

# 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

**Gary Shaheen, M.P.A.**

Syracuse University Institute for Veterans and Military Families

**Sara J. Landes, Ph.D.**

National Center for PTSD - VA Palo Alto Health Care System



# Webinar Overview

- Welcome
- Webinar format
- Webinar objectives
- Language and labels
- Introductions

# Review of Veteran Employment Initiatives and Resources

Sara J. Landes, Ph.D.

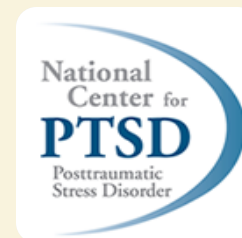
National Center for PTSD

U.S. Department of Affairs (VA) Palo Alto Health Care System

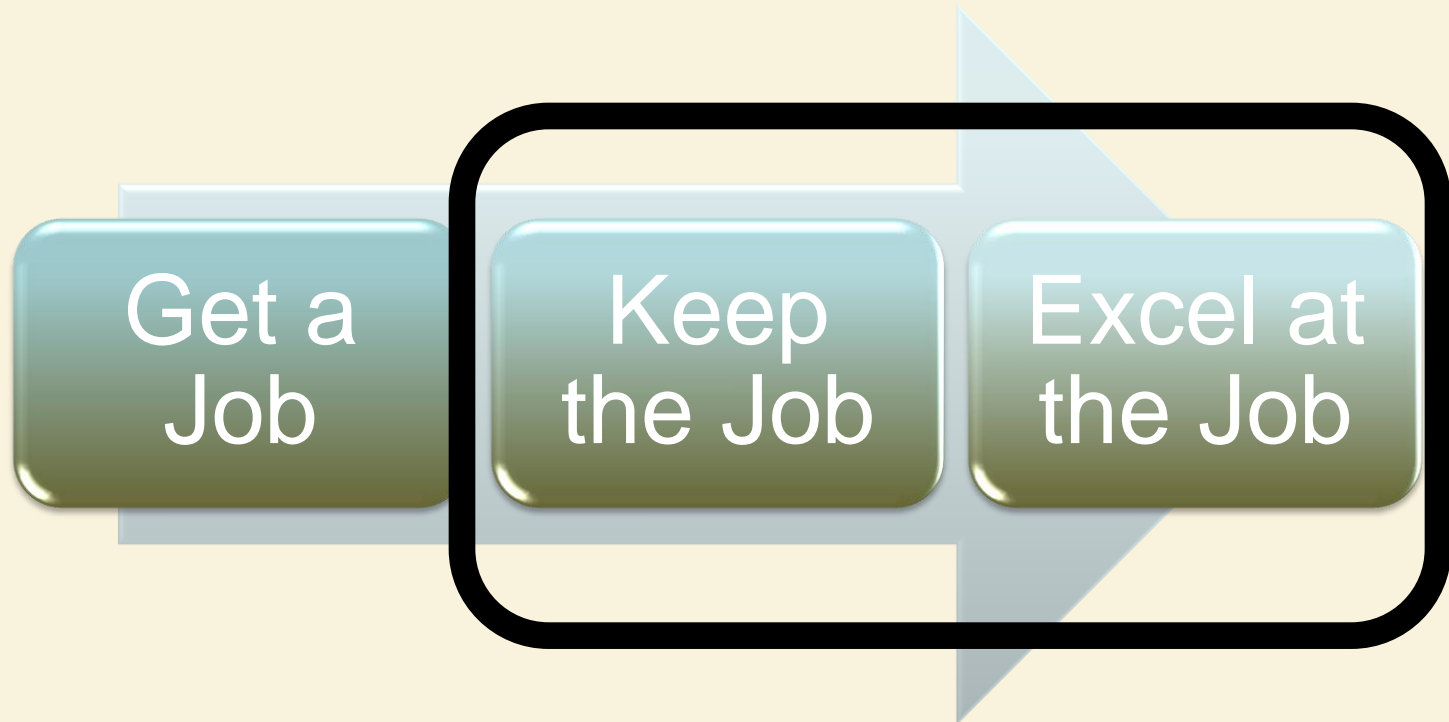


**VA**  
HEALTH  
CARE

Defining  
**EXCELLENCE**  
in the 21st Century



# Employment Resource Categories



# Employment Resource Audiences

Veterans  
& Families

Employers

# Employment Resource Audiences





# 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



## VETERANS EMPLOYMENT TOOLKIT

[Veterans Employment  
Toolkit Home](#)

[Veterans Are Valuable  
Assets](#)

[Understanding the  
Military Experience](#)

[Supporting Your Veteran  
Employees](#)

[Resources](#)

[Resources for Veterans](#)

[About This Toolkit](#)

[Contact Us](#)

### Veterans Employment Toolkit Home

#### TOOLKIT SECTIONS

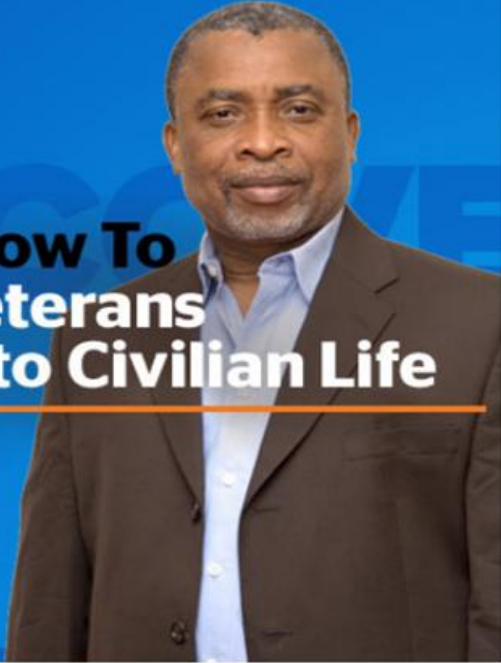
[Veterans Are Valuable Assets](#)

[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**

#### TOOLKIT OVERVIEW

**Welcome to the Veterans Employment  
Toolkit**

[www.va.gov/vetsinworkplace](http://www.va.gov/vetsinworkplace)

## 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 [!\[\]\(faf942dc3e59ce8eb64b4ac481eca7e0\_img.jpg\) 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 [!\[\]\(d3102649f02e825ddb76dc3de0190154\_img.jpg\) 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 [!\[\]\(b4eeff342f60cc7bcd67d869b4fedca2\_img.jpg\) 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

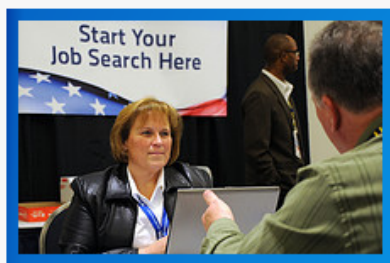


Photo Credit: U.S. Department of Veterans Affairs/Ann Czapiewski, Michael L. Moore, Emerson Sanders and Robert Turtill

# 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
  - 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)



Find Your Next Career on VetSuccess.gov ▶

## VetSuccess...

-  [In Transition ▶](#)
-  [At Work ▶](#)
-  [On Campus ▶](#)
-  [At Home ▶](#)
-  [In the Community ▶](#)
-  [For the Veteran's Family ▶](#)

### Hire a Veteran!

Watch an informative video, developed by the U.S. Army and the Society of Human Resource Management (SHRM) debunking the myths about hiring Veterans.

[CLICK HERE TO VIEW](#)

## Website & Online Toolkit from VA to Assist Supporting Veterans in the Workplace

- Employers and Veterans Searching for Work

<http://vetsuccess.gov>

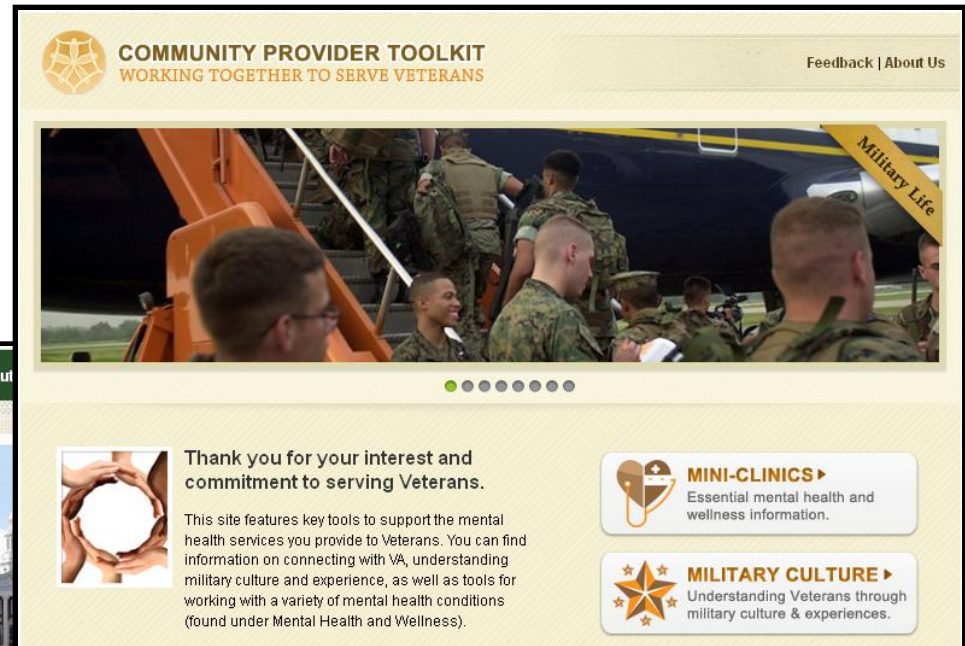
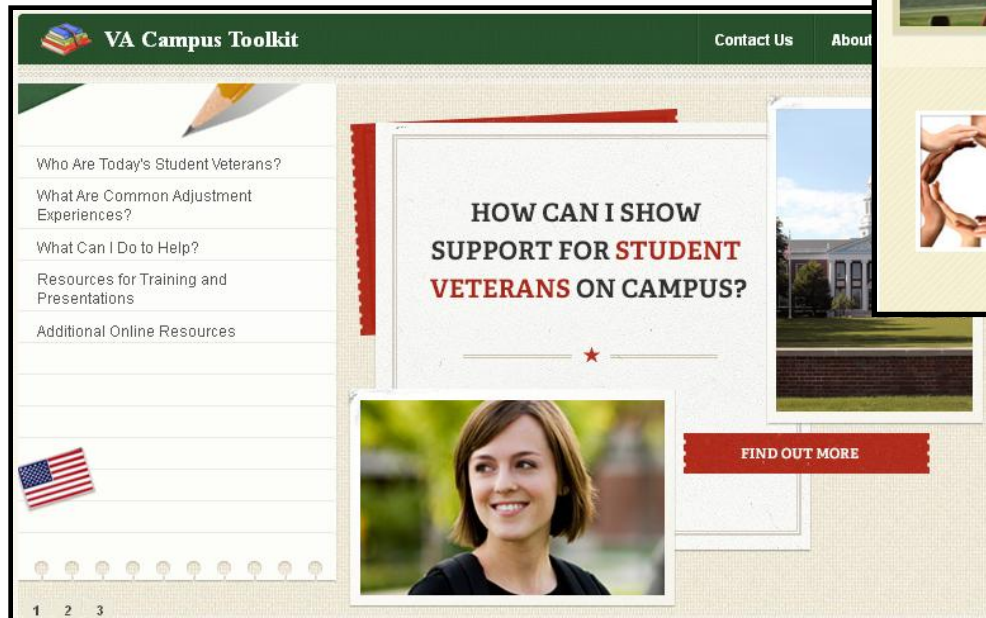
- Employers, Managers, Human Resource Professionals, and EAPs

[www.va.gov/vetsinworkplace](http://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](http://www.esgr.mil)
- Job Accommodation Network (JAN): [www.askjan.org](http://www.askjan.org)
- Society for Human Resource Management (SHRM),  
Military Employment Resource Page:  
[www.shrm.org/hrdisciplines/staffingmanagement/articles  
/pages/military.aspx](http://www.shrm.org/hrdisciplines/staffingmanagement/articles/pages/military.aspx)
- Hero Health Hire: [www.herohealthhire.com](http://www.herohealthhire.com)

# Resources for Veterans

- Department of Veterans Affairs
  - Vocational Rehabilitation & Employment Service (VR&E)  
VetSuccess: [www.vetsuccess.gov](http://www.vetsuccess.gov) and  
[www.vba.va.gov/bln/vre](http://www.vba.va.gov/bln/vre)
  - 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
- Institute for Veterans and Military Families & GE Veteran Employment Leading Practices Toolkit: <http://toolkit.vets.syr.edu/>



# 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)





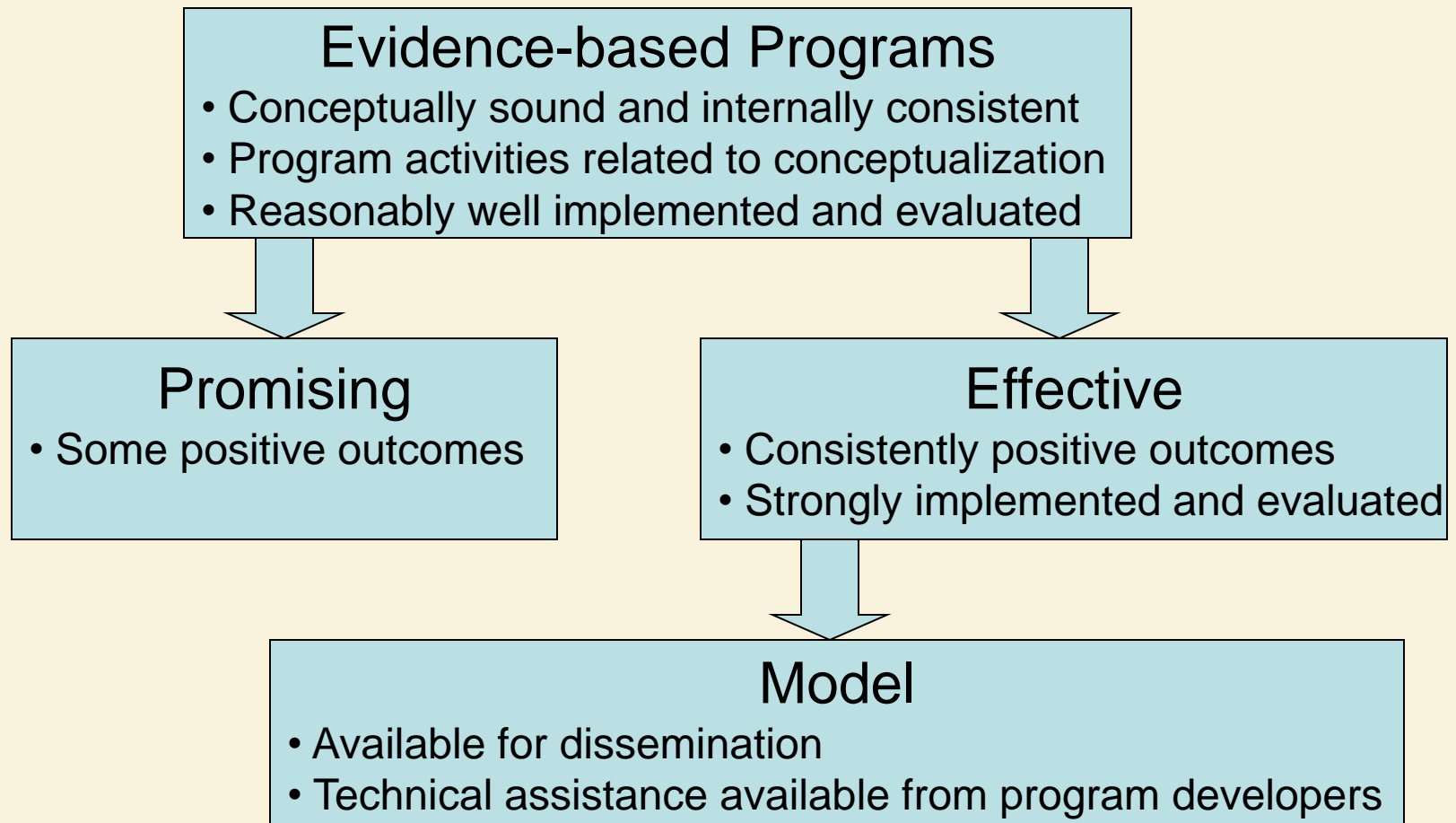
# **From Deployment to Employment: Helping Veterans Discover and Recover a Working Life**

**GARY SHAHEEN, M.P.A.**

Director of Employment Policy

Syracuse University Institute for Veterans and Military Families

# SAMHSA's Model For Evidence-based Practices



SAMHSA's National Registry of Evidence-based Programs and Practices (NREPP):

[www.nrepp.samhsa.gov](http://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.*

Employer partnerships

Evidence-based and promising practices

Strengths-based assessments

Peer, family, and gender appropriate support

Benefits planning

Financial Literacy

Health care access

Legal assistance

Self-employment training

Blend/Braid Resources

## Supply Side

## 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**

Improved veteran hiring/retention policies

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?



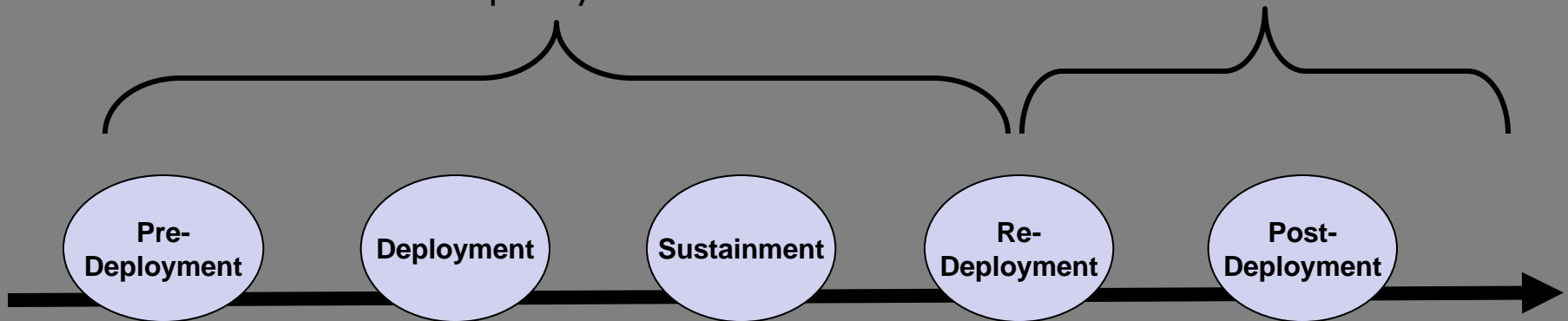
- Honor veteran experiences
- Honor veteran choices
- Honor veteran needs
- Honor employer needs
- Honor veteran and employer trust



# 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

**B**uddies (cohesion) **vs.** Withdrawal

**A**ccountability **vs.** Controlling

**T**argeted Aggression **vs.** Inappropriate Aggression

**T**actical Awareness **vs.** Hyper-vigilance

**L**ethally Armed **vs.** "Locked and Loaded" at Home

**E**mootional Control **vs.** Anger/Detachment

**M**ission Operational Security (OPSEC) **vs.** Secretiveness

**I**ndividual Responsibility **vs.** Guilt

**N**on-Defensive (combat) Driving **vs.** Aggressive Driving

**D**iscipline and Ordering **vs.** Conflict

# Employment Research – Employer Support

**THE BUSINESS CASE FOR HIRING A VETERAN  
BEYOND THE CLICHÉS**

March 5, 2012

**S**tanley CEO Howard Schultz said that "hiring people is an art, not a science, and resumes can't tell you whether someone will fit into a company's culture." Schultz's suggestion that hiring is mostly "art," and that resumes don't adequately reflect the potential contribution of a prospective employee, represents one of the most significant impediments to addressing the unemployment situation of veterans in this country. This is because the business case for hiring a veteran has been largely informed in the public domain by non-specific clichés about leadership and mission focus.

**To be clear:** leadership ability and the strong sense of mission that comes from military service are characteristics that are highly valued in a competitive business environment. However, by themselves these generalizations are not enough to empower U.S. employers to move beyond "art" to science, and in doing so, fully benefit from the knowledge, training, and experiences represented by those who have served in the military.

Importantly, the business case validating the organizational value of a veteran is supported by academic research in a way that is both more robust and more complex than leadership and mission focus alone.

Specifically, academic research from the fields of business, psychology, sociology, and decision-making strongly links characteristics that are generally representative of military veterans to enhanced performance and organizational advantage in the context of a competitive and dynamic business environment. In other words, the academic research supports a robust, specific, and compelling business case for hiring individuals with military background and experience.

In what follows, we present the results of a comprehensive review of the academic literature positioned to illustrate the foundational elements around which employers can formulate a **research-informed** logic for recruiting and developing military veterans in the civilian workforce. The propositions below were developed based on a comprehensive analysis of: 1) academic research contrasting veterans/non-veterans members with non-veterans in the context of vocational tasks, skills, and experience; and/or 2) a review of research focused on specific abilities, attributes, and characteristics required for success in a given work role, as compared to research focused on the abilities, attributes, and characteristics descriptive (generally) of military veterans.

Importantly, the scope of this review of the academic research is limited to the abilities, attributes, and characteristics conferred to the individual veteran as a consequence of military service, as those attributes complement performance in a competitive business environment. This research does not include elements of the business case for hiring veterans that are externally/market driven, such as enhanced reputational value to the firm, customer/stakeholder legitimacy, and other similar motivations.

**46 academic research supports a robust, specific, and compelling business case for hiring individuals with military background and experience.**

315.443.0141 | vets@syr.edu | vets.syr.edu

**GUIDE TO LEADING POLICIES, PRACTICES  
& RESOURCES:  
SUPPORTING THE EMPLOYMENT OF VETERANS  
& MILITARY FAMILIES**

Prepared by:  
Institute for Veterans and Military Families, Syracuse University

**February 2013**

**The Employment Situation of Veterans**

Today, the Bureau of Labor Statistics (BLS) reported that the overall unemployment rate for all Americans (population 16 and over) edged down to 7.7%. The employment situation for veterans overall has also experienced a decrease in unemployment. The unemployment rate for all veterans decreased from 8.3% in January to 7.8% in February. For Gulf War era II veterans (post-9/11 generation), the unemployment rate has also decreased from 11.7% to 9.4%. However, the youngest post-9/11 veterans, those ages 20-24, saw a 4.6% increase in their unemployment rate from January to February, which remains the highest unemployment rate of all age groups at 30.9%. This rate of the young post-9/11 veterans is more than twice as high as their nonveteran counterparts. About 60% of the young post-9/11 veterans, ages 20-24, have been unemployed for more than five weeks. Of the 203,000 unemployed post-9/11 veterans, ages 20 and over, 13% have been unemployed for less than five weeks, 30% unemployed for five to 14 weeks and 37% have been unemployed for 15 weeks or more.

For female post-9/11 veterans, the unemployment rate decreased from 17.1% to 11.0%, but remains higher than their non-veteran counterpart (7.0%). Male post-9/11 veterans saw a decrease from 15.3% to 9.5% but remains slightly higher than their non-veteran counterparts (8.0%). The unemployment rate for post-9/11 White veterans, 5.9%, remains higher than that of their non-veteran counterparts, at 6.7%. However, the unemployment rate for the post-9/11 African-American veterans, 5.7%, remains lower than that of their African-American non-veteran counterparts, 13.3%. The unemployment rate for the post-9/11 Hispanic veterans and non-veterans are the same at 9.3%.

**Demographics & Trends**

The following tables summarize the employment situation of veterans in America, based on BLS data released on March 6, 2013. These are unadjusted data from the Current Population Survey, not seasonally adjusted, and represent the period ending February 2013.

NOTE: Population in 18 and over; Gulf War era I (September 1945-September 1948), Gulf War era II (September 1948-September 1991), Vietnam era (September 1964-April 1975), Korean War (July 1950-January 1955), World War II (December 1941-December 1945), and other service periods all other time periods. Veterans who served in more than one service period are classified only in the most recent period. Veterans who served during one of the related service periods and another period are classified only in the service period.

	January 2013	February 2013	Change	January 2012	February 2012
All Americans	8.3	7.8	-0.5	8.5	
All Veterans	7.6	6.9	-0.7	9.9	
Gulf War era II Veterans	11.7	9.4	-2.3	7.6	
Gulf War era I Veterans	9.7	8.9	-0.8	9.3	
WWII, Korean War and Vietnam Veterans	7.9	7.4	-0.5	6.4	
All Nonveterans	6.3	5.9	-0.4	8.4	

Category	January 2013	February 2013	Change	January 2012	February 2012
16-19	21.6	21.1	-0.5	21.0	
20-24	30.9	34.5	3.6	18.2	
25-29	14.5	9.5	-5.0	10.2	
30-34	9.4	7.4	-2.0	8.9	
35-39	13.1	11.3	-1.7	1.7	
40-44	5.1	4.9	-0.2	1.6	
45-49	6.3	5.4	-0.9	3.3	
50-54	6.0	5.5	-0.5	1.1	
55-59	3.3	4.2	0.9	3.2	
60-64	5.4	(1)	-	(1)	
65 years and older	1.6	(1)	-	27.6	
Male	10.5	8.9	-1.6	7.7	
Female	17.1	11.0	-6.1	1.6	
White	11.8	8.9	-2.9	7.6	
Hispanic or Latino	11.0	9.5	-1.5	4.1	
African-American	13.2	9.7	-3.5	10.6	

Category	January 2013	February 2013	Change	January 2012	February 2012
16-19	15.1	15.4	0.3	11.7	
20-24	3.9	9.1	5.2	8.8	
25-29	7.5	7.3	-0.2	5.6	
30-34	7.2	7.3	0.1	7.6	
35-39	6.4	6.3	-0.1	7.0	
40-44	6.9	6.3	-0.6	6.9	
45-49	6.9	6.0	-0.9	7.2	
50-54	6.1	5.9	-0.2	6.3	
55-59	6.4	6.0	-0.4	6.9	
60-64	6.9	6.5	-0.4	6.9	
65 years and older	6.9	6.5	-0.4	6.5	
Male	9.5	8.0	-1.5	8.9	
Female	7.6	7.0	-0.6	7.7	
White	7.1	6.7	-0.4	7.5	
Hispanic or Latino	9.8	8.5	-1.3	10.8	
African-American	13.7	13.3	-0.4	13.5	

"in service to those who have served"


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- Broad-Based Employer Collaboration
- Careers in Manufacturing for Veterans
- Technical *Training* for Veterans
- Employer "Toolkit:"

*Technical Assistance for Employers*



**Veteran and Military Families Programs and General Electric**




**The Institute for Veterans and Military Families and General Electric partner to accelerate the development of the Veterans' Employment Toolkit**


The Institute for Veterans and Military Families at Syracuse University (IVMF) and General Electric are proud to announce an important partnership that aims to empower our nation's employers to adopt a collaborative and strategic approach to veterans' employment. GE will partner with the IVMF to expand the institute's ongoing work to deliver a robust and dynamic set of tools and resources to the nation's employers, which can be shared and leveraged in support of veteran-focused career initiatives. Employers interested in contributing tools and resources may contact IVMF, or may contribute or suggest content through the toolkit website at [toolkit.vets.syr.edu](http://toolkit.vets.syr.edu).

GE will serve as both the lead corporate sponsor of the *Veteran Employment Leading Practices: Tools for Engaging Talent* toolkit and more broadly as one of the IVMF's flagship partners, supporting the institute's work to improve the employment situation of veterans and their families.

*Veteran Employment Leading Practices: Tools for Engaging Talent* will represent a collaborative effort of the nation's employers and is designed to collect and disseminate best-in-class practices, processes, resources, and programs positioned to increase employment opportunities for the nation's veterans. Specifically, the toolkit – curated contributions by many stakeholders and useable by everyone – will contain resources for executive leaders, human resources professionals, veteran employees, and peer co-workers designed to promote the business case for recruiting, hiring, retaining, and advancing veterans in careers in the private sector. It will be organized into four main categories of tools:

- **LEADERSHIP** (executive engagement)
- **PREPAREDNESS** (workforce development and preparation)
- **HR PROCESSES, PRACTICES & TOOLS** (human resources practices)
- **CO-WORKER & PEER RESOURCES** (employee engagement)

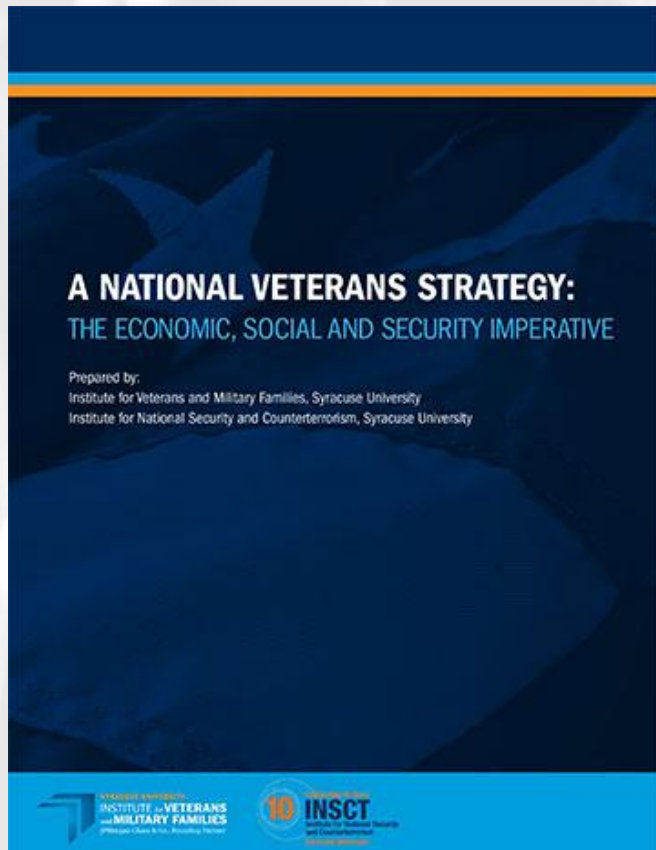




*"in service to those who have served"*

315.443.0141 | [vets@syr.edu](mailto:vets@syr.edu) | [vets.syr.edu](http://vets.syr.edu)

# 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/#hIVxDIQe71CYygbm.99>

# Empowering Veterans Through Entrepreneurship

**Whitman**  
SCHOOL of MANAGEMENT  
SYRACUSE UNIVERSITY







## ***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](http://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](http://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





# 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://ssvfdta.vets.syr.edu/>



The logo features a stylized graphic of three blue chevrons pointing right, followed by the text "National Summit" in dark blue, "on Women Veteran" in orange, and "HOMELESSNESS" in large blue capital letters.

# National Summit on Women Veteran HOMELESSNESS

- **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).<sup>1</sup>
  - 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).<sup>2</sup>
- **Next Steps**
  - Policy to Practice Briefs, Summit Summary, White Papers
  - New Research
  - Future Summits
  - Partnership/Demonstration initiatives

1. Gamache (2003) <http://www.ncbi.nlm.nih.gov/pmc/articles/PMC1447922/>

2. <http://streetwise.org/2013/05/from-lincoln-to-obama-lincolns-promise-to-care-for-veterans-faces-new-tests-in-the-21st-century/>

# Exercise: Identify and Rate the Partners!

## 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

**Gary Shaheen, M.P.A.**

Director of Employment Policy

Syracuse University Institute for Veterans and Military Families

[geshahee@syr.edu](mailto:geshahee@syr.edu)

**Sara J. Landes, Ph.D.**

Research Health Science Specialist

National Center for PTSD

VA Palo Alto Health Care System

[sara.landes@va.gov](mailto:sara.landes@va.gov)

# For Technical Assistance Questions, Please Contact

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](mailto:smvftacenter@prainc.com)

# Additional Resources

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=rhq7UdPRCM2Cr\\_gfnplCgAg&usg=AFQjCNGGgx2TzrClrB1M6CkShHn1WPS9i8g&sig2=7j69hAWS\\_mF\\_Duif2mgVeg](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=rhq7UdPRCM2Cr_gfnplCgAg&usg=AFQjCNGGgx2TzrClrB1M6CkShHn1WPS9i8g&sig2=7j69hAWS_mF_Duif2mgVeg)

2. Homeless Veterans and the Criminal Justice System: New Developments and other Resources:

[bbi.syr.edu/nvtac/publications/briefing\\_papers/docs/Criminal\\_Justice\\_System.pdf](http://bbi.syr.edu/nvtac/publications/briefing_papers/docs/Criminal_Justice_System.pdf)

3. HVRP Fact Sheet #1: Understanding the VA and Department of Defense Disability Benefit System: [www.worksupport.com/pdf.cfm?contentID=668](http://www.worksupport.com/pdf.cfm?contentID=668)

# Additional Resources (cont'd.)

4. Quality Indicators for Projects Serving Veterans with Significant Employment Barriers:  
[bbi.syr.edu/nvtac/publications/fact\\_sheets/docs/4\\_quality\\_indicators.pdf](http://bbi.syr.edu/nvtac/publications/fact_sheets/docs/4_quality_indicators.pdf)
5. Customized Employment: [www.dol.gov/odep/alliances/ce.htm](http://www.dol.gov/odep/alliances/ce.htm)
6. Department of Veterans Affairs Rehabilitation Fact Sheets:  
[www.dva.gov.au/rehabilitation/Pages/factsheets.aspx](http://www.dva.gov.au/rehabilitation/Pages/factsheets.aspx)
7. How Are Iraq/Afghanistan-Era Veterans Faring in the Labor Market?  
[vets.syr.edu/wp-content/uploads/2013/03/ResearchBrief\\_Humenskyi2013.pdf](http://vets.syr.edu/wp-content/uploads/2013/03/ResearchBrief_Humenskyi2013.pdf)
4. A Randomized Controlled Trial of Supported Employment Among Veterans with PTSD: [vets.syr.edu/wp-content/uploads/2013/04/ResearchBrief\\_Davis2012.pdf](http://vets.syr.edu/wp-content/uploads/2013/04/ResearchBrief_Davis2012.pdf)