

HR and TA

Resources for effective outcomes in your
companies engagement and outreach
efforts in Military Diversity Hiring

KAYLA LOPEZ

TRAINING AND DEVELOPMENT

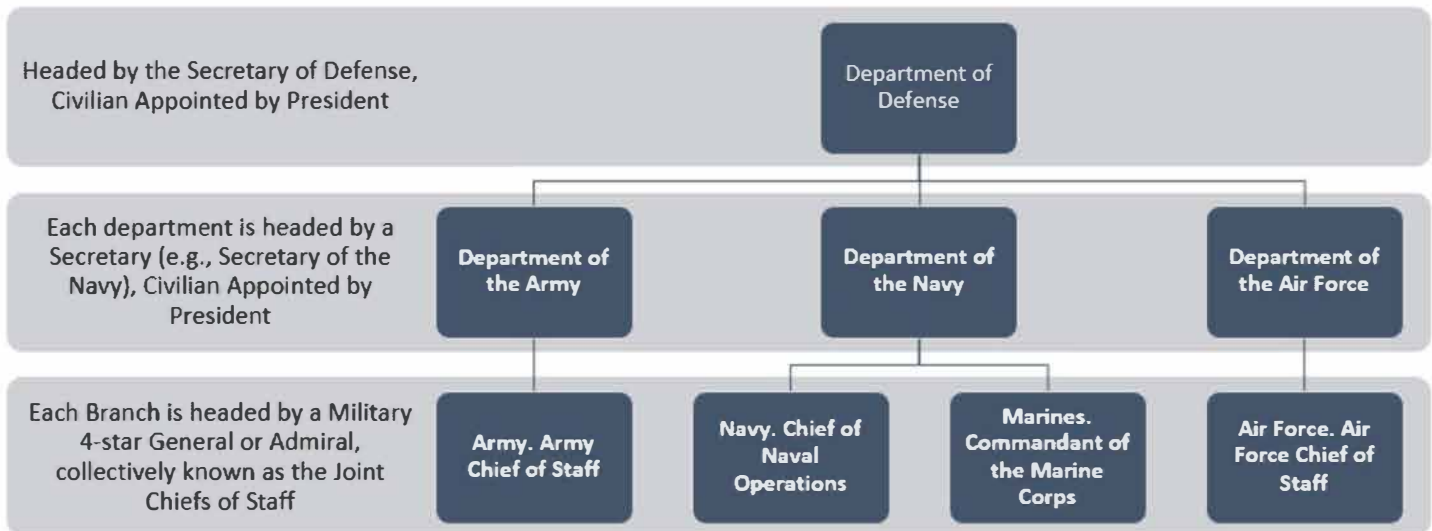


HR and TA Resources

Military 101

<https://www.va.gov/VETSINWORKPLACE>

US Military Branches



What is the difference between someone who is active duty military and someone who is in the Reserve or National Guard?

A person who is active duty is in the military full time. They work for the military full time, may live on a military base, and can be deployed at any time. Persons in the Reserve or National Guard are not full-time active-duty military personnel, although they can be deployed at any time should the need arise.

The Reserve

Each branch of the military has a Reserve component and the Reserve are under the command of their respective military branch (e.g., Army Reserve are under the command of the Army). The purpose of the Reserve is to provide and maintain trained units and qualified persons to be available for active duty in the armed forces when needed. This may be in times of war, in a national emergency, or as the need occurs based on threats to national security. Their presence can be called upon to serve either stateside or overseas. The primary job of the Reserve is to fill the gaps in stateside service positions when the active duty forces ship overseas. Members of the Reserve are required to participate in training drills one weekend a month and two weeks per year.

National Guard

The National Guard consists of the Army National Guard and the Air Force's Air National Guard. While federally funded, the National Guard is organized and controlled by state. However, in times of war, the National Guard can become federalized and deployed. The National Guard engages in a number of activities. During local emergencies, National Guard units assist communities endangered by storms, floods, fires, and other disasters. National Guard companies deployed overseas may see combat, but are more often building schools and hospitals, training local peacekeepers, or teaching local farmers more efficient farming techniques and better ways to use of their land. As with the Reserve, the National Guard requires training drills one weekend a month and two weeks per year. National Guard members are given Veteran status if they have served for 30 consecutive days in a war zone.

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Military 101

Ranks

Ranks and pay grades across military branches

Pay grade	Army	Navy	Marine Corps	Air Force	Coast Guard
Commissioned Officer					
O10	General	Admiral	General	General	Admiral
O9	Lieutenant General	Vice Admiral	Lieutenant General	Lieutenant General	Vice Admiral
O8	Major General	Rear Admiral (Upper)	Major General	Major General	Rear Admiral (Upper)
O7	Brigadier General	Read Admiral (Lower)	Brigadier General	Brigadier General	Read Admiral (Lower)
O6	Colonel	Captain	Colonel	Colonel	Captain
O5	Lieutenant Colonel	Commander	Lieutenant Colonel	Lieutenant Colonel	Commander
O4	Major	Lieutenant Commander	Major	Major	Lieutenant Commander
O3	Captain	Lieutenant	Captain	Captain	Lieutenant
O2	First Lieutenant	Lieutenant Junior Grade	First Lieutenant	First Lieutenant	Lieutenant Junior Grade
O1	Second Lieutenant	Ensign	Second Lieutenant	Second Lieutenant	Ensign
Warrant Officer					
W5	Chief Warrant Officer 5	Chief Warrant Officer 5	Chief Warrant Officer 5	—	—
W4	Chief Warrant Officer 4	Chief Warrant Officer 4	Chief Warrant Officer 4	—	Chief Warrant Officer 4
W3	Chief Warrant Officer 3	Chief Warrant Officer 3	Chief Warrant Officer 3	—	Chief Warrant Officer 3
W2	Chief Warrant Officer 2	Chief Warrant Officer 2	Chief Warrant Officer 2	—	Chief Warrant Officer 2
W1	Warrant Officer	—	Warrant Officer	—	—
Enlisted					
E9	Sergeant Major OR Command Sergeant Major	Master Chief Petty Officer Chief Petty Officer	Sergeant Major OR Master Gunnery Sergeant	Chief Master Sergeant OR First Sergeant	Master Chief Petty Officer OR Fleet/ Command Master Chief Petty Officer
E8	First Sergeant OR Master Sergeant	Senior Chief Petty Officer	First Sergeant OR Master Sergeant	Senior Master Sergeant OR First Sergeant	Senior Chief Petty Officer
E7	Sergeant First Class	Chief Petty Officer	Gunnery Sergeant	Master Sergeant OR First Sergeant	Chief Petty Officer
E6	Staff Sergeant	Petty Officer First Class	Staff Sergeant	Technical Sergeant	Petty Officer First Class
E5	Sergeant	Petty Officer Second Class	Sergeant	Staff Sergeant	Petty Officer Second Class
E4	Corporal OR Special- ist	Petty Officer Third Class	Corporal	Senior Airman	Petty Officer Third Class
E3	Private First Class	Seaman	Lance Corporal	Airman First Class	Seaman
E2	Private Second Class	Seaman Apprentice	Private First Class	Airman	Seaman Apprentice
E1	Private	Seaman Recruit	Private	Airman Basic	Seaman Recruit

Note: The Navy does not use grade W1, the Coast Guard does not use grades W1 or W5, and the Air Force does not have Warrant Officers



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Common Terms and Lingo

Phrases

Battle assembly – new term used for Army Reserve weekend drills, unit training assemblies, or multiple unit training assemblies

Boots on the ground – to physically be in a location (some may use this to say that they want "boots on the ground" for a particular project, which means they want everyone physically in the office, rather than having people call in.)

Drill – preparation of military personnel for performance of their duties through the practice and rehearsal of prescribed movements; members of the National Guard and Reserve are required to attend one-weekend drill a month (sometimes starting Friday night until Monday morning)

Extended drill – extended time for drill in preparation for a deployment

Liberty – authorized free time ashore or off station, not counted as leave, also known as a "pass"

Ma'am – proper method of addressing female officers in particular and women in general

Sir – proper method of addressing male officers in particular and men in general

Tour of duty – time period during which a particular job or assignment is done (e.g., my tour of duty is 8am-5pm)

Slang

Above my/your pay grade – expression denying responsibility or authority (indicating that the issue should be brought to higher-ranking officials)

Civvies – civilian clothing

Down Range – physically in a combat zone

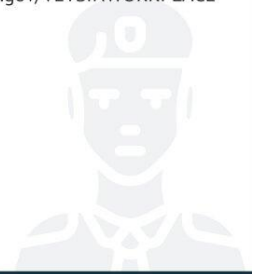
In-Country – physically in a war zone

Quarters – (a) military family housing, or (b) doctor's direction to stay home from work (e.g., I'm confined to quarters.)

Say again (your last) – request to repeat a statement, question, or order, especially over a radio

Stay in your lane – stay within your boundaries; do your job as commanded and trust that you will know what you need to know when you need to know it

Wilco – Will comply



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Military 101

Common Terms and Lingo

As with any large organization, the military has its own set of common terms and lingo. Here are some selected terms, acronyms, phrases, and slang terms that may be of use to you.

Members of the military are referred to differently depending upon their specific Service.

Soldiers: Members of the Army

Sailors: Members of the Navy

Airmen: Members of the Air Force

Coast Guardsmen: Members of the Coast Guard

Marines: Members of the Marine Corps

Guardsmen: Members of the National Guard

Reservists: Members of the Reserve

Official acronyms

OND – Operation New Dawn: new name for the War in Iraq starting in September 2010 to reflect reduced role of US troops

MOS – Military Occupational Specialty: job or career specialty (e.g., infantryman, intelligence analyst, operating room specialist, military police, etc.)

OCONUS – Outside the Continental United States

POC – Point Of Contact: the person to liaise with on a given matter

ROTC – Reserve Officer Training Corps (often pronounced "ROT-SEE")

R/S – Respectfully Submitted: used as an end greeting in written communication or email

SOP – Standard Operating Procedure: the routine manner of handling a set situation

TDY – Temporary Duty Yonder

V/R – Very Respectfully: used as an end greeting in written communication or email

AWOL – Absent With Out Leave: not at one's place of duty and not authorized to be absent

CDR – Commander

CO – Commanding Officer

CONUS – Continental United States

COB – Close Of Business: the end of the day or duty shift

CoS – Chief of Staff

DD or DoD – Department of Defense

IAW – In accordance with

ICO – In case of, in care of

IED – Improvised Explosive Device

IRT – In reference to

GWOT – Global War On Terror

NCO – Non-Commissioned Officer: an enlisted person with command responsibility over soldiers of lesser rank

NCOIC – Non-Commissioned Officer In Charge

OEF – Operation Enduring Freedom: official name used for the War in Afghanistan

OIF – Operation Iraqi Freedom: official name used for the War in Iraq



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Military 101

Positive Outcomes of Military Service

Military service teaches and cultivates leadership skills. Individuals learn to:

- Take responsibility for self and actions
- Make sound and timely decisions
- Set the example
- Understand and accomplish assigned tasks
- Be dependable
- Cultivate abilities to meet a variety of challenges
- Be disciplined

Military service enhances interpersonal skills and relationships, such as:

- Creating camaraderie and deep friendships
- Interpersonal maturation
- Working well in teams and understanding the importance of cooperation
- Looking out for the welfare of the team

Military service can result in personal growth and positive emotional experiences, such as:

- Enhanced maturity
- Self-improvement
- Knowing oneself better (e.g., strengths, capabilities, areas for improvement)
- Strengthening of resiliency
- Positive transformations following trauma or situations of extreme stress
- Improved coping skills
- Pride (e.g., in self, unit)

Military service affords individuals access to education and training, resulting in:

- Technical and tactical proficiency in a variety of skills
- Technical education for a specific military occupational specialty

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Military 101

Veterans Employment Toolkit

Common Challenges During Re-adjustment to Civilian Life

What is Deployment?

Military deployment is the movement of armed forces. Deployment includes any movement from a Military Service Member’s home station to somewhere outside the continental U.S. and its territories. One example would be when a unit based in the U.S. is deployed to another country to enter into a combat zone. Deployment is not restricted to combat; units can be deployed for other reasons such as humanitarian aid, evacuation of U.S. citizens, restoration of peace, or increased security.

Mobilization is when an individual or unit is sent somewhere within the continental U.S. or its territories. For example, a unit may have been mobilized to assist during the aftermath of Hurricane Katrina to a location in Louisiana from its base in Illinois. Mobilizations count as deployments under the USERRA Act.

Deployments can last from 90 days to 15 months. With the conflicts in Iraq and Afghanistan, multiple deployments became more common than in past conflicts.

Challenges faced during deployment:

Physical

- Safety concerns
- Hostile environment
- Illness, injury
- Trauma (e.g., combat, accidents)
- Exposure to toxins
- Intense desert heat
- Intense cold
- Dehydration
- Sand, sandstorms
- Not having needed equipment
- Delayed supplies
- Sleep deprivation, nightmares
- Co-ed living quarters
- Lengthy deployments (12 to 18 months)
- Being deployed multiple times

Emotional and Mental Challenges

- Uncertainty / Ambiguity
- Ambiguous enemy
- Authoritative work environment
- Fear, anger
- Hatred of the enemy
- Loss, death
- Survivor guilt
- Boredom
- Hyper-focus/concentration
- Fast-paced action
- Lack of information
- Values challenged
- Life does not make sense
- Lost of faith in God or religious belief
- Concerns about employment upon return

Social Challenges

- Managing peers/leaders
- Relationship conflicts
- Family separation
- Loss of income/financial worries
- Missing family milestones
- Separated from social supports
- Little to no privacy/private time
- Perceived lack of support of war efforts or military from general public

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Military 101

Planning for Military Leave

As an employer, manager or supervisor, or human resource professional interacting with members of the Reserve or National Guard, it's important to be familiar and versed with the Uniformed Services Employment and Reemployment Rights Act (USERRA) of 1994. This will help you in preparing your organization for guard and reservist taking military leave.

USERRA is the federal law that establishes rights and responsibilities for members of the Reserve and National Guard and their civilian employers. USERRA affects employment, reemployment, employment benefits, and retention in employment when employees serve or have served in the uniformed services.

The ESGR can be a great resource for organizations who are looking to earn more on best practices in this area.

<https://www.esgr.mil/>

As an employer, it is vital for your organization to create a policy that addresses the unique circumstances of an individual, guard, or reservist who may have to take military leave due to a deployment, activation, or reactivation.

Guidelines USERRA provides for the employee to return to work after completion of the military

Duration of Deployment	Return Time frame
1-30 days of service	Report next scheduled work day
31-180 days of service	Apply within 14 days completion of service
181+ days of service	Apply within 90 days after completion of service

California
Cal. Mil. & Vet. Code §§ 394, 394.5, 395.06; Cal. Lab. Code §§
1503, 1504

For More information regarding CA Spec state laws on leave policy visit:

<https://www.nolo.com/legal-encyclopedia/free-books/employee-rights-book/chapter2-6.html#california>

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Military 101

Planning for Military Leave

https://www.va.gov/VETSINWORKPLACE/docs/em_militaryLeave.asp

Example of Military Leave Policy:

Military Leave. An employee is entitled to time off at full pay for certain types of active or inactive duty in the National Guard or as a Reserve of the Armed Forces. Any full-time or permanent part-time employee is entitled to military leave.

1. A full-time employee working a 40-hour work week will accrue 120 hours (15 days x 8 hours) of military leave in a fiscal year, or the equivalent of three 40-hour workweeks. Military leave will be prorated for permanent part-time employees on the number of hours in the employee's regularly scheduled pay period.
2. Inactive Duty Training is authorized training performed by members of a Reserve or National Guard component not on Active Duty. It is performed in connection with the prescribed activities of the Reserve or National Guard. It consists of regularly scheduled unit training periods, additional training periods, and equivalent training.
3. Eligible employees may use 15 calendar days per year for Active Duty, Active Duty Training, and Inactive Duty Training. An employee can carry over a maximum of 15 days into the next fiscal year.
4. Up to 22 workdays of military leave may be granted per calendar year for emergency duty as ordered by the President or a State governor. This can be for law enforcement or the protection of life and property.
5. Reserve and National Guard Technicians are entitled to 44 workdays of military leave for duties overseas under certain conditions.
6. Military leave should be credited to a full-time employee on the basis of an 8-hour workday. The minimum charge to leave is one hour. An employee may be charged military leave only for the hours that the employee would otherwise have worked and received pay.
7. Employees who request military leave for Inactive Duty Training (which generally is two, four, or six hours in length) will be charged only the amount of military leave necessary to cover the period of training and necessary travel.
8. An employee's pay remains the same for periods of military leave. The employee's pay is reduced by the amount of military pay for the days of military leave. However, an employee may choose not to take military leave and instead take annual leave in order to retain both company pay and military pay.
9. When the employee requests military leave, they must make an appropriate request and provide copies of their military orders.

HR and TA Resources

Identify Deployed Service Members

Employees who are called to active duty and deployed should be recognized by the corporation for both their service to the company and to their Nation (You must ask the employee permission to this first).

Ask for peer support:

A simple card is a good place to start with photos taken at events and/or employee signatures with notes. Something as simple as a handwritten note can go a long way. Providing encouragement and support to members of your workforce who have taken leave not by choice of their own send a subtle reminder that they are not an afterthought. This same approach can be used for employees who have taken a medical leave of absence or are absent for maternity or paternity leave. This is an overall good approach to take with any group or set of employees in your organization and is a common/standard practice.

Consider in addition to a simple card, sending a care package or something that reminds them of being home. Example Maybe there is a well known local bakery or chocolatier that employees in the company frequent, try sending a small item from that place. Use something that is meaningful and has substance. Even a personalized item from the company, engraved pen, a mug with a quote or saying often used by their peers or department, a company shirt with their service emblem, or even a challenge coin. Although sending just anything is always appreciated, taking a little extra thought into providing something special, truly shows a level of commitment and consideration that will not go unnoticed.

Recommendations

(0-6 months):

Identify all your company employees currently on military deployment and create a visual recognition of them (e.g. picture board) to be displayed in the corporate offices and on internal/external corporate communications. Recognition should include name, rank, and place of deployment. Create a standard practice to send or recognize the absence of said employee through a communication medium or through some sort of unique marker.

**Consider a visual display of service for all Military Affiliated Employees in the organization. Such as a "Thank you for your Service" wall in your headquarters. Ask Identified employees to sign the wall, or if they would like to be listed on the wall.*

HR and TA Resources

Recruiting and Sourcing

Veteran Hiring

Veteran benefits and resources are available through the U.S. Department of Veterans Affairs and many other organizations. Below are some resources for sourcing veteran talent.

Soldier For Life

The Soldier for Life office connects stakeholders from the Army, Federal Government, and Community to provide our Soldiers, Veterans, and Military Spouses with access to Employment, Education, and Health/Wellness resources. The Employment Director connects employers with the right agencies within the Army and Federal Government to facilitate base access, participation in Veteran- focused career fairs, and access to talent pools within the Army National Guard, Army Reserve, and Veteran population.
<https://soldierforlife.army.mil>

Marine For Life

The Marine for Life Network exists, in part, to connect employment resources that are looking to leverage Veteran talent and connect them to Veteran Marines. To continually expand our network, Marine for Life seeks to connect with Veteran friendly employers.
<http://www.marineforlife.org>

Military Friendly®

Military Friendly® is the standard that measures an organization's commitment, effort and success in creating sustainable and meaningful benefit for the military community
<http://www.Militaryfriendly.com>



Each year, nearly 200,000 Service members transition from the military into the civilian community.

A renewable talent pool of highly trained job seekers.

US Chamber of Commerce

Hiring Our Heroes- Hiring Our Heroes is a nationwide initiative to help veterans, transitioning service members, and military spouses find meaningful employment opportunities. Participate in Veteran and 17 transitioning service member hiring fairs sponsored by the U.S. Chamber of Commerce. VETS is partnered with Hiring our Heroes.
<https://www.uschamberfoundation.org/hiring-our-heroes>

US Chamber of Commerce

The Military Officers Association of America (MOAA) has a large membership and provides transition services that include a job board. Posting to their Job Board is free and their career center offers: Free and immediate access to hundreds of resumes, all based on your specific search criteria. Ability to post jobs on a "real-time" basis. If you would like to register to use this free service, please visit
www.moaa.org/employer

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MSEP Military Spouse

Employment Partnership

The Department of Defense Military Spouse Employment Partnership (MSEP) connects military spouses with hundreds of partner employers who have committed to recruit, hire, promote and retain military spouses.

<https://msepjobs.militaryonesource.mil/msep/>

American Corporate Partners

Founded in 2008, ACP aims to ease the transition from the military to the civilian workforce. ACP is the only nonprofit organization engaged in national corporate career counseling for our returning veterans and active duty military spouses.

<https://www.acp-usa.org/>

GI Bill On The Job Training and Apprentice Program

National Association of State Approving Agencies
Advocates for quality education and training programs for our nation's veterans.

<http://www.nasaa-vetseducation.com/>

VA Online State Directory

Allows for search in finding local/state VA offices and resource centers.

<https://www.va.gov/statedva.htm>

HeartRadio Show

Your Stripes Initiative

A set of resources to support the connection of transitioning service members with civilian employers. Services for employers include finding veteran candidates, a venue to share success stories, and a number of tools and resources to support the hiring of veterans.

<https://www.showyourstripes.org/>

VIQTORY

A veteran-owned military marketing firm with a specialty in digital and print media marketing to veterans seeking employment.

<https://www.viqtory.com/>