HIRING MANAGER’S GUIDELINES AND PROMISING PRACTICES FOR RECRUITING VETERANS AND MILITARY MEMBERS

In Fulfillment of the

Making Excellence Inclusive:

A UC Riverside Diversity Certificate Program 2012-2013

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EXECUTIVE SUMMARY

UCR’s diversity thrust in the direction of Veterans and Military Members is timely as the current veteran population in California is 1,844,803 and the 2013 projection for Riverside, San Bernardino, and Orange counties combined is 365,067. This population will undoubtedly increase as more return home from service. Though Veterans and Military Members are not homogenous, they do share a commonality of service to our country and possess valuable knowledge and skills that can enrich the University of California at Riverside’s far reaching positive impact and provides an untapped applicant pool. In line with UCR’s cultivation of a campus as one of excellence and inclusion, the current cohort of the MEI: Making Excellence Inclusive has focused on creating campus resources that will brand and support UCR as an employer of choice for Veterans and Military Members.

A prime resource for Hiring Managers would be a sound set of guidelines and promising practices for recruiting Veterans and Military Members.

Currently at UCR, there are no clear guidelines and promising practices in place for hiring managers to utilize in order to attract and recruit Veterans and Military Members. In response to this, Project Group 1’s aim is to provide such guidelines to demonstrate that UCR is an employer of choice for Veterans and Military Members. To assess the level of knowledge that UCR hiring professionals have about guidelines and promising practices for recruiting Veterans and Military Members, a survey of UCR hiring managers was conducted as was a review of Veterans and Military Member-specific resources currently in place at UCR and in the local area.

The findings of this survey revealed that hiring managers welcome training and resources to facilitate hiring Veterans and Military Members. Overall, UCR hiring managers report not having significant understanding about the challenges that Veterans and Military Members face when transitioning to civilian employment. Additionally, these managers do not feel that their departments’ efforts are strong in recruiting former and current military personnel. The raw results of this survey are appended to this report. The review of current resources in place at UCR and in the immediate community indicates a confusing web that could be daunting to a person making the transition from the military to civilian employment, as well as for employers looking to recruit from this population.

As a result of these findings, an inaugural set of guidelines and promising practices for hiring managers that demonstrates that UCR is an employer of choice for Veterans and Military Members is contained herewith.
DESCRIPTION OF THE DELIVERABLE


Guidelines and promising practices will assist hiring managers and others involved in the recruitment and selection process by providing tools and information that can be incorporated as part of recruitment and selection. The guidelines will be built into the Recruitment and Selection Guidelines that currently reside on the Human Resources - Recruitment and Selection website: http://hr.ucr.edu/recruitment/guidelines.html

The guidelines and promising practices will focus on the following key areas:

- **Understanding**: How can we understand the needs of a military veteran applicant, at the same time how veteran applicants can understand ways to tailor their experiences to a position at UCR.
- **Sourcing**: Identify best resources to locate and recruit military talent for career opportunities at UCR.
- **Acquiring**: Identifying and selecting qualified military candidates and ensuring that the recruitment and selection process is veteran inclusive.

CHALLENGES and SOLUTIONS

Challenge 1: Understanding
How can we understand the needs of a military veteran applicant, at the same time how veteran applicants can understand ways to tailor their experiences to a position at UCR.

1. Use internships as a way to promote an understanding of UCR needs and provide university experience.
2. Promoting a mutual understanding of veterans’ transferable skills (i.e. updating job descriptions to reflect potential military skill sets).
3. Make it clear to the Veteran how their work will fit into UCR’s mission.
4. Create a specific on-boarding process for Veteran hires with organization charts and reporting hierarchy.
5. Recognize that military veterans may have different experiences and work styles.

Challenge 2: Sourcing
Identify best resources to locate and recruit military talent for career opportunities at UCR.

1. Go where the talent is, access credible resources to help seek qualified veterans looking for employment.
2. Establish a recruitment plan to advertise job postings on websites which target military members and veterans.
3. Using social media to promote your opportunities and values by locating and participating in a special veteran referral programs, local, government, community, and educational partners.
4. Work with the military branches’ Transition Assistance Program Services (TAPS) to pipeline candidates transitioning from military services.
5. Attend military veterans and veteran organizations’ events such as job fairs to promote UCR.

**Challenge 3: Acquiring**

Identifying and selecting qualified military candidates and ensuring that the recruitment and selection process is veteran inclusive.

1. Identifying transferable military veteran skills by attending recruitment and selection training targeted toward this demographic.
2. Create broad interview questions that are military inclusive.
3. Select a committee member with a military awareness to serve on the interview panel (i.e. military spouse, parent, or veteran).
4. Acknowledge and understand interviewee responses related to their military background as it ties to the job description.
5. Once the candidate is hired, establish a pattern of regular check-in meetings in order to foster a positive working relationship with a military or veteran employee.

**MEASURES**

**Deliverable: Hiring Manager's guidelines and promising practices for recruiting Veterans and Military members**

In order to determine the effectiveness of the tools developed to assist hiring managers in the recruitment and selection process, metrics are needed that capture pre-implementation and post-implementation applicant and hire demographic data. This information is currently captured in the applicant tracking system (iRecruit) and in the Personnel and Payroll System – PPS (post hire). However, in the advent of UCPath this may need to be revisited. Reporting is available from UC Riverside’s Office of Faculty and Staff Affirmative Action.

The metrics captured will be able to closely measure the effectiveness of the tools. There will be data which may not be captured or properly categorized due to the data collection methods and/or criteria listed below:
• Demographic information is requested for each candidate upon completing an application. This information is voluntary and not completed by all candidates.
• The information requested of all candidates is specific to “protected veterans”\(^1\). Therefore, not all veteran data will be captured.
• Upon hire, employees are again requested to complete military service information. This information is voluntary and not completed by all candidates.
• Annual Survey directed to hiring managers gauging their knowledge of best practices for recruiting veterans and military members.
• Track the number of all veteran and military member applicants, protected and unprotected, in iRecruit throughout the recruitment, interview and hiring process.

RESOURCES

The following resources were utilized in developing the guidelines and promising practices:

• UC Riverside websites
  o [Human Resources Recruitment & Selection](#)
  o [Student Services for Veterans](#)
  o [Best Practices for Achieving Diverse Applicant Pool](#)
  o [Staff and Faculty Recruitment Toolkit](#)
  o [Working with Vets, Military Members & Military Families](#)

• UC Riverside Groups and Personnel Resources
  o Veterans, Military members and Families Group
  o Human Resources Professionals and Hiring Managers

• Corporate Executive Leadership (CLC)
  o [Boosting the Effectiveness of Military Hiring Practices](#)

• Direct Employers (Presentations)
  o Prepare Now for Improving Employment Outcomes for Veterans
  o Veteran Outreach: Partnering at the Local Level
  o Partnering with your State Workforce Agency to Hire Veterans: Employer Success Strategies
  o Veterans Programs and Military Recruitment
  o Jobs & Reaching a Veteran and Military Audience
  o Including Service members and Veterans in Your College Recruiting Strategy
  o Military 101: Hero 2 Hired
  o Why Hire Veterans as Employees Today

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\(^1\) Protected Veterans as defined by the OFCCP are as follows: Vietnam Era, War/Campaign/Expedition, Disabled, Armed Forces service Medal and Recently Separated Veteran
APPENDIX

Results of Survey of Hiring Managers and Professionals

Question 1

On a scale of 1 - 5 (1: no knowledge - 5: extensive knowledge), what is your understanding of the issues Veteran/military members face when transitioning to civilian employment?

Question 2

On a scale of 1 to 5 (1 being not strong at all and 5 being very strong), how would you rate your office’s efforts in recruiting Veterans and Military Members?
Question 3

Would you be interested in learning more about how to recruit and retain veteran/military members?

- Yes
- No
- Not sure

Question 4

Please list below the available UCR resources that you know of in the area of recruiting and retaining Veterans/Military members?

- HR website
- HR Recruiter - Lorena Velasquez
- Department of Veterans Affairs
- none
- Not sure
- HR Website and HR contact Lorena
- diversity websites that we post jobs onto; local military/veteran offices
- Riverside County Workforce Development Center
- HR, Student Special Services
- VetSuccess; LVER; NPWE; DVOP
- HR staff
- Human Resources. Veteran’s Affairs Office.
- Unknown
- HR offers assistance weekly workshop. Career Center is offering assistance to students that are veterans.
- Human Resources Veterans, Military and Family Group student assistance for Veterans
- The recruitment flyer will also be sent via email to the Department of Veterans Affairs, Employment Coordinator, Maribel Gallo and The Disabled Veterans Outreach Program coordinator, Jason L. Gilbert at the Murrieta California
Employment Development Department. Department of Rehabilitation - Free job postings: The California Department of Rehabilitation (DOR) administers the largest vocational rehabilitation program in the country. We have a three-pronged mission to provide services and advertising
- The Disabled Veterans (EDD), Department of Veteran Affairs, California Department of Rehabilitation, Job Target Veteran Job Boards
- Student Special Services  HR
- I would contact HR for help in this area

Question 5

![Pie chart showing the percentage of respondents who are Veterans and/or Military members.]

Question 6
In what ways does your office recruit or seek out Veterans and Military Members? (Please list/describe below).
- Through UCR policy and procedures and 2) during staff recruitments
- We have not done anything beyond the regular recruitment advertisement that I know of.
- My office only makes an effort to post the available job openings on some Veteran job sites, such as Vets for Hire, etc.
- none
- No special ways to my knowledge
- none
- diversity websites that we post jobs onto
Currently send departments job postings to Office of Veterans Affairs.
My particular area, none that I know of, but I only have tertiary connections with the recruitment process.
nothing specific
Nothing specific only to vets or members.
In at least two recruitments in the last few years, we have tried to include a veteran as a candidate in the interview process.
No specific strategies nor tactics employed; I do look for military experience, but give no preference.
Advertise to veterans job boards. Just started a program for UCR to help prepare them for the job market.
Recruitments through the normal recruitment process.
Coordinate with HR for recommended outreach options.
By advertising directly to Veteran job boards or specific Veteran contacts
We list with the veterans group through our HR department.
We advertise each recruitment within a Veterans publication seeking qualified applicants

Question 7

Do you perceive any barriers in recruiting Veterans and Military Members?

Question 8
If you answered Yes to Q7, please list/describe the barriers you may perceive about Veterans and Military Members. If you answered No, please skip this question.
Ultimately the hiring managers have the final say on the selection process and I do not see any efforts made to give veterans any special or additional consideration.

- may not have related office experience
- Lack of training/experience
- prior advancement/philanthropic experience; hiring managers often prefer experience in higher education
- The barrier is how to interpret and incorporate the military experience to civilian experience in the lab areas as well as admin areas.
- I was enlisted in the USAF (Reserve) when I joined UCR. I've found a lack of understanding and tolerance for reservists and guardsman for having to perform training that takes them away from the job. There is a prejudice that service members have no critical thinking skills and only know how to do what they're told.

**Question 9**

**Do you currently manage any Veterans or Military Members?**

- Yes
- No
- Not sure

**Question 10**

Please list/describe any job perks that seem to work better in attracting or appealing to Veterans or Military Members?

- Don't know
- Not sure but it would seem benefits other than VA and retirement would be attractive.
- The UC retirement plan and benefits package.
- n/a
Flexible work hours. Better pay.

xx
Retirement options, all Benefits.
Benefits
The University has supportive policies and procedures for reserve and guardsmen. I'm not sure about former/retired military members.

Unknown. Sorry.
N/A
Job training/education opportunities
HR engaging them in workshops to assist Veterans in applying for jobs at UCR
UCR's benefit package  Child care on campus

Question 11
Do you feel that Veterans or Military Members have skills that are easily transferrable in your organization?  If so, which skills?  (Please list/describe below).

Not sure
We have a few ex-military but they were students that transitioned into career appointments after graduation.
Yes, but only if they have administrative of financial type of experience. We have very few positions outside of administrative roles.
n/a
It depends, on what their job duties were in the military and whether/how well the skills translate to the positions available at UC. Some organizational, communication, interpersonal skills may translate well and if in positions utilizing analytical and/or mathematical or accounting skills, management or leadership skills, these could also translate to positions at UC.
Yes- strong work ethic
loyal, dependable, leadership
n/a
Some. The positions in the military are pretty widespread, so for the most part, the answer to this would depend on what they did in the military. For example, most of them have experience working with a diverse group of other people, but there are some limits on this. If they left the military a while ago, the military was working under Don't Ask, Don't Tell, so they may not have developed skills for working with open LGBT individuals. Also, some areas are highly gender-specific (though some are not), so they may not have developed skills for working with individuals of a different gender.
perhaps public relations work; writing skills (but see #8)
• Some have the IT specific experience, in some of the different IT areas.
• Admin skills are easily transferrable.
• Absolutely. Most military members are team players and embrace their role and take responsibility for assigned tasks. The military teaches you to improvise, adapt and overcome; this is something not taught by civilian employers. Military members understand bureaucracy it's importance and how to navigate it to accomplish the task at hand.
• Our counselors assist students with resume writing, interviewing skills, career decision-making, graduate school planning, career assessment testing and interpretation, etc. If veterans or military members have these skills, they would be very helpful to our UCR students.
• N/A
• Not many. I do feel they are better equipped to handle structure, timelines, organization etc. What they lack in skills is easily made up for in ability to learn / train.
• Military training and/or background for our Police Officer positions
• Yes. Communication skills, technical skills,
• Discipline, motivation, teamwork

Question 12

Do you feel that Veterans or Military Members meet the minimum required skills to fill a position in your department?

[Diagram showing pie chart with options: Yes, No, Not sure]
Question 13

Why do you think some managers/employers may be hesitant about recruiting Veterans or Military Members? (Please list/describe below).

- Not sure
- Don't know really.
- I do not think they are hesitant to recruit Veterans, I think the campus has not required them to give Veterans strong consideration in the selection process.
- No
- Perhaps not having recent job related skills that are easily/readily recognized as being relevant or transferrable to the position.
- They may not be convinced that the skills are transferable at face value.
- No related office experience
- Relative experience
- I think people are worried that current military may be called away and that will disrupt the office. I think for veterans, some managers will have concerns about PTSD.
- Perception of having to follow strict procedures; positions in advancement require adapting to donor/other’s needs.
- I do not have any information if this is an issue or not.
- I think the only hesitancy is what position they are qualified for. Veterans are usually lacking in lab experience.
- No experience with the military; stereotypes from movies, etc.
- We are not, so I do not know.
- Unsure of transferable skills
- Lack of understanding with regards to "how" military experience can translate into higher ed. jobs and predicated work performance.
- May feel they lack the job knowledge for the position.
- Time off needed to serve PTS
- Feel background is too strict and rigid and the individual would not be flexible.

**Question 15**
Are there any other comments/information you’d like to include regarding recruiting Veterans or Military Members? (Please list/describe below).

- I feel our applicant tracking system is very weak in helping managers identify those with military/veteran status and are over looked very easily.
- Regarding #12 above, whether a veteran or military member meets the minimum required skills to fill a position would depend on the position and the individual's job history in and outside the military, etc.
- I have been a military dependent and thus have insight of some of the veteran's background/experience/limitations could be. Military safety experience is good for hiring facility managers and in other positions where safety is involved. How to you determine how infantry experience would work in a laboratory setting?
- I've found most people applying for positions at institutions of higher education suppress or downplay their military experience. Most likely because they feel it may not be viewed positively by hiring managers.
- We are very open to hire veterans or military members that are qualified. Our counselors have BA or MA degrees and we assist students with their career goals.
- It would be beneficial if HR would conduct recruitment training for this target group.