

Industrial & Office Administrative Sectors

The Culture Divide: How to Hire, Onboard, and Retain Veterans



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INTRODUCTIONS

- Josh Atkinson, PMP, DML, LSSGB (USNA 2005)
 - United States Marine Corps (USMC) Veteran - 2 Combat Deployments
 - Pilot/Logistician
 - Construction PM (Heavy Rigging)
 - DoD Consultant Change Manager/Logistics SME
 - Entrepreneur: Chief Strategy Officer PM-ProLearn



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AGENDA

- Initial Perspective
- Establishing a Baseline
- What is the Goal with Veteran Hiring?
- Things to Think About
- Brainstorming Ideas for Change and Growth



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WHAT MATTERS MORE?

- Hiring or Retention?
- Soft Skills or Hard Skills?
- Experience, certifications, degrees or a willingness to learn and be teachable?
- Drive and initiative or technical proficiency on day 1?



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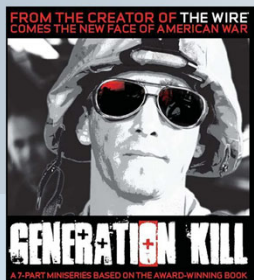
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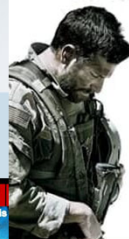
INITIAL PERSPECTIVE

- When I say the word veteran what is the first thought or image that comes to your mind?
- Why?
- What influenced this response?

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AMERICAN
SNIPER



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WOULD YOU WANT TO HIRE SOMEONE WHO HAD THE FOLLOWING...?

- Adaptable
- Leadership
- Flexible
- Shows initiative
- Communicative
- Resilient
- Teachable
- Continuous learner
- Diversity of experience
- Strategic thinking
- Culturally aware
- Planning
- Resource management
- Risk management
- Collaborative
- Performs under pressure
- Meets deadlines
- Reliable
- Technology savvy
- Loyal
- Team player
- Problem solver



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ESTABLISHING A BASELINE: UNDERSTANDING VETERANS

- The Family Culture is woven throughout from day 1
- Everything is integrated and connects somehow
- Everything from housing, food, clothing, education and travel expenses has been fully covered throughout time in service
- Every job field and every position in a unit has a training manual that spells out exactly what an individual or unit needs to be able to do to be successful at their job
- Leadership and decision making within the guidance of the command are required (decentralized)
- Not all services are the same



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ESTABLISHING A BASELINE: UNDERSTANDING VETERANS

- Every Veteran starts with a high intensity training experience from bootcamp through an initial level school that is usually 3-6 months in duration (foundational skills)
- Every Veteran has a structured career path that is mapped out for them
 - When you are eligible to promote/how to promote (pay, responsibility, rank)
 - When you will go to schools
 - When you will move to new assignments
- How decisions are made and the standard processes to make them are clearly defined
- The culture of leadership and decision making is imbedded from day 1
- The team matters more



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ESTABLISHING A BASELINE: UNDERSTANDING VETERANS CONT. (FIRST TERM ENLISTMENT)

- High School Diploma or GED
- Security Clearance (most)
- Have passed drug test or screening
- Have had leadership or responsibility of at least 4-12 individuals
- Have a technical proficiency through their MOS (military occupational specialty)



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ESTABLISHING A BASELINE: UNDERSTANDING VETERANS CONT. (FIRST TOUR OFFICER)

- Bachelors or Masters Degree
- Security Clearance (ALL)
- Have passed drug test or screening
- Have had leadership or responsibility of at least 40-120 individuals including multiple direct reports and likely had the equivalent responsibility of profit and loss (P&L) based on resource management
- Have a technical proficiency through their MOS (military occupational specialty)
- Have leadership training, ethics, HR, risk management, planning and foundations of project management (ALL)



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ESTABLISHING A BASELINE: UNDERSTANDING MILITARY SPOUSES

- Have moved at least once (typically)
- Self motivated: Little to no help with necessities (away from family)
- Resilient: Often have lack of support system and must figure things out on their own
- Problem Solver: Away from home, alone and with little guidance or resources, many spouses must creatively solve problems and often network and collaborate to do so
- Networkers and connectors
- Nonstandard unique resume/life situations
- Professional spouses are usually well educated, flexible, lifelong learners with diverse soft skill sets



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UNDERSTANDING MILITARY RESPONSIBILITY

Size of Responsibility						
	Team	Squad	Platoon	Company	Battalion	Regiment
Officer Leader	x	x	O1	O3	O5	O6
Enlisted Leader	E4	E6	E7	E8	E9	E9
Size	4	12	40	120	750	2000

Years of Experience									
Officer	O1	O2	O3	O4	O5	O6			
	0	2	4	10	15	20+			
Enlisted	E1	E2	E3	E4	E5	E6	E7	E8	E9
	0	1	2	3	4	6+	10+	14+	18+



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MOS, RANK, AND POSITION

- **Military Occupational Specialty (MOS):** Every service member is assigned a specific job. This job has specific training that is standardized.
- **Rank:** Every service member has a rank that has associated experience, decision making authority, and a technical competency.
- **Position:** Depending on the type of unit you are with, the combination of your MOS and RANK comes with different additional skills.
- Most veterans expect a similar structure when they transition.



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THE DIFFERENCE IN RECRUITING

Military:

- I show up in person and say I am willing
- I get screened intellectually and physically
- I am offered a position
- I am developed from zero to career success
- I have senior leaders mentor me all along the way
- Everything is mapped out
- Everything is provided for me
- The recruiter is the door/initial guide

Civilian:

- I show up and must identify the job I want and justify why I am valuable
- I get screened by my resume and may or may not actually talk with anyone
- I am interviewed and must sell my value which I have never done before
- I might get offered a position but must know what I am worth to discuss salary. (Never had the option before)
- I am expected to perform from day one and may or may not ever have any mentorship or intentional development
- I must provide everything or ensure it's there
- The recruiter is a filter before the door.



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THE CULTURE DIVIDE

- Many companies and organizations state they are Veteran friendly yet are not willing to empower or trust Veterans with responsibility or authority for extended periods of time usually well below their experience levels
- Many Veterans can learn quickly but may not speak the language or have an industry understanding
- Military spouses are professional, loyal and educated. Many need a chance to show skillsets earned throughout a patchwork employment history
- Military spouses do have unique work requirements especially with families if military member is deployed
- Spouses do not need benefits, yet employers do not share in savings with the employee



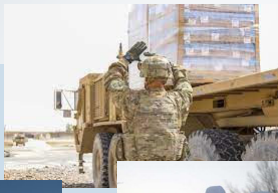
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WHERE WOULD I FIT?



Pilot



Ground
Logistics



Intelligence TF
Deputy Dir



Air Logistics



Planner



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BECOME THE NEXT FAMILY THE VETERAN IS SEEKING

When Veterans leave the service regardless of rank it can feel like walking away from a family. Initial employers have a unique opportunity to shape and mold these Veterans into rock star future employees if they can understand and appreciate what a Veteran does and does not bring to the table and create a culture that will nurture this development.



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IS THERE A SYSTEM OF DEVELOPMENT?

- Retention and high performing teams require a system that begins with initial contact and ends with retirement
- All steps must complement and build upon each other
- Initial job posting
- Hiring process
- Onboarding
- Initial development
- Mentorship and continuum of development
- Known growth progression and ability to see what is next for each employee



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IS THE JOB DESCRIPTION ACCURATE?

- Many Job requirements inadvertently discriminate against Veterans due to asking for unrealistic experience or high degrees
- Many job descriptions emphasize hard skills rather than soft skills
- Many entry level jobs dismiss the responsibility and autonomy Veterans operate within



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WOULD YOU WANT TO HIRE SOMEONE WHO HAD THE FOLLOWING...?

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- Teachable
- Continuous learner
- Diversity of experience
- Strategic thinking
- Culturally aware
- Planning
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- Risk management
- Collaborative
- Performs under pressure
- Meets deadlines
- Reliable
- Technology savvy
- Loyal
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THINGS TO THINK ABOUT

- What is the time to develop an employee who is willing to learn and has the soft skills you are looking for?
- What is the time to integrate a skilled but culturally ignorant employee?
- What is the risk to hire the wrong technically competent employee?
- Hiring is not enough if the organization does not have a development plan to grow an employee
- The ability to mold a teachable employee into organizational processes and cultures is easier than getting a highly trained professional to change how they already do things
- Planning for short duration spouse employment (18 months to 3 years) and building a supportive structure can lead to self-driven recruiting
- Culture is its own recruiting tool (military and spouse network can be powerful (+ or -))



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WHAT IS THE GOAL?

- Why are you hiring?
- Why are you hiring veterans?
- Why is this important to you?
- What is the metric?
- What efforts are taking place to achieve this goal?
- What is the team willing to invest to achieve the goal?
- Does the system of hiring, onboarding, developing, retention, pay and benefits support this goal?



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VETERAN BENEFITS TO USE

- Army and Coast Guard CA funding for certifications



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BRAINSTORM

- Are there any areas you think you can improve upon to achieve your goals?
- Does a veteran know what's important to your company and how to upgrade their resume?
- Hiring process
- Job postings
- Onboarding
- Development
- Career Planning
- Pay and benefits

“Culture Eats Strategy For Breakfast”

-Peter Drucker

CONTACT ME IF ANY QUESTIONS

Joshua Atkinson, PMP, DML
USMC Veteran (Pilot/Logistics)

jatkinson@pm-prolearn.com

443-716-5614



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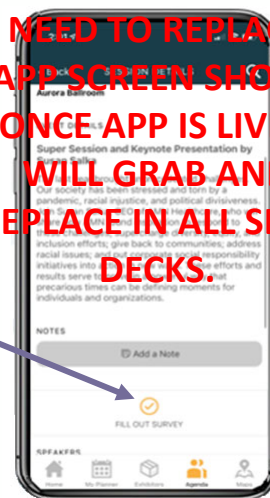
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QUESTIONS?



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