The Commercial Club of Chicago

Veterans Working Group Meeting

Thursday, January 30, 2014
Meeting Overview

Welcome and Review of Agenda
   David Hiller, President and CEO, Robert R. McCormick Foundation

Lightning Round

Member Presentations
   Best Practices for Tracking Veterans
   Veteran Hiring Fairs

Discussion of Survey to Guide Next Steps
   Amy Sherman, Associate VP for Policy and Strategic Alliances, Council for Adult and Experiential Learning (CAEL)

Next Steps and Future Meetings
   David Hiller, President and CEO, Robert R. McCormick Foundation
LIGHTNING ROUND
MEMBER PRESENTATIONS
BEST PRACTICES FOR TRACKING VETERANS

Amy Sherman, CAEL
Candee Chambers, DirectEmployers
Rick Rosario, CDW
Tony Stamper, AT&T
Best Practices for Veteran Data Collection
Overview

1. What are the benefits of hiring and tracking veterans
2. What has changed in vet-tracking regulation?
3. What first steps should employers take to comply?
4. What are the best practices of other employers?
The Value of Veterans in the Workplace

- Research links characteristics representative of veterans to enhanced work performance
- Veterans have been found to:
  - Be entrepreneurial
  - Assume high levels of trust
  - Possess advanced technical training
  - Be adept in discontinuous environments
  - Have strong organizational commitment

The Benefit of Tracking Vets

1. Measure success of company’s practices to recruit and support veterans
2. Engage veteran employees
3. Comply with federal reporting requirements
4. Take advantage of available employer incentives

On March 24, 2014 the newly amended VEVRAA and OFCCP regulations take effect.

Contractors and covered subcontractors with a contract of $100,000+ and 50+ employees.

Contractors must implement the affirmative action plan requirements into their affirmative action plans (AAPs) by their next AAP year after March 24, 2014.

Protected Veterans

A "protected or covered veteran“ under Section 4212 is:

a) Disabled Veteran
   A veteran who served on active duty in the U.S. military and is entitled to disability compensation or was released from active duty because of a service-connected disability.

b) Recently Separated Veteran
   A veteran separated within the past 3 years.

c) Armed Forces Service Medal Veteran
   A veteran who participated in a U.S. military operation that received an Armed Forces service medal

d) Other Protected Veteran
   A veteran who served on active duty in the U.S. military during a war, or in a campaign or expedition for which a campaign badge was authorized

Source: Department of Labor, http://www.dol.gov/ofccp/regs/compliance/factsheets/vetrights.htm#Q2
Overview of Tracking Requirements

1. Applicants must be invited to voluntarily self-identify as a protected veteran at the *pre-offer* stage of the hiring process
   - This is in addition to the existing requirement that contractors invite applicants to voluntarily self-identify after receiving a job offer.

Source: Department of Labor, http://www.dol.gov/vets/contractor/
Overview of Tracking Requirements

2. Contractors must create a hiring benchmark
   - Most will choose veteran percentage of total workforce (currently 8%)
   - Benchmark can also be created by contractors using regional and field-specific data.
3. Attainment of benchmarks must be assessed using the following tracked data
   - Positions in company by job category
   - Protected veterans employed
   - Job openings
   - Jobs filled
   - Applicants for all jobs
   - Protected veteran applicants
   - Protected veterans hired
   - Total hired
4. **Annual written report is required which includes:**

- Outreach and recruitment efforts
- Criteria used to evaluate these efforts
- Conclusions on effectiveness
- Assessment of benchmark attainment for previous 3 years.

Source: Cooley LLP, http://www.cooley.com/68524
Concrete Steps for Employers

1. Inform all vendors of tracking and policy changes
2. Review and update human resource information system and applicant tracking systems.
3. Review and update processes regarding invitation to self-identify status as a protected veteran or individual with a disability.

Concrete Steps for Employers

4. Review and update recordkeeping for requests for accommodation, outreach, recruitment, and job postings.
5. Establish an audit and reporting system to measure the effectiveness of the AAPs and the documentation of compliance activity.
6. Update invitation to self-identify for applicants and employees.
7. Develop effective outreach and recruitment sources for veterans and individuals with disabilities.
Duke University recommends best practices for employers who wish to be inclusive of protected groups

a) Form partnerships and collaborative relationships

b) Opportunity to request reasonable accommodations

c) Reasonable accommodation, veteran, and disability information is voluntary

Best Practices

d) Consider changing terminology from the term ‘veteran’ to ‘current or past military service’

e) Create a disabilities management system

f) Specialize outreach to diversify hiring, including:
   - Attending community job fairs to raise awareness of job opportunities and hiring processes.
   - Developing recruitment plans that include discussion points addressing a variety of diverse groups, including veteran candidates
g) Retain all records relating to employment decisions for a period of three years from the date the record was made. These records should include, but are not limited to:

- Job descriptions
- Interview notes
- Hiring Records
- Termination Records
- Transfer Records
- Compensation
- Promotions
- Tests and test results
- Applications and resumes
- Personnel Files
- Job postings
- Employment policies
Promoting a Veteran Friendly Environment

- A company culture that is supportive of veterans reinforces the benefits of tracking.
- Veterans may be reticent to self-identify.
- Concerns about self-identification can be addressed by demonstrating the positive value to veterans related to the collection and use of the data.
Example: GE promotes a veteran friendly environment to encourage self-identification

- Annual veteran-centered social events such as cocktail parties
- A veteran wall of honor and other public recognition
- A veteran memorial
- Support for company affinity groups
- Employees given option to have service flag at desk

References

DirectEmployers Association

Member Driven
Not Profit Driven
DirectEmployers
Sourcing Veterans

How do you find veterans?

- Veteran Friendly Website
- Military Crosswalk
  - Translate Military skill set into civilian terms
  - Military members know which jobs they should apply for
- State Workforce Agencies – LVERs and DVOPs
- Veteran Career Fairs
- America’s Heroes at Work – Step-by-Step Toolkit
Career Fairs

- Hiring Our Heroes
- State Veteran Career Fairs
- Military Bases – TAP Job Fairs
- Warriors to the Workforce
- Veteran Affairs Career Fairs
- Project HIRED - Wounded Warriors
Outreach, Outreach, Outreach

It’s all about relationships now!

- Build relationships with the following groups/individuals:
  - Local Veterans Employment Representative in your communities
  - Veterans Representatives on college campuses
  - DOD – Transition Assistance Program (TAP) – works with current military personnel and prepares them for transition into the private sector
  - Employer Support of the Guard & Reserve (ESGR)
What’s in it for me?

Work Opportunity Tax Credit

What is WOTC?

• WOTC is a Federal tax credit available to employers who hire and retain veterans and individuals from other target groups with significant barriers to employment
• Employers claim about $1 billion in tax credits each year under the WOTC program
• There is no limit on the number of individuals an employer can hire to qualify to claim the tax

IMPORTANT POINTS:
• The legislative authority for the WOTC program expired on December 31, 2013. At this time, there is no indication whether Congress may pass legislation extending authority for the program beyond December 31, 2013
• On January 2, 2014, the Employment and Training Administration issued Training and Employment Guidance Letter No. 8-13. This guidance instructs State Workforce Agencies to:
  ➢ Accept and fully process (i.e. issue certifications or denials) all WOTC applications received from employers for hires made on or before December 31, 2013
  ➢ Continue to accept WOTC applications from employers for hires made on or after January 1, 2014, but not to issue certifications for these applications until the program is reauthorized

What’s in it for me?
Retaining your Veterans

- We’ve talked about finding veterans, now how do you retain them?
  - Company culture
  - Special programs
  - Outreach and recognition
    - Involve your veterans
    - Celebrate Veterans Day
    - Show employees you value their contributions
  - Upward mobility – how are your veterans progressing?
How will you know you are using the best recruiting sources if you don’t track your efforts?

How should you track your efforts?

- DirectEmployers Association Partner Relationship Manager
- SharePoint/Spreadsheets – include information such as:
  - Date of Event
  - Event Supporting
  - Event Name
  - Description of Event
  - Event Contact Name
  - Event Contact Information
  - Company Contact Information
  - Business Unit Information
  - State Code
New VEVRAA regulations will become effective on March 24, 2014

You should already be focusing on the local outreach and relationship-building requirements

Now you have to evaluate your efforts – ‘what gets measured gets done!’

Protected veterans provide outstanding contributions in your workforce

Don’t forget outreach focused on minorities, females and individuals with disabilities

It’s the right thing to do!
Q & A
CDW MILITARY APPLICANT TRACKING

Jan. 2014
AGENDA

• What data from military applicants do we track?
• How do we track it?
• When in the application process do we get the data?
• How do we use it?
MILITARY APPLICANT DATA TRACKING

• Is applicant a prior or current service member
• Military Occupational Code (MOC)

• Traditional Apply Process

• Military Career Page Apply Process
HOW DO WE USE IT

- Priority applicant screening
- Pass through to HRIS system
Veteran Self-ID at AT&T
January 2014

Questions?
rachel.book@att.com
Why it’s important

- To measure effectiveness of military recruiting programs
- To optimize the success of veteran applicants
- To engage veteran employees
- To comply with federal reporting requirements
Veterans self-ID happens at many stages in the employment process

- Online application
- Job offer and onboarding
- Post-hire
At the point of application – we ask twice
Applicant Self-ID #1

In the job seeker career profile – at the beginning of the application process.

- Have you served in the US Military? Please let us know so that we can thank you for your service and send you information to help optimize your job search.
  - Yes, I have served in the US Military
  - No, I have not served in the US Military

- Applicants who answer “Yes” receive an email from us in the week after their initial application with helpful tips.
- This information is accessible to recruiters to identify veteran applicants in their requisitions
- This info is utilized to measure applicant to hire ratios and measure veteran applicant and hire rates by function, business unit and location.
Follow-up Email to Veteran Applicants

- Thanks them for their service
- Acknowledges that the job search process is frustrating and lengthy
- Provides helpful reminders on our recruitment process
- Offers links to interview tips and test guides
- Offers access to AT&T employee veterans who can provide additional guidance
- Refers to the 100,000 Jobs Mission Veteran Talent Exchange (VTX) to be considered by other military friendly employers
Applicant self-ID #2

In the EEO disclosure section where applicants disclose race/ethnicity and gender.

This is optional for applicants to complete and information is not visible to anyone involved in the recruitment and selection process.

- Have you ever served or are you currently serving in the US Military?
  - Yes, I have served in the US Military
  - No, I have not served in the US Military

This information is used for official reporting purposes and carries over to payroll systems upon hire.
Tips and Best Practices

- Phrasing the question
  - Consider asking “Do you have Military Service” or “Have you served in the US Armed Forces” instead of “Are you a Veteran” – this resonates better with more people who have served in the US Armed Forces.
- Explain why you are asking and follow up on commitments
- Analyze the data on a regular basis to identify areas of success and opportunity
Offer and Onboarding
Post Offer

- Recruiters and hiring managers promote the Veterans Employee Resource Group
  - 7,000+ employee veterans and veteran advocates gather together for community, volunteerism, philanthropy and advocacy.

- New hires are offered an opportunity to self-ID as a veteran or person with a disability via a confidential form (to be replaced with updated form mandated by OFCCP Section 503 and VEVRA updates)
Onboarding

- Invitation to employee self-ID is included in onboarding check-list of activities for new hires
- Employees are encouraged to join one or more of 11 AT&T employee resource groups including AT&T Veterans and IDEAL –employee disability advocates
Post-hire
Why it’s Important

- To report on % of total employees who have served in the military or identified as having a disability
- To understand when accommodations may be necessary
- To identify specialized training for employee supervisors
- To submit in surveys for “Top Employer” rankings
- To understand employee demographics and determine resources or policy changes that may be needed
- For federal reporting purposes
The Challenge

Generational
- Pre-9/11 veterans may not see a reason to self-identify as a veteran.
- Some veterans may not consider themselves veterans if they didn’t serve during times of war.
- Legacy employees may not have been asked to self-identify when originally hired.

Confidentiality
- Some veterans fear that self-identifying may create stigma.
- Some veterans fear that self-identifying may connote a disability.
- Some may not see any connection with prior military service and their current professional career.

WIIFM
- Important to explain why the employer is requesting this information.
- Always great to create an incentive – i.e. recognition from leadership, badge on employee profile, complimentary day-off for Veterans Day, etc.
Employee Self-ID in Payroll System

Voluntary Self-Identification

EEO Voluntary Self Identification Form
Name: RACHEL BOOK

Contact Phone Number: ____________ (use format NNN-NNN-NNNN)

Do you want to be contacted concerning a reasonable job or employment related accommodation?  
☐ No  ☐ Yes

Appropriate Classifications:
☐ Individual with Disability
☐ Special Disabled Veteran
☐ Veteran of the Vietnam Era
☐ Armed Forces Service Medal Veteran
☐ Disabled Veteran
☐ One Year Recently Separated Veteran  Military Separation Date(mm/dd/yyyy): Pick from Calendar
☐ Three Year Recently Separated Veteran  Military Separation Date(mm/dd/yyyy): Pick from Calendar
☐ Other Covered Veterans (view list of covered military operations)
☐ Veteran not covered by the above definitions

Submit Self-Id  Cancel  Send Feedback

Include a check box for “Veteran not covered by the above definitions”
Diversity and inclusion build a stronger AT&T

By Katie Pachołczyk
AT&T Insider Staff Writer

Diversity and inclusion are a huge point of pride for employees at AT&T. When we harness the unique backgrounds and passions of our diverse workforce, we are better positioned to deliver extraordinary results for our customers.

JoHanna Martinez in Corporate Communications shares her view of diversity and inclusion in this month’s You Matter Minute. Tune in and get involved today.

More on You Matter

You Matter is our commitment to helping you get the most out of being an AT&T employee. You can find more information on You Matter on OneStop. Share your thoughts on You Matter and topics you would like to see covered. Submit any feedback here.

Like this story? Share it on iSpace: #youmatterminute

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What’s Next....

- Collaborating with our Employee Resource Groups to drive self-ID among legacy employee base
- Driving additional employee communications to explain the importance of self-ID
- Brainstorming on incentive as WIIFM for employees to self-ID
- Enhancing IT system feeds so all applicant self-ID carries through to employee records.
- Track additional detail about military service: branch, duty status

Ultimately...

creating an environment where employees are comfortable self-identifying and requesting any accommodations to ensure optimum success.
Thank you!
VETERAN HIRING FAIRS

Gideon Blustein, IDES
Rodrigo Garcia, IDVA
**On Site Employer Hiring Event**

Event that matches qualified veteran (and other) candidates with existing job openings for a single employer and enables multiple interviews to take place in a single day.

Small, quick, effective
Employer goals

1. Recruit qualified veterans
2. Educate candidates about company
3. Increase the number of qualified matches
4. Cut down on mismatched recruits
The partners

1. Employer
2. Illinois Department of Employment Security
3. Illinois Department of Veterans’ Affairs
The process

1. Identify location and date
2. Identify open positions
3. List jobs on IllinoisJobLink.com
4. Event
Identify location and date

• Identify date
  ➢ Ideally about 1.5 to 2 months in advance
  ➢ Can be shorter (two week minimum)

• Identify location
  ➢ Employer’s location
  ➢ An off-site location
Identify open positions

• Event must focus on existing open positions for which employer is recruiting

• Can be for future positions (next 30-90 days), but need to provide job descriptions so that IDES knows what to recruit for
List jobs on IllinoisJobLink.com

• If positions are “indexed,” that is good

•IDES just needs a list of positions on which to focus

•If not already in system, register on IllinoisJobLink.com or Index to NLX
Event

Pre-event:
- IDES will make "referrals"
- Can be to your ATS; IDES will supply with a list of the referrals made for you to cross match
- Employer schedules interviews

Day of event:
- Orientations
- Schedule based on departments; E.g. large ag company (separate orientation and interview times scheduled for each unit - transp., trading, science – with interviews in between)
- Walk-ins – optional, but encouraged (schedule them for general orientation and general/informational interview)
- Track metrics: look to OFCCP compliance, but could expand metrics based on company needs/interests

Post-event:
- Follow-up call to review
  - Metrics
  - Changes
  - Successes
Questions

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DISCUSSION OF SURVEY TO GUIDE NEXT STEPS
NEXT STEPS AND FUTURE MEETINGS