The Commercial Club of Chicago

Veterans Working Group Meeting

Thursday, January 30, 2014

Meeting Overview

Welcome and Review of Agenda

David Hiller, President and CEO, Robert R. McCormick Foundation

Lightning Round

Member Presentations

Best Practices for Tracking Veterans

Veteran Hiring Fairs

Discussion of Survey to Guide Next Steps

Amy Sherman, Associate VP for Policy and Strategic Alliances, Council for Adult and Experiential Learning (CAEL)

Next Steps and Future Meetings

David Hiller, President and CEO, Robert R. McCormick Foundation

LIGHTNING ROUND

MEMBER PRESENTATIONS

BEST PRACTICES FOR TRACKING VETERANS

Amy Sherman, CAEL
Candee Chambers, DirectEmployers
Rick Rosario, CDW
Tony Stamper, AT&T

Best Practices for Veteran Data Collection

CAEL
Linking Learning and Work

Overview

1. What are the benefits of hiring and tracking veterans
2. What has changed in vet-tracking regulation?
3. What first steps should employers take to comply?
4. What are the best practices of other employers?

CAEL
Linking Learning and Work

The Value of Veterans in the Workplace

- Research links characteristics representative of veterans to enhanced work performance
- Veterans have been found to:
  - Be entrepreneurial
  - Assume high levels of trust
  - Possess advanced technical training
  - Be adept in discontinuous environments
  - Have strong organizational commitment

Source: http://vets.syr.edu/wp-content/uploads/2012/08/The-Business-Case-for-Hiring-a-Veteran-3-6-124.pdf

CAEL
Linking Learning and Work

The Benefit of Tracking Vets

1. Measure success of company's practices to recruit and support veterans
2. Engage veteran employees
3. Comply with federal reporting requirements
4. Take advantage of available employer incentives

Source: http://vets.syr.edu/wp-content/uploads/2012/08/guidetoleadingpractices1.pdf

Vietnam Era Veterans' Readjustment Assistance Act (VEVRAA)

- On March 24, 2014 the newly amended VEVRAA and OFCCP regulations take effect
- Contractors and covered subcontractors with a contract of $100,000+ and 50+ employees.
- Contractors must implement the affirmative action plan requirements into their affirmative action plans (AAPs) by their next AAP year after March 24, 2014.

Source: Department of Labor, http://www.dol.gov/ofccp/regs/compliance/vevraa.htm

CAEL
Linking Learning and Work

Protected Veterans

A "protected or covered veteran“ under Section 4212 is:

a) Disabled Veteran
   A veteran who served on active duty in the U.S. military and is entitled to disability compensation or was released from active duty because of a service-connected disability.

b) Recently Separated Veteran
   A veteran separated within the past 3 years.

c) Armed Forces Service Medal Veteran
   A veteran who participated in a U.S. military operation that received an Armed Forces service medal

d) Other Protected Veteran
   A veteran who served on active duty in the U.S. military during a war, or in a campaign or expedition for which a campaign badge was authorized

Source: Department of Labor, http://www.dol.gov/ofccp/regs/compliance/factsheets/vetrights.htm#Q2

CAEL
Linking Learning and Work

Overview of Tracking Requirements

1. Applicants must be invited to voluntarily self-identify as a protected veteran at the *pre-offer* stage of the hiring process
   - This is in addition to the existing requirement that contractors invite applicants to voluntarily self-identify after receiving a job offer.

Source: Department of Labor, http://www.dol.gov/vets/contractor/

CAEL
Linking Learning and Work

Overview of Tracking Requirements

2. Contractors must create a hiring benchmark
   - Most will choose veteran percentage of total workforce (currently 8%)
   - Benchmark can also be created by contractors using regional and field-specific data.

CAEL
Linking Learning and Work

Overview of Tracking Requirements

3. Attainment of benchmarks must be assessed using the following tracked data
   - ✓ Positions in company by job category
   - ✓ Protected veterans employed
   - ✓ Job openings
   - ✓ Jobs filled
   - ✓ Applicants for all jobs
   - ✓ Protected veteran applicants
   - ✓ Protected veterans hired
   - ✓ Total hired

CAEL
Linking Learning and Work

Overview of Tracking Requirements

4. Annual written report is required which includes:
   - Outreach and recruitment efforts
   - Criteria used to evaluate these efforts
   - Conclusions on effectiveness
   - Assessment of benchmark attainment for previous 3 years.

Source: Cooley LLP, http://www.cooley.com/68524

CAEL
Linking Learning and Work

Concrete Steps for Employers

1. Inform all vendors of tracking and policy changes
2. Review and update human resource information system and applicant tracking systems.
3. Review and update processes regarding invitation to self-identify status as a protected veteran or individual with a disability.

Source: Ebstein Becker Green (2013). Act Now Advisory Report.

Concrete Steps for Employers

4. Review and update recordkeeping for requests for accommodation, outreach, recruitment, and job postings.
5. Establish an audit and reporting system to measure the effectiveness of the AAPs and the documentation of compliance activity.
6. Update invitation to self-identify for applicants and employees.
7. Develop effective outreach and recruitment sources for veterans and individuals with disabilities.

Best Practices

Duke University recommends best practices for employers who wish to be inclusive of protected groups

a) Form partnerships and collaborative relationships

b) Opportunity to request reasonable accommodations

c) Reasonable accommodation, veteran, and disability information is voluntary

Duke University (2012). Affirmative Action Plan for Veterans and Individuals with Disabilities.

Best Practices

d) Consider changing terminology from the term ‘veteran’ to ‘current or past military service’

e) Create a disabilities management system

f) Specialize outreach to diversify hiring, including:
   - Attending community job fairs to raise awareness of job opportunities and hiring processes.
   - Developing recruitment plans that include discussion points addressing a variety of diverse groups, including veteran candidates

Best Practices

g) Retain all records relating to employment decisions for a period of three years from the date the record was made. These records should include, but are not limited to:

- Job descriptions
- Interview notes
- Hiring Records
- Termination Records
- Transfer Records
- Compensation
- Promotions
- Tests and test results
- Applications and resumes
- Personnel Files
- Job postings
- Employment policies

CAEL
Linking Learning and Work

Promoting a Veteran Friendly Environment

- A company culture that is supportive of veterans reinforces the benefits of tracking.
- Veterans may be reticent to self-identify.
- Concerns about self-identification can be addressed by demonstrating the **positive value** to veterans related to the collection and use of the data

Promoting a Veteran Friendly Environment

- Example: GE promotes a veteran friendly environment to encourage self-identification
  - Annual veteran-centered social events such as cocktail parties
  - A veteran wall of honor and other public recognition
  - A veteran memorial
  - Support for company affinity groups
  - Employees given option to have service flag at desk

Source: Syracuse University (2012). A guide to Leading Policies, Practices, & Resources: Supporting the Employment of Veterans & Military Families.

CAEL
Linking Learning and Work

References

- Cooley LLP (2013). Unpacking OFCCP's Final Rules for Veterans and Individuals with Disabilities. http://www.cooley.com/68524
- Department of Labor (2013). http://www.dol.gov/ofccp/regs/compliance/factsheets/Section503_Crosswalk_QA_508c.pdf
- Duke University (2012). Affirmative Action Plan for Veterans and Individuals with Disabilities. https://web.duke.edu/equity/eeo/documents/affirmative_action_plan_for_veterans_and_disabled.pdf
- Ebstein Becker Green (2013). Act Now Advisory Report. http://www.ebglaw.com/files/58123_Act-Now-Advisory-OFCCP-Issues-Final-Regulations-Covering-Veterans.pdf
- Society for Human Resource Management (2013). Applicant Tracking: Should All Employers Collect Demographic Data on Applicants? http://www.shrm.org/TemplatesTools/hrqa/Pages/Shouldemployerscollectdemodataonappsandemployees.aspx
- Syracuse University (2012). A Guide to Leading Policies, Practices, & Resources: Supporting the Employment of Veterans & Military Families. http://vets.syr.edu/pdfs/guidetoleadingpractices.pdf
- Syracuse University (2012). The Business Case for Hiring a Veteran. http://vets.syr.edu/wp-content/uploads/2012/08/The-Business-Case-for-Hiring-a-Veteran-3-6-124.pdf

CAEL
Linking Learning and Work

DirectEmployers

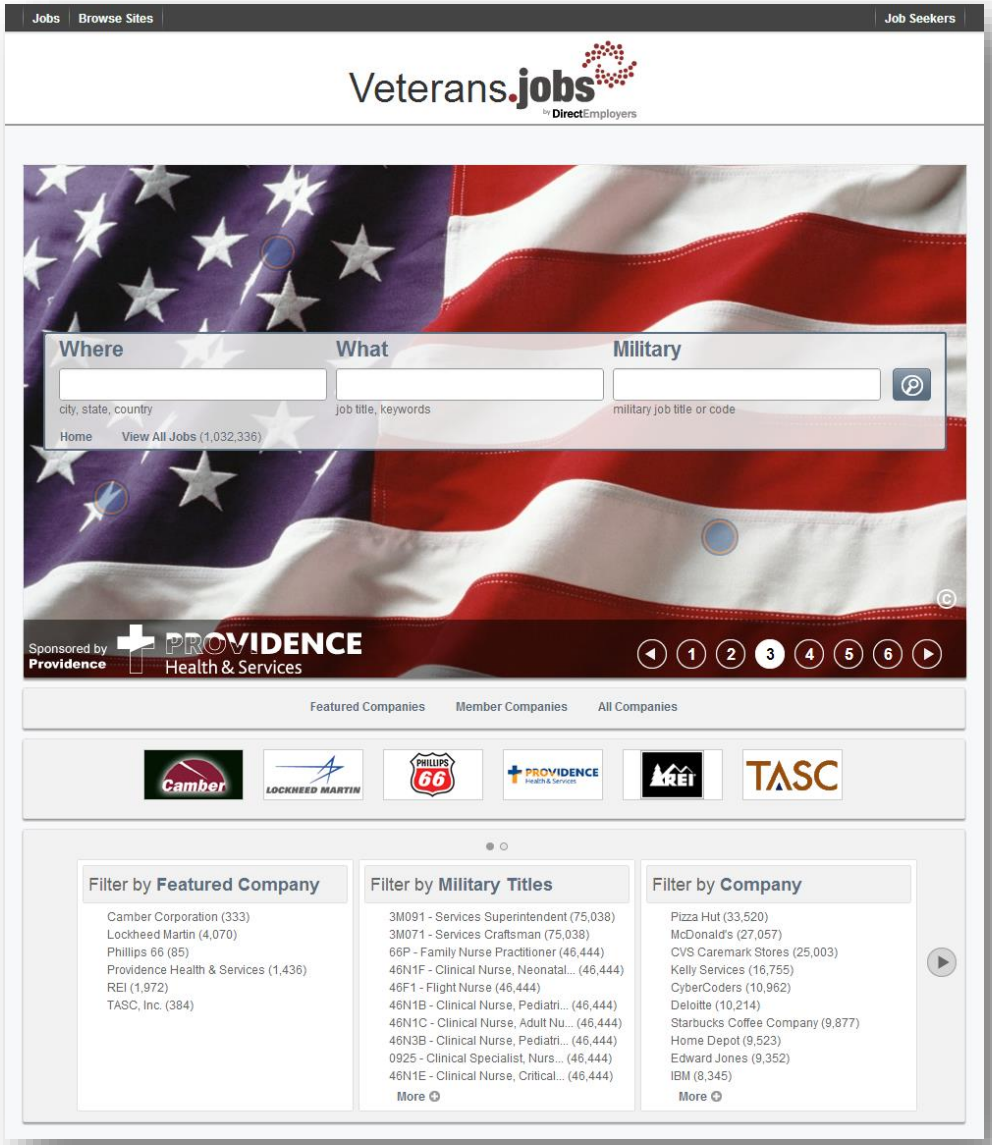
Veteran Outreach

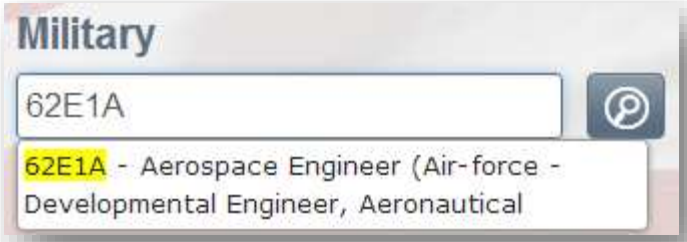
Candee J Chambers, SPHR, CAAP
VP Compliance & Partnerships
DirectEmployers Association

DirectEmployers Association

Veterans.jobs

SEO optimized military skills translator





Sourcing Veterans

How do you find veterans?

- Veteran Friendly Website
- Military Crosswalk
  - Translate Military skill set into civilian terms
  - Military members know which jobs they should apply for
- State Workforce Agencies – LVERs and DVOPs
- Veteran Career Fairs
- America's Heroes at Work – Step-by-Step Toolkit

Career Fairs

- Hiring Our Heroes
- State Veteran Career Fairs
- Military Bases – TAP Job Fairs
- Warriors to the Workforce
- Veteran Affairs Career Fairs
- Project HIRED - Wounded Warriors

Outreach, Outreach, Outreach

It's all about relationships now!

- Build relationships with the following groups/individuals:
  - Local Veterans Employment Representative in your communities
  - Veterans Representatives on college campuses
  - DOD – Transition Assistance Program (TAP) – works with current military personnel and prepares them for transition into the private sector
  - Employer Support of the Guard & Reserve (ESGR)

What's in it for me?

Work Opportunity Tax Credit

What is WOTC?

- WOTC is a Federal tax credit available to employers who hire and retain veterans and individuals from other target groups with significant barriers to employment
- Employers claim about $1 billion in tax credits each year under the WOTC program
- There is no limit on the number of individuals an employer can hire to qualify to claim the tax

IMPORTANT POINTS:

- The legislative authority for the WOTC program expired on December 31, 2013. At this time, there is no indication whether Congress may pass legislation extending authority for the program beyond December 31, 2013
- On January 2, 2014, the Employment and Training Administration issued Training and Employment Guidance Letter No. 8-13. This guidance instructs State Workforce Agencies to:
  - Accept and fully process (i.e. issue certifications or denials) all WOTC applications received from employers for hires made on or before December 31, 2013
  - Continue to accept WOTC applications from employers for hires made on or after January 1, 2014, but not to issue certifications for these applications until the program is reauthorized

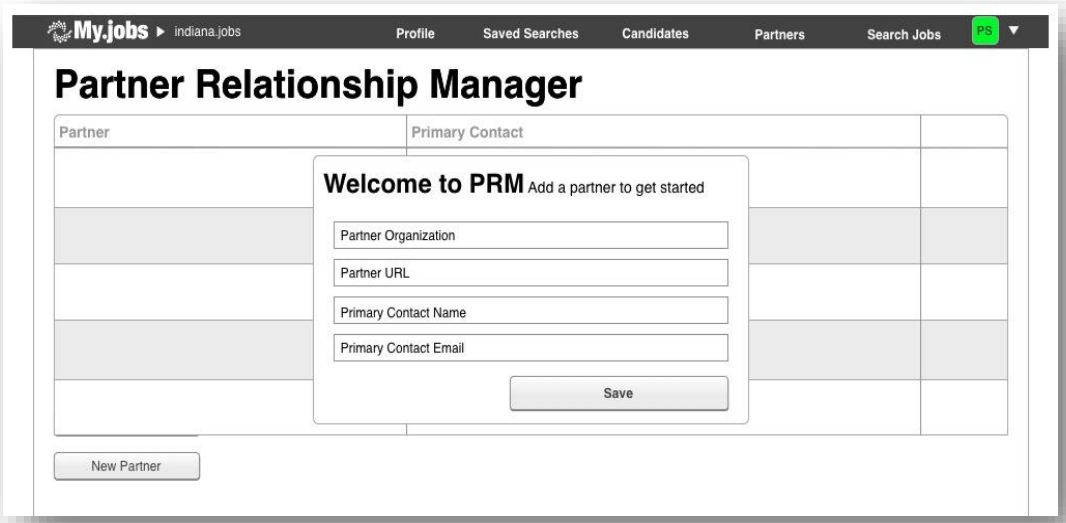
Retaining your Veterans

- We've talked about finding veterans, now how do you retain them?
  - Company culture
  - Special programs
  - Outreach and recognition
    - Involve your veterans
    - Celebrate Veterans Day
    - Show employees you value their contributions
  - Upward mobility – how are your veterans progressing?

Tracking your Efforts

Why?

- How will you know you are using the best recruiting sources if you don't track your efforts?
- How should you track your efforts?
  - DirectEmployers Association Partner Relationship Manager
  - SharePoint/Spreadsheets – include information such as:
    - Date of Event
    - Event Supporting
    - Event Name
    - Description of Event
    - Event Contact Name
    - Event Contact Information
    - Company Contact Information
    - Business Unit Information
    - State Code



Why is this important?

- New VEVRAA regulations will become effective on March 24, 2014
- You should already be focusing on the local outreach and relationship-building requirements
- Now you have to evaluate your efforts – 'what gets measured gets done!'
- Protected veterans provide outstanding contributions in your workforce
- Don't forget outreach focused on minorities, females and individuals with disabilities
- It's the right thing to do!

Q & A

DirectEmployers

DirectEmployers.org

Contact Info:

Candee J Chambers, SPHR, CAAP
VP Compliance & Partnerships
candee@directemployers.org
317-874-9052

© 2013 DirectEmployers Association, a nonprofit consortium of leading global employers

CDW MILITARY APPLICANT TRACKING

Jan. 2014

AGENDA

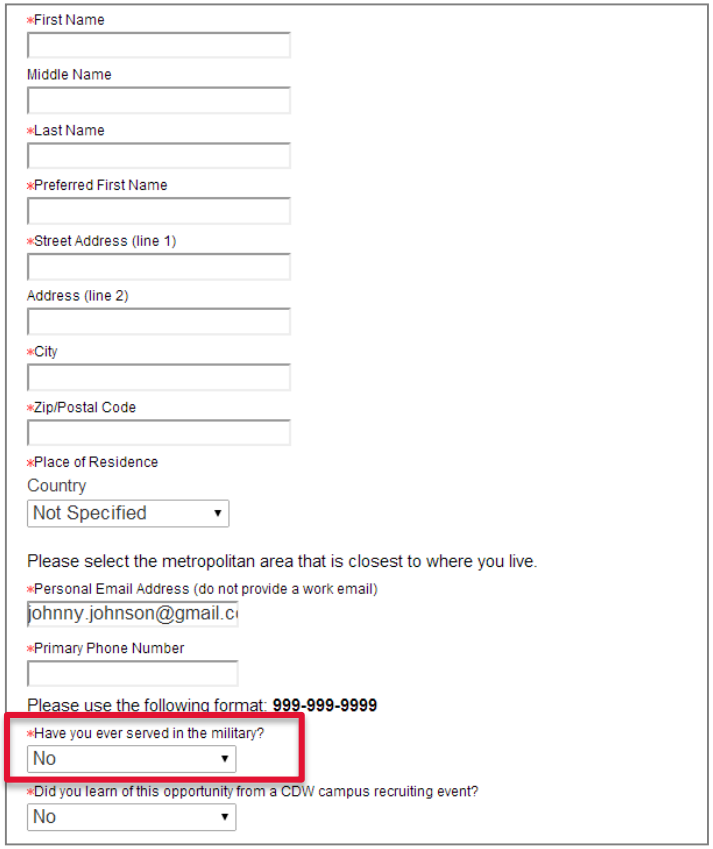
- What data from military applicants do we track?
- How do we track it?
- When in the application process do we get the data?
- How do we use it?

CDW — PROPRIETARY AND CONFIDENTIAL. COPYING RESTRICTED. FOR INTERNAL USE ONLY.

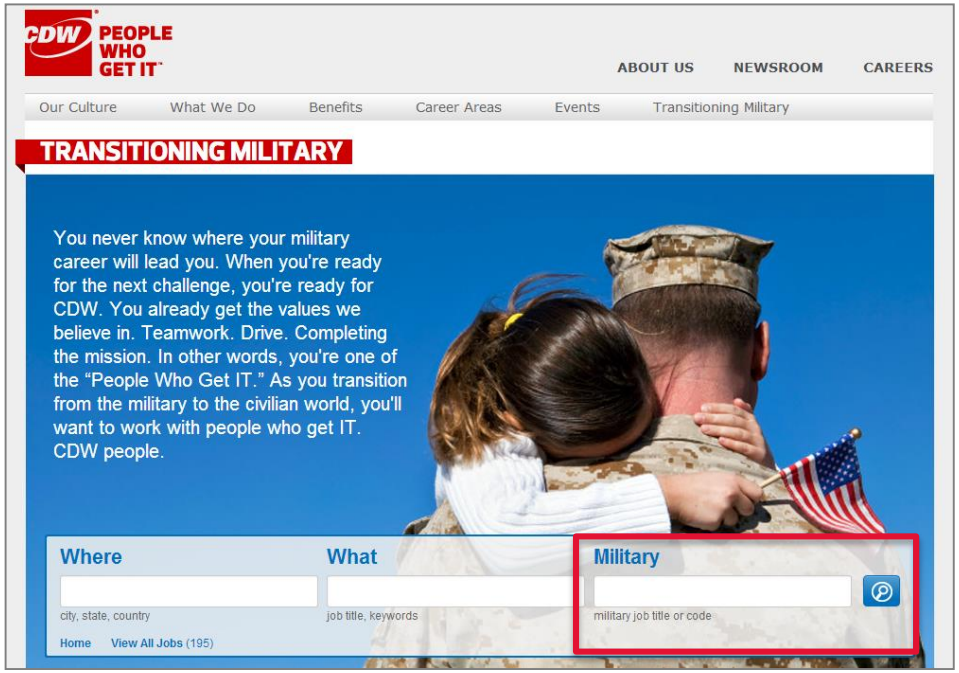
MILITARY APPLICANT DATA TRACKING

- Is applicant a prior or current service member
- Military Occupational Code (MOC)

- Traditional Apply Process



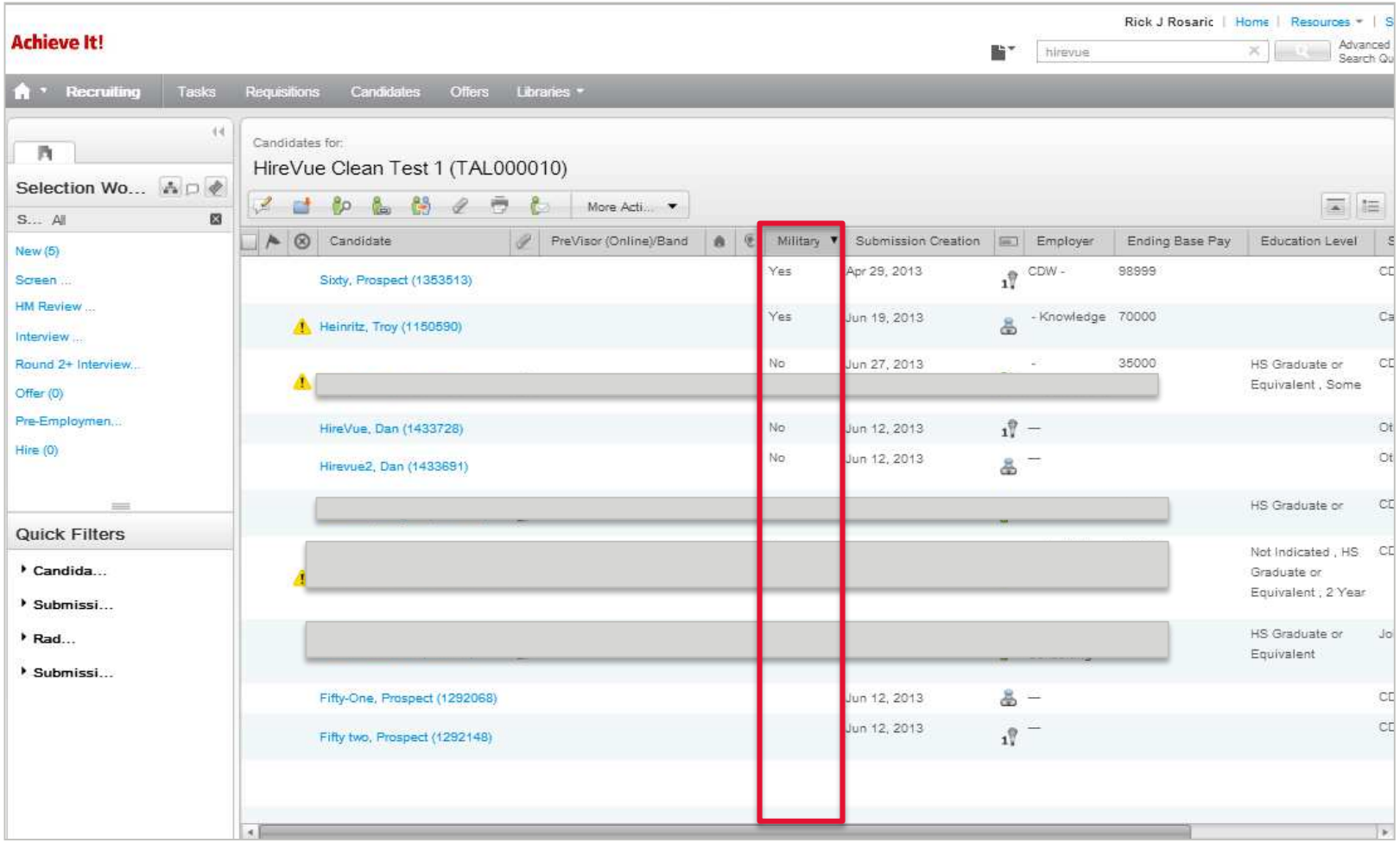
- Military Career Page Apply Process



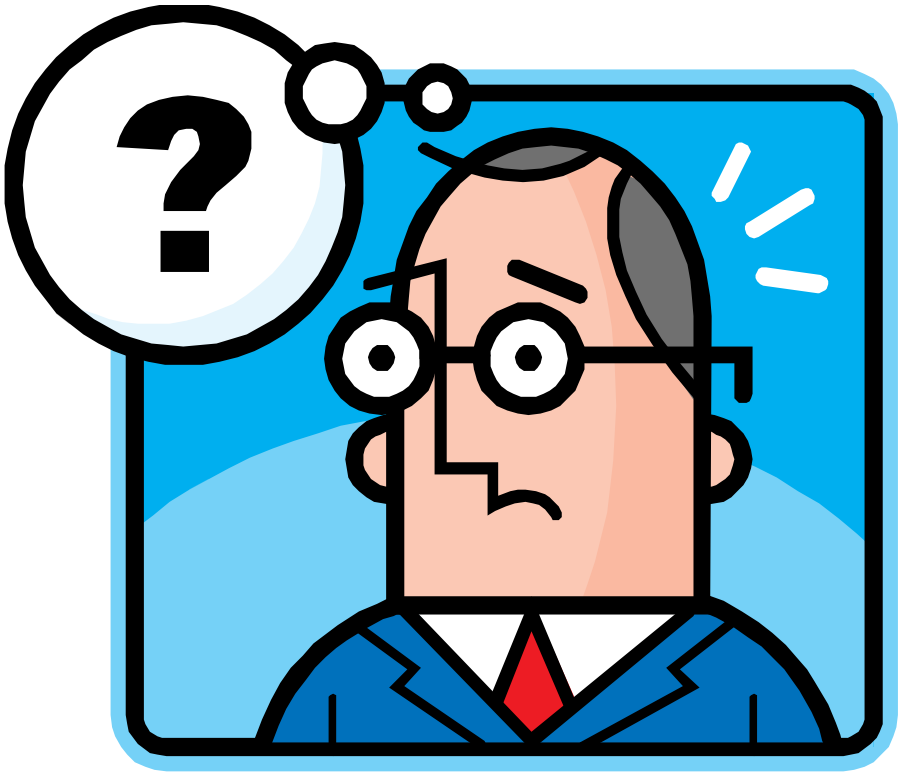
CDW — PROPRIETARY AND CONFIDENTIAL. COPYING RESTRICTED. FOR INTERNAL USE ONLY.

HOW DO WE USE IT

- Priority applicant screening
- Pass through to HRIS system



QUESTIONS



Veteran Self-ID at AT&T

January 2014

Questions?
rachel.book@att.com

Rethink Possible®

© 2013 AT&T Intellectual Property. All rights reserved. AT&T, Globe logo and other marks are trademarks of AT&T Intellectual Property.

Why it's important

- To measure effectiveness of military recruiting programs
- To optimize the success of veteran applicants
- To engage veteran employees
- To comply with federal reporting requirements

© 2013 AT&T Intellectual Property. All rights reserved. AT&T, Globe logo and other marks are trademarks of AT&T Intellectual Property.

Veterans self-ID happens at many stages in the employment process

- Online application
- Job offer and onboarding
- Post-hire

© 2013 AT&T Intellectual Property. All rights reserved. AT&T, Globe logo and other marks are trademarks of AT&T Intellectual Property.

At the point of application – we ask twice

© 2013 AT&T Intellectual Property. All rights reserved. AT&T, Globe logo and other marks are trademarks of AT&T Intellectual Property.

Applicant Self-ID #1

In the job seeker career profile – at the beginning of the application process.

- Have you served in the US Military? Please let us know so that we can thank you for your service and send you information to help optimize your job search.
  - ❑ Yes, I have served in the US Military
  - ❑ No, I have not served in the US Military

- Applicants who answer "Yes" receive an email from us in the week after their initial application with helpful tips.
- This information is accessible to recruiters to identify veteran applicants in their requisitions
- This info is utilized to measure applicant to hire ratios and measure veteran applicant and hire rates by function, business unit and location.

Follow-up Email to Veteran Applicants

- Thanks them for their service
- Acknowledges that the job search process is frustrating and lengthy
- Provides helpful reminders on our recruitment process
- Offers links to interview tips and test guides
- Offers access to AT&T employee veterans who can provide additional guidance
- Refers to the 100,000 Jobs Mission Veteran Talent Exchange (VTX) to be considered by other military friendly employers

Applicant self-ID #2

In the EEO disclosure section where applicants disclose race/ethnicity and gender.

This is optional for applicants to complete and information is not visible to anyone involved in the recruitment and selection process

- Have you ever served or are you currently serving in the US Military?
  - ❑ Yes, I have served in the US Military
  - ❑ No, I have not served in the US Military

This information is used for official reporting purposes and carries over to payroll systems upon hire

© 2013 AT&T Intellectual Property. All rights reserved. AT&T, Globe logo and other marks are trademarks of AT&T Intellectual Property.

Tips and Best Practices

- Phrasing the question
  - Consider asking "Do you have Military Service" or "Have you served in the US Armed Forces" instead of "Are you a Veteran" – this resonates better with more people who have served in the US Armed Forces.
- Explain why you are asking and follow up on commitments
- Analyze the data on a regular basis to identify areas of success and opportunity

© 2013 AT&T Intellectual Property. All rights reserved. AT&T, Globe logo and other marks are trademarks of AT&T Intellectual Property.

Offer and Onboarding

© 2013 AT&T Intellectual Property. All rights reserved. AT&T, Globe logo and other marks are trademarks of AT&T Intellectual Property.

Post Offer

- Recruiters and hiring managers promote the Veterans Employee Resource Group
  - 7,000+ employee veterans and veteran advocates gather together for community, volunteerism, philanthropy and advocacy.

- New hires are offered an opportunity to self-ID as a veteran or person with a disability via a confidential form (to be replaced with updated form mandated by OFCCP Section 503 and VEVRA updates)

© 2013 AT&T Intellectual Property. All rights reserved. AT&T, Globe logo and other marks are trademarks of AT&T Intellectual Property.

Onboarding

- Invitation to employee self-ID is included in onboarding check-list of activities for new hires
- Employees are encouraged to join one or more of 11 AT&T employee resource groups including AT&T Veterans and IDEAL –employee disability advocates

© 2013 AT&T Intellectual Property. All rights reserved. AT&T, Globe logo and other marks are trademarks of AT&T Intellectual Property.

Post-hire

© 2013 AT&T Intellectual Property. All rights reserved. AT&T, Globe logo and other marks are trademarks of AT&T Intellectual Property.

Why it's Important

- To report on % of total employees who have served in the military or identified as having a disability
- To understand when accommodations may be necessary
- To identify specialized training for employee supervisors
- To submit in surveys for "Top Employer" rankings
- To understand employee demographics and determine resources or policy changes that may be needed
- For federal reporting purposes

© 2013 AT&T Intellectual Property. All rights reserved. AT&T, Globe logo and other marks are trademarks of AT&T Intellectual Property.

The Challenge

Generational

- Pre-9/11 veterans may not see a reason to self-identify as a veteran.
- Some veterans may not consider themselves veterans if they didn't serve during times of war.
- Legacy employees may not have been asked to self-identify when originally hired.

Confidentiality

- Some veterans fear that self-identifying may create stigma.
- Some veterans fear that self-identifying may connote a disability.
- Some may not see any connection with prior military service and their current professional career.

WIIFM

- Important to explain why the employer is requesting this information.
- Always great to create an incentive – i.e recognition from leadership, badge on employee profile, complimentary day-off for Veterans Day, etc.

© 2013 AT&T Intellectual Property. All rights reserved. AT&T, Globe logo and other marks are trademarks of AT&T Intellectual Property.

Employee Self-ID in Payroll System

Voluntary Self-Identification

EEO Voluntary Self Identification Form

Name: RACHEL BOOK

Contact Phone Number: (use format NNN-NNN-NNNN)

Do you want to be contacted concerning a reasonable job or employment related accommodation? ◉ No ○ Yes

Appropriate Classifications:

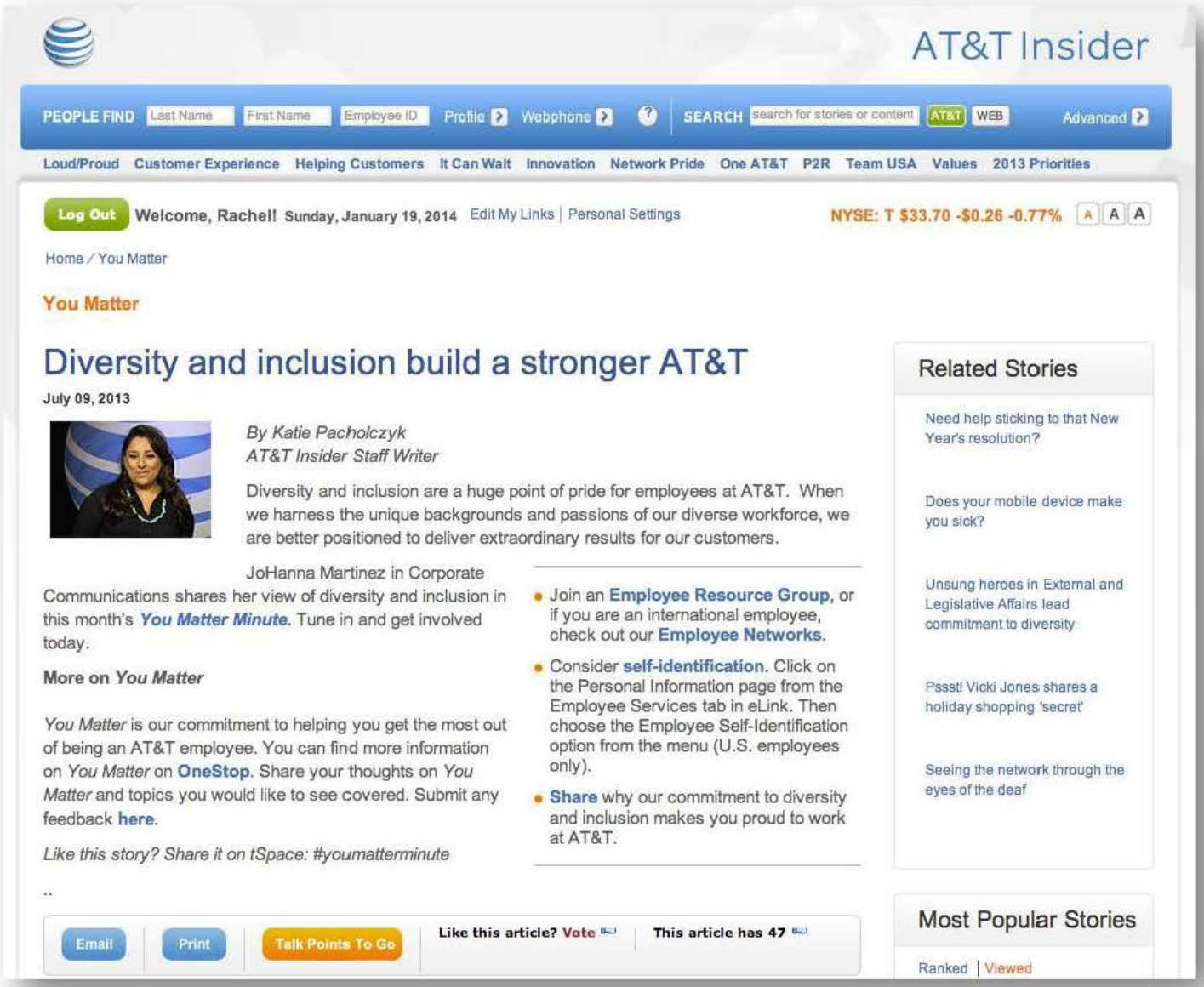
- ☐ Individual with Disability
- ☐ Special Disabled Veteran
- ☐ Veteran of the Vietnam Era
- ☐ Armed Forces Service Medal Veteran
- ☐ Disabled Veteran
- ☐ One Year Recently Separated Veteran Military Separation Date(mm/dd/yyyy): Pick from Ca
- ☐ Three Year Recently Separated Veteran Military Separation Date(mm/dd/yyyy): Pick from Ca
- ☐ Other Covered Veterans *(view list of covered military operations)*
- ☐ Veteran not covered by the above definitions

Submit Self-Id | Cancel | Send Feedback

Include a check box for "Veteran not covered by the above definitions"

© 2013 AT&T Intellectual Property. All rights reserved. AT&T, Globe logo and other marks are trademarks of AT&T Intellectual Property.

Call for Self-ID in Employee Communications



What's Next....

- Collaborating with our Employee Resource Groups to drive self-ID among legacy employee base
- Driving additional employee communications to explain the importance of self-ID
- Brainstorming on incentive as WIIFM for employees to self-ID
- Enhancing IT system feeds so all applicant self-ID carries through to employee records.
- Track additional detail about military service: branch, duty status

Ultimately...

creating an environment where employees are comfortable self-identifying and requesting any accommodations to ensure optimum success.

Thank you!

© 2013 AT&T Intellectual Property. All rights reserved. AT&T, Globe logo and other marks are trademarks of AT&T Intellectual Property.

VETERAN HIRING FAIRS

Gideon Blustein, IDES

Rodrigo Garcia, IDVA

Definition

On Site Employer Hiring Event

Event that matches qualified veteran (and other) candidates with existing job openings for a single employer and enables multiple interviews to take place in a single day.

Small, quick, effective

Employer goals

1. Recruit qualified veterans
2. Educate candidates about company
3. Increase the number of qualified matches
4. Cut down on mismatched recruits

The partners

1. Employer
2. Illinois Department of Employment Security
3. Illinois Department of Veterans' Affairs

The process

1. • Identify location and date
2. • Identify open positions
3. • List jobs on IllinoisJobLink.com
4. • Event

Identify location and date

- Identify date
  - Ideally about 1.5 to 2 months in advance
  - Can be shorter (two week minimum)

- Identify location
  - Employer's location
  - An off-site location

Identify open positions

IDES
ILLINOIS DEPARTMENT OF EMPLOYMENT SECURITY

Illinois Department of Veterans' Affairs

- Event must focus on existing open positions for which employer is recruiting

- Can be for future positions (next 30-90 days), but need to provide job descriptions so that IDES knows what to recruit for

List jobs on IllinoisJobLink.com

IDES
ILLINOIS DEPARTMENT OF EMPLOYMENT SECURITY

Illinois Department of Veterans' Affairs

- If positions are "indexed," that is good
- IDES just needs a list of positions on which to focus
- If not already in system, register on IllinoisJobLink.com or Index to NLX

Event

Pre-event:

- IDES will make "referrals"
- Can be to your ATS; IDES will supply with a list of the referrals made for you to cross match
- Employer schedules interviews

Day of event:

- Orientations
- Schedule based on departments; E.g. large ag company (separate orientation and interview times scheduled for each unit - transp., trading, science – with interviews in between)
- Walk-ins – optional, but encouraged (schedule them for general orientation and general/informational interview)
- Track metrics: look to OFCCP compliance, but could expand metrics based on company needs/interests

Post-event:

- Follow-up call to review
  - Metrics
  - Changes
  - Successes

Questions

?

Contact:

Gideon Blustein
Illinois Department of Employment Security
Gideon.Blustein@Illinois.gov
(312) 793-9842

Rodrigo Garcia
Illinois Department of Veterans' Affairs
Rodrigo.Garcia@illinois.gov
(312) 814-5538

DISCUSSION OF SURVEY TO GUIDE NEXT STEPS

NEXT STEPS AND FUTURE MEETINGS