

Veteran Employment Initiatives

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VA
HEALTH
CARE

Defining
EXCELLENCE
in the 21st Century

National
Center for
PTSD
Posttraumatic
Stress Disorder

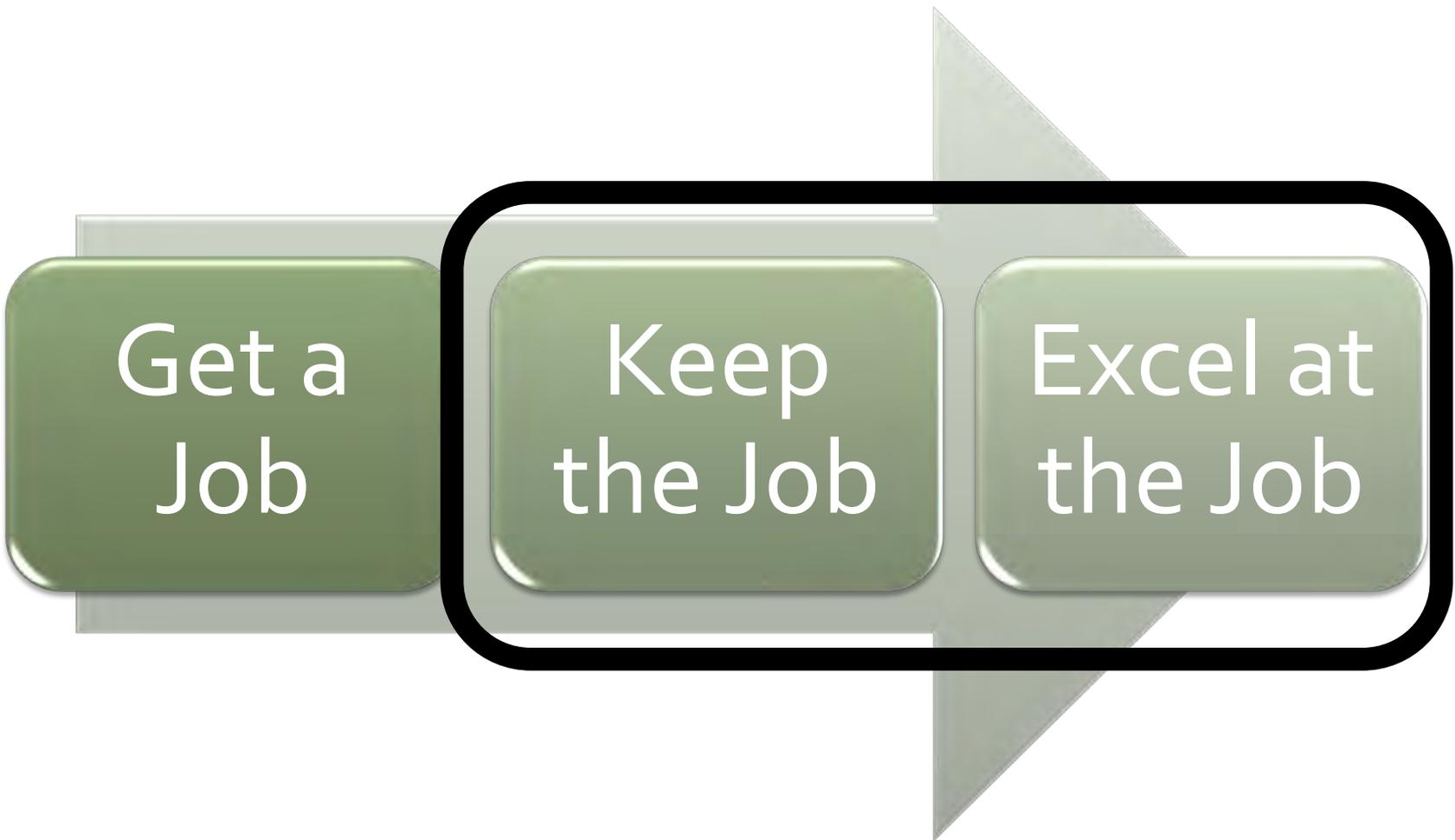
Employment Initiatives Team

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Employment and Mental Health

- Veterans' post-deployment mental health difficulties can negatively affect performance in the workplace
- Negative performance can lead to job loss and other negative consequences
- There is a need to support Veterans in the workplace, and the employers who hired them, to improve job retention and optimize their productivity

Employment Resource Categories



Get a
Job

Keep
the Job

Excel at
the Job

Employment Resource Audiences

Veterans
& Families

Employers

Employment Resource Audiences

CEOs &
Company
Leadership

Managers &
Supervisors

Human
Resource
Professionals

Affinity
Groups

EAP
Providers

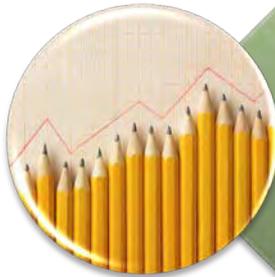
Veteran Employment Initiatives



Veterans Employment
Toolkit



Online Materials & Course
for EAP Providers



'Veterans in the Workplace'
Survey Project

Veterans Employment Toolkit

- Product: online resource center for employers, supervisors/managers, human resource professionals, and EAP providers; and Veterans
- Goals:
 - Offer tools and resources for supporting Veterans in the workplace
 - Increase understanding of military structure, culture, and deployment
 - Increase understanding of challenges Veterans may experience
 - Provide employment resources to Veterans

Veterans Employment Toolkit: Development

- Environmental scans
- Focus groups
 - Human Resource professionals
 - Federal government and city government
 - Private sector
 - Army Reserve personnel who implement Yellow Ribbon Reintegration Program
 - Veterans groups
 - College administrators and staff working with student Veterans
 - Mental health professionals

Veterans Employment Toolkit

[Veterans Employment Toolkit Home](#)

TOOLKIT SECTIONS

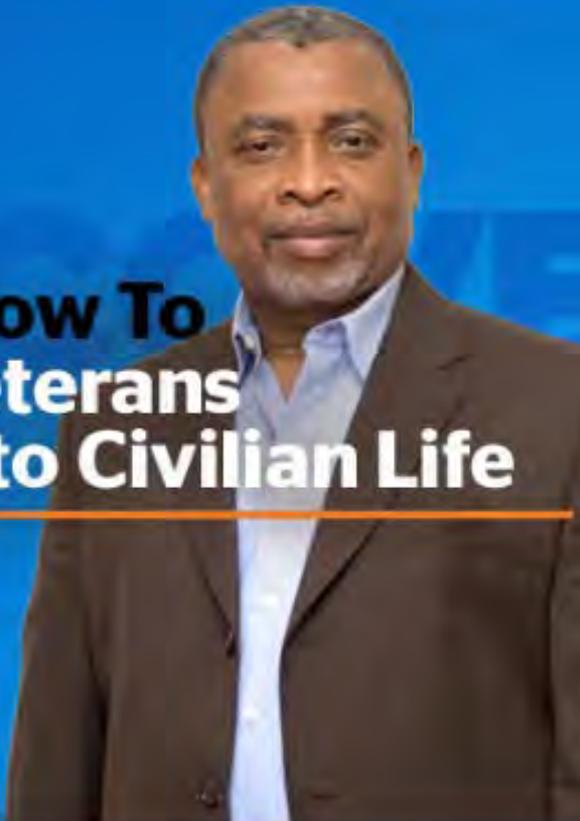
[Veterans Are Valuable Assets](#)

[Understanding the Military Experience](#)

[Supporting Your Veteran Employees](#)

[Resources](#)

[Resources for Veterans](#)



Discover How To Support Veterans Transition to Civilian Life

[Discover More Here](#)

1 2 3 4

ENDORSEMENTS

**Read What Others
Are Saying About
The Veterans
Employment Toolkit**

TOOLKIT OVERVIEW

Welcome to the Veterans Employment Toolkit

Our aim is to help employers, managers and supervisors, human resource professionals, and employee assistance program (EAP) providers relate to and support their employees who are Veterans and

Section Navigation

Military Structure

Military Culture

Military Deployment



Photo Credit: Mass Communication Specialist
3rd Class Mel Orr/Released. NAVY.mil

Military Culture

Need to know what 'MOS' or 'drill' means?

As with any large organization, the military has its own set of terms and lingo. Read our [Common Terms & Lingo \(Handout\)](#) to learn some selected terms, acronyms, phrases, and slang terms that may be of use to you.

Want to better understand the hierarchy or 'chain of command' in the military and military personnel's regard for authority?

Read our [Chain of Command & Authority \(Handout\)](#).

Want to know what your Veteran employee is referring to when he or she asks about the mission?

The military and its personnel are very mission oriented. Learn more about that orientation by reading our [What It Means to be Mission Oriented \(Handout\)](#).

What are some of the benefits of military service?

Veterans report many benefits and positive changes as a result of their military service. To learn more, read our [Positive Outcomes of Military Service \(Handout\)](#).

Want to learn more about military culture?

Take this [Military Cultural Competence Online Course*](#).

Need to know what a military term means?

Use the Department of Defense's [Dictionary of Military & Associated Terms*](#).



Supporting Your Veteran Employees

There are many ways to support Veterans and members of the Reserve and National Guard in the workplace. This toolkit is designed to provide useful resources to employers, managers or supervisors, and human resource professionals to support these employees. Choose from the topics below for guidance on issues and to learn more about:

[Supporting Your Employees in the Reserve & National Guard:](#)

- The Uniformed Services Employment and Reemployment Rights Act (USERRA)
- What to do when employees leave to serve and how to support their return
- See an example of a military leave policy

[Supporting Veterans' Transition to Civilian Work:](#)

- How to enhance performance with the military training model
- Mentoring programs

[Challenges & How to Help:](#)

- Common challenges readjusting to civilian life
- Less common challenges like Posttraumatic Stress Disorder (PTSD) and Traumatic Brain Injury (TBI)
- Help employees by utilizing EAPs
- Find assistance when accommodating employees with disabilities

[Communication Tips:](#)

- General communication tips for managers and supervisors
- How to manage conflict in the workplace
- How to deal with an employee with a performance problem
- What not to say to a Veteran employee

Section Navigation

Supporting Your Employees in the Reserve & National Guard

Supporting Veterans' Transition to Civilian Work

Challenges & How to Help

Communication Tips



Supporting Your Employees in the Reserve & National Guard

As an employer, manager or supervisor, or human resource professional interacting with members of the Reserve or National Guard, you need to be familiar with the *Uniformed Services Employment and Reemployment Rights Act (USERRA) of 1994*. USERRA is the federal law that establishes rights and responsibilities for members of the Reserve and National Guard and their civilian employers. USERRA affects employment, reemployment, employment benefits and retention in employment, when employees serve or have served in the uniformed services.

Need some guidance on what to do when employees leave to serve in the Reserve or National Guard?

If you have an employee who is a member of the Reserve or National Guard, at some point in time he or she will take a leave from work for military training or deployment. To help you consider how to proceed during this time, read our handout on [Planning for Military Leave for Employees in the Reserve and National Guard \(Handout\)](#).

Need an example of a company policy regarding military leave?

We recommend creating a company policy regarding military leave. This type of policy will give managers or supervisors and employees the guidelines they need to operate. See our [Example of a Military Leave Policy \(Handout\)](#) used by a federal agency.

Need assistance in understanding your responsibilities under USERRA? Need an ombudsman or consultation?



Check out the [Employer Support of the Guard and Reserve \(ESGR\)*](#). The ESGR operates programs directed toward U.S. employers, employees, and communities to ensure understanding of the role of

Reserve component members. Their resources can aid in answering

Section Navigation

Resources for Veterans

- ↳ [Help Creating a Resume, Cover Letter, or completing a Job Application](#)
- ↳ [Describe Your Military Experience in Civilian Terms](#)
- ↳ [What to Do in a Job Interview](#)
- ↳ [Need to Find Job Listings or Career Fairs to Attend?](#)
- ↳ [Looking for Federal Employment or Internship Opportunities?](#)
- ↳ [Interested in Working for the VA?](#)
- ↳ [Want to Post Your Resume Online for Employers?](#)
- ↳ [Interested in Starting Your Own Business?](#)

Specific Career Fields

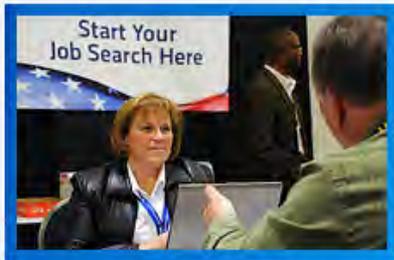


Photo Credit: U.S. Department of Veterans Affairs/Ann Czapiewski, Michael L. Moore, Emerson Sanders and Robert Turtil

Resources for Veterans

Employment is an important issue for Veterans. Helping Veterans find and obtain employment, as well as advance their civilian careers is a high priority. This toolkit is designed to provide you with answers and resources in finding and obtaining employment, as well as making career decisions and excelling in the workplace. A full version of this [Resources for Veterans](#) list is available for print and download.

Looking for help creating a resume, cover letter, or completing a job application?

The Department of Veterans Affairs' [VetSuccess](#) provides general [Job Application Tips](#), as well as [Resume and Cover Letter Tips](#). Find information on how to create a cover letter and resume, on what are the *do's & don'ts* of writing a resume, and resume examples. Real Warriors also discusses how to [Translate Military Experience to Civilian Employment](#) * in a Resume.

Trying to describe your military experience, skills, or positions in civilian terms?

Try the [Military to Civilian Occupation Translator](#) *, that helps match military skills and experience to civilian occupations. The [Skills Translator](#) * translates military educational and job training to the civilian workplace. Another [Military Skills Translator](#) * is offered by VAforVets which allows customizable job postings based on your skills and capabilities. The [Jobs Thesaurus](#) * finds job descriptions to describe a job you held while in the military.

[Back to Top](#)

Want more information about what to do in a job interview?

The Department of Veterans Affairs' [VetSuccess](#) offers helpful [Interview Tips](#), including commonly asked questions, what to do when the interview is over, and negotiating an offer. The Department of Defense's [TurboTAP](#) * also provides information on a number of relevant topics, including [What Not to Wear to an Interview](#) *, what to wear to [Dress Appropriately for Interviews](#) *, and [Six Steps to Handling Money Questions](#) *. [Real Warriors](#) * gives more general job interview pointers.

Employee Assistance Programs

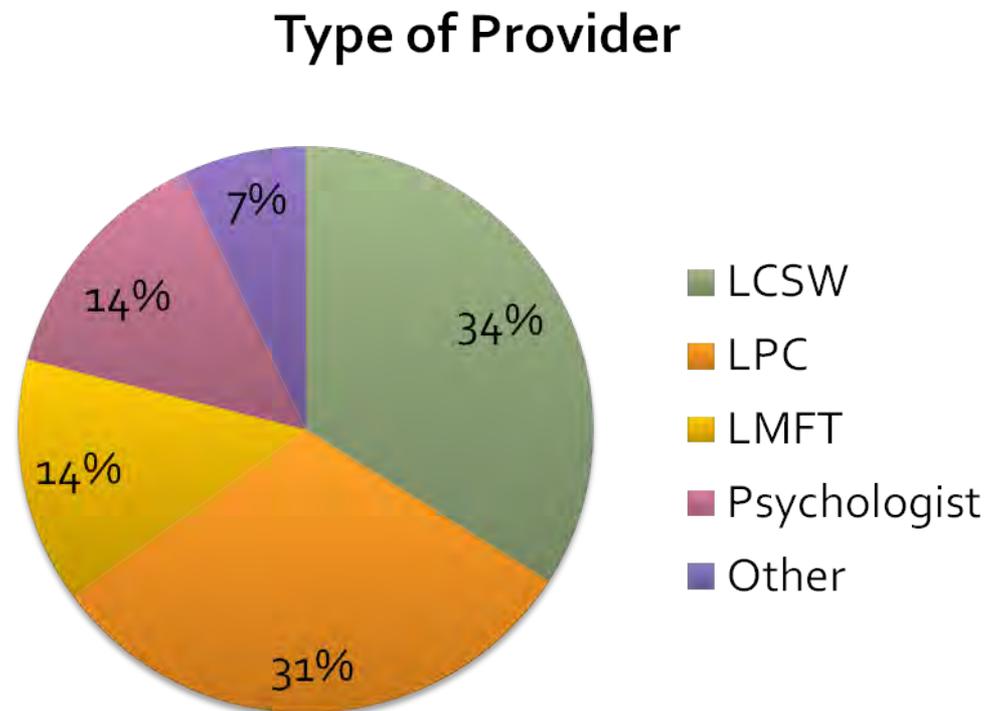
- Employee Assistance Programs (EAPs)
 - Well-established mechanisms for employers
 - Provide workplace-based programs supporting the health, mental health, and productivity of employees
- Few EAP providers have knowledge or specific training regarding military and Veteran populations

EAP Initiative

- Product: Materials and training course for EAP providers to support Veterans in the workplace
 - Will be housed on Veteran Employment Toolkit
- Goal: Improve EAP provider abilities to:
 - Screen for military service
 - Assist with Veteran concerns in the workplace
 - Identify mental health problems common in Veterans
 - Make appropriate referrals to VA and other resources
 - Educate employers and supervisors about Veterans

EAP Provider Needs Assessment

- N = 3,813
 - Sent 34,476 emails
 - 11.5% response rate
- Other includes:
 - ARNP
 - Certified Alcohol and Drug Counselor
 - Clinical Nurse Specialist
 - Psychiatric Nurse
 - Psychiatrist
 - Multiple licenses



EAP Provider Needs Assessment

- 65% screen for military service
- 83% have provided services to active duty military, National Guard/Reserve, or Veterans
 - 86% have provided services to family of the above
- 91% are interested in additional education about this population

EAP Provider Needs Assessment

- Challenges faced with this population (rank ordered)
 1. Lack of referrals
 2. Don't know how to reach out to this population
 3. Lack of experience with this population
 4. Lack of knowledge with this population
 5. Insufficient clerical support
 6. Lack of understanding of legal/ethical issues in dealing with this population

Provider Needs Assessment Survey

- Areas in which they want education (rank ordered)
 1. Referral options for Veterans (e.g., how to get into VA)
 2. Issues unique to women Veterans
 3. General resources available to providers
 4. The military experience
 5. General resources available to Veterans, National Guard, & Reserve
 6. Military culture
 7. Referral options for National Guard and Reserve
 8. Military sexual trauma
 9. Symptoms of PTSD
 10. Anger, irritability

EAP Provider Course

- Free online course, will be available to VA and community EAP providers
- CE credit for psychologists and social workers
- Focus
 - Supporting Veterans in the workplace and addressing problems in the workplace
- Anticipated completion Fall 2013

'Veterans in the Workplace' Project

- Contract-based study of private sector companies to examine:
 - Needs and best practices for supporting both Veterans and employers
 - Perceptions of Veterans in the workplace
- Result: Reports that will include a summary and evaluation of findings that includes nominations of best practices
 - Will be housed on Veteran Employment Toolkit

'Veterans in the Workplace' Project: Advisory Board

- Department of Labor
- Department of Veterans Affairs
- Ernst & Young
- Prudential
- VetsFirst
- Employer Support of the Guard & Reserve
- Society for Human Resource Management
- American Council on Education
- Employee Assistance Professionals Association
- Aetna Health, Inc.
- Employers Research Consortium
- University of Maryland, University College
- The Conference Board
- National Association for Black Veterans
- Vietnam Veterans of America

'Veterans in the Workplace' Project

- Project 1: Survey of 210 employers
- Goal: Gather information regarding:
 - Current policies, practices, and programs regarding Veterans, National Guard, and Reserve members
 - Experience with retaining Veteran employees
 - Understanding of the mental health and related needs of Veterans in the workplace
 - Best-practices for addressing needs and ways to support productivity in the face of these needs

'Veterans in the Workplace' Project

- Project 2: In-depth case studies of 6 large Fortune 500 employers
- Goal: Gather information regarding:
 - Practices and programs used to assist in supporting and retaining Veterans
 - Perspectives on Veterans, with a focus on mental health
 - Veteran perspective of company practices

'Veterans in the Workplace' Project

- Project 3: Create and gather materials, tools, and resources for employers to support the retention of Veteran employees
- Goal:
 - To meet the needs of employers identified through survey and case studies
 - To disseminate information about best practices and programs identified in survey and case studies

Contact Information

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Questions?