



Military Hiring

Purpose: Provide reference materials for partnering members to use for recruiting and hiring those who have military experience. Reference materials will save valuable time. It is highly recommended that a partnering company provide support to resource groups working with their Human Resource departments to share Best Practices and Lessons Learned. Email Veterans in Energy for help at ERG@VeteransinEnergy.org.

Resource Documents:

- ✓ **Quick Reference Guide**
 - **Best Practices/Lessons Learned**
 - **Partnering Opportunities**
- ✓ **Military Hiring Program Templates (1)**

Quick Reference Guide

- 1) Review template for Military Hiring
 - Framework for company teams (HR, Hiring Managers, ERG)
 - Establish goals for recruiting and hiring
 - Military Hiring focus: Report progress and challenges quarterly
- 2) Work with partnering company for best practices
 - Contact VIE to receive a partner with experience
 - Discuss pros and cons of policy versus guideline
- 3) Create process – cut and paste from templates
 - Pick a structure that works best for your company teams
- 4) Final process document – professional and on company letterhead
- 5) Lessons learned from partnering ERG's:
 - ✓ Executive buy-in is key. This focus must start at the top with a corporate priority of hiring Veterans.
 - ✓ Leaders from HR, Hiring Managers, and ERG all must be on board with timely response and supporting the initiative. Collaboration is key.
 - ✓ Energy Companies have busy staffs and if processes and initiatives aren't mandatory, they are often not followed.
 - ✓ Consider rewarding those who use the process and share the wins! Hiring a Veteran is a huge value to the company. Give the win to HR/Hiring Managers.
 - ✓ Veteran initiatives are needed to retain the employees. ERG's initiatives and the network of support must start from the time of hire and continue for an employee's entire career. Hiring and retention programs focused on Veterans are essential to long term success.



Military Hiring Template #1

Military Service Hiring Process

Background

Company Name recognizes the talents that Veterans bring to the utility industry and the value of hiring and retaining Veterans as part of the employee base. Utility companies nationwide are focused on attracting, hiring, and retaining Veterans as the work environments have similarities. The similarities along with skills engrained in those who serve in the military increases the value added by having Veteran employees. *Company Name* executives have highlighted the need to focus on ways to increase Veteran representation which supports a more diverse workforce. Veterans are diverse and work in a diverse environment while serving in the military making it natural to be inclusive and focused on team success.

For this document, the term Veteran will be used to represent someone who has served or is currently serving in the United States military.

“As of 2021, approximately 8% of the energy industry’s workforce is comprised of Veterans compared to 5.1% of Veterans employed in the national workforce. The popularity of Veteran’s employment in the energy industry is not accidental. Energy employers seek the training, experiences, work ethic, and leadership offered by those who have served in the military. In fact, energy companies across the country are often honored for their Veteran’s employment programs.” – Veterans in Energy & CEWD

Large utility companies are working to leverage Veteran hiring to help with labor challenges. The utility industry in the past two years have increased goals from an average of 5% Veteran representation to goals typically ranging from 10-20%, nuclear focused entities have reported as high as 50% goals.

There are some key distinguishing characteristics of Veterans, refer to the MOS Translator and the Value of Hiring Veterans tools for a detailed list:

- Safety Focus
- Teamwork
- Problem Solving
- Leadership
- Dependable
- Attention to Detail



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Veteran Hiring Initiative

Company Name will initiate action to attract Veteran applicants, recruit and hire high performing Veterans and retain them. Initiatives will include:

- General posting of positions
- *ERG Name* supported hiring process
- New employee sponsorship
- Transitioning service member new hire
- Identification campaign

General Posting of Positions

HR and *ERG Name* will increase visibility and awareness to Veteran applicants. HR will communicate quarterly, general postings they will publish to increase visibility to military personnel transitioning for common positions. Postings automatically update on Troops to Energy's website which is advertised worldwide at military institutions by DOD and DOL in collaboration with Center Energy Workforce Development (CEWD).

***ERG Name* Supported Hiring**

Human Resources and Hiring Manager Support

Company Name will focus on supporting hiring managers and human resources to hire the best candidates for open positions while ensuring Veteran candidate's skills are considered during the evaluation process. HR and *ERG Name* will work to increase visibility to open positions for Veteran applicants. General postings have been reported as successful at other utility companies.

Hiring Manager will receive support from *ERG Name*. *ERG Name* will assist in the evaluation of Veteran candidates. This is a modification to the current company process. *ERG Name* will assign someone from the same military branch or similar military job function (TERP) to support the hiring manager and/or human resource representative.

Human Resources may elect to review candidates prior to forwarding qualified candidates to hiring managers. In those situations, *ERG Name* will still assign a TERP to review the candidate for potential selection. MOS translator, Job Skills Bridge, Center for Energy Workforce Development, military contacts including the Department of Defense, and other resources are available for *ERG Name* and HR to use during this process. If qualified, the candidate will be forwarded to the hiring manager for consideration. Partially qualified candidates may be forwarded for consideration if the



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valuation determines whether the applicant should be considered based on related skills and abilities.

When the Human Resources team makes all applicants available for hiring managers, *ERG Name* will assign a TERP to assist the hiring manager and review the candidate for potential selection. The hiring manager and TERP will use the specialized resources to review the applicant's skills during this process. If the Veteran is selected for an interview, the hiring manager may use the TERP to assist with the interview of the Veteran candidate. The intent is to have someone immediately available to help with questions related to skills, verbiage, and in general terms assist the hiring manager. Partially qualified candidates may be considered if the evaluation determines the applicant should be considered based on related skills and abilities.

Veteran - Partially Qualified Applicants

Veteran candidates often offer skills that are not learned from typical training programs, an apprenticeship, or trade school. These related skills and abilities may offer a unique opportunity to hire and train a high performing employee. Hiring Managers will work with HR to evaluate Veteran applicants and determine the best path to proceed. If the vacancy is a union position the company may contact the corresponding union to discuss an applicant. The stakeholder group will evaluate ways to implement On-the-Job-Training to bridge the knowledge gap. It is understood that the company and union would have to agree to a training plan to meet the needs of the open position as well as properly train the employee to be successful when outside of the normal hiring process.

1. On-the-Job Training Plan – Union Position:

- a. Applicant skills & knowledge assessment
- b. Training plan for position comparison to skillset
- c. Union/company complete training plan
- d. VP approves hire and training plan

2. Business Requirements

- a. Employee will remain a probationary employee until training completion
- b. Regular reviews established to ensure training plan is effective
- c. Training plan will include performance evaluations and knowledge testing



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Veteran Hiring Process - Quick Reference Guideline

1. **Position Posted**
2. **Veteran submits Application/Bid**
3. **Human Resources Review of Applicants:**
 - a. HR notifies *ERG Name* of applicant & branch of service
 - b. TERP notifies HR representative they are assigned to help
 - c. HR & TERP review Veteran resume and provide summary of skills for Hiring Managers.
 - d. HR & TERP provide additional information on partially qualified options
 - e. Proceed to Hiring Manager support below at resume review stage of process
4. **Hiring Manager Review of Applicants:**
 - a. Hiring Manager notifies *ERG Name* of applicant & branch of service
 - b. TERP notifies Hiring Manager they are assigned to help
 - c. Hiring Manager schedules resume review and shares resume/application
 - d. TERP provides Hiring Manager details on Applicant Skills
 - e. Hiring Manager selects candidates for Interviews
 - f. Hiring Manager notifies TERP of interview schedule
 - g. TERP assists with Interview and any Follow-Up Information Requests
5. **VETRN Support for Veteran Hiring – Process**
 - a. HR representative and/or hiring manager identifies candidate with military experience. HR and/or hiring manager shall send an email to ERG_email.com to be assigned an *ERG Name* ERG resource (TERP) to review the candidates resume *ERG Name* will respond within 24 hours with a TERP from the same branch of military service or with a knowledgeable Veteran to assist. TERP helps HR and/or hiring manager review skills of candidate.
 - b. If a Veteran applicant is selected for an interview, the hiring manager contacts the candidate and schedules interview.
 - i. Candidate provided basic information about our Veteran Employee Resource Group and their support of the process
 - c. Hiring manager notifies TERP of interview schedule
 - i. Based on location/interview date and the hiring managers request, TERP will join interview in-person or via Teams. If the assigned TERP is unavailable the hiring manager and TERP shall contact *ERG Name* for alternate resource to support.
 - d. Hiring manager and TERP debrief after interview. Process issues and lessons learned to be shared with *ERG Name* and HR to improve the process for future vacancies.



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New Employee Sponsorship

Company Name will upon hire provide new hire orientation that includes participation from the *ERG Name*. New employees that are Veterans or spouse of Veterans are provided a sponsor to support their transition to the company. At time of hire employees are encouraged to join the resource groups and *ERG Name* has an opportunity to talk to the individuals. Sponsors will contact the new hire within three business days and provide a welcome packet. Welcome packets include Veteran support information as well as items to help identify those who are part of *ERG Name*. ERG members are encouraged to look for other employees in the business as they travel to alternate locations and offer support and encourage camaraderie. Sponsors will follow up with the new employees and follow the sponsorship guideline. Sponsorship is focused on retention of new employees and encouraging growth of the ERG (network of support for Veterans).

Transitioning Service Member New Hire

HR will notify *ERG Name* that a new employee served in the military. Confidentially the *ERG Name* leader will reach out to the new hire at time of offer if possible. The ERG leader will answer questions about their transition to the company and provide a sponsor if needed prior to the new hire orientation. Common questions about areas to look for housing, schools, and other basic information can be provided. The goal is to provide a welcome environment during a stressful time.

Identification Campaign

ERG Name will participate in identification campaigns annually to encourage Veterans to identify. Veteran employee numbers are used for awards and a measurement of the effectiveness of the ERG. *ERG Name* will encourage identification and share the reasons to identify to the company as part of a protected classification of employees. Identification is used by HR and details under that process are protected and shall remain confidential. Veterans who join the ERG are not added to the corporate identification and must follow the identification process to be counted as a Veteran employee. HR and *ERG Name* leaders will work to communicate why identification is important and explain the difference in signing up for the ERG to avoid confusion.

Military Hiring Summary

Company Name will initiate action with the support of *ERG Name* the Veteran employee resource group to attract, recruit, hire, and retain Veterans. Current population of Veterans has not reached *Add Number%*. Initiative will focus on increasing hire rates to above *Add Number%* while maintaining focus on retention. Quarterly progress will be provided to the President/CEO with other *ERG Name* initiatives and goal progress.



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Military Hiring Template #2

Veteran Hiring Initiatives / Process / Guidelines

If your company has a Veteran hiring process to share, please send it to ERG@veteransinenergy.org.