



DEFENSE BUSINESS BOARD

Report to the Secretary of Defense

Employing Our Veterans Part II: Service Member Transition

Report FY13-01

- **Recommendations to enhance the Transition Goals Plans Success (GPS) program with the primary goal to reduce member's civilian transition time to employment**

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Preface

This report is a product of the Defense Business Board (DBB). Recommendations by the DBB are offered as advice and do not represent DoD policy.

The DBB was established by the Secretary of Defense in 2002 to provide the Secretary and the Deputy Secretary of Defense with independent advice and recommendations on how “best business practices” from the private sector’s corporate management perspective might be applied to the overall management of the Department of Defense (DoD). The Board’s members, appointed by the Secretary of Defense, are corporate leaders and managers with demonstrated executive-level management and governance expertise. They possess a proven record of sound judgment in leading or governing large, complex corporations and are experienced in creating reliable solutions to complex management issues guided by best business practices.

Authorized by the Federal Advisory Committee Act of 1972, the Government in Sunshine Act of 1976, and other appropriate federal regulations, the Board members are a federal advisory committee and volunteer their time to work in small groups (subcommittees) to develop recommendations and effective solutions aimed at improving DoD.

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Employing Our Veterans Part II: Service Member Transition

TASK

Executive Order 13518 created the Veterans Employment Initiative Task Force to bolster the recruiting of veterans into the Federal workforce. A key element of the Veterans Employment Initiative Task Force's effort was to overhaul the Department of Defense's (DoD) Transition Assistance Plan (TAP). DoD's new plan, called Transition Goals Plans Success (Transition GPS), was piloted at select DoD installations on July 9, 2012. It was developed by an interagency team of representatives from the Departments of Defense, Veterans Affairs, and Labor. The objective of Transition GPS is to strengthen, standardize, and expand counseling and guidance for Service members prior to leaving active duty. The Transition GPS program is expected to replace TAP by the end of 2013.

In November 2012, Secretary Panetta tasked the Defense Business Board (hereinafter referred to as "the Board") to form a Task Group to review the Transition GPS program and provide recommendations on how the Department can better facilitate transitioning Service members into a successful employment status with the public and/or private sectors. A copy of the Terms of Reference outlining the scope and deliverables for the Task Group can be found at **Tab A**.

Task Group members were Mr. Fernando Amandi, Mr. Edward Powell, Mr. Atul Vashistha, and Mr. Kevin Walker. Mr. Richard Spencer served as the Task Group Chair. Colonel Edward Lengel, USAF, served as the Defense Business Board (DBB) Military Assistant.

PROCESS

The Task Group was directed to address:

- What more can DoD do to facilitate the hiring of veterans by both public and private sectors? How can veterans connect with companies that have special needs for veteran's skills? What are the most desired credentials in the marketplace?

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- Review the Public/Private sector “connecting” initiatives and any other organizations the Task Group deems appropriate to glean best practices in this field.

The Task Group conducted interviews with senior DoD officials to include representatives from the Offices of the Under Secretary of Defense, Personnel and Readiness; Service Manpower and Reserve Affairs representatives; and the Employer Support of the Guard and Reserve.

The Task Group also interviewed a multitude of Fortune 500 companies including many large defense contractors. Within that sector, the Task Group was introduced to newly developing affinity groups comprised of veterans that aim to support each other, support newly hired veterans, and assist their companies in searching for the best veteran candidates. The Task Group also interviewed the directors of four corporate and industry-led coalitions that focus on hiring veterans within their respective industries and companies. Additionally, interviews were held with two of the leading Human Resource Councils representing the policy makers of the majority of North American corporations.

A list of companies/offices interviewed is at **Appendix B** of Tab B.

The Task Group also reviewed efforts by the US Chamber of Commerce and the organization’s work to educate the American employer on the benefits and value of hiring veterans. The Task Group also spent time with both local and national veterans outreach programs to understand the demographics and data surrounding the issues.

The Task Group’s draft findings and recommendations were presented to the Board for deliberation at the January 24, 2013 quarterly meeting where the Board voted to approve the recommendations. See **Tab B** for a copy of the brief including the final recommendations as approved by the Board.

ASSUMPTIONS

Initial scoping of this project led the Task Group to the following assumptions:

- Veteran, for this study, refers to transitioned Service members (recent separation from active duty, National Guard, or Reserve service).
 - As commissioned by the Secretary of Defense, this study will not include recommendations to either the Department of Veterans Affairs (VA) or the Department of Labor (DoL).
 - Some of the recommendations, however, may benefit those veterans who have previously departed their respective services.
- DoD's responsibility to transitioning Service members is to:
 - (1) prepare them for the transition to the workforce through a timely and effective process that will provide career guidance and evaluation, (2) provide concurrent credentialing for their military training while serving, (3) assist in resume writing and interview preparation, (4) aid in network development and job search skills, (5) provide a general understanding of their specific job market and employment opportunities.
 - It is not DoD's responsibility to find the veteran a job.
- With the beginning of troop drawdowns, DoD is at an inflection point regarding the present generation of veterans. It is critical for DoD to "get it right" when it comes to the recently revised veterans transition services in that DoD provide the necessary support to help veterans secure employment as soon as possible. A successful program will not only benefit the veteran, but will also benefit the Military Services by reducing unemployment costs, and will also provide the private and public workforces with highly skilled former Service members.

- Private sector innovation and “speed to market” may favor public-private partnerships.

FINDINGS

Profile of the Unemployment Issue

With military operations drawing down in Afghanistan, DoD has transitioned about 220,000 Service members in 2012 and is projecting that the Military Services will transition up to 800 Service members per day over the next two to three years. These new veterans will transition into a job market that already shows an historically high rate of unemployment. At the end of 2012, the national unemployment rate was 7.8% but the range between states varied from 3.8% in Nebraska to 9.8% in California.

The data for veterans presents a bleak picture with an all-veterans unemployment rate of 10%. Further analysis of the data shows a 13% unemployment rate for females and 9% for males. This is especially problematic for the 20-24 year old age group where unemployment was 23.4% in the month of December. While monthly statistics prove to be somewhat variable, the trend is a linear increase in unemployment.

The job seeking activity of the transitioning and transitioned is rapidly moving more toward an internet based search with 58% of all searching candidates performing their search and networking activities online. It appears that more than one-third of non-National Guard/non-Reserve Service members, who separate from their respective Military Service, search for employment in the geographic area of their release location while another one-third seek jobs in the primary U.S. Metropolitan Statistical Areas.

Resources and Hurdles are Plentiful

Employers across industries are eager to hire veterans; however each faces obstacles in finding the correct match. Recurring questions from interviewees included the following:

- Where are the veterans?
- How can I find qualified veterans for my open positions?

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- How can veterans' employability be increased?
- How do I correlate veteran educational and managerial experience to private sector?
- How can employers have input into the transition process?

DoD, in concert with VA and DoL, has done an exceptional job of redesigning TAP to address Service members' needs which includes counseling in career options and education in the planning process surrounding military separation and entry into the workforce. The newly launched Transition GPS program, when fully implemented, will be a lifecycle process for the uniformed member providing career guidance and education from the first permanent duty station through separation. Whether Service members are separating after one tour or retiring after 20 years, the program is a resource to support an expeditious transition of veterans to the next phase of their lives.

While the Transition GPS program is a robust resource, it supports only one segment of the overall process. The Task Group's review of online resources, while certainly not exhaustive, found in excess of 50 websites dedicated to veterans employment (this did not include the educational options available). These websites contain enormous amounts of information, quality data, and helpful resources for the job seeker, but they are many. There is no single consolidated location for information as a connection point. When Service members decide to look at the job market through these websites, they will be quickly overwhelmed by the amount of available resources which could cause confusion on a good course of action and can delay employment.

Competencies Need Translation/Correlation

The translation of a Service member's technical skills as labeled by the Military Occupational Skills and associated taxonomy is now largely understood in the workplace and by employers.

However, the translation/correlation of a Service member's or veteran's soft skills and core values associated with grade, education, and longevity are sorely lacking. Soft skills such as leadership, management, and organization skills, as well as values such as loyalty, reliability, integrity, and commitment to duty, are often not well translated to the

employer or correlated to a job position description, and hence can be overlooked or missed as highly-valued and important skill sets. Some employers may even value these soft skills more than technical skills and the need to understand these skills is even more important.

Interviews with the private sector revealed that there is a gap in understanding the robustness of these soft skills. Competencies and maturity gained through military experience are often overlooked. Additionally, the private sector does not understand the formal education a veteran has received from Military Service schools.

There is a need for tailored career counseling for Service members to assist in translating/correlating their experiences for future employers. A recurring theme from employers was: “give us the competencies and the core values and we will train the technical skills.”

Input to the Transition Process

The newly launched Transition GPS program is an outstanding improvement upon the former TAP program. However, in its present state it is a singular solution to the transition process and it is imperative to avoid a “one size fits all” mindset. Private and public employers are the “client” of this process and therefore their input is critical to the evolving program. During the interview process, frustration was prevalent among corporations, their coalitions, Veteran Service Organizations, and industry groups on the absence of feedback mechanisms to DoD for the Transition GPS program. They frequently cited the removal of the Corporate Panel from the TAP program syllabus as one example. These interactive panels were viewed by Service members and private sector employers as a valuable, real-time update on the market and industry hiring needs/practices.

Without the corporate panels, employers believe that Service members are at a disadvantage by not fully understanding the dynamics of the market and how to best position themselves through networking, resume building, and interviewing. Employers were unified in their opinion of the benefits derived from compressing the time between separation and employment. They want to have the ability to provide feedback to DoD on where the transitioning members have weaknesses (such as career

knowledge, skill presentation, and experience translation) so the program can make any necessary remedial adjustments.

The ability to provide input and create a feedback loop between employers and DoD would create the opportunity for synchronized solutions to aid in the employment of veterans. There are numerous programs and initiatives underway in the private sector. Leveraging those efforts with Transition GPS creates a powerful tool to assist veterans and provide the workforce with high quality candidates.

RECOMMENDATIONS

The Task Group produced a series of recommendations to improve the Transition GPS program. These recommendations focused on three areas: increasing Public/Private Partnerships, enhancing DoD's Transition GPS program, and other broad management opportunities for DoD.

Public-Private Partnerships

1. A public-private partnership should be established between DoD and private sector companies, coalitions, and institutions representing America's employers. This option presents the lowest development and maintenance cost to DOD on an ongoing basis, while connecting career seekers with the most robust job portals of companies hiring veterans.
 - a. One such partnership could be an Under Secretary of Defense for Personnel and Readiness (USD(P&R)) program of recurring group meetings with Institute for Veterans and Military Families (IVMF), Syracuse University, Human Resource Policy Association (representing the top Fortune 500 companies in the United States), Society of Human Resource Management, US Chamber of Commerce (Hiring Our Heroes), 100K Jobs Mission, National Manufacturers Association (Get Skills to Work), and corporate affinity groups.
 - b. Another example of a needed public-private partnership would involve USD(P&R) and a consortium from the educational community.

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2. DoD should create, through a public-private partnership, one common website that will consolidate the web based resources available to the transitioning veteran.
3. Professional outplacement service providers should be used to enhance the effectiveness of the career transition process. These service providers should have an outcome based compensation contract to maximize cost benefit to DoD.

Transition GPS Program

1. Transition GPS must be flexible and accommodate the different needs of the Military Services and individuals within the Military Services. The Marine Corps Transitional Assistance Management Program was found to be the best practice functional model and was designed to address the Corps' specific needs.
2. Transitioning Service members need to be engaged with career planning/transition activities no less than 12 months before separation.
3. All career planning key milestones must be mandatory and should require superior sign off to verify completion.
4. Corporate panels with private sector employers should be re-instituted as part of Transition GPS.
5. Transition GPS resources offered to uniformed Service members should be made available to spouses.
6. National Guard and Reserve forces should be afforded the opportunity to demobilize and transition in their home unit's geographical area.

DoD Management Opportunities

1. Highest leadership within DoD is required to lead the re-vitalized transition effort for all Services. Direct responsibility for the program

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should lie with USD(P&R), discharging the authority of the Secretary of Defense.

2. DoD should create a marketing campaign to brand the competencies of Service members in order to compare and contrast their military experience in reference to civilian terms; highlight certified skills, soft skills, and core values; and translate decision processes, roles, and responsibilities.
3. DoD contracting requirements should recognize military skills and mandate acceptance of military credentials by the Defense contractor or vendor company.
4. Leverage the military recruitment and/or Guard and Reserve infrastructure to provide a contact point and local employment clearinghouse for newly transitioning Service members and a point of contact for local employers for education on Service member skill sets (technical and soft).
5. Security clearance credentials should be transportable by Service members during the transition period in order for them to retain a credential valued by the civilian employment market. Employers state that this action would make the veteran "instantly employable."
6. DoD should seek legislative support (using the recent Commercial Driver's License (CDL) Act passed by the Congress S.3624 bill as a base model) to incorporate a complete set of licensing credentials for Service members to be recognized by the different State civilian licensing requirement regulations for similar occupational specialties in the military.


CONCLUSION

In order for the Department to better assist in the transition of its veterans into the civilian workforce, these recommendations must be adopted quickly. The Department must allocate resources and develop an implementation plan in order to ensure the success of the Transition GPS program. The plan should incorporate feedback loops to support the

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evolutionary progress of the overall program. Success should be measured by decreasing unemployment trends for newly transitioned veterans segregated by age, gender, and ethnicity. DoD must ensure Transition GPS provides Service members with the best possible support for a successful career after serving in the U.S. military.

Respectfully submitted,

A handwritten signature in black ink that reads "Richard V. Spencer". The signature is written in a cursive style with a long horizontal line extending from the end.

Richard Spencer
Task Group Chair

Defense Business Board

TAB A

TERMS OF REFERENCE

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SECRETARY OF DEFENSE
1000 DEFENSE PENTAGON
WASHINGTON, DC 20301-1000

NOV 21 2012

MEMORANDUM FOR CHAIRMAN, DEFENSE BUSINESS BOARD

SUBJECT: Defense Business Board Veteran Employment Study Part II: Review of Pilot Transition Goal Plans Success' Program

A key element of the Veterans Employment Initiative Task Force's plan is the overhaul of the military's Transition Assistance Program. The new program developed by an interagency team is called Transition Goals, Plans, and Success (Transition GPS). The objective of Transition GPS is to strengthen, standardize, and expand counseling and guidance for Service members before leaving the military.

As the Department's independent advisory board for best business practices, the Defense Business Board (Board) is well-positioned to conduct a study that reviews the Transition GPS program. I request you establish a Task Group to do so. At a minimum, recommendations should address the following:

- What more can DoD do to facilitate the hiring of Veterans by public and private sector employers? How can Veterans connect with companies that have special needs for Veterans' skills? What are the most desired credentials in the job market?
- Review the public and private sector "connecting" initiatives of the Services, as well as those of the Chamber of Commerce, Joining Forces, Sea of Good Will (Joint Staff), 100,000 Jobs Mission (J.P. Morgan and Chase), H2H (OSD Reserve Affairs and Department of the Army), and any other organizations the Task Group or the Board deems appropriate, and propose best practices.

The Office of the Under Secretary of Defense for Personnel and Readiness will provide technical support to the Task Group. This effort should be completed by the January 2013 Quarterly Meeting.

As a subcommittee of the Board, and pursuant to the Federal Advisory Committee Act of 1972, the Government in the Sunshine Act of 1976, and other appropriate federal regulations, this Task Group shall not work independently of the Board's charter and shall report its recommendations for the full Board's public deliberation in open session. The Task Group does not have the authority to make decisions on behalf of the Board, nor can it report directly to any Federal officer who is not also a Board member. The Task Group will avoid discussing "particular matters" within the meaning of title 18, U.S.C., section 208.



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TAB B

FINDINGS AND RECOMMENDATIONS

PROVIDED TO THE BOARD ON JANUARY 24, 2013

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Employing Our Veterans Part II: Service Member Transition

Task Group

January 24, 2013

Agenda

- Task Group Overview
- Assumptions
- Guiding Principles
- Process/Methodology
- Findings
- Observations
- Recommendations



Task Group Overview

Terms of Reference

Signed by Secretary of Defense

Deliverables

Recommendations to enhance the Transition GPS program with the primary goal to reduce member's civilian transition time to employment. Provide examples of private sector best practices addressing veterans employment. Deliver feedback from private sector on policy/process for Service member transition to the job market.

Task Group Members

Mr. Richard Spencer (Chair)

Mr. Edward Powell

Mr. Fernando Amandi

Mr. Atul Vashistha

Mr. Kevin Walker

Colonel Edward Lengel (DBB Military Assistant)

Guiding Imperatives

- Determine the extent of DoD roles and responsibilities
- Determine effectiveness of Transition Goals Plans Success (Transition GPS) interface with needs of the workforce
- Highlight best practices
- Validate current state of the US work force and employment of newly transitioned veterans



Assumptions

- With the beginning of troop drawdowns, DoD is at an inflection point regarding the present generation of veterans and we must “get it right” for the betterment of the transitioning Service member, the Services, and the private sector
- DoD’s responsibility to the transitioning Service member is to:
 - Prepare them for transition to the workforce through a timely and effective process that will provide career guidance and evaluation
 - Provide concurrent credentialing for training received
 - Assist in resume writing and interview preparation
 - Aid in network development and job search skills
 - Provide a general understanding of the job market
- Veteran, for this study, will refer to newly transitioned veterans (recent separation from active duty, National Guard, or Reserve service)
 - As commissioned by the Secretary of Defense, this study will not include recommendations to Departments of Veterans Affairs or Labor
 - Some of the recommendations, however, will benefit those veterans who have previously departed service
- Private sector innovation and speed to market favor public/private partnerships



Process/Methodology

■ Interviews

— Government

- Offices of the Under Secretary of Defense, Personnel and Readiness
- Service Manpower and Reserve Affairs representatives
- Employer Support of the Guard and Reserve

— Public

- Large defense contractors
- Fortune 500
- U.S. Chamber of Commerce
- Corporate coalitions

— Private

- Local/national veteran outreach
- Small business

Findings

Significant Numbers Transitioning

- Services transitioned 600+ per day in 2012...soon to reach 800 per day for the next 2-3 years based on expected drawdown
- Unemployment rates among vets are higher than civilians. Jobless rates for recent vets is at 10%13% for females and 9% for males (as of Dec 2012)
 - Unemployment rates are higher for 20-24 age group (see following page)
- Veteran's Career Confidence index shows growing lack of confidence in finding jobs
- Veterans top challenges are finding a job that meets their needs and desires, followed by employers understanding their skills and abilities
- Better preparation and understanding of the civilian job market will enable faster match with civilian employment, therefore reducing Service members usage of unemployment benefits

“The on-ramp to military service is long and structured... the off-ramp is short and steep.”



Findings

Profile of the Unemployment Issue

Unemployment Table by Age and Group, December 2012*

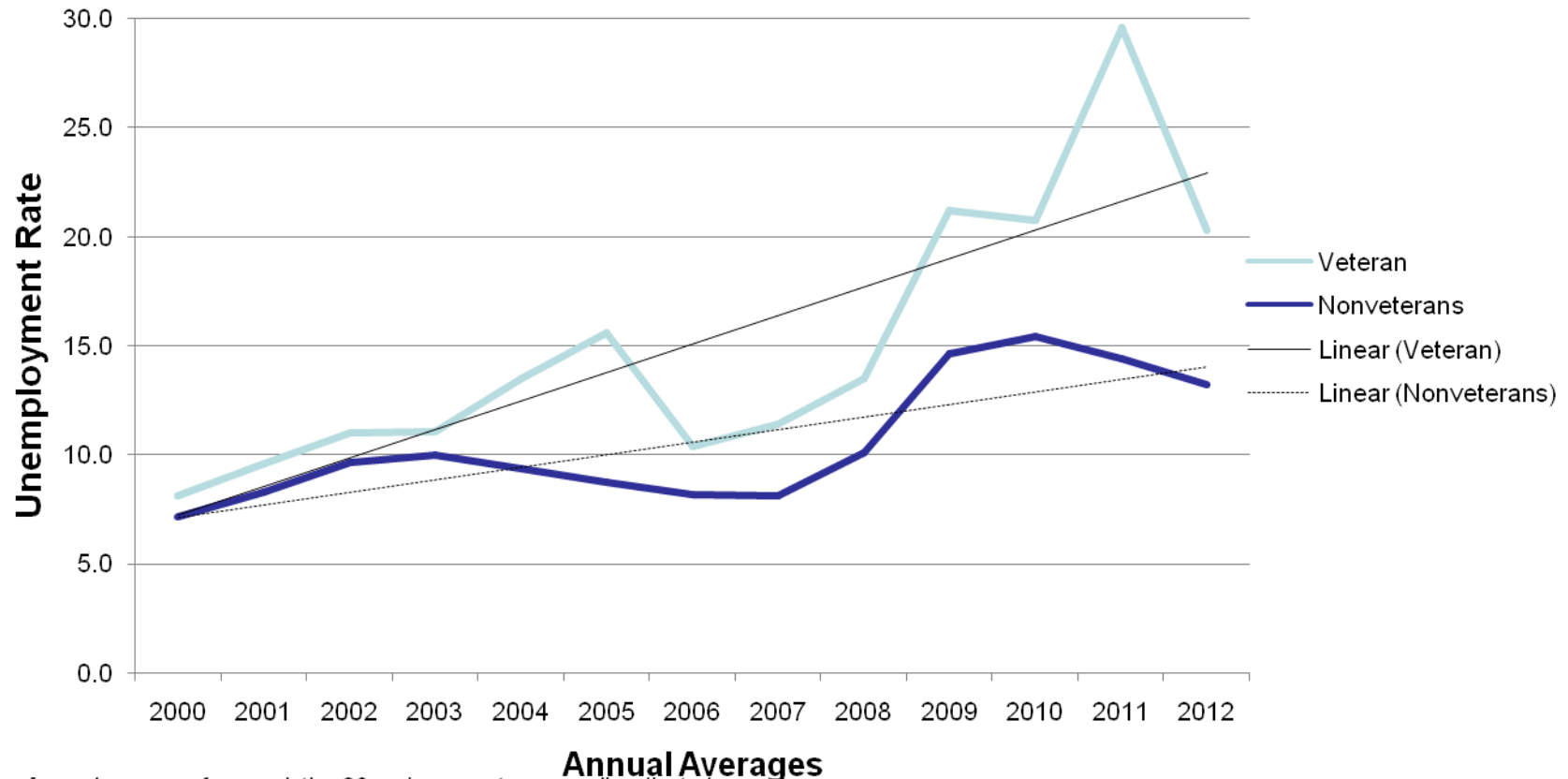
CATEGORY	POST GULF WAR II VETERAN	NON-VETERAN
20-24	23.4	12.7
25-29	9.9	8.2
30-34	10.7	6.9
35-39	9.3	7.2
40-44	4.5	6.4
45-49	8.4	6.1
50-54	11.7	5.4
55-59	4.2	5.5
60-64	5.9	5.8
Male	9.9	7.4
Female	15.7	6.9

*Source: Institute for Veterans and Military Families, Syracuse University

Findings

Profile of the Unemployment Issue

Unemployment Rate of Veterans and Nonveterans, Ages 20-24 years old



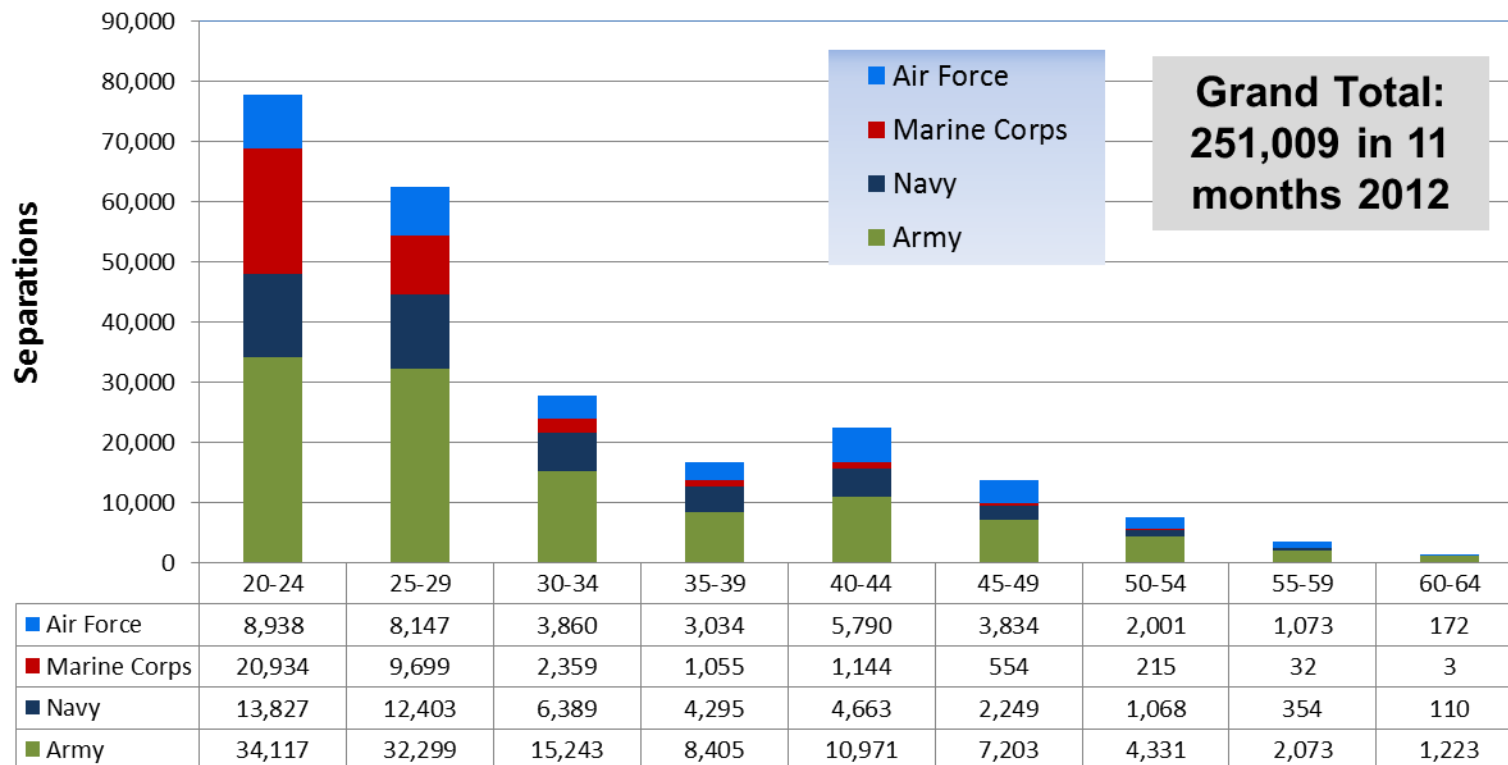
Annual averages for population 20 and over, not seasonally adjusted.
For 2012, annual average is from January to November
SOURCE: Current Population Survey (CPS), Bureau of Labor Statistics



Findings

Fueling the Unemployment Issue

Military Separations from January 2012 - November 2012



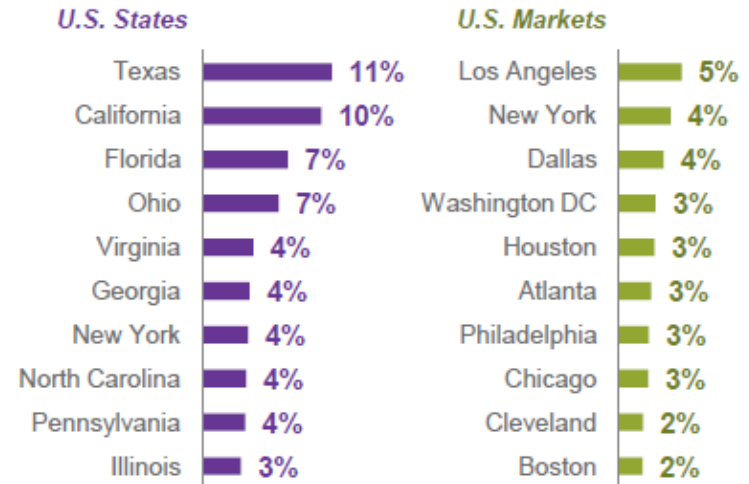
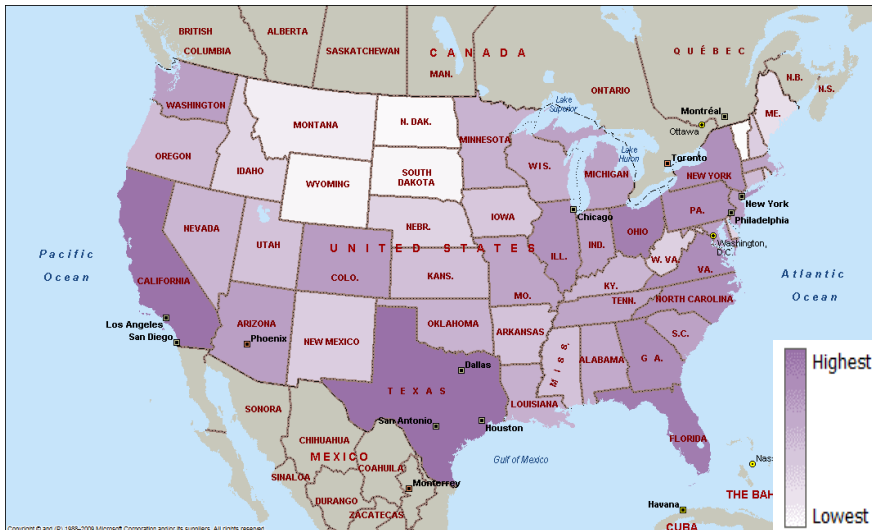
Services by Age Group

Source: Defense Manpower Data Center

Findings

Job Seeking Activity

Veteran Job Seekers



- 58% of all vets doing on line job searches are found in 10 States (TX, CA, FL, OH, VA, GA, NY, NC, PA, IL)
 - One third are seeking employment in the primary Metropolitan Statistical Areas

Source: Monster Veteran Talent Index, November 2012

Findings

Resources and Hurdles are Plentiful

- Employers, across industries, are eager to hire veterans but there are obstacles faced by both employer and veterans in making the right match.
 - Where are the veterans/How to find qualified veterans.
 - How to translate their skill set, especially soft skills and values.
 - How to improve employability of veterans.
 - How to correlate their educational and managerial experience.
 - How can employers have input into transition process to facilitate process.
- DoD, in concert with VA and DOL, has redesigned the outdated Transition Assistance Program (TAP) to address the needs of Service member's to be counseled in career options and educated in the planning process surrounding separation and entry into the workforce (Transition GPS launched November 2012).
- Unlike graduating students who can avail themselves of career planners and job placement resources well before matriculation, the transition process and exposure to the job market for Service members has been compressed and abrupt.
- The universe of resources dedicated to veterans transition and employment is wide, deep, and evolving. There are many websites and organizations reaching out to veterans but there is no standard 'go to' site that all veterans can easily access.

Findings

Resources and Hurdles are Plentiful



NOTE: References to outside organizations are included for informational purposes only and should not be construed or interpreted as an endorsement by the U.S. Department of Defense

"There is, I am convinced, a sea of goodwill out in the country of people and places yearning to help. We need to tap into it. We need to make that connection."

-Admiral Mike Mullen, Chairman of the Joint Chiefs of Staff, May 2008.



Findings

Service Member Competencies Need Translation

- Translation of military occupational skills and associated taxonomy is quickly being understood in the workforce (technical skill sets). Translation of veterans military experiences associated with grade and longevity is sorely lacking (soft skills/core values).
- Private sector does not appreciate the robustness of competencies, skill sets, and maturity gained during military experience.
- Service members need tailored career counseling and transition services in a timely manner.
- Good news: Recent legislation has helped veterans with credentialing for military training.
- National Guard and Reserve units often demobilize in locations far from their home station.

Industry: "Give us the soft skills...we can train the technical skills."

Findings

Private Sector Has No Input to Transition Process

- Transition GPS is “one-size-fits-all” and does not differentiate between ranks, education levels, or specialization.
- There exists an inability to provide input from the private sector in regards to the creation/evolution of Transition GPS causing considerable frustration amongst employers and their associations.
- 'Corporate Panels' viewed valuable by Service members and private sector employers were discontinued in the new Transition GPS. These interactive sessions with potential employers provided participants with the real time assessment of both career paths and the job market.

Findings

Private Sector Has No Input

- Without the Corporate Panel sessions, Service members do not fully understand the dynamics of the job market. Employers state veterans do not know how to best position themselves through networking, resume creation, and interviewing in order to sell their skill set and their potential contribution to the employer.
- Majority of employers state that the transitioning Service members are weak in the areas of career knowledge, skill presentation, and experience translation. Employers express frustration with the transition process for they have no channel to provide input or feedback to DoD.

Findings

DoD/Industry Benefit from Synchronization of Solutions

- Employers are committed to hiring veterans (GE, EEI, JP Morgan, Wal-Mart, Lockheed Martin, ManTech, to companies with 50 or fewer employees)
- Private sector companies have begun to mine their own vet's expertise from within their labor force to guide their veteran outreach through internal affinity groups
- Numerous programs and initiatives underway (for example):
 - *IVMF*. Institute for Veterans and Military Families at Syracuse University partnering with GE, Alcoa, Boeing, and Lockheed Martin, ON24, Veterans Virtual Job Fairs
 - *WVEC*. Women Veteran Entrepreneur Corps with Capital One and Count Me In
 - *JPMorgan Chase*. Leading 82 companies to hire 100,000 Vets
 - *EEI*. Edison Electric Institute to hire vets in the energy sector, Troops to Energy Jobs Initiative
 - *Military.com*. A Monster on line jobs website dedicated to the military
 - *GE*. Junior Officer Leadership Programs and leading job fairs all around the country soon to reach out to Military Bases
 - *VetNet*. VetNet is a collaboration between veteran-focused NGOs designed to help vets and their families find careers

NOTE: References to outside organizations are included for informational purposes only and should not be construed or interpreted as an endorsement by the U.S. Department of Defense

Critical Findings

- We are at a critical point in the veteran career transition process to “get it right” in order to fulfill the Nation’s responsibility to veterans and to enhance Corporate America’s access to an extraordinary pool of talent going forward.
- There is presently no institutionalized form of input from the private sector to the DoD transition process. Civilian employers are the primary solution to veterans employment and their input is critical for the timely matching of veterans to careers. Private sector feedback is needed to keep the Transition GPS program dynamic and successful.
- Soft skills such as trust, loyalty, adaptability, resiliency, teamwork, courtesy, attention to detail, cultural diversity sensitivity, leadership, and others are highly valued by the private sector but not often recognized in the veteran’s resume.
- There are no checklists or standardized roadmaps for transitioning members to use as they separate from the Military Services.
- The immediate cancellation of transitioning Service member’s security clearance is major cause for extended time to hire in an industry sector that employs a large number of veterans.

Recommendations

Public/Private Partnerships

1. A public private partnership should be established between DoD and private sector coalitions and institutions representing Workforce America. This would represent the lowest development and maintenance cost to DOD on an ongoing basis, while connecting career seekers and the most robust job portals with the companies hiring the veterans.
 - One such partnership could be a USD(P&R) Roundtable to include: IVMF (Institute for Veterans and Military Families) at Syracuse University, Human Resource Policy Association (representing the top Fortune 500 companies in the United States), Society of Human Resource Management, US Chamber of Commerce (Hiring Our Heroes), 100K Jobs Mission, National Manufacturers Association (Get Skills to Work), and corporate affinity groups.
 - Another example of a needed Public/Private Partnership would involve USD(P&R) and a consortium from the educational community.
2. DoD should create, through a public/private partnership, one common aggregator website that will consolidate the web based resources available to the transitioning veteran.
3. Professional outplacement service providers should be used to enhance the effectiveness of the career transition process. These service providers should have an outcome based compensation contract to maximize cost benefit to DoD.



Recommendations

Transition GPS

1. Transition GPS must be flexible and accommodate the different needs of the Services and also the different needs of ranks within the Services. The Marine Corps TAMP Program was found to be the best practice functional model designed to address The Corps specific needs.
2. Transitioning Service members need to be engaged with career planning activities no less than 12 months before separation.
3. All career planning key milestones should be mandatory and should require superior sign off to verify completion.
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5. Transition GPS resources offered to uniformed members should be made available to spouses.
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Recommendations

DoD

1. Highest leadership within DoD is required to lead the re-vitalized transition effort for all Services. Direct responsibility for the program should lie with USD(P&R), discharging the authority of the SecDef.
2. DoD to create marketing campaign to brand the competencies of Service members.
 - Compare and contrast their military experience in reference to civilian terms.
 - Highlight certified skills, soft skills, and core values.
 - Translate decision processes, roles, and responsibilities.
3. DoD contracting requirements should recognize military skills and mandate acceptance of military credentials by Defense contractors or vendor companies.
4. Leverage the military recruitment and Guard and Reserve infrastructure to provide:
 - Contact point and local employment clearinghouse for newly transitioning Service member.
 - Point of contact for local employers for education on Service member skill sets (technical and soft).

Recommendations

DoD (Continued)

5. Security Clearance credentials should be transportable by Military Service members during the transition period in order for them to retain a credential valued by the civilian employment market. Employers state that this action would make the prospect "Instantly Employable."
6. DoD should seek legislative support (Using the recent CDL Act passed by the Congress S.3624 bill as a base model) to incorporate a complete set of licensing credentials for military members to be recognized by the different State civilian licensing requirement regulations for similar occupational specialties in the military.
7. DoD should commit to assist Service members to develop a sense of responsibility by providing them the tools and training to succeed. It should not be DoD's responsibility to find them a civilian job before or after separation.



Conclusion/Closing Thoughts

- Timing is of the essence
- Resources must be allocated and a battle plan developed to address this critical issue immediately
- Plan should include current feedback loop to insure evolutionary progress of the overall program
- Definition of success will be the change in newly transitioned veterans unemployment trends by age, gender, and ethnicity

Outbriefs

- Outbriefings should be scheduled as soon as possible to the following:
 - SecDef/DepSecDef
 - OUSD(P&R)
 - Special Advisor for the Transition Assistance Program
 - OSD, Office of the General Counsel (Public/Private Partnerships)
- Outbriefings should be made available for:
 - Veterans Outreach/Support organizations with a focus on employment such as:
 - Institute for Veterans and Military Families - Syracuse University
 - State Veterans Affairs offices
 - US Chamber of Commerce
 - All corporate associations focused on veterans employment to include manufacturing, health care, technology, transportation/logistics, construction, and service sector
 - Corporate coalitions supporting veterans employment

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Questions?

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Appendix A - Bibliographical Review

- “Report of the Department of Defense-Department of Veterans Affairs Veterans Employment Initiative Task Force,” December 2011
- “Veterans Talent Index; Insights and Analysis from Veteran Professionals, Recruiters and Hiring Managers,” Monster Insights, November 2012
- “The Employment Situation of Veterans,” Syracuse University, Institute for Veterans and Military Families, December 2012
- “America’s Veteran and the American Workforce,” TMP Government, 8 November 2012
- “Veterans’ Employment Challenges; Perceptions and experiences of transitioning from military to civilian life,” Prudential Financial, Inc.
- “Veteran Hiring Toolkit; America’s Heroes at Work,” United States Department of Labor, <http://www.americaheroesatwork.gov/>
- 10 USC § 1144; Employment Assistance, Job Training Assistance, and Other Transitional Services
- “Guide to Leading Policies, Practices & Resources; Supporting the Employment of Veterans and Military Families,” Syracuse University, Institute for Veterans and Military Families, 2012
- Transition Assistance Program (TAP) Pre-Separation Guide; Departments of Labor, Defense, and Veterans Affairs (undated)

Appendix B – Interviews

- OUSD (P&R), Special Advisor for the Transition Assistance Program
- General Electric
- ManTech International
- Concerned Veterans of America
- Monster.com
- USMC Marine & Family Programs
- TCS Education Systems
- Edison Electric Institute
- Lockheed Martin
- Veterans Outreach Center of Rochester
- Employer Support of the Guard and Reserve
- Syracuse University Institute for Veterans and Military Families
- Center for Energy Workforce Development
- Wal-Mart
- Human Resources Policy Association
- United States Chamber of Commerce

Appendix C – Transition GPS

The following slides describe the Transition Assistance Program redesign and the follow-on Transition Goals Plans Success program and initiatives.

Bottom Line Up Front

- Multiple agencies collaborated to redesign the Transition Assistance Program (TAP) to instill Career Readiness Standards as core to a Service member's successful transition
- Key elements of the redesigned TAP build skills to allow Service members to depart "career ready"
 - Preparation begins at accession – extends throughout Service member's career
 - Individual focus on personal goals – education and/or employment
 - Members develop an individual transition plan with concrete deliverables to meet new Career Readiness Standards
 - Mandates standardized curriculum and learning outcomes no matter which Service member is departing
- Transition impacts the full Military Life Cycle
- Key differences
 - Career Readiness Standards
 - Expanded timeline to better enable preparation for transition
 - Bridges between Service member and benefits and support provided
 - Command involvement verifies Service member's readiness
 - Bridges between Service member military experiences and professional development



Features of Revised Transition Assistance Program

Reformed TAP from a discontinuous set of activities to a cohesive, modular, mandatory training to ensure “career readiness”

- Linked, interagency effort integrates DoD, DoL, VA, Small Business Administration (SBA) and OPM infrastructure and service models
- Provides a modular curriculum with standardized learning objectives
 - Delivers a significantly enriched set of “tools” at end-of-term
 - Develops critical job search skills and realization of “Valued Skills”
 - Military Occupational Code (MOC) crosswalk between military skills/experience converted to civilian knowledge, skills and abilities
 - Helps address gaps in training, licensing and credentialing
 - Updated Veterans Affairs (VA) benefits briefs and eBenefits enrollment
- Unique Education, Technical Training and Entrepreneurship Tracks
- Capstone verifies readiness and strengthens connections to enhance the transition from Service member to Veteran status

Transition GPS



All the services, training, tools and support a SM needs to meet career readiness standards

Pre-Separation Counseling

Core Curriculum

Department of Labor (DoL) Employment Workshop

Transition Overview

MOC Crosswalk

Resilient Transition

Financial Planning

Veterans Affairs (VA) Benefits Briefings and eBenefits enrollment

Individual Transition Plan (ITP) Review

Tracks

Education Track

Technical Training Track

Entrepreneurship Track

Capstone



Key Curriculum Outcomes

- Service members will complete the training curriculum with tangible outcomes
- Outcome completion will be verified via the Capstone

Core Curriculum

- Document the Continuum of Military Service decision
- MOC Crosswalk
- Document requirements for civilian certification, licensure, and/or apprenticeship
- Registration for VA eBenefits and education about initial claim, home loans, health benefits, prescription benefits, and GI Bill transferability
- 12-month post-separation budget reflecting personal goals
- Standardized Individual Transition Plan (ITP) documenting personal and employment/entrepreneurship/education/technical training goals, actions and milestones

DoL Employment Workshop

- “Gold Card” Certificate for DoL American Job Centers (AJC)
- Job Application Package including:
 - Resume (private and/or Federal)
 - Reference list (personal and professional)
 - Two Job applications
Or
 - Job offer letter

Education Track

- Results of assessment
- Application package or acceptance letter for selected college or university
- Confirmed One-on-One counseling with a college or university advisor

Technical Training Track

- Results of assessment
- Application package or acceptance letter for selected technical training institution
- Understanding of Web-based tools for certification training
- Confirmed One-on-One counseling with technical training institution advisor

Entrepreneurship Track

- Connection to the Small Business Association (SBA) in local area
- Feasibility of initial business plan



Way Ahead

- Fully Implement Transition GPS and Capstone
- Implement the Military Life Cycle Transition Model
- Embed performance measurement and reporting into interagency processes
- Multi-agency Memorandum of Understanding (MOU) for the redesigned TAP

