



THE WAR FOR TALENT



COMPANIES LOOKING FOR LEADERS ARE
TURNING TO SKILLED MILITARY VETERANS
WHO BRING HONOR, DEDICATION, AND
TEAMWORK TO THE WORKPLACE.

On The Home Front

Corporate America is reaching out to battle-tested vets.

WHEN SIEMENS Corp. signed on to be part of the brand-new Joining Forces program this year, it pledged to reserve 10% of its 3,000 open U.S. job positions for veterans. Yet even before the program—designed to support service members and their families—was formally announced in April by Michelle Obama and Dr. Jill Biden at a White House press conference, Siemens had filled nearly one-third of those jobs. Such rapid results surprised Eric Spiegel, president and CEO of the energy and technology giant.

“We had been struggling to find good people, period,” he says, explaining that Siemens had lots of positions open for engineers and people with technical skills. But once it began to focus on former service members, Siemens quickly discovered a synergy between those with military backgrounds and the company’s business.

“The military is one of the most advanced technology forces in the world,” says Spiegel. “They are used to advanced technology, and that is the business we are in.” The result: Siemens is likely to exceed its initial pledge and hire far more than the 300 vets originally planned, deploying former service members in such diverse areas as wind turbine main-

tenance, building automation services, and energy sales.

WIDE-RANGING SKILLS

Siemens isn’t alone in recognizing the important contribution that veterans can make to its workforce. Today’s vets not only come with a wide range of technical training, they also bring leadership and management skills that translate directly into the corporate work environment. They have proven themselves to be quick learners who are mission-driven, perform well under pressure, respect process, understand chain of command, and have the ability to innovate rapidly in crisis situations.

Vets’ adaptability means that they can move easily from position to position, effectively

tackling whatever tasks their employers assign. Ron Barry, a former lieutenant colonel in the infantry, is a good example. In December 2000, he left the military on a Friday and started work at Sprint the following Monday. “I had no IT background,” he says, noting that in the Army he had relied on his communications officer. “At Sprint, I hit the ground running. Now I am leading projects to build phones and networks.” Barry is proud of the fact that after a year or so, people began assuming that he had been with the company for a decade or more.

Such skills are one reason that a growing number of employers are establishing robust veteran-recruiting programs. “One thing that is happening is

Returning veterans are quick learners who perform well under pressure.



LET'S HELP AMERICA'S VETERANS MEET THEIR NEW CHALLENGE.

America's returning veterans deserve every opportunity to deploy their valuable skills and talents in the workplace.



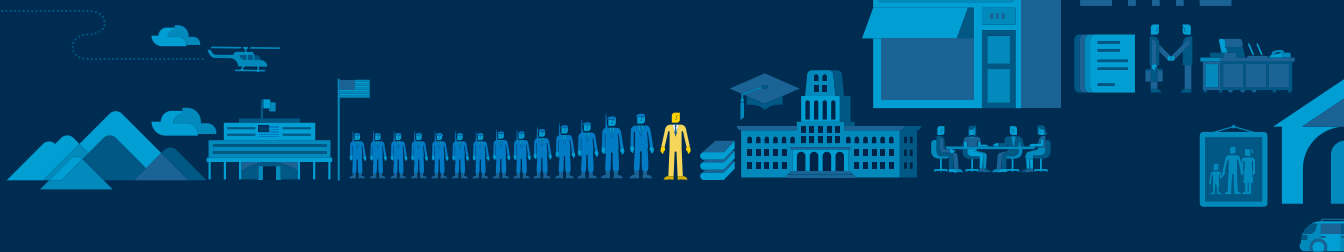
Prudential has partnered with the nonprofit Workforce Opportunity Services (WOS) and Rutgers University-Newark to create and sponsor VETalent, an innovative training and hiring initiative that certifies Iraq- and Afghanistan-era enlisted veterans for careers in information technology.

We are proud to continue supporting the VETalent work/study program that trains veterans for the corporate world. Helping returning veterans prepare for new careers is a challenge we can meet.



"When you get called away to active duty, you are behind the learning curve. So it's nice when an employer helps us get these skills so we are more marketable."

Student Amber Newsome, a former sergeant in the Army Reserve, and Newark mother of two.



Prudential invites other organizations to join us in supporting the expansion of VETalent. To learn more, visit www.wforce.org/veterans.php



Prudential
Bring Your Challenges™

SUPPORTING VETS

MORE THAN JOBS

AT SIEMENS CORP., jobs aren't the only things being provided to veterans. Last summer the company launched the Siemens Veterans Network, a national employee-resource group. With more than 300 members, the group supports veterans by running mentorship programs and sponsoring community outreach events through organizations like Hope for the Warriors.

Support for military families is an important part of Siemens' focus on veterans. "As we learn more about what veterans need, we're finding it's not just about the people fighting overseas," says Eric Spiegel, president and CEO of the energy and technology giant. "It is also about taking care of the families back home."

One example: The Siemens Foundation conducts summer science programs for children of military families at selected military bases. "Military children face a unique set of challenges in the education system due to frequent relocations," says Spiegel. Through programs like the Siemens Summer Science Initiative, he says, they can remain actively engaged in learning while spending time with their peers.



that more corporations are suddenly awakening to the idea that these people have a lot to offer," says Bill Warren, executive director of DirectEmployers Association, a nonprofit consortium of more than 600 leading employers. "Corporate America is finally starting to understand, and companies are actively and very aggressively hiring veterans."

But developing a good veteran-recruiting program takes work. For one thing, it can be challenging for civilians to understand military résumés and screen them for valued skills. To address that problem, savvy employers have begun training their staff so that they can better translate military skills to the corporate environment. That means not only correlating a military job to a civilian equivalent—an infantry senior sergeant, for example, to a manager of tactical operations—but also recognizing the leadership, management, team-building, and decision-making skills associated with a particular military position.

Prudential Financial, Inc. is out in front here, having enrolled its entire staffing organization in webinar training designed to help people

decode veterans' résumés. "We are going to learn more about military roles so that we can better line them up with the job opportunities we have here," says Toni McDaniel, director of diversity recruiting.

ANOTHER PROBLEM faced by corporations anxious to hire vets is that former service members often don't recognize opportunities in the civilian workplace. "Initially, we found a lot of people would just walk by our table at job fairs because they didn't have any banking background," says Josh Renick, vice president and military recruiting manager at Bank of America. So the bank began calling attention to nonbanking jobs that might have special appeal to veterans.

"We have a business continuity group that concentrates on disaster management," says Renick. "You can imagine that veterans would have that kind of experience." The bank also highlighted jobs like managing construction of its data centers—which Renick says involves security issues "similar to those on a nuclear sub"—as well as jobs that



SIEMENS

A team of 60,000 answering the same call.

In all 50 states, Siemens is putting America's heroes back to work.

Answering our nation's toughest challenges takes teamwork. At Siemens, we help strengthen America's security, power its cities and care for its patients. And we're counting on leaders with the technical skills, character, courage and fortitude it takes to triumph over any challenge. Qualities which America's military veterans have in abundance.

This year, Siemens is reserving 10 percent of all open positions in our clean-technology industries

exclusively for veterans. We are also developing a comprehensive job training program designed specifically to help these heroes transition smoothly back into the workforce.

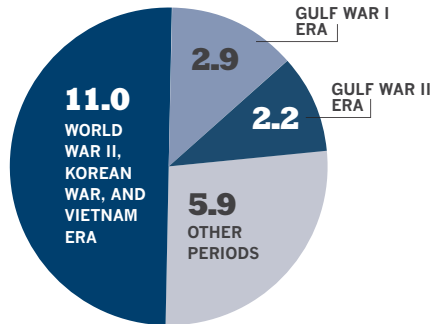
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[siemens.com/answers](https://www.siemens.com/answers)

MILITARY SNAPSHOT

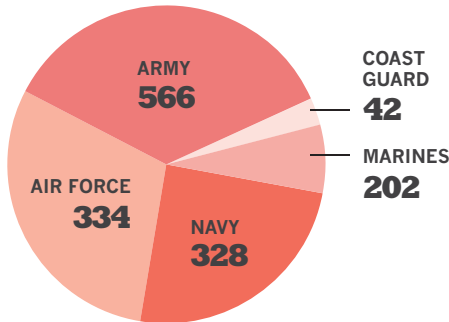
Veteran population by period of service

In millions



Where 1.5 million women are serving today

In thousands



Bureau of Labor Statistics, 2010; Women in Military Service for America Memorial Foundation, Inc.

emphasize training skills, the ability to negotiate contracts, and experience managing supply-chain issues. In addition, the bank also has a group dedicated to corporate security that manages business and security risk.

ON-THE-JOB SUPPORT

Employers have recognized that internal support networks play an important role in recruiting the best and the brightest from the military. These networks not only help to attract candidates, but also play a key role in helping to retain them. Sprint, for example, launched its VETS employee resource group in 2008, providing its members with mentoring and professional development opportunities. It now has more than 700 members in 38 states.

These groups help vets navigate corporate terrain, which can seem like foreign territory. Karen McAbee, a captain in the corps of engineers who spent

eight years in the Army as both a reservist and active-duty soldier, still laughs about the time her boss at Sprint told her to be “aggressive” on a project. “That meant something very different to me than it did to other people,” the program manager says, noting her boss had expected a somewhat “kinder and gentler approach.”

Internal veterans’ networks have also proved a big help to employers when shaping programs to recruit former service members. Network engineer Kyle Ulrey, a sergeant in the signal corps who served four years in the Army, says the veterans group at Sprint has become a valuable resource to the HR staff, often reviewing printed material to make sure that correct language and proper uniforms are used.

One aspect of veteran recruiting has clearly gotten easier: Online networks and other technological advances have changed the way companies communicate with them.

There are far more than a dozen veterans’ job posting boards online, as well as special phone apps and a variety of social media that target former service members. “A lot of companies now have programs where they reach out to veterans through new technology such as Facebook and Twitter,” says DirectEmployers Association’s Warren, who is widely recognized as the founder of online recruiting and previously served as president of Monster.com.

One of the newest weapons in the recruiting arsenal is the .jobs domain, created by the association as a dynamic online platform designed to reach qualified candidates and direct them to employers’ career sites. There are multiple ways to search online. Going to veterans.jobs allows a veteran to search by occupation, geographical area, or even by military job classification.

FOR EXAMPLE, type in 66B—the classification for an Army public health nurse—and job listings pop up by company, state, and city. By choosing among the options, a vet can navigate the site to find information on both the employer and the job, complete with an online application. Military families can use the site by starting at militaryfamily.jobs and typing in their base name or location.

“This is the evolution of the Internet, and we’ve made sure that we have applied this new technology to the military,” says Warren. The platform not only makes it easy for vets to find potential jobs, but also provides employers that con-



Using online sites, veterans can navigate their way to specific company and job information.



We honor those who serve.



At Bank of America, we not only recognize the sacrifices our military service members and their families have made, we hire veterans because of the training, operational skills and leadership ability they develop while protecting our country.

Bank of America actively works to attract, develop and retain veterans, reservists and military spouses. Our Military Support Affinity Group and the Military Community of Practice Council provide these employees with mentoring and career development. We've been named one of the nation's top military-friendly employers by *GI Jobs* and *Military Times EDGE* magazines.

Learn more about how we are helping set opportunity in motion for our veterans with our recruiting efforts at careers.bankofamerica.com/military.

www.bankofamerica.com/diversity



MORE THAN QUALIFIED

Armed with new knowledge and guidance, a woman veteran is on the move.

WHEN JOYCE LENEAVE LEFT THE ARMY IN 1993, she had a top-secret security clearance, high-level communication skills, and experience working in the European command center. But when she returned to civilian life, those skills got her nowhere.

"I went to my local employment office," she says. "The gentleman assigned to help me told me the only thing I was qualified to be was a file clerk or waitress, since my skills didn't translate in the civilian world."

So she took a job in a restaurant, raised three kids as a single mother, and spent the next 17 years trying to make ends meet on a waitress's wages and tips.

Leneave is like many other women veterans, who often leave the service without understanding their benefits or recognizing their workplace potential. With women now

accounting for close to 20% of the military, organizations like the Business and Professional Women's Foundation (BPW) are focusing new attention on the problems they face.

"People still look at women in the military as a kind of strange phenomenon," says Deborah Frett, CEO of BPW. At the

same time, says Frett, many women veterans have care-giving duties for children and other family members. Moreover, they often don't begin their job search while still in service, a fact that makes it significantly less likely that they will find a good job when they return to civilian life.

Today, Leneave is making the most of her years of service. After joining a women's American Legion post in Cincinnati, she learned about her service benefits. Now, with a scholarship from the BPW Foundation and INOVA Health Systems, she's training to become a medical assistant.

Leneave recently learned another valuable fact of life. At the BPW Summit on Women Veterans held last October, people kept coming up to her and saying, "With your clearance, you could have come to Washington at any time and earned six figures."



Joyce Leneave

tract with the government with easy documentation of their employee search process for compliance purposes.

ON THE FRONTLINE

As companies ramp up their recruiting, veterans are clearly having more of an impact on the workplace. Who are these vets? Of the 2.2 million veterans who have served any time since September 2001, nearly two-thirds are under the age of 35. Roughly one-third served in Iraq, Afghanistan, or both, according to the Bureau of Labor Statistics. That means many of these Gulf War II veterans come to the civilian workforce with significant overseas battle experience and a global view of the world. Roughly 17% are women, compared with just 3% of veterans of World War II, the Korean War, and the Vietnam War. One-quarter of Gulf War II veterans report having some sort of service-connected disability.

A few decades ago, military experience was viewed as a valuable credential for those climbing the corporate ladder. This was particularly true for the World War II generation of vets, who played key roles in the leadership of many American corporations. In 1980, some 59% of the CEOs of large publicly held corporations had served in the military. As of 2010, however, only about 8% of such firms were run by CEOs with military backgrounds, according to "Military CEOs," a study by two economists at MIT and Harvard. Instead, most chief executives got their training at business schools and through executive education.

Today, after 10 years of war,

10%

By the year 2020, it is projected that women will comprise more than 10% of the veteran population.

Center for Women Veterans—Department of Veterans Affairs



A **workforce** we proudly salute.

Over **1,200 veterans** are part of Sprint's workforce. We're proud to employ people with military backgrounds all over the country, and we're looking to add a lot more. Whether you're a veteran, reserve service member, military spouse or family member, there's a wide range of opportunities awaiting you at Sprint. Together, we're building a stronger workforce. To view career opportunities, visit sprint.com/careers





Javier Lucero, now a financial advisor at Bank of America's Merrill Lynch Wealth Management, was awarded Purple Heart and Operation Iraqi Freedom medals in February 2007.

The current generation of veterans will be an important force in shaping 21st-century corporate America.

the veteran population looks far different than it used to. Guard and Reserve units, once primarily used to provide back-office types of service, have become operational. Deployed to Iraq and Afghanistan, these units have returned with war zone experience, extended contact with people from other cultures, and new sets of skills.

Indeed, some are convinced that today's veterans will be an important force in shaping 21st-century corporate America. It is too soon to project the full impact, but it is clear that the

nation's top business schools have recognized the potential and are actively seeking military talent. "When we do MBA-level recruiting, we've found a number of these candidates to be extraordinary," says Sandy Price, Sprint's senior vice president of human resources.

Then, too, there is the role played by the GI Bill—revamped in 2008 to provide additional educational benefits to those with sufficient active-duty service on or after Sept. 11, 2001. The first group of veterans to take advantage of these ex-

panded benefits is just graduating, and more will follow.

Even as corporate support for veterans is building, many companies are still strategizing over the approach to take. That's the case with Universal Health Services, Inc. (UHS), a leading health care management company that operates, through its subsidiaries, acute care hospitals, behavioral health facilities,

and ambulatory centers. The commitment to veterans is deeply felt at UHS, as shown by its Patriot Support Program which offers services to returning veterans.

"I strongly believe that companies in the U.S. should be doing all they can to support active military and veterans," says chairman and CEO Alan B. Miller, a former Army captain.

SOME EMPLOYERS have a natural affinity for veterans because their businesses target the military market. At Health Net Inc., veterans make up 20% to 25% of the employees in its federal services division, which provides health care benefit programs for active-duty military service members, military families, veterans, and retirees. It also provides life counseling and behavioral health programs for military service members and their families.

"When you think about the various services we offer, it bodes well for us to seek out and employ veterans and those who have experience in the

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Come join us in New Orleans for this great event! For more information and to register, visit www.nationalveteransconference.com.

military,” says Steven D. Tough, president of Health Net’s Government and Specialty division, which includes Health Net Federal Services. “They are equipped to respond to and address the unique needs of the military community.”

Health Net also looks to employ veteran spouses who take pride in serving families who serve our country, Tough explains. Additionally, Health Net is active in helping wounded, ill, and injured veterans, offering vocational counseling to veterans with spinal cord injuries, and posting job openings with wounded-warrior organizations.

In recent years, Tough says, the recruiting market for veterans has become more competitive as a growing number of companies have come to recognize the discipline, rigor, enthusiasm, and energy veterans bring to the workplace. “Without a doubt, we are learning of more and more employers who are actively seeking military service employees.”

Even in companies where there is no direct connection to the armed forces, veterans are finding that their military skills can translate directly to the workplace, often in unlikely ways. Javier Lucero, who enlisted in the Air Force right out of high school, says his skills proved unexpectedly useful in his new career as a financial advisor with Bank of America’s Merrill Lynch Wealth Management.

“I started in 2008, the month before things started falling apart,” says Lucero, noting that clients were concerned by the sharp drop in the market. But the Albuquerque native—who had been wounded in a rocket mortar attack in Baghdad—drew on his military crisis management skills. “Because of my military service, I was better prepared to handle the uncertainty,” he says.

Lucero has also found good

use for the more traditional education provided by the military; he spent four of his seven years in the service studying for an undergraduate degree in business administration. Now he’s taking advantage of the educational benefits provided by the company to become a certified financial planner.

A **T PRUDENTIAL**, the emphasis is also on education. Last year the firm partnered with nonprofit Workforce Opportunity Services to help former service members achieve both employable skills and jobs. The first class of 23, scheduled to graduate in June, focused on information technology. All the graduates will be hired by Prudential.

For Lou Kenneth Isip, who maintained weapons systems on jets in Iraq, the program has been a life-changing experience. In June he will graduate and start work as a software developer at Prudential. “It’s a shock that I got into the technology business,” says Isip, who initially considered a career in criminal justice, “but I think I will do well with it.”

He will, if Prudential has anything to say about it. In addition to the job, the company will provide Isip with a mentor. “It’s all about giving back,” says Lori High, president of Prudential’s group insurance business and head of Prudential’s veterans initiative. “We believe any-





**“Anyone
can write
a check.
We want
to make a
difference.”**

*Lori High
Prudential*

one can write a check. We want to make a difference.”

Prudential’s next IT training class is set to start in June. Classes in other disciplines are being developed with an aim toward implementing them later this year and in early 2012. Graduates of these programs will be placed in other companies, High says.

Lots of goodwill is being generated through corporate-based veterans’ initiatives. At Siemens, the company’s participation in the Joining Forces program was announced broadly. Special camouflage-colored affinity wristbands were distributed through the company’s internal vet network, and pictures taken at April’s White House Joining Forces ceremony were posted on the company’s website.

CEO Spiegel, who himself has been sporting the wristband, says the employee response has been remarkable.

“I got far more comments than I could respond to,” he says, noting that people wrote to him about their pride in the integrity of the company. “And then there were a lot of people just saying, ‘Hey, make sure my group is part of this too.’”

Add up the talent, training, goodwill, and ability to effect

change, and it’s clear why U.S. employers are focusing more attention on returning vets. The bottom line, says Spiegel: “It’s a great thing to do for the country, but it is even a better thing to do for your business.”

—Lynn Asinof

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