the veteran have lateral skills that I am not aware of?

Financial and Geography Considerations

- ☐ Is it clear which locations the positions are available or where flexible locations are an option?
- ☐ Do I have a strategy for recruiting veterans in military-heavy locations?
- ☐ Are partnerships in place to actively recruit veterans and prepare them for employment?

Health Readiness

- ☐ Are staff and HR trained on relevant policies related to veteran hiring?
- ☐ Are there services in place to assist veterans with health conditions/disabilities that might impact his/her employment?
- ☐ Are there services in place that could assist veteran employees with disabilities/conditions that might impact their ability to work?
- ☐ Have the relevant staff received training that would minimize bias or stereotypes which might influence the hiring of a veteran candidate?

On-boarding Preparation

- ☐ Is there an on-boarding process in place to help new veteran recruits get set-up for success?
- ☐ Is there a clear job description that outlines the job responsibilities, requirements, remuneration rates and training needed?
- ☐ How does the veteran "fit" into the organization?
- ☐ How can we assist the veteran to develop a career continuum?

Appendix F: Veteran Assessment Checklist for Veteran Candidates

Credentials and Relevant Certifications

- ☐ Does the veteran have the credentials, certifications or education for this area?
- ☐ Has the veteran taken advantage of educational avenues to maximize his/her chances of obtaining desired employment?
- ☐ Has the veteran accessed employment services that could maximize his/her chances of obtaining desired employment?

Experience and Skillset

- ☐ Has the veteran pursued assistance to translate his/her resume and skills?
- ☐ Does military experience translate into a chosen private sector?
- ☐ Does the veteran wish to pursue a career that is compatible with his/her military experience?
- ☐ Has the veteran pursued on-the-job training, internship or mentorship opportunities?

Financial and Geography Considerations

- ☐ Are there any positions available at the time that the veteran transitions?
- ☐ Are there any financial constraints that would make employment difficult?
- ☐ Is there a position available where the veteran lives?
- ☐ Is the veteran willing or able to move to another location where a position is available?

Health Readiness

- ☐ Does the veteran have a disability or health condition that would impact his/her employment opportunities?
- ☐ Is the veteran aware of the resources available to assist him/her in obtaining employment (e.g. vocational rehabilitation, state workforce development programs etc.)?

On-boarding Preparation

- ☐ Is the veteran aware of the pathway to employment for his/her desired career path?
- ☐ If a career path is unclear, is there a plan in place to develop a career plan?
- ☐ Has the veteran taken the time to understand the industry and job sector of the economy?
- ☐ Has the veteran demonstrated his/her "fit" with a desired position, industry or occupation using language that matches the job description?
- ☐ Has the veteran accessed the training, services and benefits available?



DATE:	16-11-2016
NAME:	ANTON T
AMOUNT:	16



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