

# Employer Guide to Hiring Veterans



**Veterans' Employment and Training Service**  
UNITED STATES DEPARTMENT OF LABOR

[www.Veterans.gov](http://www.Veterans.gov)  
[www.dol.gov/agencies/VETS](http://www.dol.gov/agencies/VETS)

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## Purpose of this Guide

Employers recognize the value veterans bring to the workplace but often find it challenging to connect with transitioning service members and veterans seeking employment. Veterans are in high demand so it requires dedicated efforts by employers to find and hire veterans.

The guide intends to:

- Provide accurate information about service member and veteran demographics;
- Share federal, state and other resources for employers to facilitate veteran employment; and
- Make recommendations on how to attract, train, and retain veterans.

This is not a comprehensive list of resources as we have purposefully intended to keep the guide succinct.

**Last update: May 8, 2020**

## The Business Case for Hiring Veterans

A quick internet search shows articles from many recognized business leaders who advocate hiring veterans as a good business practice. Why? Veterans often bring the following attributes and characteristics to the workplace:

- Proven leadership and leadership readiness
- Mission-focused approach to work
- Experience working in diverse teams and organizations
- Adaptable and immediate contributors
- Strong work ethics
- Strong Performance under pressure
- Creative problem-solver
- Self-starter
- Integrity
- Technical skills (military experience often exposes individuals to advanced technology or technical training)
- Loyalty (The military is adept at institutional socialization and cultivating loyalty, a trait civilian employers have found among their employees who are veterans. A low turnover rate can lead to a higher return on investment for businesses.)training)

Additionally, veterans have already received world-class training in many areas:

- Challenging and purposefully high-stress exercises
- Technical military occupational specialties
- Professional military education courses
- Critical “soft skills,” including ethics and leadership

Studies have shown veterans are more productive and have higher retention rates. For example, the Institute for Veterans and Military Families published a brief drawing from academic literature that suggests a robust, specific, and compelling business case for hiring veterans. Read it here:

**[ivmf.syracuse.edu/article/the-business-case-for-hiring-a-Veteran-beyond-the-cliches/](http://ivmf.syracuse.edu/article/the-business-case-for-hiring-a-Veteran-beyond-the-cliches/)**

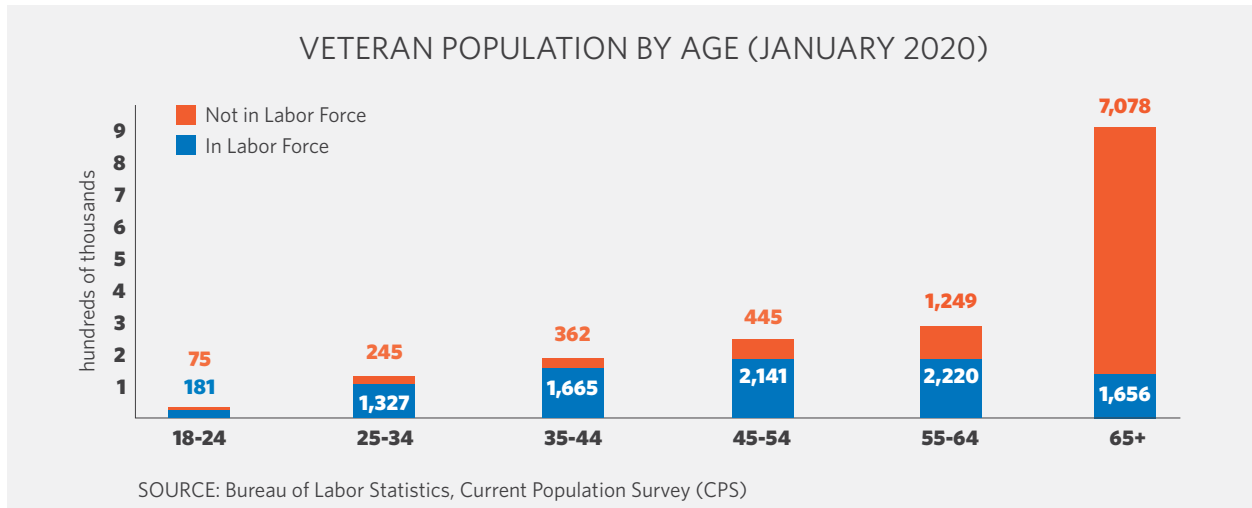
## Who Enlists in the All-Voluntary Force?

The following statistics refer to the enlisted force only and come from the U.S. Department of Defense's "Population Representation in the Military Services: Fiscal Year 2017 Summary Report."

- High-quality, drug-free, law-abiding, smart, and educated young men and women enlist to serve our nation to be part of something greater than themselves.
- Enlistment standards are stringent. Only 13% of 17-to-24-year-olds (not including full-time college students) are qualified to enlist without a waiver. According to the Office of Accession Policy, an applicant may be disqualified for many reasons, including not graduating high school, low enlistment test scores (the Armed Services Vocational Aptitude Battery), not medically or physically qualified, too many dependents, disqualifying tattoos, history of criminal activity, or testing positive for disqualifying drugs. It is harder to be accepted into the military than it is by most secondary education institutions, which usually only screen for diplomas and mental aptitude.
- Combat arms occupations (e.g., infantry, artillery, combat engineers, armor, etc.) have some of the highest enlistment quality metrics.
- Women represent about 15% of the enlisted force and about 18% of the officer ranks.
- Nearly all enlisted service members have traditional high school diplomas and 9% have earned college credits. About 79% test above 50th percentile in aptitude tests.

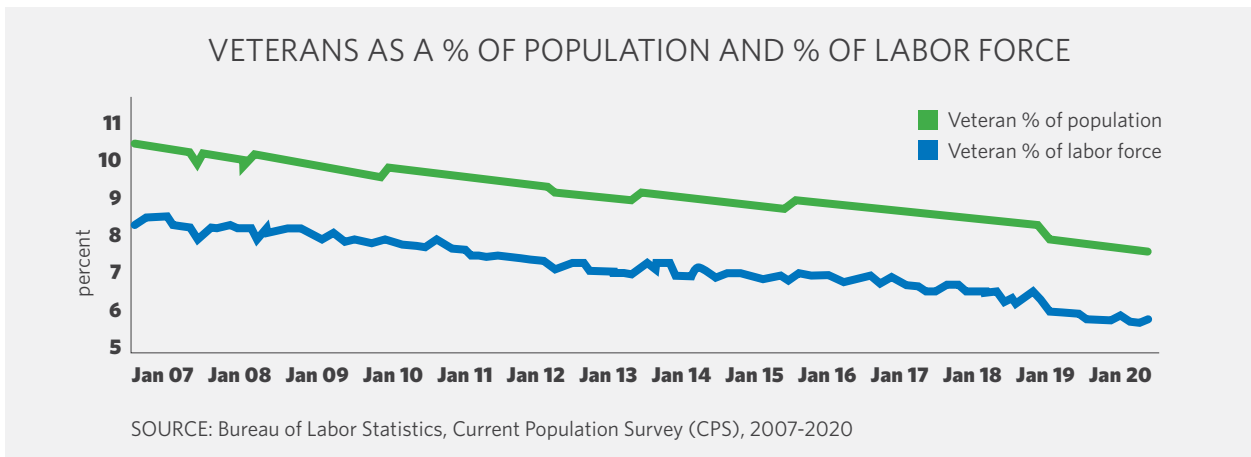
## Current Veteran Statistics

The Department of Labor’s Bureau of Labor provides veteran unemployment and demographic statistics. The most recent annual veteran unemployment data can be found at [www.bls.gov/news.release/vet.toc.htm](http://www.bls.gov/news.release/vet.toc.htm).



- There are 18.8 million total veterans in the U.S.
- Nearly 50% of all veterans are in the labor force (9.3 million):
  - › 80% are 45 years or older
  - › 1.4% are 25 years or under
  - › 23% are post-9/11 and Gulf War II veterans

- Prime age veterans (25-54) have a higher labor force participation (83.6%) than non-veterans (82.4%)
- Women represent 10% of the total veteran population and the fastest-growing segment; 39% of all women veterans are in the post-9/11 group compared with 21% of all male veterans.
- Approximately 180,000 service members separate annually from the military and transition to civilian life.
- The percentage of veterans in both the population and the workforce is rapidly declining.



## Getting Started: Make a Plan

First, create a hiring plan tailored to your organization's needs. Here are some resources to help:

### 1. VETERANS.GOV

**www.Veterans.gov** is a one-stop location to connect employers with local, state, and federal veteran hiring resources.

### 2. EMPLOYER ROADMAP

The Employer Roadmap is a comprehensive and personalized resource for employers who want to hire veterans and military spouses sponsored by the U.S. Chamber of Commerce's Hiring Our Heroes initiative and USAA: **www.vetemployerroadmap.org**

#### DID YOU KNOW?

**American Job Centers** give businesses access to resources they need to recruit, train, and retain a skilled workforce. They may also be known as "Career One-Stops" or "Career Centers" depending on the state. Find the closest center at **www.dol.gov/veterans/hireaveteran/** for free one-on-one assistance.

There are approximately 2,400 locations nationwide that offer services for employers, such as providing workforce information, writing job descriptions, posting jobs, reviewing applicant resumes, organizing job fairs, providing places to conduct interviews, pre-screening applicants, assessing applicants' skills (skill-gap analysis), and referring job-ready candidates.

You can also find resources and browse best practices in the "Employer Business Center" at **www.careeronestop.org/businesscenter/recruitandhire/wheretofindcandidates/hire-a-vet.aspx**



## Post Jobs Where Veterans Can Find Them

Your local American Job Center can assist you in posting your job on the National Labor Exchange (NLx) at [usnlx.com](http://usnlx.com) and state job banks at [www.careeronestop.org/JobSearch/FindJobs/state-job-banks.aspx](http://www.careeronestop.org/JobSearch/FindJobs/state-job-banks.aspx).

The NLx is a partnership between the National Association of State Workforce Agencies and the Direct Employers Association that works by collecting and distributing jobs from corporate websites, state job banks, and USAJOBS. The NLx is used by more than 300,000 employers with an average of 2.5 million daily job listings. It also complies with the Department of Labor's regulations for affirmative-action hiring of veterans by federal government contractors.

To request a NLx Demonstration, visit: [directemployers.org/demo/](http://directemployers.org/demo/). Find and post job openings from veteran-ready employers: [veterans.usnlx.com](http://veterans.usnlx.com).

You can view the free "Using the National Labor Exchange to Find Veterans to Hire" video: [psycharmor.org/courses/find-veterans-hire/](http://psycharmor.org/courses/find-veterans-hire/)

### More job posting resources:

- Through a paid subscription, [www.indeed.com](http://www.indeed.com) provides tools for employers to find and engage job-seeking veterans.
- [www.rallypoint.com](http://www.rallypoint.com) is a platform where members of the military community build professional profiles, ask questions, search for jobs, and connect with others who can help at any point during their military career or transition to civilian life. RallyPoint has a memorandum of understanding with the U.S. Department of Veterans Affairs to improve access to and navigation of services for veterans, and employers can claim their company page at [www.rallypoint.com/users/sign\\_in](http://www.rallypoint.com/users/sign_in)

## Veteran Hiring Best Practices

Keep these best practices in mind as you craft a plan.

### **1. FROM THE TOP TO THE BOTTOM, MAKE SURE EVERYONE IS ON BOARD.**

Successful veteran hiring programs need “buy-in” by organization leadership. Hiring cycle support from HR managers at all levels, especially “first-level” screeners, is also critical. Make sure everyone understands your organization’s veteran hiring program and goals.

### **2. CREATE A VETERAN “AFFINITY” OR EMPLOYEE RESOURCE GROUP.**

Many employers have found that having an employer resource group (ERG) is helpful, and it should be as inclusive as possible. For example, the ERG should be open to all employees regardless of whether they were a veteran. The only requirement should be the interest to participate positively. These kinds of groups create a place for veterans to collaborate as well as act as a recruiting and retention tool. To promote the group, you could build a veteran career website or landing page, as well as create veteran hiring flyers.

### **3. EMPOWER YOUR EMPLOYEES TO RECRUIT FOR YOU.**

Do you know how many veterans you currently employ? They can be your best asset when it comes to recruiting more veteran employees. If possible, have employees who are veterans participate in the hiring process so that they can articulate their positive experiences to job candidates. The veteran community is tight-knit and “word of mouth” is a powerful tool. You can also share success stories of veterans who are employed by your company for use online and in flyers.

### **4. KNOW THE CODES.**

It helps to know the Military Occupation Codes / Specialties (MOC/S) used in the military. Here are two MOC/S crosswalk tools to learn what skills correspond with specific military occupations:

- [www.careeronestop.org/BusinessCenter/Toolkit/civilian-to-military-translator.aspx](http://www.careeronestop.org/BusinessCenter/Toolkit/civilian-to-military-translator.aspx)
- [www.onetonline.org/crosswalk/](http://www.onetonline.org/crosswalk/)

It is important to understand that while translators will help you understand what someone did in the military, an MOC/S should not be used as an indicator of an individual’s core competencies and/or career aspirations. Why?

- Not all veterans want to do the same thing they did in the military.
- Some veterans do many more or different things than a MOC/S indicates. An example would be an Airman who served in the Security Forces but also augmented an Intelligence Squadron.

## 5. DRAFT VETERAN-FRIENDLY JOB DESCRIPTIONS.

Shift the descriptions to be “competency-based” versus requiring a certain number of years of experience. A job description stating “2-3 years outside sales experience mandatory” would immediately disqualify the majority of transitioning service members, many of whom may need only minimal training to succeed in a sales position. Here are some common veteran competencies to consider including in your job descriptions:

- › Leadership/achievement orientation
- › Personal ownership and accountability
- › Advancing the organizational mission
- › Building relationships with diverse groups
- › Flexibility
- › Experience working with diverse teams
- › Technical skills
- › Verbal/written communication skills
- › Creative problem-solving/strategic thinking
- › Development of self and others
- › Adaptability to change
- › Experience delivering quality service
- › Loyalty
- › Resilience

### FURTHER READING:

- The “Guide to Leading Policies, Practices & Resources: Supporting the Employment of Veterans and Military Families” is the product of a collaborative effort by the Institute for Veterans and Military Families (IVMF) with more than 30 private sector employers and supporting organizations. It contains best practices, lessons learned, and innovations in recruiting, assimilating, retaining and advancing veterans in the workforce: [ivmf.syracuse.edu/wp-content/uploads/2016/07/guidetoleadingpractices1.pdf](http://ivmf.syracuse.edu/wp-content/uploads/2016/07/guidetoleadingpractices1.pdf)
- Veterans Job Mission, a coalition of more than 200 companies, partnered with IVMF to develop leading practices to building or enhancing a veteran hiring program: [www.veteranjobsmmission.com/employer-resources](http://www.veteranjobsmmission.com/employer-resources)

## Apprenticeship and On-The-Job Training

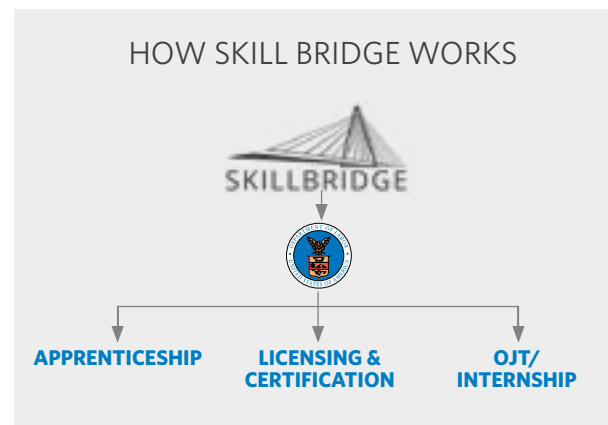
Apprenticeships and other on-the-job training programs represent a valuable investment in the skills of employees and can provide veterans with opportunities to learn specific work-based skills - whether they're a new hire or seeking advancement.

By becoming "Approved for GI Bill," an organization's registered apprenticeship program can assist current and future veteran apprentices apply the benefits they've earned. Veterans who have existing benefits under the GI Bill may qualify for a monthly stipend - paid by the U.S. Department of Veterans Affairs (VA) - in addition to the wages they receive through an apprenticeship. Approved employers can use this benefit as a recruiting tool. View the Department of Labor's Apprenticeship Overview for employers at [www.apprenticeship.gov/employers](http://www.apprenticeship.gov/employers) and learn more about apprenticeships for veterans at [www.doleta.gov/oa/veterans.cfm](http://www.doleta.gov/oa/veterans.cfm).

DEPARTMENT OF LABOR'S REGISTERED APPRENTICESHIP PROGRAM: BENEFITS TO COMPANIES
<ul style="list-style-type: none"> <li>• Receive <b>consulting services</b> from DOL in the design, development, and structure of their Registered Apprenticeship program.</li> </ul>
<ul style="list-style-type: none"> <li>• By partnering with DOL, it will bring a <b>level of credibility</b> to their training program by meeting approved standards.</li> </ul>
<ul style="list-style-type: none"> <li>• Upon completion of the program, the apprentice will earn a <b>nationally-recognized credential</b>. This credential may be used as a <b>recruiting tool</b> to attract prospective applicants.</li> </ul>
<ul style="list-style-type: none"> <li>• The company will <b>attract veterans and those transitioning out of the service</b> since they will be able to use GI Bill benefits (not take on educational debt).</li> </ul>
<ul style="list-style-type: none"> <li>• May be eligible for the <b>Career Skills Program/Skill Bridge</b> (military pays transitioning service member's salary while in pre-apprenticeship training program).</li> </ul>
<ul style="list-style-type: none"> <li>• <b>Increased employee retention/reduced turnover costs.</b></li> </ul>
<ul style="list-style-type: none"> <li>• Creates a system where employers <b>can track return on investment</b> of training dollars invested.</li> </ul>

**Further reading:**

- The Federal Resources Playbook for Registered Apprenticeship at [www.doleta.gov/oa/federalresources/playbook.pdf](http://www.doleta.gov/oa/federalresources/playbook.pdf) is a comprehensive resource for employers. See page 11 for more information on how your program can be “Approved for GI Bill.”
- Want to launch an apprenticeship program? Check out this quick-start toolkit: [www.apprenticeship.gov/sites/default/files/playbook.pdf](http://www.apprenticeship.gov/sites/default/files/playbook.pdf)
- Make sure your veteran employees know that their VA education benefits may be used for both on-the-job training programs and apprenticeships: [www.va.gov/education/about-gi-bill-benefits/how-to-use-benefits/on-the-job-training-apprenticeships/](http://www.va.gov/education/about-gi-bill-benefits/how-to-use-benefits/on-the-job-training-apprenticeships/)
- The Department of Labor also partners with the VA in supporting Vocational Rehabilitation & Employment (VR&E) efforts. VR&E provides employers with other benefits through the Special Employer Incentive Program (SEI). Employers hiring veterans with a service-connected disability who are approved for VR&E services may be entitled reimbursements up to 50% of the veterans' salary for six months to offset training costs. Additional information about the SEI program is located at [benefits.va.gov/vow/docs/seiflyerfinal.pdf](http://benefits.va.gov/vow/docs/seiflyerfinal.pdf).
- The U.S. Department of Defense SkillBridge initiative promotes the civilian job training authority available for transitioning service members. Service members meeting certain qualifications can participate in civilian job and employment training, including apprenticeships and internships. Such training can take place starting up to six months before a service member's separation. Additionally, the training must offer a high probability of employment and be provided to the service member at little or no cost. Through SkillBridge, tremendous potential exists for service members, companies, trade unions, and others for leveraging this new DOD authority. Interested training providers should review [dodskillbridge.usalearning.gov/industry-employers.htm](http://dodskillbridge.usalearning.gov/industry-employers.htm) and then contact them at [dodskillbridge.usalearning.gov/contacts.htm](http://dodskillbridge.usalearning.gov/contacts.htm) with a description of their transition opportunities and for approval to move forward, along with any questions.

**Licensing and certification information:**

- Employers can get licensing or certification tests officially approved, which lets veterans and other beneficiaries receive reimbursement for test-taking costs. If you represent a state or local licensing board, the approval requirements are minimal. If you represent a nongovernmental organization, your test must be generally accepted within the industry, must have existed for at least two years, and must meet other requirements.
- Seek approval for your organization's tests through the state approving agency for the state where your headquarters are located. Learn more at [www.benefits.va.gov/gibill/licensing\\_certification.asp](http://www.benefits.va.gov/gibill/licensing_certification.asp).

## Retaining and Reporting Veteran Employees

Veterans are extremely loyal to an organization. What is good for your veteran population is also good for any employee. However, if the environment does not meet veterans' needs, they tend to leave an organization quicker than their non-veteran counterparts. The following elements are important to many veterans:

- Challenging/engaging opportunity
- Clearly stated expectations of the position
- Known pathway for advancement in the current position and organization
- A mentor (preferably a veteran) on arrival, as well as an onboarding program specific to veterans, can help veterans integrate and adjust to the organization's culture
- Clear and open verbal and written communication
  - › Veterans are used to hearing from their leadership, usually in person
- Career professional development
- Impact on the organization - veterans want to know what they are doing has "meaning"
- Compensation and benefits

### REPORTING

Most organizations are now voluntarily counting veterans but some have encountered difficulties with self-reporting. Instead of asking employees, "Are you a veteran?" ask, "Have you ever served in the U.S. military?" Some veterans do not identify as such because they served in peacetime, or for other reasons.

Some federal contractors have specific reporting requirements (on form VETS-4212) and affirmative action obligations under the Vietnam Era Veterans' Readjustment Act of 1974 (known as "VEVRAA" or "Section 4212"). Find answers to frequently asked questions at [www.dol.gov/agencies/vets/programs/vets4212](http://www.dol.gov/agencies/vets/programs/vets4212).

### Further reading:

- The Center for a New American Security study, "Onward and Upward: Understanding Veteran Retention and Performance in the Workforce," provides valuable information for employers: [www.cnas.org/publications/reports/onward-and-upward](http://www.cnas.org/publications/reports/onward-and-upward)
- Additional information for all employers regarding the employment of veterans and service members can be found at [www.employer.gov/EmploymentIssues/Veteran-and-servicemember-employment](http://www.employer.gov/EmploymentIssues/Veteran-and-servicemember-employment)

## HIRE Vets Medallion Award

The U.S. Department of Labor's HIRE Vets Medallion Award Program recognizes employers of all sizes for their efforts to recruit, employ, and retain America's veterans.

The HIRE Vets Medallion Award presents a unique value to employers across three different size categories - small (1-50 employees), medium (51-499), and large (500 or more). Award recipients range from small businesses and community-based nonprofits to larger companies.



To complete the application process, employers must verify that their company meets the award requirements, pay an application fee, and work with VETS staff to ensure compliance with the Uniformed Services Employment and Reemployment Rights Act (USERRA) and the VEVRAA.

A HIRE Vets Medallion Award recipient receives national recognition and provides an inside track in the fight for talent - all of which results in a competitive advantage.

### The HIRE Vets Medallion Award:

- Highlights companies and organizations that have proven their commitment to hire and retain America's veterans in good, family-sustaining careers
- The only federal-level veterans' employment award that recognizes job creators
- Award recipients will receive a certificate and digital images of the medallion for use as part of their marketing and promotional activities
- Each year, 180,000 transitioning service members are instructed in the Transition Assistance Program to seek out HIRE Vets Medallion Award recipients via the interactive map on **HireVets.gov**


For more information, visit **HireVets.gov**.

### HIRE VETS MEDALLION PROGRAM TIMELINE


- › January - Application period opens
- › April 30 - Application period closes
- › October - Notify applicants of award decisions
- › November - Announce award recipients on or near Veterans Day

# 2020 Hire Vets Medallion Award Criteria

Additional information can be found at [www.HireVets.gov](http://www.HireVets.gov) or by contacting [HireVets@dol.gov](mailto:HireVets@dol.gov).



**2020 HIRE Vets Medallion Award Criteria**



Veterans' Employment and Training Service  
UNITED STATES DEPARTMENT OF LABOR

REQUIREMENTS	LARGE EMPLOYER AWARDS (500+ Employees)		MEDIUM EMPLOYER AWARDS (51-499 Employees)		SMALL EMPLOYER AWARDS (1-50 Employees)	
	Platinum	Gold	Platinum	Gold	Platinum	Gold
<b>Hiring</b> (Vets hired during CY 2019)	Not less than 10% of employees hired	Not less than 7% of employees hired	Not less than 10% of employees hired	Not less than 7% of employees hired	Not less than 10% of employees hired	Not less than 7% of employees hired
<b>Retention</b> (Vets hired during CY 2018)	Not less than 85% of veterans hired retained for 12 months	Not less than 75% of veterans hired retained for 12 months	Not less than 85% of veterans hired retained for 12 months	Not less than 75% of veterans hired retained for 12 months	Not less than 85% of veterans hired retained for 12 months	Not less than 75% of veterans hired retained for 12 months
<b>Veteran Employee Percentage</b> (Vets employed on 31 Dec. of CY 2019)	N/A	N/A	At least 10% of employees are veterans	At least 7% of employees are veterans	At least 10% of employees are veterans	At least 7% of employees are veterans
<b>Veteran Organization or Resource Group</b>	Must be established and exist by Dec. 31, 2019	Must be established and exist by Dec. 31, 2019	Must be established and exist by Dec. 31, 2019	Must be established and exist by Dec. 31, 2019	N/A	N/A
<b>Leadership Program</b>	Must be established and exist by Dec. 31, 2019	Must be established and exist by Dec. 31, 2019	Must be established and exist on Dec. 31 of prior year	Satisfy 1 of 2	N/A	N/A
<b>Dedicated HR Professional (large) or HR Veterans' Initiative (medium/small)</b>	Must be targeted to veteran employees	N/A	Satisfy 1 of 3	N/A	Satisfy 2 of 5	N/A
<b>Pay Differential Program</b>	Must be provided	N/A		N/A	N/A	N/A
<b>Tuition Assistance Program</b>	Must be available	N/A		N/A	N/A	N/A
<b>Labor Law Violations</b>	Must not have any of the violations identified in 20 CFR § 1011.120	Must not have any of the violations identified in 20 CFR § 1011.120	Must not have any of the violations identified in 20 CFR § 1011.120	Must not have any of the violations identified in 20 CFR § 1011.120	Must not have any of the violations identified in 20 CFR § 1011.120	Must not have any of the violations identified in 20 CFR § 1011.120
<b>Application Fee</b>	\$495.00	\$495.00	\$190.00	\$190.00	\$90.00	\$90.00

\*The above is a brief overview of the criteria needed to qualify to receive a HIRE Vets Medallion Award. For a complete overview of the criteria, please visit [www.HireVets.gov](http://www.HireVets.gov).



## Hiring Military Spouses

Military spouses face barriers to employment related to their mobile military lifestyle, including frequent relocations and extended periods of family separation due to deployments. There are approximately 1 million active duty, National Guard, and reserve military spouses, with 641,639 identified as spouses of active duty service members. In 2017, the military spouse unemployment rate was 16%, over four times the 2017 rate for all adult women.

### **MILITARY SPOUSE EMPLOYMENT PARTNERSHIP**

The Military Spouse Employment Partnership (MSEP) was created to address these unique challenges. MSEP, which is part of the Department of Defense's Spouse Education and Career Opportunities (SECO) program, connects military spouses with employers seeking 21st-century job skills. MSEP partners represent sectors ranging from Fortune 500 companies, to small businesses, to nonprofits, to the federal government, to the academic and health care sectors. Companies post jobs ranging from entry-level to executive management/leadership using the MSEP Partner Portal at [mseppartners.militaryonesource.mil/msep/](https://mseppartners.militaryonesource.mil/msep/).

MSEP partners can also find spouse talent directly through a search of spouse candidates. To date, the MSEP has facilitated more than 112,000 spouse hires.

### **MILITARY SPOUSE INTERSTATE LICENSE RECOGNITION AND REIMBURSEMENT**

The Department of Labor and the Department of Defense have resources to help military spouses when they move from one state to another. The map on the Department of Labor's [Veterans.gov](https://www.veterans.gov) website helps military spouses with occupational licenses understand how their license can be recognized in another state. The website also provides information on each service's program to reimburse military spouses for licensing costs when they move from one state to another because of a change of station order.

See the map and learn more at [www.veterans.gov/milspouses/](https://www.veterans.gov/milspouses/)

## Work Opportunity Tax Credit

The Work Opportunity Tax Credit (WOTC) is a federal tax credit available to employers who hire veterans and individuals from other eligible target groups with significant barriers to employment. Each year, employers claim over \$1 billion in tax credits under the WOTC program. The success and growth of this income tax credit for business is beneficial for all who participate while increasing America's economic growth and productivity.

### How the WOTC works for you:

- WOTC can reduce an employer's federal income tax liability by as much as \$9,600 per veteran hired.
- There is no limit on the number of individuals an employer can hire to qualify to claim the tax credit.
- Certain tax-exempt organizations can take advantage of WOTC by receiving a credit against the employer's share of Social Security taxes.

### How to apply for the WOTC:

1. Complete **IRS Form 8850** by the day the job offer is made.
2. Complete Employment and Training Administration **ETA Form 9061**, or **ETA Form 9062** if the employee has been conditionally certified as belonging to a WOTC target group by a state workforce agency, vocational rehabilitation agency, or another participating agency.
3. Submit the completed and signed IRS and ETA forms to your state workforce agency. Forms must be submitted within 28 calendar days of the employee's start date.
4. Wait for a final determination from your state workforce agency. The determination will indicate whether the employee is certified as meeting the eligibility for one of the WOTC target groups.
5. After the target group employee is certified by the state workforce agency, file for the tax credit with the Internal Revenue Service.

Find more information at [www.doleta.gov/business/incentives/opptax/](http://www.doleta.gov/business/incentives/opptax/).

## Federal and State Organizations

- **AMERICAN JOB CENTERS** | [www.careeronestop.org/LocalHelp/AmericanJobCenters/find-american-job-centers.aspx](http://www.careeronestop.org/LocalHelp/AmericanJobCenters/find-american-job-centers.aspx)

See page 9 of this guide for more information.

- **MARINE FOR LIFE** | [www.marineforlife.org](http://www.marineforlife.org)

Marine For Life offers Marines and family members, employment organizations, educational institutions, and advisors the opportunity to connect with each other and build mutually beneficial relationships in pursuit of their lifelong goals.

Employers seeking veteran Marine talent should complete this short form on the Marine For Life Network website: [usmc-mccs.org/services/career/marine-for-life-network/join-the-network/](http://usmc-mccs.org/services/career/marine-for-life-network/join-the-network/)

A follow-up email will be sent to the employer with instructions on how to leverage the Marine For Life Network veteran talent.

- **SOLDIER FOR LIFE** | [soldierforlife.army.mil](http://soldierforlife.army.mil)

Soldier For Life (SFL) engages and connects Army, government, and non-government organizations to support our soldiers, veterans, and their families. They provide updates through social media platforms on local hiring fairs, employment workshops, best practices, transition resources, and ways for veterans to expand their networks.

SFL provides regional support as well as three functional areas (employment, education, and health and wellness). To contact SFL, email [usarmy.sfl@mail.mil](mailto:usarmy.sfl@mail.mil) or call 703-545-2635.

- **MILITARY ONESOURCE** | [www.militaryonesource.mil/national-guard](http://www.militaryonesource.mil/national-guard)

Military OneSource can help members of the National Guard and their families locate services at the state and unit level, and take advantage of valuable federal benefits and programs.

- **EMPLOYER SUPPORT OF THE GUARD AND RESERVE** | [www.esgr.mil/Employers/How-ESGR-Can-Help](http://www.esgr.mil/Employers/How-ESGR-Can-Help)

Employer Support of the Guard and Reserve (ESGR), a Department of Defense program, promotes cooperation and understanding between reserve component service members and their civilian employers, and helps resolve conflicts arising from an employee's military commitment. ESGR comprises a network of more than 3,750 volunteers in 54 committees located across every U.S. state and territory.

- **PRIVATE PUBLIC PARTNERSHIP | [www.usar.army.mil/P3/Resources/](http://www.usar.army.mil/P3/Resources/)**

The Army Reserve Private Public Partnership Office (P3O) serves as the single point of entry for all organizations seeking to partner with the Army Reserve, including those at the forefront of innovation and technology. The P3 program helps its corporate partners attract, develop and retain talent by establishing employer partnerships for Army Reserve soldiers, transitioning active component soldiers, eligible veterans, and dependents seeking civilian employment opportunities.

- **WARRIOR CARE AND TRANSITION PROGRAM | [wct.army.mil/modules/employers/e1-hireOurSoldiers.html](http://wct.army.mil/modules/employers/e1-hireOurSoldiers.html)**

Employers can find resources for hiring wounded, ill, or injured transitioning service members and veterans.

- **SMALL BUSINESS ADMINISTRATION'S OFFICE OF VETERANS BUSINESS DEVELOPMENT AND VETERANS BUSINESS OUTREACH CENTERS | [www.sba.gov/ovbd](http://www.sba.gov/ovbd)**

The Veterans Business Outreach Center Program provides entrepreneurial development services such as business training, counseling, and resource partner referrals to transitioning service members, veterans, National Guard and Reserve members and military spouses interested in starting or growing a small business.

## Nonprofits and Veteran Service Organizations

Thousands of organizations are involved in veteran employment. VETS has an official partnership with the U.S. Chamber of Commerce and works closely with the other organizations listed here. To add additional organizations to this list, please reach out to Mark Toal in VETS at [toal.mark.j@dol.gov](mailto:toal.mark.j@dol.gov).

- **U.S. CHAMBER OF COMMERCE - HIRING OUR HEROES** | [www.uschamberfoundation.org/hiring-our-heroes](http://www.uschamberfoundation.org/hiring-our-heroes)

Hiring Our Heroes, a VETS partner, is a nationwide initiative to help veterans, transitioning service members, and military spouses find meaningful employment opportunities. Employers can participate in hiring fairs sponsored by the U.S. Chamber of Commerce.

- **MILITARY OFFICERS ASSOCIATION OF AMERICA** | [www.moaa.org/career/](http://www.moaa.org/career/)

The Military Officers Association of America (MOAA) provides career and transition services that include a job board. If a bachelor's degree or higher is required or an employer is seeking pilots, lawyers, or other positions that are generally specific to the officer ranks, it may be useful to post your job with MOAA. Posting to the job board requires registration but is free and MOAA's career center offers access to hundreds of resumes based on your specific search criteria.

- **AMERICAN LEGION** | [www.legion.org/careers/jobfairs](http://www.legion.org/careers/jobfairs)

Employers can connect with job-seeking veterans through American Legion career fairs held across the country.

- **DISABLED AMERICAN VETERANS** | [www.dav.org/veterans/employment-resources/employers/](http://www.dav.org/veterans/employment-resources/employers/)

Disabled American Veterans can assist your company with finding qualified job candidates and has a variety of online resources for employers, including a guide specific to hiring and retaining veterans with disabilities.

- **STUDENT VETERANS OF AMERICA** | [studentveteransofamerica.jobs](http://studentveteransofamerica.jobs)

There are around 100,000 veterans that graduate college every year, and studies show that most are working full- or part-time jobs while they're a full-time student. Student Veterans of America can help employers recruit and hire veterans currently earning a college degree, many of whom are seeking to enter high-growth fields.

- **PSYCHARMOR INSTITUTE** | [psycharmor.org/employer\\_audience/](http://psycharmor.org/employer_audience/)

PsychArmor Institute is a national nonprofit that provides free online education and support to all Americans who work with, live with, or care for military service members, veterans, and their families. Employers can check out courses on "Strategies for Effective Veteran Hiring," "Creating a Veteran Hiring Program," and more.

## Contact the VETS Employer Outreach Team

### DIRECTOR OF THE OFFICE OF STRATEGIC OUTREACH

- **Mark Toal**  
[toal.mark.j@dol.gov](mailto:toal.mark.j@dol.gov)

### NATIONAL VETERANS' EMPLOYMENT MANAGER

- Vacant

### REGIONAL VETERAN EMPLOYMENT COORDINATORS

- **Roxann Griffith** (*acting*) – **Chicago Region**: Illinois, Indiana, Iowa, Kansas, Michigan, Minnesota, Missouri, Nebraska, Ohio, Wisconsin  
[griffith.roxann.s@dol.gov](mailto:griffith.roxann.s@dol.gov)
- **Nicole Neri** – **Philadelphia Region**: Delaware, District of Columbia, Maryland, Pennsylvania, Virginia, West Virginia  
[neri.nicole@dol.gov](mailto:neri.nicole@dol.gov)
- **Paul Furbush** – **Boston Region**: Connecticut, Maine, Massachusetts, New Hampshire, New Jersey, New York, Rhode Island, Vermont  
[furbush.paul.m@dol.gov](mailto:furbush.paul.m@dol.gov)
- **Roxann Griffith** – **Dallas Region**: Arkansas, Colorado, Louisiana, Montana, Oklahoma, New Mexico, North Dakota, Puerto Rico, South Dakota, Texas, Utah, Virgin Islands, Wyoming  
[griffith.roxann.s@dol.gov](mailto:griffith.roxann.s@dol.gov)
- **Mark Toal** (*acting*) – **Atlanta Region**: Alabama, Florida, Georgia, Kentucky, Mississippi, North Carolina, South Carolina, Tennessee  
[toal.mark.j@dol.gov](mailto:toal.mark.j@dol.gov)
- **Tony Forbes** – **San Francisco Region**: Alaska, Arizona, American Samoa, California, Guam, Hawaii, Idaho, Mariana Islands, Nevada, Oregon, Washington  
[forbes.tony.d@dol.gov](mailto:forbes.tony.d@dol.gov)



**Veterans' Employment and Training Service**  
UNITED STATES DEPARTMENT OF LABOR

[www.Veterans.gov](http://www.Veterans.gov)  
[www.dol.gov/agencies/VETS](http://www.dol.gov/agencies/VETS)