

State Personnel System



Veterans' Recruitment Plan Program Manual

Division of Human Resource Management

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Department of Management Services

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INTRODUCTION

The State of Florida State Personnel System (SPS) is committed to successfully recruiting and onboarding talented and skilled veterans into the State of Florida workforce. The SPS recognizes the extensive training, experience, and transferrable skills gained through military service and also recognizes the challenges associated with implementing a successful recruitment and onboarding process for individuals possessing these skill sets. This manual was developed to simplify those processes while providing valuable resources to SPS agencies which will aid in creating individual agency Veterans' Recruitment Plans intended to improve the recruitment of veterans into the SPS workforce.

SCOPE AND PURPOSE

The purpose of the agency's veterans' recruitment plan (the plan) is to encourage individuals eligible for veterans' preference in accordance with section 295.07, Florida Statutes, (F.S.), to seek employment opportunities with the SPS. Each agency shall develop a recruitment plan designed to meet agency-established recruitment goals as required by section 295.07(5)(a), F.S. The plan shall be designed to increase the awareness among veterans of employment opportunities with the agency and must be implemented by October 1, 2016, which is the effective date of Chapter 2016-102, Laws of Florida.

This manual serves as a tool for SPS agencies in implementing their veterans' recruitment plans and includes a template which may be modified to meet agency-specific recruitment goals. The use of the term veteran throughout this manual refers to eligible persons described in Chapter 2016-102, Laws of Florida.

See Appendix A for a sample template which may be modified to meet agency-specific recruitment goals.

THE VETERANS' RECRUITMENT PLAN – Establishing Agency Goals

Each SPS agency has been tasked with developing and implementing a veterans' recruitment plan. The plan must include agency-established annual recruitment goals that are aimed at increasing veterans' awareness of employment opportunities within state government. In identifying annual goals, agencies should consider their overall recruitment needs, the recruitment resources available to the agency, and the effectiveness of previously identified annual recruitment goals.

Agencies may consider including goals similar to, or variations of, the following list of examples:

1. The agency will participate in a specified number of job fairs exclusively for hiring veterans. The job fairs must be hosted by public or private organizations which provide or support employment services to veterans or those eligible for veterans' preference as described in section 295.07, F.S.
2. The agency will list job openings with the additional veteran advocacy groups (e.g., American Job Center, and CareerSource), in addition to People First.
3. The agency will partner with veteran representatives at specified Florida College System institutions and state universities regarding current and potential agency employment opportunities.
4. The agency will create a focus group consisting of currently employed veterans to discuss ways to enhance the recruitment process and ease the onboarding process of future veterans of the agency.
5. The agency will create a veteran mentoring program available to all newly hired veterans to assist in the recruitment and onboarding of veterans and help bridge the gap between military service and the civilian workplace.
6. The agency will advertise employment opportunities on its public website, in addition to People First, to expand veterans' access to vacancies.
7. The agency will include relevant military terms in advertisements of agency employment opportunities to help veterans identify skills transferable to the position advertised.
8. The agency will state in recruitment materials that the agency values the service veterans and their family members have given to our country and that the agency supports the hiring of returning service members and military spouses.
9. The agency will offer job shadow opportunities for transitioning service members so they can explore the agency and make an informed decision as to whether their skills and experiences meet the needs and demands of our workforce, including the organizational environment.

Agencies should consider how they will document the completion of each goal. Although not required by the statute, monitoring the completion of goals will assist in determining the effectiveness of the agency's overall plan in increasing awareness of employment opportunities within the SPS for veterans as well as identifying goals for future plans.

THE VETERANS' RECRUITMENT PLAN – Recruitment Outreach

Developing an Understanding of Military Culture and Experience

Since the United States has an all-volunteer military, many civilians are unfamiliar with military culture in general. With more than 1.64 million deployments nationwide since 2001, the need for military cultural competency has never been greater. Still, some service members, Reservists or National Guardsmen may never deploy overseas. When implementing a veterans' recruitment initiative, keep in mind veteran experience varies. Some basic knowledge regarding military culture can improve employers' and co-workers' abilities to understand, communicate and effectively interact with service members and their families.

Here are a few tips and guidelines for creating a veteran-friendly recruitment and onboarding process:

1. Learn military terms. For example, when reviewing a veteran's application the hiring manager notes the veteran is a retired Lt. Colonel who listed past experience commanding a battalion. What responsibilities are associated with commanding a battalion? How many service members are included in a Battalion? How do these skills transfer to the SPS?

Commanded = Supervised or Directed,
Lt. Colonel = CEO or Executive Vice President,
Battalion = 250 personnel

2. Learn the difference between active duty and Reserve or National Guard.
3. Train the hiring authority in uncovering talents and skills of military interviewees. Military members are taught a "We versus I" mentality. This does not mean they are not proud of their work or experience. They are just thinking differently. Perspectives like this are important for recruiters and employers to remember when recruiting and interviewing veterans.

Tailoring Job Advertisements

Similar to typical recruiting efforts, it is important to determine the opportunities that exist within your agency and review position advertisements to ensure they accurately depict the duties and responsibilities associated with the position. When drafting an advertisement, consider the following:

1. What is the position's purpose and overall contribution to the agency?
2. Does the position require supervisory skills? If so, how many will report to this position? How might military experience equate?
3. What education and/or experience is needed to successfully accomplish the essential functions of the job? How might military experience equate?
4. What licenses or certifications, if any, are required? How might military experience equate?

When reviewing advertisements for accuracy, including more detailed and specific military language can help to attract veteran candidates who understand how their skills and experience can translate to the civilian workforce. O*NET Online offers a military to civilian crosswalk that may help you improve your veterans outreach by targeting specific military occupational classification codes that relate to civilian positions. Ensuring your advertisements are up to date, accurate, and easily interpreted by veteran applicants will strengthen your agency's recruitment efforts.

Strategies for Recruitment within the Veteran Community

Participation in job fairs for veterans within your community, posting advertisements with the American Job Center and CareerSource Center (e.g., Big Bend, etc.), and with your area university veterans' representative, will also enhance your agency's veteran recruitment efforts.

Building relationships with entities within the veteran community may increase recruitment capabilities and simplify the recruitment process. Potential contacts within the veteran community include:

1. Florida Military Bases – Florida Military Bases (all branches) can be located online. Reaching out to the base Human Resource Office for information on out-processing veterans and providing the Human Resource Office with current and potential job vacancies within your agency are excellent strategies for recruiting within the veteran community.
2. American Veterans (AMVETS) Posts – Contact local AMVETS posts. AMVETS members are active duty and honorably discharged veterans from all branches of services. AMVETS are chartered by congress to assist veterans in all aspects of their lives, from disability claims to finding jobs.
3. Student Veterans' Centers – Reach out to area universities' student veterans' centers and make contact with employment counselors. Student veterans' centers help ease the transition from military service to campus life, foster a community of past, present and future veterans, raise awareness of veterans' issues among campus and local communities, and support student veterans through graduation and into rewarding careers and graduate-education programs.

(See Appendix B)

General Tips and Guidelines for Hiring Veterans

Military experience varies greatly from service member to service member. For those without a military background, it is helpful to become better educated regarding the types of jobs and levels of responsibilities a veteran or transitioning service member may have had while in the military. While military service tends to develop common skills in service members, each is an individual and should not be "pigeonholed" into a position or career pathway simply because of their military service. A post-military career path has as much to do with personality, interests and individual goals as it does with skill sets. There are many areas throughout the SPS where service members can apply their knowledge and skills.

Example of translating military experience to civilian work experience:

From Infantry to Logistics Management:

An infantryman states that he had been in the Army for 23 years (E-9/Command Sergeant Major). He indicates he operated tanks, weapons, and dug ditches.

*At first glance, the work may not appear to reflect relevant job experience. However, after evaluation of the actual work performed, it was determined that as a **Command Sergeant Major** he directly supervised, trained, and evaluated 40 personnel, supporting over 2,000 troops in four countries, with an inventory list of 1,500 line items, and material assets valued at \$65M (including large vehicles).*

His functional areas of expertise included personnel management, logistics, and operations. As he moved up the ranks, to a level of senior management, he also gained considerable responsibility for strategic planning and tactical application.

Familiarity with military terminology and experience can help ensure veterans' relative work experience is properly recognized.

Translating Military Experience to SPS Job Position Experience

According to the U.S. Department of Labor, more than 80 percent of military occupations have a direct civilian job equivalent. The Army and Marine Corps have the largest numbers of enlisted service members with no direct civilian job equivalent (i.e., Infantry, Mortar Man, Field Artillery). The lack of a specific civilian equivalent does not mean the service member does not have transferrable skills, but it makes documenting and articulating the transferability of skills more challenging. For applications containing a military occupational classification code (a double-digit number followed by a letter of the alphabet, such as 35S; or title, such as Signals Collector/Analyst), hiring managers may enter this code or title into the U.S. Department of Labor's Occupational Information Network (O*NET) to locate a civilian equivalent.

The recruitment and onboarding process can be significantly improved when staff have knowledge of or understand:

- Basic military terms;
- Distinctions in hierarchy and management style between military and other organizations;
- How skills translate;
- Military structure and ranks; and
- Differences between the military branches.

See Appendix B for online resources available to assist your agency in gaining this military knowledge.

Facilitating Transition from Military Service to the Civilian Workplace

To ensure a smooth transition from military service to the civilian workplace, consider the following strategies, which are basic onboarding practices that would apply to any employee, but are particularly important when transitioning veterans to civilian employment:

1. Discuss with the veteran (new hire) how their work will fit into the agency's plan for success. Veterans understand and respect how the work they do helps to accomplish the overall mission.
2. Explain how the veteran will be trained to handle new duties. Veterans are accustomed to working with training plans that are realistic and measurable. In fact, on-the-job training is an important, and expected, part of every service member's career as he or she moves from post to post.
3. Provide an organizational chart to the veteran to illustrate the hierarchy of the office environment.
4. Provide information on how to access professional development opportunities, describe the structure of performance evaluations, and discuss the path to career growth and promotions.
5. Ensure there are frequent check-in periods during the first weeks, months (and beyond) of employment. Many veterans who have transitioned to civilian careers report they just don't have enough to do and therefore become bored and disillusioned.

THE VETERANS' RECRUITMENT PLAN – Reporting Requirements

Each year, as required by section 295.07, F.S., the Department of Management Services (DMS) will report the following statistical data:

1. The number of eligible persons who claim veterans' preference,
2. The number of eligible persons who are hired through veterans' preference, and
3. The number of eligible persons who are hired as a result of the veterans' recruitment plan.

On a fiscal year basis, data will be collected from each agency by means of a questionnaire created by the Division of Human Resource Management (HRM). Timeframes for reporting data will be outlined in the request from HRM. Agencies will only be responsible for reporting the number of eligible persons who are hired with their agency as a result of their agency's veterans' recruitment plan. Each agency will be responsible for developing an agency-specific procedure for collecting data. When reviewing options for collecting data, consider developing a procedure that allows the agency to link established agency recruitment goals to the onboarding process for reporting ease. See the following examples.

1. Established goal: The agency will participate in a specified number of job fairs exclusively for hiring veterans.

Procedure for collecting data: During the onboarding process the hiring authority may use an agency-developed form asking the veterans if they attended one of these job fairs and compile this data for inclusion in the data reported to DMS. If the veteran did attend one of the job fairs, this could be recorded as an eligible person hired as a result of the veterans' recruitment plan.

2. Established goal: The agency will list job openings with the additional veteran advocacy groups (e.g., American Job Center, and CareerSource), in addition to People First.

Procedure for collecting data: During the onboarding process the hiring authority may use an agency-developed form asking the veterans if they heard about the vacancy through a veteran advocacy group, and if so which one. If the veteran did hear about the vacancy through a veteran advocacy group with which the position was advertised, this could be recorded as an eligible person hired as a result of the veterans' recruitment plan.

The number of eligible persons who claim veterans' preference and the number of eligible persons who are hired through veterans' preference will be collected by HRM through the People First system. The first statistical reports published by DMS will be for a partial fiscal year as plans will not be implemented until October 1, 2016. DMS will annually update the statistical data on its public website and include such data in its annual workforce report.

Agencies are not required to submit their plan to DMS for approval.

(See Appendix C)

Appendix A
Agency Veterans' Recruitment Plan Sample TEMPLATE
Fiscal Year [INSERT FISCAL YEAR HERE]

SAMPLE INTRODUCTION

The **[INSERT AGENCY NAME HERE]** is committed to successfully recruiting and onboarding talented and skilled veterans into the agency workforce. The agency recognizes the extensive training, experience, and transferrable skills gained through military service and also recognizes the challenges associated with implementing a successful recruitment and onboarding process for individuals possessing these skill sets.

SAMPLE PURPOSE

The **[INSERT AGENCY NAME HERE]** Veterans' Recruitment Plan (the plan) is to encourage individuals eligible for veterans' preference in accordance with section 295.07, Florida Statutes, (F.S.), to seek employment opportunities with this agency. This plan is designed to meet agency-established recruitment goals as required by section 295.07(5)(a), F.S., and increase the awareness among veterans of employment opportunities within this agency. This plan includes annual goals for the following fiscal year(s):

[INSERT FISCAL YEAR(S) HERE]

SAMPLE AGENCY-ESTABLISHED GOALS

The following recruitment goals have been established by **[INSERT AGENCY NAME HERE]** with the intent to increase veterans' awareness of employment opportunities within **[INSERT AGENCY NAME HERE]**, as well as assisting veterans with the successful navigation of the general recruiting and onboarding process within **[INSERT AGENCY NAME HERE]**.

NOTE

Agencies may use some or all of the sample goals provided on page three of this guide. When used, the sample goals should be revised to best meet the agency recruitment efforts.

1. The agency will **[INSERT AGENCY GOAL 1]**
2. The agency will **[INSERT AGENCY GOAL 2]**
3. The agency will **[INSERT AGENCY GOAL 3]**

NOTE

Agencies may implement more than three recruitment goals to best meet individual agency recruitment needs.

The **[INSERT AGENCY NAME HERE]** will document the completion of established recruitment goals by **[INSERT AGENCY PLAN HERE]**.

SAMPLE REPORTING REQUIREMENTS

Each year, **[INSERT AGENCY NAME HERE]** will respond to the Department of Management Services (DMS) request for statistical data related to the recruitment plan which will, at a minimum, include requests for the number of eligible persons who are hired as a result of the veterans' recruitment plan.

DMS will annually update the statistical data on its public website and include such data in its annual workforce report. Data will be collected on a fiscal year basis.

Appendix B

Resources

Hiring and Recruitment Resources

American Job Center: <https://www.careeronestop.org/Veterans/default.aspx>

Career Source Florida Centers - Veterans Employment Program Services: <http://careersourceflorida.com/>

Post jobs on Vets.gov: <https://www.vets.gov/employment/employers/post-a-job/>

U.S. Department of Veterans Affairs - Recruitment and Selection Best Practices Guide:
<http://www.diversity.va.gov/products/files/RSG.pdf>

Online Military Resources

American Veterans Posts: <http://www.amvets.org/>

Enlisted Rank Insignias: <https://www.defense.gov/Resources/Insignias/#enlisted-insignia>

Florida Military Bases: <http://militarybases.com/florida/>

Military Terminology: <http://www.militaryterms.net/>

Officer Rank Insignias: <https://www.defense.gov/Resources/Insignias/#officer-insignia>

Translating Military Experience: <http://www.job-hunt.org/veterans-job-search/translating-military-experience.shtml> or <http://www.onetonline.org/crosswalk/MOC/>

Relevant Statutes and Rules

Section 295.07, F.S., Preference in appointment and retention:
http://www.leg.state.fl.us/STATUTES/index.cfm?App_mode=Display_Statute&Search_String=&URL=020-0299/0295/Sections/0295.07.html

Rule 55A, F.A.C. (FDVA): <http://floridavets.org/resources/veterans-preference/>

Appendix C

Sample Questionnaire - Data Requested by DMS-HRM



**DIVISION OF HUMAN RESOURCE MANAGEMENT
STATE PERSONNEL SYSTEM
VETERANS' RECRUITMENT PLAN QUESTIONNAIRE**

Agency Name: _____

Name of Person Completing Questionnaire: _____

Date: _____

As required per section 295.07, F.S., the Department of Management Services (DMS) shall collect statistical data from each state agency on their success recruiting veterans as a result of their agency's Veterans' Recruitment Plan. In order to facilitate this requirement, agencies must collect and report the number of persons who claimed veterans' preference, the number of persons who were hired through veterans' preference, and the number of persons who were hired as a result of the veterans' recruitment plan.

This data will be included in the DMS' Annual Workforce Report, as required per section 295.07, F.S. Therefore, please provide the following information relative to the FY 2016-17 activities at your agency.

1. This agency completed and implemented a veterans' recruitment plan for FY 2016-17: (Y/N) _____
2. The number of persons who were hired as a result of the veterans' recruitment plan: _____