Behavioral Health is Essential To Health

Prevention Works

Treatment is Effective

People Recover
Best Practices, Resources, and Strategies for Employment for Service Members, Veterans, and their Families

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Webinar Overview

- Welcome
- Webinar format
- Webinar objectives
- Language and labels
- Introductions
Review of Veteran Employment Initiatives and Resources

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Employment Resource Audiences

Veterans & Families

Employers
Employment Resource Audiences

- CEOs & Company Leadership
- Managers & Supervisors
- Human Resource Professionals
- Affinity Groups
- EAP Professionals
Veterans Employment Toolkit

• Online resource to support veterans in the workplace

• Audience
  • Employers
  • Supervisors/managers
  • Human resource professionals
  • Employee Assistance Program (EAP) providers
  • Veterans
Veterans Employment Toolkit (cont’d.)

• **Goals**
  • Offer tools and resources to support veterans
  • Increase understanding of military structure, culture, and deployment
  • Increase understanding of challenges veterans may experience
  • Provide employment resources to veterans
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
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
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.

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
  • 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.
Resources

• New VA Toolkits to Support Veterans
  • Veterans Employment Toolkit: [www.va.gov/vetsinworkplace](http://www.va.gov/vetsinworkplace)
  • Campus Toolkit: [www.mentalhealth.va.gov/studentveteran](http://www.mentalhealth.va.gov/studentveteran)
  • Community Provider Toolkit: [www.mentalhealth.va.gov/communityproviders](http://www.mentalhealth.va.gov/communityproviders)
Website & Online Toolkit from VA to Assist Supporting Veterans in the Workplace

- Employers and Veterans Searching for Work
  http://vetsuccess.gov

- Employers, Managers, Human Resource Professionals, and EAPs
  www.va.gov/vetsinworkplace
New Online Toolkits from VA to Assist the Community in Supporting Veterans

- Community Providers
  [www.mentalhealth.va.gov/communityproviders](http://www.mentalhealth.va.gov/communityproviders)
- College and University Campuses
  [www.mentalhealth.va.gov/studentveteran](http://www.mentalhealth.va.gov/studentveteran)
Resources (cont’d.)

- Employer Support of the Guard & Reserve (ESGR): www.esgr.mil
- Job Accommodation Network (JAN): www.askjan.org
- Hero Health Hire: www.herohealthhire.com
Resources for Veterans

- Department of Veterans Affairs
  - VA for VETS: [vaforvets.va.gov](http://vaforvets.va.gov)
  - Veterans Employment Coordination Service (VECS): [www.va.gov/VECS](http://www.va.gov/VECS)
  - Compensated Work Therapy: [www.cwt.va.gov](http://www.cwt.va.gov)
- Department of Labor, My Next Move: [www.mynextmove.org/vets](http://www.mynextmove.org/vets)
Resources for Veterans (cont’d.)

• Institute for Veterans and Military Families: [www.vets.syr.edu](http://www.vets.syr.edu)
  • Entrepreneurship programs for veterans with disabilities, women, National Guard & Reserve
Resources for Veterans (cont’d.)

• Department of Defense, Turbo Transition Assistance Program (TurboTAP): [www.turbotap.org](http://www.turbotap.org)
• Google for Veterans & Families: [www.googleforveterans.com](http://www.googleforveterans.com)
• American Corporate Partners mentoring program: [www.acp-usa.org/Mentoring_Program](http://www.acp-usa.org/Mentoring_Program)
From Deployment to Employment: Helping Veterans Discover and Recover a Working Life

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SAMHSA’s Model For Evidence-based Practices

Evidence-based Programs
• Conceptually sound and internally consistent
• Program activities related to conceptualization
• Reasonably well implemented and evaluated

Promising
• Some positive outcomes

Effective
• Consistently positive outcomes
• Strongly implemented and evaluated

Model
• Available for dissemination
• Technical assistance available from program developers

SAMHSA’s National Registry of Evidence-based Programs and Practices (NREPP):
www.nrepp.samhsa.gov
Six Principles of Supported Employment

1. Competitive employment is the goal.
2. Program eligibility is based on consumer choice.
3. Employment services are integrated with mental health treatment.
4. Job search process starts soon after a consumer expresses interest in working.
5. Follow-along supports are continuous for employed consumers.
6. Work preferences of the consumer are honored.
Principles into Practices

• Remove barriers to employment, education, and entrepreneurship
• Improve cross-agency collaboration
• Engage the business community
• Increase access to health care
• Improve benefits planning and develop employer networks (ENs)
• Expand informed choice and decision-making to make work pay
• Address poverty through asset accumulation

In other words, address attitudes, policies, programs, and systems.
Supply Side

Employer partnerships
Evidence-based and promising practices
Strengths-based assessments
Peer, family, and gender appropriate support
Benefits planning
Financial Literacy
Health care access

Demand Side

Improved outreach
Hiring and contracting initiatives
Assistive technology, accommodations
Wage and tax incentives
Leverage local workforce investment boards, economic development, EN resources
Access to skills training and credentialing

Comprehensive System for Employment …a formula for success

Veteran with a Disability

Work

Jobs and careers at a living wage; self-employment

POLICY

Legal assistance
Self-employment training
Blend/Braid Resources

Make the ‘business case’
Veteran Engagement

• Make work part of the conversation as early as possible
  ✓ Outcome: “Housing first/work fast”

• Prompt and listen to people’s stories about jobs they have had and jobs they may want
  ✓ Outcomes: Understand preferences, successes, and challenges and validate work history

• Encourage stories that help the individual see transferable skills
  ✓ Outcome: Drill down military occupation to essential skill sets
Veteran Engagement (cont’d.)

• **Provide information**
  ✓ Outcome: Develop informed choice

• **Offer work as a ‘hook’ or slow entry ramp to employment**
  ✓ Outcomes: Build workplace social skills and re-establish success and self-esteem

• **Understand the “stages of change”**
  ✓ Outcome: Understand motivational challenges

• **“Tell-Show-Do”**
  ✓ Outcome: Facilitate consumer-directed exploration
Employer Engagement

- Make the business case for hiring a veteran
  - Outcome: Establish employer value proposition
- Prompt and listen to employers’ stories about past hiring experiences
  - Outcome: Understand hiring and support needs
- Understand and access employers’ network
  - Outcome: Develop a list of veteran-friendly hiring employers and associations
- Provide information with “no strings attached”
  - Outcome: Open the door for future contact with job candidates
Employer Engagement (cont’d.)

• Understand the employer’s culture of training and support
  ✓ Outcome: Coach veterans on potential task or co-worker challenges

• Understand and help address the employer’s retention and advancement challenges
  ✓ Outcome: Become the employer’s resource for accommodation, information and training, affinity group development, job candidates, etc.

• “Tell-Show-Do”
  ✓ Outcome: Ensure information is followed up by candidates who can do the job and are supported in the workplace
Veteran Transition Challenges Can Include…

- Transferring military skills to civilian opportunities
- Transitioning from a “team” approach to an individual approach
- Feeling lonely or a sense of separation
- Experiencing a lack of a plan or “mission” to move forward
- Fearing the impact of admitting a need for help
- Using pride and independence as barriers
Women Veteran Transition Challenges Can Also Include…

- A male-dominated system
- Lack of self-esteem
- Lack of services for women
- Lack of programs for mothers with children
- Providers who make false assumptions about needed services
- Pride and independence as barriers
What Works?

- Honor veteran experiences
- Honor veteran choices
- Honor veteran needs
- Honor employer needs
- Honor veteran and employer trust
Emotional Cycle of Deployment

Normative + Catastrophic Stress
Anticipatory Fear

Battlemind skills helped you survive in combat, but may cause you problems if not adapted when you get home. (Reference #1, Slide 48)

What helps families:
• Flexible gender roles
• Active coping strategies
• Community & social support

Risk Factors:
• Families that are alone (w/o unit affiliation)
• Families that are young and inexperienced
• Families with a pile-up of stressors, additional challenges, or traumas

Buddies (cohesion) vs. Withdrawal
Accountability vs. Controlling
Targeted Aggression vs. Inappropriate Aggression
Tactical Awareness vs. Hyper-vigilance
Lethally Armed vs. “Locked and Loaded” at Home
Emotional Control vs. Anger/Detachment
Mission Operational Security (OPSEC) vs. Secretiveness
Individual Responsibility vs. Guilt
Non-Defensive (combat) Driving vs. Aggressive Driving
Discipline and Ordering vs. Conflict
Employment Research – Employer Support

vets.syr.edu/employment/employer-resources
• Broad-Based Employer Collaboration
• Careers in Manufacturing for Veterans
• Technical Training for Veterans
• Employer “Toolkit:”

Technical Assistance for Employers
A National Veterans Strategy

- A collaborative effort of the Institute for Veterans and Military Families (IVMF) at Syracuse University, the Institute for National Security and Counterterrorism at Syracuse University’s Maxwell School of Citizenship and Public Affairs, and Syracuse University’s College of Law.

- Published to cultivate discourse on national policy impacting the post-service life of service members and veterans.
  - Develops the case to craft a National Veterans Strategy.
  - The central premise: Developing, articulating, and institutionalizing a National Veterans Strategy is necessary to serve important social, economic, and security objectives, and is consistent with the inherent social contract that defines the relationship between the nation and its veterans.

Special Note: This publication was not specifically sponsored or funded by sources external to the collaborating organizations and does not assume a political orientation with regard to the subject matter addressed in the report. Read more at http://vets.syr.edu/research/a-national-veterans-strategy/#hlVxDIqe71CYygbm.99
Empowering Veterans Through Entrepreneurship

Whitman School of Management
Syracuse University

EBV
Entrepreneurship Bootcamp for Veterans with Disabilities

EBV-F
Entrepreneurship Bootcamp for Veterans' Families

Operation Endure & Grow

Vwise
A program positioned to make a difference:

- World-class training in entrepreneurship and small business management

- Designed to both educate and motivate…create an experience

- Free to post 9/11 veterans with service-connected disabilities

- Website to apply: whitman.syr.edu/ebv
Entrepreneurship Bootcamp for Veterans with Disabilities
Featured on 60 Minutes
May 12, 2013

• Filmed during the residency phase of the Entrepreneurship Bootcamp for Veterans with Disabilities (EBV)
• The segment:
  – Includes an extended interview with Mike Haynie, Executive Director, IVMF and Barnes Professor of Entrepreneurship
  – Follows several 2012 EBV graduates as they begin the process of launching their own businesses

www.cbsnews.com/video/watch/?id=50146504n
Addressing Homelessness among Veterans and their Families

National Vets Technical Assistance Center (NVTAC)

- On any given day, over 60,000 veterans are homeless.
- IVMF/NVTAC provides training and technical assistance to over 150 Homeless Veterans Reintegration Programs (HVRP), Incarcerated Veterans Transition Program (IVTP), and Homeless Female Veterans and Homeless Veterans with Families Programs (HFV/VWF)
- Funded by U.S. Department of Labor (DOL) Veterans' Employment and Training Service (VETS)
- **Purpose**: Increase use of employment best practices to serve veterans who are homeless

http://bbi.syr.edu/nvtac/about/index.htm
New York State Support Services for Veterans and Families Direct Technical Assistance Center

Overarching Project Goals

- Training and technical assistance to over 11 New York State based Supportive Services for Veteran Families (SSVF) Programs to prevent veteran and family homelessness, to improve services and partnerships, and to leverage resources

- Develop a peer-driven Community of Practice

- Use accreditation (Commission on Accreditation of Rehabilitation Facilities [CARF], Council on Accreditation [COA]) to improve quality and sustainability

- Evaluate and research for national replication

- **Purpose**: Increase capacity throughout all regions of NYS to prevent homelessness among veterans and their families

http://ssvfdtavets.syr.edu/
• **The Event:** May 2-3, 2013 with over 80 national experts

• **Overarching Issues**
  – Women veterans are four times more likely to become homeless compared to non-veteran women.
  – Women veterans who are homeless are younger, less likely to be employed, and more likely to have a mental illness (Gamache, 2003).¹
  – Estimates indicate that 53 percent of homeless women veterans have experienced military sexual trauma, which can be a factor in becoming homeless (Natelson, Conference Proceeding).²

• **Next Steps**
  – Policy to Practice Briefs, Summit Summary, White Papers
  – New Research
  – Future Summits
  – Partnership/Demonstration initiatives

Who are your partners?

Make a list to include, but not be limited to:

- Disability and veterans services agencies
- Continuums of care
- Clinics and treatment programs
- Housing and shelters
- One stops
- Employers
- Peers and advocates
- Business development sources
- Other

Are they:

1) Already on board?
   - What do they provide?

2) Needed?
   - What can they provide?
Contact

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SAMHSA’s Service Members, Veterans, and their Families Technical Assistance Center

345 Delaware Avenue
Delmar, NY 12054
Phone: 518-439-7415, option 6
Email: smvftacenter@prainc.com
1. Battlemind Training: http://www.google.com/url?sa=t&rct=j&q=&esrc=s&frm=1&source=web&cd=1&ved=0CCwQFjAA&url=http%3A%2F%2Fwww.armyg1.army.mil%2Fdcs%2Fdocs%2FBattlemind%2520Training%2520II%2520Briefing.ppt&ei=rhq7UdPRCM2CrgfnpICgAg&usg=AFQjCNNGgx2TzrClrB1M6CkShHn1WPS9i8g&sig2=7j69hAWS_mF_Duif2mgVeg


3. HVRP Fact Sheet #1: Understanding the VA and Department of Defense Disability Benefit System: www.worksupport.com/pdf.cfm?contentID=668
4. Quality Indicators for Projects Serving Veterans with Significant Employment Barriers:
   bbi.syr.edu/nvtac/publications/fact_sheets/docs/4_quality_indicators.pdf
6. Department of Veterans Affairs Rehabilitation Fact Sheets:
7. How Are Iraq/Afghanistan-Era Veterans Faring in the Labor Market?
4. A Randomized Controlled Trial of Supported Employment Among Veterans with PTSD: