



**SHRM**<sup>®</sup>

SOCIETY FOR HUMAN  
RESOURCE MANAGEMENT

# Employing Military Personnel and Recruiting Veterans

What HR Can Do

# Introduction

---

One group that has been hit the hardest by high rates of unemployment over the course of the recession and accompanying weak labor market has been veterans of the wars in Iraq and Afghanistan. Data from the U.S. Bureau of Labor Statistics show that the unemployment rate for Iraq and Afghanistan veterans is more than 20% whigher than the rate for all Americans. Young veterans are completing their military service only to enter a job market where young people aged 34 and under are experiencing the highest rates of unemployment of any age group. Unfortunately, many veterans are returning to civilian life with disabilities as a result of injuries incurred in the line of duty, presenting further challenges in their search for employment. HR professionals are uniquely positioned to help both active military personnel and veterans maintain or regain their foothold in the labor market. For this reason, the Society for Human Resource Management (SHRM), the world's largest association for human resource professionals, has been focusing on what can be done to support these men and women.

---

*"America has no greater resource than our human resources. You and your profession help us unleash the greatness that is within our people, our institutions and our nation. You hold us and our institutions to a higher standard. You remind us of our values and help ensure that we live up to them."*

Raymond Jefferson

Assistant Secretary, Veterans' Employment and Training Service (VETS), U.S. Department of Labor

---

On June 26-27, 2010, at its 2010 Annual Conference & Exposition in San Diego, SHRM held the "Military Veterans: Transitioning Skills to the New Economy" conference as a way to bring together HR and other business leaders with military veterans and veterans' organizations. SHRM also polled its members on what they are doing in their organizations to help support both active service men and women and military veterans. SHRM collects information and resources for its 250,000 members on employment issues involving veterans and active military personnel so that they can leverage this information to help their organizations and communities show support and build job readiness for these kinds of employees and job seekers. Below is an overview of the latest information and activities from SHRM on this important issue.

---

*"While soldiers were away performing their duties, the floor dropped out of the economy. Millions of jobs have been lost, companies went under, and entire industries were shaken. The unemployment rate grew to its highest in decades, and now veterans are among the unemployed. HR professionals are in a unique position to walk the talk and help these transitioning servicemen and women meet the challenges of finding a job in the current economy."*

Robb Van Cleave, Chair, SHRM's Board of Directors

---

# SHRM Poll: Employing Military Personnel and Recruiting Veterans—Attitudes and Practices

---

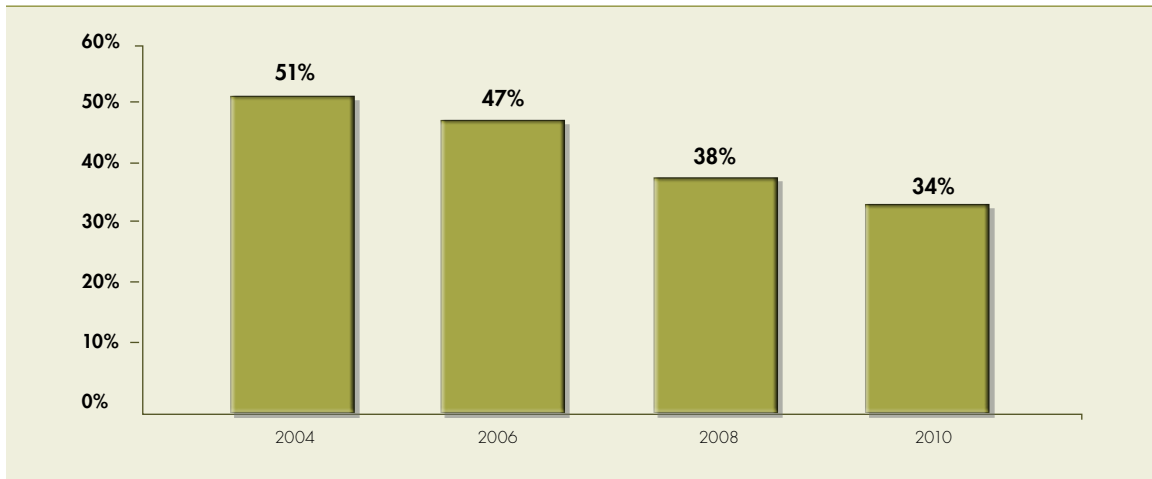
Released on June 23, 2010, the SHRM poll titled “Employing Military Personnel and Recruiting Veterans” looks at attitudes and practices that affect the employment of these groups. The poll examined two areas:

- *Active duty service employees:* The poll examined the pay and benefits that organizations provide to employees who have been mobilized to serve on active duty either as a reservist or as a member of the National Guard for an extended period of time (more than two weeks). It also looked at the challenges organizations face when an employee has been mobilized to serve on active duty and the overall familiarity that HR professionals have with the Uniformed Services Employment and Reemployment Rights Act (USERRA).
- *Recruiting and hiring veterans:* The poll looked at the benefits and challenges of hiring military veterans, as well as the factors that would assist organizations in recruiting and hiring veterans.

## Support Organizations Are Offering

The poll found that the percentage of organizations with employees who had been mobilized to serve on active duty has declined steadily since 2004 (see Figure 1). In addition, there were several indications that the financial challenges many organizations faced during the recession may have had some negative impact on the types of support organizations are offering to employees on active duty. The percentage of organizations that are providing no direct compensation support increased by 4% since 2003, while the percentage of those providing a pay differential has declined (see Figure 2). However, many organizations held steady on the benefits they offered employees and their families while the employee was on active duty (see Figure 3). Organizations are helping such employees transition back into the workforce through employee assistance programs, skills training and flexible work arrangements as they transition back into the workplace (see Figure 4).

Figure 1: In the last 36 months, have any employees at your location been mobilized to serve on active duty either as a reservist or as a member of the National Guard for an extended period of time?



Note: "Not sure" responses were excluded from this analysis.

Source: Society for Human Resource Management. (2010, June 23). *SHRM poll on employing military personnel and recruiting veterans*. Retrieved from [www.shrm.org/surveys](http://www.shrm.org/surveys).

Figure 2: What type of direct compensation (i.e., income) support, if any, is your organization offering those employees who are on active duty?

	2003 (n = 372)	2004 (n = 211)	2007 (n = 157)	2008 (n = 165)	2010 (n = 116)
Providing no direct compensation support	39%	39%	35%	42%	43%
Providing pay differential (the difference between what the employee is paid by the military and what he or she would be making if he or she were working) for the entire period of the active duty service*	34%	28%	45%	40%	23%
Providing pay differential (the difference between what the employee is paid by the military and what he or she would be making if he or she were working) for a portion of the period of the active duty service*	–	–	–	–	22%
Providing full pay and benefits for a portion of the period of the active duty service	–	–	10%	6%	6%
Providing full pay and benefits for the entire period of the active duty service	–	–	6%	1%	3%
Other	17%	25%	25%	1%	3%

\*In years prior to 2010, these questions were combined in one question that asked about providing pay differentials in general. In 2010, these questions were separated to ask about providing pay differentials for the entire period and a portion of the period of active duty service.

Note: Only respondents whose organizations have had employees mobilized to serve on active duty as a reservist or as a member of the National Guard in the last 36 months were included in this analysis. A dash ("–") indicates that the option was not included that year. Percentages do not total 100% as multiple response options were allowed. Data are sorted in descending order by 2010.

Source: Society for Human Resource Management. (2010, June 23). *SHRM poll on employing military personnel and recruiting veterans*. Retrieved from [www.shrm.org/surveys](http://www.shrm.org/surveys).

Figure 3: What type of benefits support (i.e., non-direct compensation) is your organization offering those employees (and their families) mobilized to serve on active duty either as a reservist or as a member of the National Guard?

	2003 (n = 372)	2004 (n = 211)	2007 (n = 118)	2008 (n = 164)	2010 (n = 110)
Providing an extension of health insurance for the employee's family	61%	53%	64%	49%	63%
Providing an extension of health insurance for the employee	50%	39%	46%	49%	47%
Providing continuing life insurance	49%	43%	52%	47%	31%
Other	17%	31%	20%	6%	6%

Note: Only respondents whose organizations have had employees mobilized to serve on active duty as a reservist or as a member of the National Guard in the last 36 months were included in this analysis. Percentages do not total 100% as multiple response options were allowed. Data are sorted in descending order by 2010.

Source: Society for Human Resource Management. (2010, June 23). *SHRM poll on employing military personnel and recruiting veterans*. Retrieved from [www.shrm.org/surveys](http://www.shrm.org/surveys).

Figure 4: What is your organization doing or planning to do beyond what is required by law to help employees who are returning or have returned to work after being mobilized to serve on active duty either as a reservist or as a member of the National Guard?

	2008 (n = 164)	2010 (n = 105)
Providing an employee assistance program (EAP) to help with transitioning back to work	-	63%
Providing catch-up skills training to help with transitioning back to work	37%	58%
Providing flexible work arrangements during the transition back to work	-	48%
Providing recognition by management	36%	44%

Note: "Not applicable" responses were excluded from this analysis. Only respondents whose organizations have had employees mobilized to serve on active duty as a reservist or as a member of the National Guard in the last 36 months were included in this analysis. A dash ("-") indicates that the option was not included that year. Multiple response options were allowed in 2008. Data are sorted in descending order by 2010.

Source: Society for Human Resource Management. (2010, June 23). *SHRM poll on employing military personnel and recruiting veterans*. Retrieved from [www.shrm.org/surveys](http://www.shrm.org/surveys).

## Challenges

The main challenge that organizations employing active duty service employees report facing is the uncertainty about how long such employees will be away and how to plan work around this uncertainty. This can affect the workload of other employees or require the hiring of temporary replacements. HR professionals also had concerns about productivity and reported that their organizations were challenged by the continuation of costs of benefits and compensation for employees on active duty while also adding the costs of replacements. These data are illustrated in Figure 5.

Figure 5: What challenges has your organization faced as a result of employees at your location being mobilized to serve on active duty either as a reservist or as a member of the National Guard?

	2004 (n = 135)	2006 (n = 118)	2008 (n = 119)	2010 (n = 116)
Uncertainty about how long employees will be away from jobs	77%	79%	86%	74%
Burden on remaining employees to cover for open positions	52%	79%	86%	74%
Finding temporary workers to fill open positions	34%	23%	19%	44%
Loss of productivity due to open positions	18%	25%	16%	35%
Continuation of costs for employees mobilized to active duty service (e.g. salary, benefits, etc.)	21%	35%	32%	22%
Finding a "comparable" job for returning employees	20%	15%	16%	22%
Cost of temporary workers to fill open positions	18%	17%	13%	20%
Overall transitioning of returning employees back into the workforce (e.g., cultural issues, psychological issues, need for alternative arrangements, etc.)	-	-	-	13%
Other	4%	4%	4%	4%

Note: Only respondents whose organizations have had employees mobilized to serve on active duty as a reservist or as a member of the National Guard in the last 36 months were included in this analysis. A dash ("-") indicates that the option was not included that year. Percentages do not total 100% as multiple response options were allowed. Data are sorted in descending order by 2010.

Source: Society for Human Resource Management. (2010, June 23). *SHRM poll on employing military personnel and recruiting veterans*. Retrieved from [www.shrm.org/surveys](http://www.shrm.org/surveys).

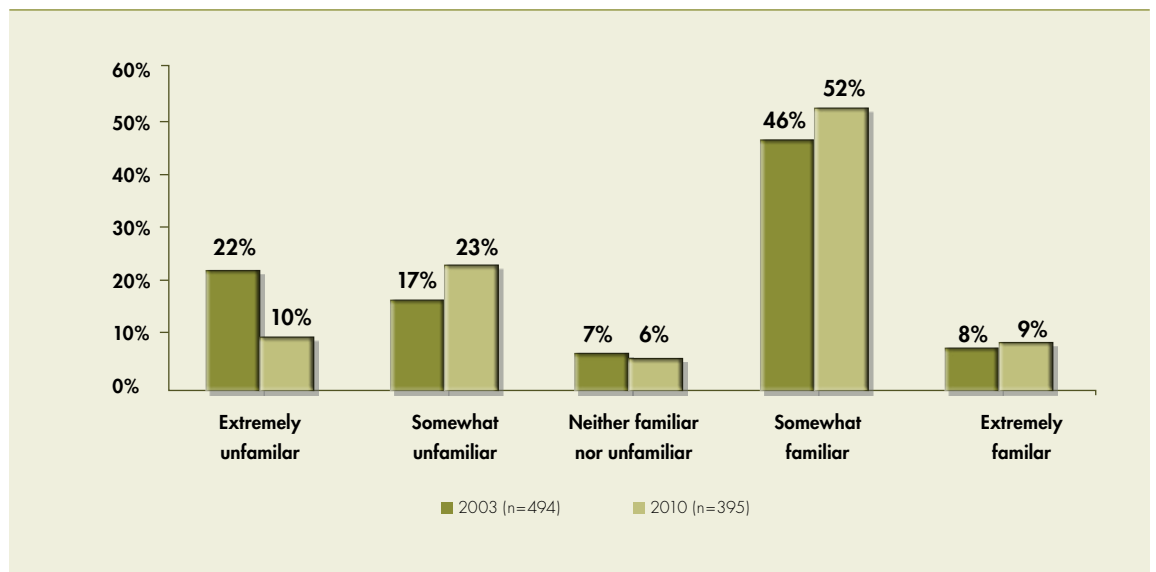
## Familiarity With Key Legislation and Government Programs

The poll asked HR professionals about their familiarity with key legislation relating to the employment of active duty service employees. The Uniformed Services Employment and Reemployment Rights Act of 1994 (USERRA, 38 U.S.C. §§ 4301 – 4335) is a federal law intended to ensure that persons who serve or have served in the Armed Forces, Reserves, National Guard or other “uniformed services” are:

- Not disadvantaged in their civilian careers because of their service.
- Promptly reemployed in their civilian jobs upon their return from duty.
- Not discriminated against in employment based on past, present or future military service.

The poll found that the majority of HR professionals are at least somewhat familiar with this law and that the percentage of those who are familiar with it has grown since 2003 (see Figure 6).

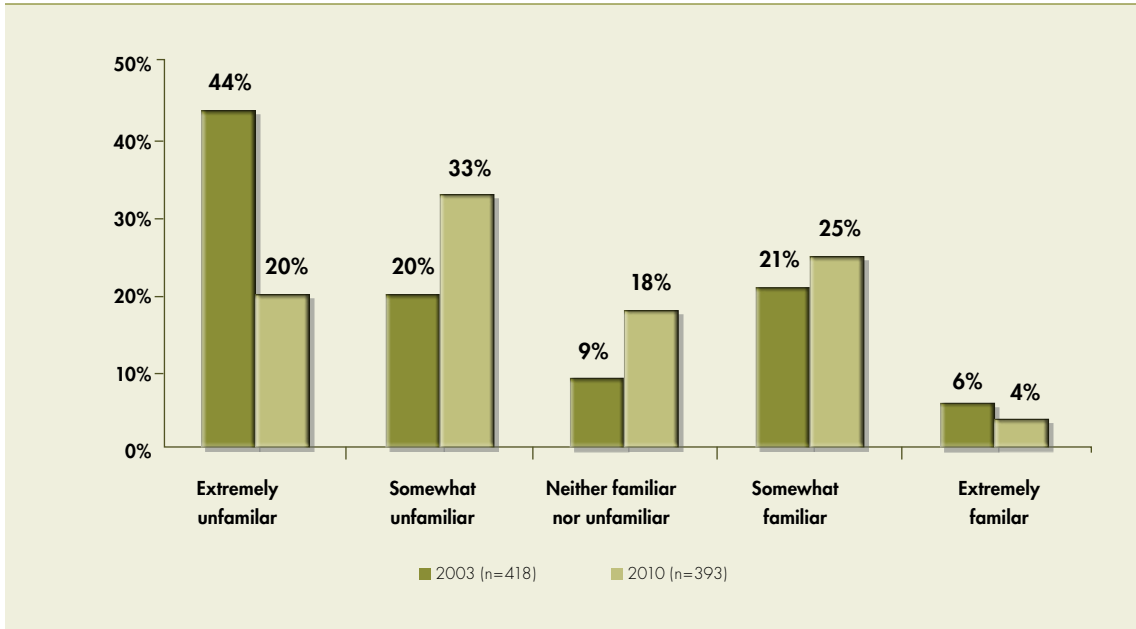
Figure 6: How familiar are you with the Uniformed Services Employment and Reemployment Rights Act (USERRA)?



Source: Society for Human Resource Management. (2010, June 23). *SHRM poll on employing military personnel and recruiting veterans*. Retrieved from [www.shrm.org/surveys](http://www.shrm.org/surveys).

Employer Support of the Guard and Reserve (ESGR) is a Department of Defense (DoD) organization within the Office of the Assistant Secretary of Defense for Reserve Affairs (OASD/RA), which is in itself a part of the Office of the Secretary of Defense (OSD). The total of all National Guard members and Reserve forces from all branches of the military comprise approximately 48% of the United States' total available military manpower, and the current National Defense Strategy indicates that the National Guard and Reserve will be an important part of the overall U.S. military forces. ESGR was established in 1972 "to promote cooperation and understanding between Reserve component members and their civilian employers and to assist in the resolution of conflicts arising from an employee's military commitment." It is the lead DoD organization for this mission under DoD Directive 1250.1. Many of these efforts are focused on helping Reserve forces and civilian employers comply with existing employment laws that protect the rights of workers who serve in the Reserve component. Unfortunately, although HR professionals' familiarity with ESGR has grown since 2003, many HR professionals are still unaware that this resource exists (see Figure 7).

Figure 7: How familiar are you with ESGR (Employer Support of the Guard and Reserve)?



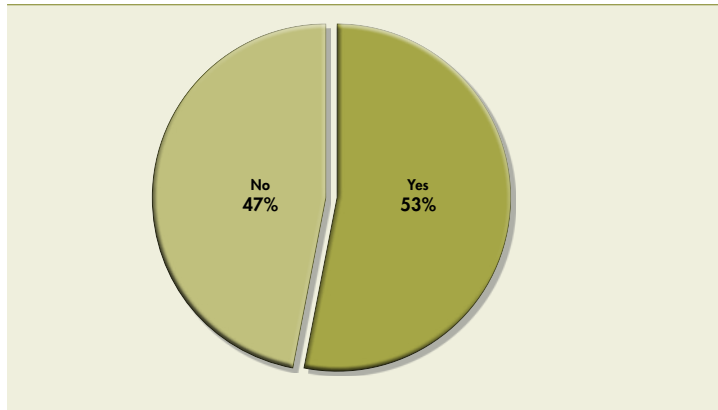
Source: Society for Human Resource Management. (2010, June 23). *SHRM poll on employing military personnel and recruiting veterans*. Retrieved from [www.shrm.org/surveys](http://www.shrm.org/surveys).



## Recruiting and Hiring Veterans

The SHRM poll defined veterans as individuals who have been honorably discharged or have retired from the military either as career military personnel, reservists or members of the National Guard. For the purposes of the poll, respondents answered the questions in terms of veterans who have been recruited or hired by their organization as new hires, not existing employees. The poll found that just over 50% of organizations had hired veterans within the last 36 months, as shown in Figure 8. Making an effort to recruit veterans unsurprisingly leads to more veteran hires. About 50% of organizations that had hired veterans had made a special effort to do so, whereas only 11% of those organization that had not hired veterans reported that they made an effort to do so (see Figure 9).

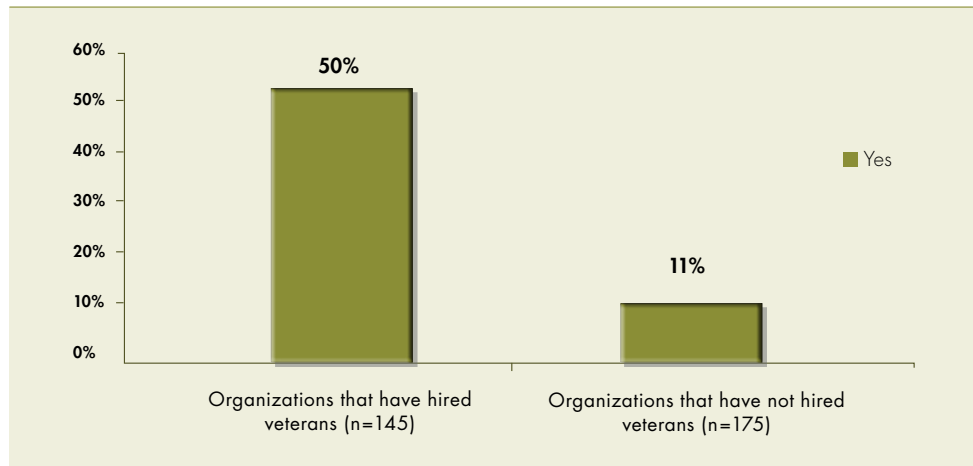
Figure 8: Within the past 36 months, has your organization hired any veterans as full-time, part-time or temporary/contract workers?



Note: n = 328. "Not sure" responses were excluded from this analysis.

Source: Society for Human Resource Management. (2010, June 23). *SHRM poll on employing military personnel and recruiting veterans*. Retrieved from [www.shrm.org/surveys](http://www.shrm.org/surveys).

Figure 9: Did your organization make a specific effort to recruit and hire veterans?



Source: Society for Human Resource Management. (2010, June 23). *SHRM poll on employing military personnel and recruiting veterans*. Retrieved from [www.shrm.org/surveys](http://www.shrm.org/surveys).

## Advantages and Challenges of Recruiting and Hiring Veterans

HR professionals reported that there are many benefits to recruiting and hiring veterans. The most commonly cited benefit was a strong sense of responsibility, followed by the ability to work under pressure. Also in the top five were the ability to see tasks through to completion, strong leadership skills and a high degree of professionalism (see Figure 10). Some of the challenges HR professionals cited were the difficulty in translating military skills to civilian jobs and the difficulty transitioning from a structured and hierarchical military environment to a civilian workplace culture. Figure 11 shows that almost half (46%) also cited problems associated with post-traumatic stress (PTSD).

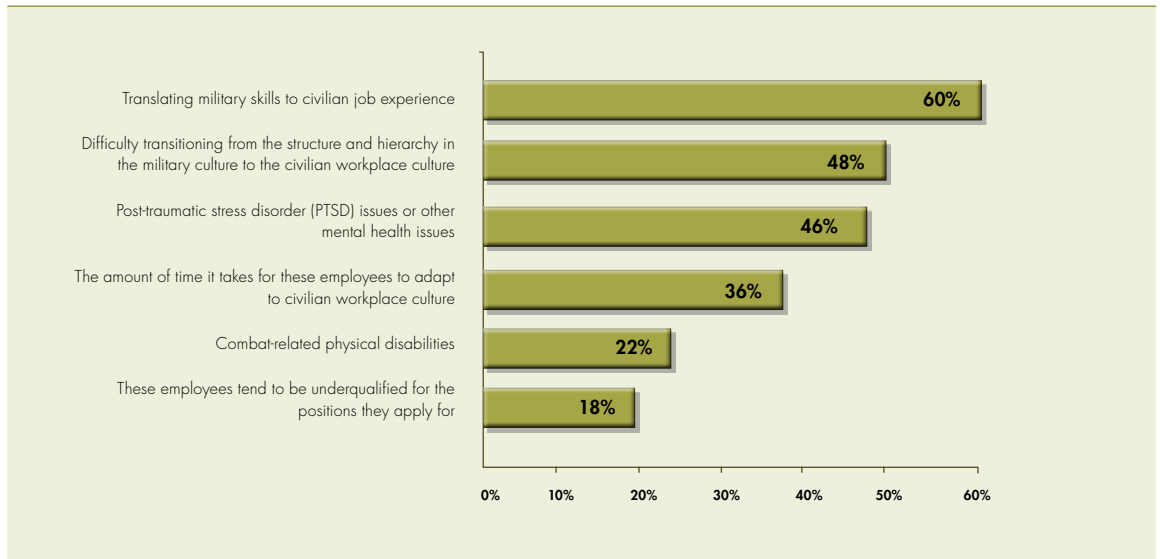
Figure 10: In your experience, do you think each of the following is a benefit of hiring employees with military experience?

	Organizations that have hired veterans (n = 93-151)	Organizations that have made an effort to hire veterans (n = 11-18)	Organizations that have not made an effort to hire veterans (n = 107-167)
Strong sense of responsibility	97%	94%	98%
Ability to work under pressure	96%	94%	96%
Ability to see a task through to completion	92%	92%	92%
Strong leadership skills	91%	93%	92%
High degree of professionalism	91%	82%	87%
Strong problem-solving skills	90%	83%	89%
Ability to multitask	89%	91%	84%
Ability to adapt to changing situations quickly	88%	85%	89%
Ability to give back to U.S. veterans by showing gratitude for their service	88%	87%	93%
Positive impact on the image and/or credibility of the organization	86%	82%	82%
Sense of patriotism at the organization	77%	82%	84%
Technology/information technology skills and training	77%	80%	83%
Strategic planning/foresight	74%	73%	80%
Fulfillment of federal and/or state affirmative action requirements	73%	82%	76%
Global perspective	61%	63%	71%
Knowledge/expertise of defense issues	60%	73%	79%

Note: Percentages are based on "yes" responses. "Not sure" responses were excluded from this analysis.

Source: Society for Human Resource Management. (2010, June 23). *SHRM poll on employing military personnel and recruiting veterans*. Retrieved from [www.shrm.org/surveys](http://www.shrm.org/surveys).

Figure 11: In your experience, do you think any of the following are challenges of hiring employees with military experience?



Note: n = 110-148. "Not sure" responses were excluded from this analysis.

Source: Society for Human Resource Management. (2010, June 23). *SHRM poll on employing military personnel and recruiting veterans*. Retrieved from [www.shrm.org/surveys](http://www.shrm.org/surveys).

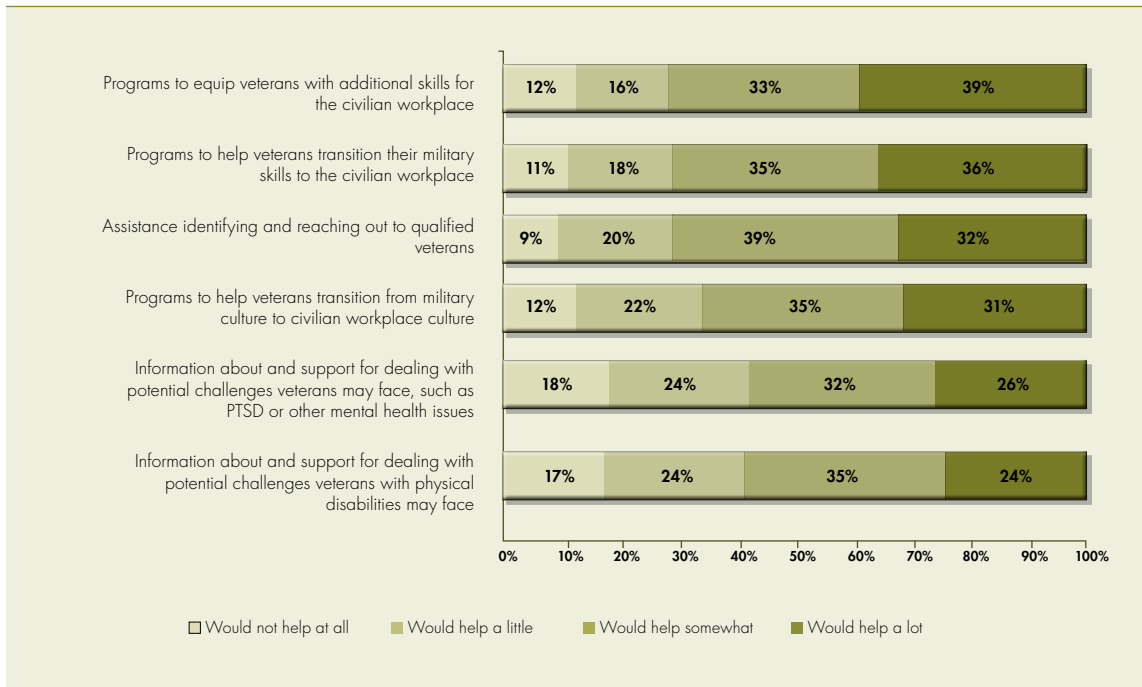
## Resources and Job Boards

When asked about what kinds of resources might help HR professionals improve their efforts to recruit military veterans, the majority cited programs that would help veterans develop skills, followed by assistance in reaching out to qualified veterans (see Figure 12). Many organizations are using job boards targeted at military veterans to help in their recruiting efforts. Figure 13 provides an overview of the job boards HR professionals found most useful. However, the poll indicated that many HR professionals were unaware of the Department of Labor (DOL) veterans' programs and were therefore not using them in their recruiting efforts (see Figure 14).

### Other sources organizations have used to recruit veterans

- America's Job Exchange
- Beyond.com
- Career Link
- Craigslist
- Direct recruiters
- EDD & VA
- Employee referrals
- Employflorida.com
- External military recruiting firms and job fairs
- GovernmentJobs.com
- Local Air Force base
- Indeed.com
- JobsinME.com
- State/local resources, including veteran-specific job fairs, newspapers, unemployment office, workforce development centers, veterans' associations, etc.
- Niche sites for engineers, IEEE and IT staff – DICE
- Vetjobs.com
- VetsCentral

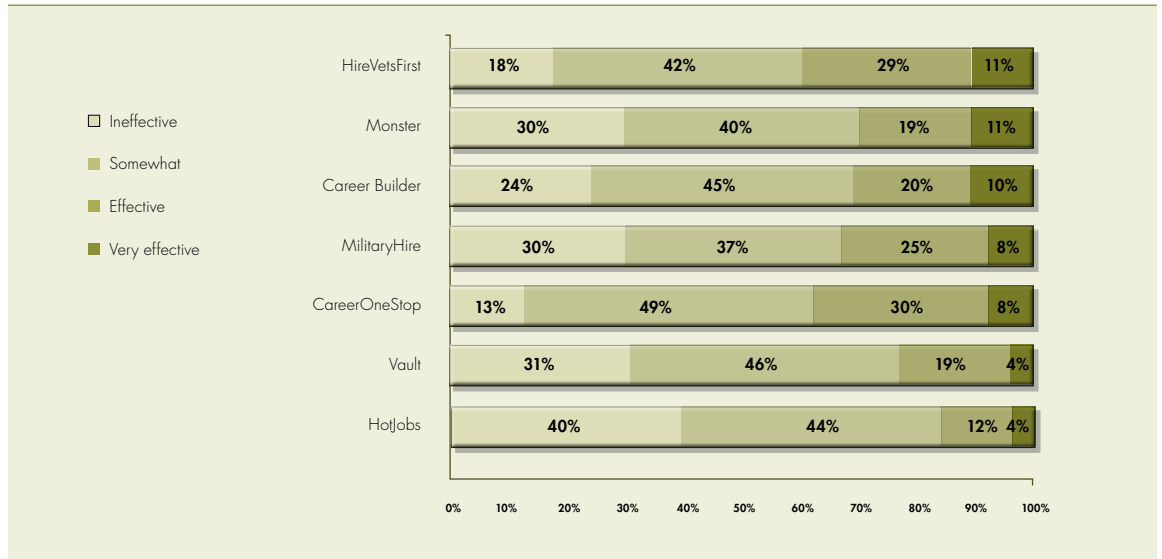
Figure 12: To what extent would each of the following help your organization in efforts to recruit and hire military veterans?



Note: n = 302-335 "Not applicable; experienced in this area, do not need assistance" responses were excluded from this analysis. Percentages may not total 100% due to rounding.

Source: Society for Human Resource Management. (2010, June 23). SHRM poll on employing military personnel and recruiting veterans. Retrieved from [www.shrm.org/surveys](http://www.shrm.org/surveys).

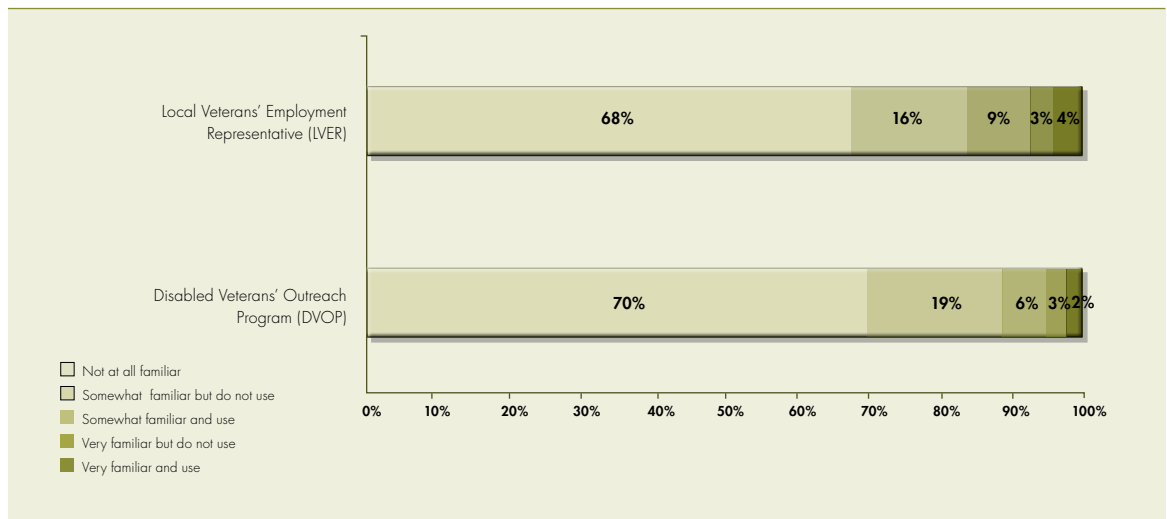
Figure 13: Within the past 36 months, how effective have the following national online job boards been in helping your organization recruit veterans as potential job candidates?



Note: n = 302-335. "Not applicable; my organization does not use this source" responses were excluded from this analysis. Percentages may not total 100% due to rounding.

Source: Society for Human Resource Management. (2010, June 23). *SHRM poll on employing military personnel and recruiting veterans*. Retrieved from [www.shrm.org/surveys](http://www.shrm.org/surveys).

Figure 14: How familiar are you with the following Department of Labor (DOL) veterans' programs, and have you used them in your organization's recruiting?



Note: n = 364-365. Percentages may not total 100% due to rounding.

Source: Society for Human Resource Management. (2010, June 23). *SHRM poll on employing military personnel and recruiting veterans*. Retrieved from [www.shrm.org/surveys](http://www.shrm.org/surveys).

## Conclusions

---

Though the poll findings indicate that progress has been made in some areas, there is still much work to be done, and the weak economy has made some aspects of employing active duty service members and recruiting and hiring veterans more challenging. This is an area where HR professionals can make a big difference in their communities by working with veterans' groups to help them create programs that will build skills and smooth the transition from military to civilian work. SHRM will continue its efforts to assist HR professionals and employers in this endeavor and to encourage them to work with the organizations and communities to build the kinds of networks that will support military service men and women and veterans.

# Translating Talent From Military to Civilian Jobs

---

## An Overview of the SHRM “Military Veterans: Transitioning Skills to the New Economy” Conference

*By Stephenie Overman and Bill Leonard*

As part of SHRM’s “Military Veterans: Transitioning Skills to the New Economy” conference, government officials, SHRM leaders and other organization volunteers worked together to lend a hand to military veterans and HR professionals who need help translating talent from a military context to a civilian one. The goal of the two-day conference program was for HR attendees to successfully tap into the highly motivated and qualified pool of veteran job candidates and for military members to learn to bridge the culture gap from a military to a civilian workplace.

---

“SHRM is proud to have sponsored this program. We hope to do more.”

William J. Maroni, Chief External Affairs Officer, SHRM

---

The U.S. Department of Labor (DOL) is transforming its program to assist veterans and transitioning service members, said Raymond Jefferson, a former Army officer who is DOL assistant secretary for the Veterans’ Employment and Training Service (VETS). Jefferson said new DOL projects under way are working closely with employers and organizations such as the U.S. Chamber of Commerce and SHRM, a partnership with Job Corps for unemployed young veterans and an outreach program for veterans in rural areas. Top-level decision-makers tend to drive employer participation in a veterans’ hiring initiative, according to Ronald Drach, director of government and legislative affairs for DOL/VETS. Also, “recruiter training is an important part of starting a veterans’ hiring initiative,” he said. Internship and mentorship opportunities are also helpful in hiring and retaining veterans.

Military talent comes with a host of coveted behavioral traits such as leadership and self-motivation, said Sherrill A. Curtis, SPHR, head of Curtis Consulting Group and a New Jersey volunteer with the nonprofit Tip of the Arrow Foundation.

“They work well without a lot of hand-holding. If you target this labor market, you are not going to have to worry. They are goal-oriented. They are going to be on it. They are focused. They are flexible. This is a group that sucks it up, takes it on and gets it done,” she said.

But the hiring process does not always go smoothly because veterans often have difficulty translating their resumes into language civilians understand, she added, and it takes skilled interviewers to draw out candidates. “Ask about their ‘stories’ to understand their experience. Recognize who is in the shoes on the other side of the desk. Go for your behavioral interview. Keep asking questions ... put the pieces together. They do love to tell their stories,” Curtis said.

---

“HR—now more than ever—can’t make a mistake. You want hiring successes. The good news is we have a community—veterans, transitioning service members. We are all in the profession of talent development. This weekend’s emphasis is on translating that talent from one context—the military—to the civilian.”

Raymond Jefferson

Assistant Secretary, Veterans’ Employment and Training Service (VETS), U.S. Department of Labor

---

Chad Storlie, a veteran and author of the book *Combat Leader to Corporate Leader* (Praeger, 2010), agreed that sometimes it takes effort to translate military skills to the civilian workplace. Veterans have a great variety of background skills, but “a lot of times you may not see at face value how these skill sets can be adapted from military use to commercial use. They have a ton of different skills, but you’re going to have to work a little bit to see how they fit with your business.”

“You’re going to have to kind of dig,” Storlie continued, recalling an interview he conducted with a nuclear weapons repair technician who was seeking a job with Union Pacific Railroad. By digging, he found that “the person had experience working with subcontractors. He had supervised a team. He had to lay out daily expectations for team members.” Curtis and other speakers addressed misperceptions about the cost of accommodations for veterans with disabilities. The average cost is \$500, Curtis noted. “It can be simple, such as raising a desk or widening an aisle. It can be a schedule shift.”

Edward J. Crenshaw Jr., president and CEO of Destin Enterprises, urged HR professionals to learn to recognize the problems associated with post-traumatic stress disorder and traumatic brain injury but to avoid stigmatizing all veterans as emotionally ill. “Create a conducive environment for veterans. You don’t want to invest and then have the person turn around and leave,” he said. Create “a personalized fit for veterans. Ask yourself: ‘Are we a veteran- and disability-friendly organization?’” The answer to that question can be found by looking at absenteeism rates, turnover ratios, exit interviews and litigation, he added. To retain veterans, offer mentoring and coaching. “Give them someone they can speak with who has gone down that path. Talk with them about what they want to achieve in the organization when they come through the door. Let them know they are valuable in the organization” by offering education programs, cross-training opportunities, financial incentives and family support, Crenshaw said. “Show that you recognize and value their military experiences. Acknowledge issues that are important to veterans. Show sensitivity, empathy. That goes a long way toward making people feel appreciated.”

The second day of the conference consisted of two breakout sessions focused on translating culture and values for veterans into private-sector corporate cultures. One session focused on the challenges HR professionals face in hiring and transitioning military personnel into their organizations, while the other session focused on the flip side—the challenges veterans face when entering the civilian workforce.



## Ensuring Retention

Recruiting and hiring military veterans tends to be one of the easier steps in the transition process. The toughest challenge is retention and making sure former military personnel stay on the job. “Often, businesses have the pleasure of giving a veteran their first civilian job and their first taste of working in the private sector, and then see them move on in just a year or less,” said Emily King, owner and principal of King Street Associates in Potomac Falls, Va. “It doesn’t happen every time, but it happens. It’s an expensive economic model for recruiting and hiring.”

According to King, employers that are aware of and focus on the challenges of transitioning from a military culture into the private sector will be the most successful in hiring and then retaining military veterans. King pointed to communication styles between former military personnel and civilians as an example of how cultures can clash and create unnecessary tensions in the workplace. Military veterans tend to be formal, direct and to the point, while civilian communication styles can be informal and indirect. “The result can be that e-mails and communication can appear to be overly terse and can possibly drive wedges into the work relationship process,” she said.

When hiring military veterans for the private sector, many times the key is to look carefully and see that job candidates fit into the corporate culture. “It’s really the employer’s responsibility to assess the candidate and understand if they fit the corporate culture,” said Gary M. Profit, a former brigadier general and senior director of military programs for Wal-Mart. “But it is also the responsibility of the job seeker to figure out if they will fit well into the company’s culture.”

Profit suggested to the veterans attending the session that they be proactive and try to get a good feel for an organization’s corporate values before applying for a job. He said that corporate web sites provide a lot of the information and that following “the money” that corporations donate gives a good indication of where the organization’s values lie. “Job candidates who research the organization and take the time to get information and ask meaningful questions in a job interview will make a powerful first impression,” Profit said.

The conference ended with a closing session and presentation by Eric Grietens, a former Navy SEAL and founder of The Mission Continues, an organization that provides transition support and help to wounded military personnel. Grietens said he discovered that the overriding desire of wounded soldiers is to get back to their units and help serve. If they can’t return to active duty because of their injuries, Grietens said, their first inclination is to continue to serve in some capacity. He saluted SHRM for holding the military event, saying that it is crucial for employers to support former soldiers and provide them a chance at offering their talents and abilities in a meaningful way. “The message to these soldiers should be: ‘We still need you.’ They need to know that they are viewed not as problems but as assets,” Grietens said.

One of the best ways employers can help wounded and disabled soldiers is to offer internships as a way to engage veterans and help them understand the process of entering into the private sector, Grietens noted. He characterized the challenge of transitioning soldiers from the military to civilian life as a “battle.” “We have a real battle on our hands, just as we have battles in Iraq and Afghanistan,” he said. “The battle that we now face is to make sure that veterans continue to serve us all and find ways that we can help veterans to use their skills and become citizen leaders.”

*Stephenie Overman is editor of Staffing Management magazine. Bill Leonard is a senior writer for SHRM.*

## Organizations Participating in the Program

- Employer Support for the Guard and Reserve—an organization of the U.S. Department of Defense
- Employer Partnership of the Armed Forces—an initiative of the U.S. Army Reserve and Army National Guard
- The Department of Labor (DOL) Office of Disability Employment Policy
- The DOL Veterans' Employment and Training Service

## SHRM Statement of Support

SHRM has signed a Statement of Support, affirming SHRM's recognition that the National Guard and Reserve are essential to the strength of our nation and the well-being of our communities.

As an employer, we pledge that:

- We fully recognize and enforce the Uniformed Services Employment and Reemployment Rights Act;
- Our managers and supervisors will have the tools they need to effectively manage those employees who serve in the Guard and Reserve; and
- We will continually recognize and support our country's service members and their families in peace, in crisis and in war.

We encourage other employers to sign this pledge and affirm their support. Our servicemen and women deserve respect and support from every segment of our society.

## SHRM links and resources

### MILITARY LEAVE, PAY AND BENEFITS ISSUES

FMLA: Eligibility: How do the FMLA military expansion provisions affect USERRA and military leaves?

HEART Act Military Leave Guidance: Impact on 401(k) Accruals, Distributions

HEART Act Requires Amending Benefit Plans for Military Reservists

Leave Benefits: Military: Do I have to pay an employee on military leave? Can I require him or her to use paid time off/vacation time?

Leave Benefits: Military: How must benefits be reinstated for an employee returning from a long-term military leave?

Leave Benefits: Military: Must an employer continue health care benefits for employees on military leave?

Managing Military Leave and Military Family Leave

Managing Military Leave: Comp & Benefit Issues (6/06)

The USERRA Regulations Deconstructed

Servicemember's Family Member Leave Request & Response

Supporting the Troops: Employers who offer military differential pay should also offer tips for dealing with the tax rules

USERRA Poster Spells Out Employers' Health Care Obligations

### AFFIRMATIVE ACTION

Affirmative Action Plans for Persons With Disabilities and Veterans

October/November 2007: The JVA Final Rule and VETS-100 Form Presents Government Contractors with Conundrum

OFCCP Reporting: VETS: What is the difference between the VETS 100 and VETS 100A report forms and who should file each?

Soldier on Despite Closure of America's Job Bank

**RECRUITING, HIRING AND SERVICE  
MEMBER TRANSITION**

America's Heroes at Work Connects Employers, Vets

Companies Help Veterans Adapt to Civilian  
Workplace

DOL Programs Help Link Military Veterans With  
Jobs

Employers Unsure How to Capitalize on Veterans

Employers Urged to Recruit, Assist Veterans With  
Disabilities

Federal Initiative Launched to Promote Hiring Military  
Veterans

Government Expands Nationwide Campaign to Hire  
Veterans

Hiring Hard-to-Place Workers May Reap Tax Credit

Hiring Incentives to Restore Employment Act of  
2010 (HIRE)

Hiring Veterans Is More Than Just a Job

Hiring: Incentives: What do we need to about the  
Work Opportunity Tax Credit in order to begin using  
the credit?

Large, Small Companies Adopt Military Veteran Hiring  
Strategies

Local Career Programs for Military Personnel Set for  
Nationwide Splash

Recruiting Military Brass

Tax Credits for Hiring Available to Employers

Transitioning Our Veterans Into the Workplace

Translating Talent From Military to Civilian Jobs

Vets' Jobs: Priority for Many

Webcast: Recruiting and Assisting Combat-Exposed  
Veterans and People With Disabilities

