

TROOPS
to
ENERGY JOBS
Connecting Veterans to Rewarding Energy Careers

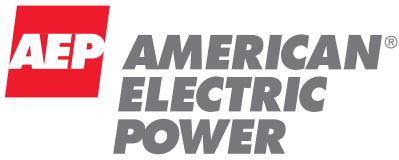


National Template

Center For
ENERGY
Workforce Development

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Table of Contents



Section I. About the Troops to Energy Jobs Initiative Page 4

An overview of the Troops to Energy Jobs Initiative, its partners, and why it works to help connect veterans with rewarding energy careers.

Section II. How to Use the National Template Page 6

An overview of the four basic elements that make up the template of successful Troops to Energy Jobs implementation.

Section III. The Business Case Page 12

Highlights the benefits of hiring veterans, why now is the best time to act, the impact on business, and additional resources.

Section IV. Prepare Page 17

Questions to consider and actions to take in order to plan for successful veteran hiring.

Section V. Build Page 27

An overview of military-friendly company infrastructure that will improve recruiting and hiring, support services, and retention efforts.

Section VI. Implement Page 40

A guide on how to support veterans through all stages of the recruiting and hiring process.

Section VII. Measure Page 49

How to measure your company's progress and what metrics to track.

I. About the Troops to Energy Jobs Initiative

Introduction

There is no better way to honor our nation's returning veterans than to provide them with the training and support they need to transition successfully to civilian life. To help create those pathways to success for our veterans that lead to a rewarding energy sector career and meet the needs of industry, the Edison Electric Institute (EEI) and the Center for Energy Workforce Development (CEWD), which represents the nation's electric and gas industries, embarked on a new initiative called Troops to Energy Jobs in 2011.



The Troops to Energy Jobs Initiative opens a needed and natural employment pipeline between the military and our country's energy industries. In CEWD's most recent Gaps in the Workforce Pipeline Survey, it's projected that 46 percent of skilled craft workers and engineers may need to be replaced, due to retirement and other attrition, in the next 10 years. This means that in the near-term, the country will need thousands of engineers, technicians, lineworkers, plant operators, and pipefitters for jobs in traditional energy industries, as well as for jobs that are changing as new technologies are introduced.

While our nation's utility companies are looking for new workers, the other reality is that veterans returning from active duty are having trouble finding jobs. Many are returning home without a clear path toward a job, or the ability to apply the skills they learned in the armed services. According to the U.S. Department of Veterans Affairs, approximately 190,000 to 200,000 active-duty personnel will separate from the military annually over the next quarter-century. The need for a quality, highly-skilled energy workforce coupled with a pipeline of qualified veterans looking for employment creates the perfect storm of opportunity.

TROOPS TO ENERGY JOBS INITIATIVE OVERVIEW

To launch the Troops to Energy Jobs Initiative, six utility companies—American Electric Power, Arizona Public Service, Dominion, National Grid, Pacific Gas and Electric, and Southern Company—generously partnered with CEWD to pilot the initiative, provide resources, and share their own military recruiting practices and policies over an 18-month period. The goal of the pilot was to develop and refine a national model for quickly and effectively connecting the stream of qualified veterans to jobs that will be opening in the energy sector.

To develop the national model, each of the six pilot companies, with support from CEWD, developed partnerships, policies, procedures, and infrastructure to create and build more military-friendly environments that would meet their current energy workforce needs. During the pilot, the companies became part of a peer learning community that allowed for an exchange of ideas, challenges, solutions, and promising practices that would collectively contribute to building the capacity of the utility sector. While the pilot companies were implementing the Troops to Energy Jobs Initiative, CEWD was building national strategic partnerships with organizations such as the Department of Defense and Veterans Affairs, creating resources and tools to support Troops implementation for the pilot companies, and documenting lessons learned to solidify the national model. The result of these efforts is this document, the National Template, which will assist energy companies in assessing their current efforts and help them in developing a comprehensive initiative for military outreach, education, recruiting, and retention. This document also closely aligns with the Troops to Energy Jobs Initiative website, which provides the roadmap and tools for veterans to transition to a rewarding energy job.

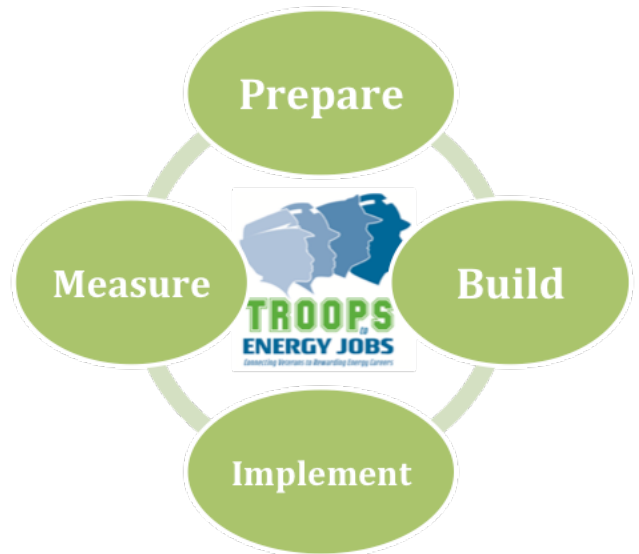
This Template references materials on the **Troops to Energy Jobs Implementation Wizard** (<http://www.cewd.org/wizard/troops/>), which provides a step-by-step guide and resources for implementing the process described here, and the **Troops to Energy Jobs Initiative website** (<http://www.troopstoenergyjobs.com/>), which provides the roadmap and tools for veterans to transition to a rewarding energy job.



As utility companies hire veterans, they are ensuring the continued production and delivery of safe, reliable power to American homes and business. In their own way, these servicemen and women are continuing to protect national security as they work to deliver a product that fuels our lives and powers our economy.

II. How to Use the National Template

The Troops to Energy Jobs National Template is intended to be used as a guide for energy companies in developing a comprehensive initiative for military outreach, education, recruiting, and retention. Each company will be at a different point in their own efforts to build a structure that is military-friendly and that meets their own unique demands for an energy workforce. The template is divided into actions that can be implemented based on individual company needs.



The template is built around a framework with four basic elements: **Prepare**, **Build**, **Implement**, and **Measure**. Whether a company is interested in strengthening existing programs or building a military initiative from scratch, all four elements should be used to ensure effective outcomes. It is tempting to jump right to implementation—particularly if you have some pieces of a military recruiting strategy already in place. However, the plan is what gives the rest of your work context, builds the appropriate structure and support from the beginning, and provides the framework for achieving the full potential of Troops to Energy Jobs.

For each of the elements, the National Template starts with a readiness checklist, provides questions to consider, and focuses on specific actions for a company to take, with expected outcomes if all the steps are taken. This serves as a “how to” guide to implement the actions along with the additional tools and resources that were created by CEWD during and after the pilot. This print guide is a summary of strategies and actions and is supplemented by resources, tools, and best practices found on the Troops to Energy Jobs Implementation Wizard found at www.cewd.org and the Troops to Energy Jobs Initiative website.

Whether a company is interested in enhancing current efforts or building a military initiative from scratch, all four elements should be used to ensure effective outcomes.

In addition, the template's four basic elements that are outlined in this guide align intentionally with the Troops to Energy Jobs Roadmap that was created for and is accessible to veterans through the Troops to Energy Jobs website (www.troopstoenergyjobs.com). The interactive Roadmap (pictured below) provides a step-by-step guide for veterans to transfer their military training to a new energy career, identifying any additional education and credentials they may need along the way and supporting them in their job search.

As companies determine their readiness in each element of the Troops to Energy Jobs Framework, specific actions and strategies that will be taken to support veterans will mirror the Roadmap. Therefore, each section of the National Template poses the question: "Is your company ready to support veterans in each step of the Troops to Energy Jobs Roadmap?" And as your company works towards achieving the full potential of the Troops to Energy Jobs Initiative, you will also be laying down the roadmap to support veterans so they, too, can reach their full potential in their journey to begin a rewarding career in the energy industry.



Troops to Energy Jobs Summary of Company Actions

PREPARE for a Troops to Energy Jobs comprehensive military outreach, recruiting, and retention process.

Action 1. Assess the current state of military workforce development at your company

1. Assess current military outreach, recruiting, and retention practices
2. Interview key executives on their own goals for a comprehensive military strategy
3. Interview employees who are veterans on their experience with recruiting, on-boarding, and training
4. Understand the benefits and challenges of hiring veterans

Action 2. Define purpose and scope of initiative

1. Determine company strategies that are driving military recruitment and employment
2. Identify gaps that could be filled with a comprehensive military strategy and define scope of change
3. Present plan to key executives
4. Name an Executive Sponsor from within your company to promote veterans' programs

Action 3. Develop strategies and actions

1. Create Troops to Energy Jobs Task Force
2. Develop detailed short- and long-term strategic action plans
3. Identify system, policy, and organizational changes, as well as required resources to implement action plans
4. Identify critical milestones and indicators, and assign accountability
5. Present plan to Executive Sponsor and key executives

Action 4. Define goals and metrics

1. Review current company hiring and workforce development metrics, dashboards, or reporting systems
2. Develop goals to measure progress
3. Assess and develop company ability to capture quality data
4. Develop Military Scorecard/Dashboard

Action 5. Align company personnel, systems, and practices to support the needs of veterans

1. Communicate the importance and value of veterans and the Troops to Energy Jobs Initiative to Employees
2. Update management training programs and materials
3. Assign roles and responsibilities for veteran staffing/recruiting
4. Review and modify Human Resources policies, procedures, forms, and data systems
5. Train Human Resources/recruiting staff on changes

BUILD a veteran outreach, recruitment, and support infrastructure.

Action 1. Build veteran-focused communication and career services structure

1. Develop veteran-focused communications messages and materials
2. Update websites and printed materials
3. Identify and connect with strategic partners for outreach, support, and communications
4. Provide partners with information on energy careers and hiring practices
5. Build a company military brand

Action 2. Define education pathways and partner with educational institutions to accelerate time to credential

1. Document education and credential requirements for positions targeted for veteran hiring
2. Identify supporting military-friendly educational institutions and build relationships
3. Incorporate information on partner educational institutions in communication to veterans
4. Understand the process involved in assigning credit for military training
5. Become a veterans' advocate at partner schools to accelerate time to degree or required credentials and provide full credit for military training and experience

Action 3. Develop training to prepare Ready Now veterans to enter workforce

1. Assess the resources currently available for Ready Now veterans in your area
2. Identify additional opportunities to prepare veterans for energy jobs
3. Develop communication on your company's application process

Action 4. Establish recruiting sources and modify hiring practices to provide full credit for military training

1. Evaluate current military sourcing channels for effectiveness
2. Identify preferred recruiting sources based on strategy and workforce plan
3. Develop a Veteran Recruiting Plan
4. Evaluate current hiring practices and establish a plan to provide credit for military training

Action 5. Create veteran-friendly company culture for new and existing veteran employees

1. Develop a veteran on-boarding program
2. Establish a formal mentoring program for veterans
3. Establish a Veterans' Network/Affinity Group
4. Expand traditional Employee Assistance Programs (EAPs)

IMPLEMENT – actively recruit, hire, and retain qualified veterans.**Action 1. Provide support for veterans exploring energy careers**

1. Launch communication campaign and updated websites, and distribute military branded material
2. Manage the relationships established with Veteran Service Organizations
3. Encourage, support, and participate in volunteer activities and service to veterans' organizations

Action 2. Provide support for veterans needing further education and training

1. Provide information to veterans on required education and credentialing
2. Manage relationships with education partners and with Student Veteran Organizations
3. Implement veteran-only cohorts of existing education programs or existing company programs such as internships, scholarships, or job shadowing
4. Monitor veterans currently enrolled in partner institutions to ensure full college credit for prior training

Action 3. Provide support for veterans preparing to enter the job market

1. Provide support to veterans who are exiting the military, or have Ready Now skills
2. Provide support to veterans who are completing education
3. Conduct interviewing and resume writing workshops and help veterans create a personal brand

Action 4. Recruit and hire veterans who are Ready Now for energy careers

1. Tailor job postings to attract veteran candidates
2. Post job openings on veteran-related websites, social media, targeted print sources, and with contract recruiters based on defined Veteran Recruiting Plan
3. Participate in military career fairs identified in Veteran Recruiting Plan

Action 5. Provide support for veteran employees

1. Implement veteran-focused Human Resources practices like on-boarding, Veterans' Network/Affinity Group, and a formal mentoring program
2. Create visible ongoing support through special observations and programs

MEASURE and track progress for continuous improvement.

Action 1. Measure progress of critical milestones in Troops to Energy Jobs strategic plan

1. Determine audiences and timing for progress reports
2. Compile data and prepare report
3. Solicit feedback and make changes to improve the process

Action 2. Implement CEWD Workforce Metrics Scorecard and Military Dashboard

1. Compile baseline data for goals and metrics
2. Publish Metrics Scorecard and Military Dashboard

The End Result – Troops to Energy Jobs Outcomes

The result of the company actions from all the elements will be a comprehensive Troops to Energy Jobs Initiative for military outreach, education, recruiting, and retention, reflected in the outcomes below.

1. Commitment to senior leadership to a strategic and targeted approach to recruitment, outreach, and support of veterans with established goals and metrics for military hiring.
2. Resources responsible for military recruitment, outreach, and support, including support to veterans after hire by providing mentors and/or establishing internal military veteran affinity groups.
3. Internal communication processes that identify the purpose of veteran hiring and buy-in from key decision makers.
4. External communication on website and public material that demonstrates commitment to hiring veterans.
5. Partnerships with military bases, Transition Assistance Program (TAP) offices, military-focused community organizations, and/or the public workforce system to educate and train veterans about the energy industry and jobs and to ensure a pipeline of veterans.
6. Partnerships with local community colleges to provide full credit for prior learning for military skills and training, and to provide training programs aligned with industry's needs.
7. Company Human Resources policies and procedures that support the needs of veterans and are above and beyond legal requirements.
8. Full consideration of military training and credentials when hiring.
9. Increased percentage of veterans that are hired and retained in energy jobs.
10. Increased retention of military veteran employees.

III. The Business Case

Utilities and other energy companies have always been great military recruiters. Many utility companies are perennials on the top 100 military-friendly companies. So why is the industry focusing on Troops to Energy Jobs? Because the industry wants to do more to support veterans and because those veterans fill a real business need for our companies. It's more than just the right thing to do, and the following highlights those compelling reasons for energy companies.



IT'S A SMART DECISION.

Energy companies are looking for better qualified and more diverse applicants. A strong applicant pool helps to reduce the time necessary to recruit and hire employees, as well as the time to train them. The ROI is there—and is being proven again and again through the workforce development efforts of the companies involved in CEWD. The training and skills that veterans receive while in the military can be directly correlated to the skills required for skilled technicians, engineers, and support positions in energy companies. And it's not just the technical skills; veterans bring with them the leadership, teamwork, and ability to learn that builds the foundation for a strong energy workforce.

By calibrating those skills and training to advanced job levels, companies can reduce the time required to provide many of the technical skills required. And by working with community colleges and universities to accept full credit toward credentials for the training veterans have received, both the companies and the veterans can accelerate the time required for training.

IT'S ABOUT PRIDE.

Energy companies take great pride in their companies, in their communities, and in the customers they serve. They want the next generation of workers to help carry on that tradition.

The brave men and women of the U.S. military spend years crafting special skills and developing traits that prepare them for the challenging assignments they will be given throughout their enlistment. They receive orders for tours of duty and venture without hesitation into places steeped in peril and instability—often leaving the comfort and support of their homes and families behind for months on end.

Because of their consistently courageous responses to unimaginable challenges, America's servicemen and women are heralded as heroes. Troops to Energy Jobs companies believe that our nation's veterans' proven commitment to pride, duty, honor, and discipline adds significant value to their company's overall success.

IT'S ABOUT SECURITY.

Affordable, reliable energy is crucial to the American economy. As the country's demand for energy continues to increase, a strong workforce is critical to meeting future energy needs and supporting economic growth. Having a highly skilled workforce ready to take the place of retiring employees is critical to maintaining reliability and customer service, and to securing our assets.

The opportunity to employ our nation's heroes is a win-win proposition benefitting America's servicemen and women, the utility industry as a whole, and everyone who depends on us for the continued delivery of clean, safe, reliable, and affordable power.

IT'S ABOUT OPPORTUNITY.

As current employees retire, the energy industry has an incredible opportunity to build a new workforce—one that provides opportunities to individuals who otherwise may not have had a chance to enter these high-quality careers. Careers in the energy industry can truly build the American dream for many individuals entering the workforce.

Training a new generation of energy workers is critical to the future of the industry. A skilled, available workforce is essential for the new construction and environmental compliance projects the industry must undertake. And, as the industry utilizes emerging energy technologies, it is committed to helping workers learn new skills and advance in their careers. Workforce development is a critical factor in all efforts to modernize our nation's energy systems.

Key Findings from CEWD 2015 Survey

- *The electric and gas utility workforce is getting younger compared to the first CEWD survey in 2006*
- *Hiring in skilled craft and engineering jobs increased significantly in 2014 and exceeded losses in most job categories*
- *Estimates for "ready now" retirements is up for technicians and engineers*

Why Now?

Our industry is facing a workforce challenge during a time of unprecedented change. Over the next ten years, we must replace large numbers of employees who will retire or leave for other reasons, but the jobs and skills for some of these positions may change during that time.

We will need employees who have strong technical skills for the jobs now, but have the ability to change and adapt as the future of energy unfolds. We will also need to replace some of those retirees with experienced workers to reduce the time and cost of training and to support company requirements.

At the same time that we are looking for a qualified candidate pool, thousands of experienced veterans will be leaving active duty. Many of these veterans have skills that are a match to the skills required for our most critical positions—skilled utility technicians, plant operators, engineers, and thousands more can fill positions after some level of additional training.

Business Impact

There are three key drivers in workforce development for our industry:

- **The need to balance supply and demand for the energy workforce in key job categories.**

Jobs become available in different numbers, over a period of time, and in different regions of the country depending on the type of generation, the investment in new infrastructure, and the population of the area. Ramping up recruitment or creating and filling training programs when jobs will not be available for graduates is not an effective use of scarce resources.

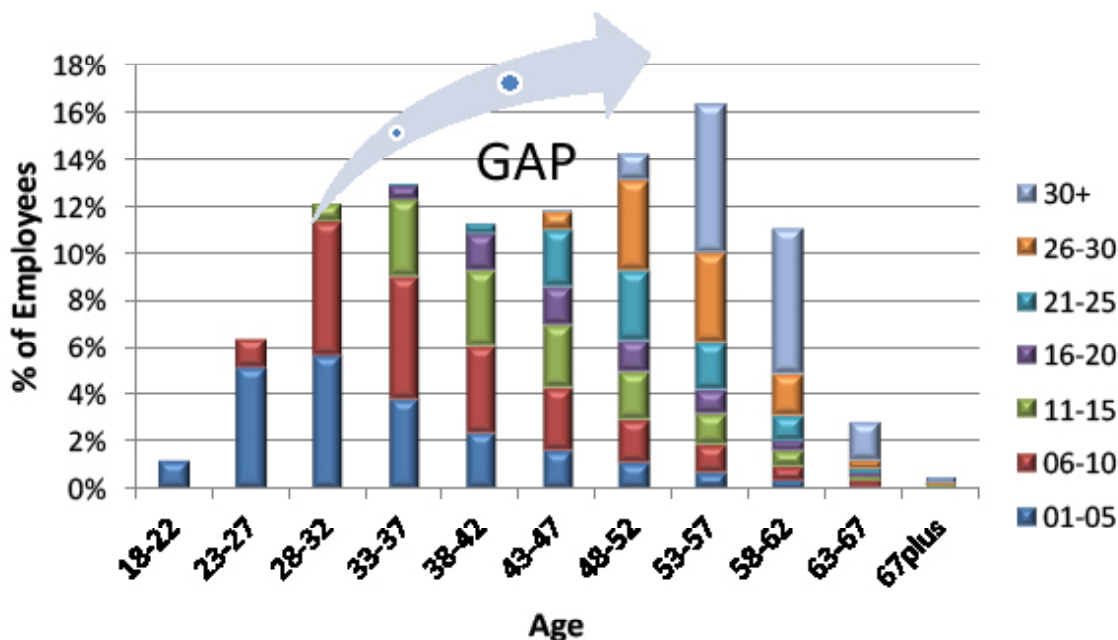
Troops to Energy Jobs includes resources and links to CEWD's **Strategic Workforce Planning Template**, which guides you through strategic workforce planning and helps you map the demand for specific jobs over time, while also targeting the skills and specialties of veterans. This methodical process saves time and money and provides realistic expectations for employment.

- **The need to reduce the skill gaps in potential applicants.** Veterans bring specific technical skills and experience as well as leadership and critical employability skills like teamwork and a focus on safety, which has the potential for reducing the time and cost of training. Troops to Energy Jobs focuses on calibrating the training that veterans receive while in the military to the skill requirements of critical jobs, and accelerating the time required for training after separation from the military.
- **The need to adapt to workforce requirements to integrate skills for new and emerging technologies.** With technology advances, changes in environmental regulations, and the push for new forms of energy generation, the energy workforce will need to be adaptable and have the flexibility and capacity to learn and change with company needs. Military training embodies these same qualities, with a focus on continued skill advancement and learning.

Top Five Reasons for Energy Companies to Hire Veterans

- *Veterans bring leadership and technical skills needed in our industry*
- *Military occupations fit our critical job categories*
- *Veterans share our values on commitment to serve*
- *Veterans fill the gap created by experienced workers who retire*
- *There is potential to reduce training costs and time*

2014 Age Distribution – Key Jobs (Excluding Nuclear)



Recommendations

It is clear that the opportunity to hire veterans now and in the future makes good business sense for a variety of reasons, as well as it continues the long tradition in the sector to be civil-minded and maintains the commitment to help those who have protected us. The opportunity to employ our nation's heroes is a win-win proposition benefitting America's servicemen and women, the utility industry as a whole, and everyone who depends on us for the continued delivery of clean, safe, reliable, and affordable power.

This compelling business case to hire veterans leads to five critical recommendations. These recommendations should be the basis for any Troops to Energy Jobs Initiative to ensure that your partnerships, infrastructure, procedures, and policies are in place to train, recruit, and support veterans. Troops to Energy Job Initiatives should be incorporating the following recommendations:

- Make it easier for veterans to find your jobs and to translate their skills and training.
- Accelerate the time it takes veterans to earn required credentials or degrees.
- Provide full value for military training and experience when hiring.
- Create a military-friendly environment within the company.
- Increase the number of veterans who are recruited, hired, and retained.

IV. Prepare

The prepare phase of Troops to Energy Jobs is designed to answer these questions:

- Why is my company implementing a military recruiting strategy?
- What do we want to accomplish?
- How can we enhance our current efforts or add new initiatives?
- What resources will be required to implement the plan?
- What are meaningful goals?



The Prepare phase of the Troops to Energy Jobs Initiative requires strategic planning that addresses three key questions: Where are we now? Where do we want to go? How will we get there? The Troops to Energy Jobs Roadmap defines the path for veterans to follow, but the strategic plan will define the processes, procedures, and systems that the company will have in place to support them.

Planning should be done with a cross-functional team that includes individuals currently involved in military recruiting, outreach, veterans, technical training, and executives from Operations, Human Resources, and Communications who can help make the case for change and serve in an advisory capacity throughout the process. The planning meetings should be facilitated and organized with specific results for each session.

The overall result of these efforts should be a clear understanding of what the company will need to do to create a Troops for Energy Jobs infrastructure.

Prepare – Readiness Checklist

Is your company ready to support veterans in each step of the Troops to Energy Jobs Roadmap?

	Questions to Consider	Company Actions
✓	Do you have a good understanding of your company's current practices and of executive level support for the Troops to Energy Jobs Initiative?	Company Action 1 – Assess the current state of military workforce development at your company
✓	Do you have a clear idea of the gaps in your current military initiatives and where you want to focus your efforts?	Company Action 2 – Define purpose and scope of initiative
✓	Do you have a specific plan in place to accomplish the changes?	Company Action 3 – Develop strategies and actions
✓	Is there a clear understanding of what you will achieve and what improvements to expect from the changes to your military strategy?	Company Action 4 – Define goals and metrics
✓	Are your policies, procedures, practices, and processes ready to support a strong and effective veteran outreach, recruitment, and retention strategy?	Company Action 5 – Align company personnel, systems, and practices to support the needs of veterans

At the end of this phase, you will have:

- Educated employees and management
- A fully developed strategic plan
- Dedicated resources for implementing the plan
- Human Resources systems and policies that accommodate veterans
- Goals and metrics for success

Prepare – Company Action 1

Assess the Current State of Military Workforce Development at Your Company

Before you begin to enhance, change, or add to your military practices, take the time to assess and understand where your company stands on each of the elements and what is important to your executives and the veterans you have already hired. Understanding the scope of existing Human Resources policies and practices and how they impact the recruitment, hiring, and retention of veterans is a critical step in ensuring that veterans have the skills and knowledge to enter the energy industry and that they feel welcomed and appreciated once they are hired. A self-assessment of these policies and practices will assist in building on the strengths and identifying gaps that need to be addressed.

❑ STEP 1 – Assess current military outreach, recruiting, and retention practice

Each company is at a different stage when it comes to military outreach, recruiting, and retention. Your company may be stronger in some areas than others. Start with a good understanding of where you are now and what you have in place to attract and retain veterans.

❑ STEP 2 – Interview key executives on their own goals for a comprehensive military strategy

Gaining executive support is critical as you begin the process. Find out what their goals are for the initiative and what is most important to them.

❑ STEP 3 – Interview employees who are veterans on their experience with recruiting, on-boarding, and training

One of the best sources for understanding a veteran's experience with your company is to interview current employees who are veterans. They can provide valuable information on how easy or hard it was to find a job and what you might do to enhance your current processes.

❑ STEP 4 – Understand the benefits and challenges of hiring veterans

Recruiting, hiring, and retaining veterans brings great benefits, but also includes challenges that are unique to this population. The challenges can be different depending on whether the veteran recently separated, or is a member of the Guard or Reserves.

Resources on Troops Wizard (<http://www.cewd.org/wizard/troops/>):

- *Step-by-Step Guide*
- *Assessment Checklist*
- *Executive Interview Guide*
- *Veteran Employee Interview Guide*
- *Best Practices and Links to Relevant Resources*

Prepare – Company Action 2

Define Purpose and Scope of Initiative

The purpose of this step is to define “where you want to be.” The intent is not to create a detailed plan, but rather to scope out the areas of focus for the Troops to Energy Jobs Initiative. Later planning sessions with practitioners and those actively involved in the recruiting process will map out the details.

❑ STEP 1 – Determine company strategies that are driving military recruitment and employment

Why is your company considering a Troops to Energy Jobs Initiative? And what is the business case for your company? Are you starting from scratch with a military strategy, or trying to enhance an already proven one? Any workforce development initiative must be driven by company business strategies to be effective.

❑ STEP 2 – Identify gaps that could be filled with a comprehensive military strategy and define scope of change

The Readiness Assessment Checklist provided will help your company identify major areas of focus for the initiative. Select the areas that will provide the greatest return. It might be to enhance external communication or to develop a stronger sourcing strategy. Understanding the scope of change before you begin will help to secure executive support and commitment.

❑ STEP 3 – Present plan to key executives

Executive buy-in is critical at this stage. The presentation to management should make the business case and outline the results of the planning meeting.

❑ STEP 4 – Name an Executive Sponsor from within your company to promote veterans' programs

The assignment of an executive-level sponsor for veterans' programs demonstrates the company's commitment and provides a visible advocate for veterans' needs within the senior management team. The executive may be a veteran or have a strong connection as part of a military family.

Resources on Troops Wizard (<http://www.cewd.org/wizard/troops/>):

- *Step-by-Step Guide*
- *Troops to Energy Jobs Gap Analysis Tool*

Prepare – Company Action 3

Develop Strategies and Actions

Once executive approval is obtained for the focus and scope of the initiative, a more detailed plan must be developed. In effect, this is the answer to “How will we get there?” The plan should follow the strategies and actions to build a Troops to Energy Jobs infrastructure and include strategies and actions specific to the following areas: outreach, recruitment, and veteran support; working with education, system, and organizational changes; as well as external key stakeholder support.

❑ STEP 1 – Create Troops to Energy Jobs Task Force

The task force should be cross-functional and include practitioners as well as some veterans and will be responsible for creating and integrating the military strategy into policies, systems, and the procedures for the company. Some members that were part of the initial planning team should play a role in the task force for continuity purposes. Since the plan will have many components and impact various departments within the organizations, it is important that one person is accountable for all the moving pieces in this plan. Therefore, a Troops to Energy Jobs Company Lead should be identified. Since action plans will be both short- and long-term focused, you may consider keeping the task force in place over the implementation cycle, either keeping the same members on for the entire period of time, or having yearly rotating members from the same departments.

❑ STEP 2 – Develop detailed short- and long-term strategic action plans

The task force will be charged with the development of the short- and long-term strategic plans aligned to the objectives determined by senior management. The plans should focus on the steps to Build, Implement, and Measure that follow in this guide.

❑ STEP 4 – Identify critical milestones and indicators, and assign accountability

The action plan should contain critical milestones and performance indicators that will help the task force ensure that implementation is on track. These milestones should be reviewed and measured regularly by the Troops to Energy Jobs Company Lead.

Resources on Troops Wizard (<http://www.cewd.org/wizard/troops/>):

- *Step-by-Step Guide*
- *Job Descriptions for the Troops to Energy Jobs Lead*
- *Resource Requirements Checklist*
- *Gap Analysis Tool*
- *Sample Action Plans*

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Prepare – Company Action 3 *(continued)*

Develop Strategic Plan and Actions

☐ STEP 5 – Present plan to Executive Sponsor and key executives

At this stage, it is important that the task force and the Troops to Energy Jobs Company Lead get input and commitment from key executives on the suggested plan and resources needed to implement this initiative. The presentation should include the “ask” from the executives.

Prepare – Company Action 4

Define Goals and Metrics

How will you know if your military recruitment, hiring, and retention strategies and actions are helping you reach your objective? Measuring the outcomes of those actions is the best way to identify where new strategies may be required or different actions need to be taken. Critical success factors and key performance indicators are specifically created to measure what matters most in the creating of pathways for veterans to energy jobs. Metrics define what you want to measure, such as the number of veteran hires, whereas goals define improvement, such as increase veteran hires by 10%. The metrics discussed here do not include compliance requirements or other data that might need to be reported, but only goals and metrics to determine the success of Troops to Energy Jobs.

Many of the metrics that are currently used to measure recruitment, hiring, and retention apply to the veterans as well. An evaluation will be needed to determine whether the data obtained through the metrics is identifying areas for change or improvement.

❑ STEP 1 – Review current company hiring and workforce development metrics, dashboards, or reporting systems

What information does your company already collect and report on workforce development and, specifically, veterans? The goals for military recruiting, hiring, and retention should fit into existing systems for reporting (or the company should be prepared to make changes to the system in order to track desired goals/appropriate measures).

❑ STEP 2 – Develop goals to measure progress

Goals will need to be developed in each of the focus areas covered by the strategic plan. Each strategy and action should be evaluated against the goals to make sure they will add value in accomplishing the improvement.

❑ STEP 3 – Assess and develop company ability to capture quality data

Human Resources information systems may need to be changed to capture data required for the measurement. For instance, having a code in the system to identify an employee as a veteran will be critical to count the number of veterans hired and to also ensure ongoing support to meet retention goals.

Resources on Troops Wizard (<http://www.cewd.org/wizard/troops/>):

- *Step-by-Step Guide*
- *CEWD Workforce Development Scorecard and Metrics Toolkit*
- *Sample Company Dashboards*

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Prepare – Company Action 4 (continued)

Define Goals and Metrics

☐ STEP 4 – Develop Military Scorecard/Dashboard

CEWD has developed key metrics for workforce development and a dashboard that companies can adapt for use in tracking metrics related to military hires, recruitment, and retention. A good dashboard is simple to develop and maintain, and shows the direction of progress toward goals.

Prepare – Company Action 5

Align Company Personnel, Systems, and Practices to Support the Needs of Veterans

The Troops to Energy Jobs Initiative should be highly visible, as the internal awareness of the company's initiatives to reach out, hire, and engage military talent is critical to success. As you begin implementing your plan, you want to make sure that your key internal stakeholders understand why the company is doing this, its importance and value to the company, and how they can play a role. In order to set the stage for this work it is necessary to develop and, in some cases, simply modify, expand, and enhance your existing Human Resources infrastructure to support the targeted recruitment, hiring, and assimilation of veterans. This framework will be the bridge between the company and those veterans who can contribute as new employees.

❑ STEP 1 – Communicate the importance and value of veterans and the Troops to Energy Jobs Initiative to employees

Begin by defining the target audiences that you will need to communicate with and determine what the particular audience needs to know about the initiative along with the specific actions they will need to take. The type of communication will vary based on the audience. Much of the communication can take place using existing company communication channels like newsletters, websites, and departmental meetings and must have consistent key messaging to emphasize the importance of the Troops to Energy Jobs plans for the company.

❑ STEP 2 – Update management training programs and materials

In particular, managers need to understand how to effectively select, hire, assimilate, and retain veterans. Management training should combine the company's Business Case for the Troops to Energy Jobs Initiative, updates on changes to procedures and policies, company's expectations about the initiative, and an understanding of related employment law and compliance requirements. At a minimum, those with managerial or supervisory responsibility should be trained in compliance with federal laws on hiring veterans.

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Resources on Troops Wizard (<http://www.cewd.org/wizard/troops/>):

- *Step-by-Step Guide*
- *Template for Developing a Communication Plan*
- *Best Practices*
- *Veterans Human Resources Policies and Promising Practices Guide*
- *Sample Job Description for Dedicated Military Recruiter*
- *Detailed Description of USERRA and Links to Other Resources on Federal Law*
- *Links to Guides on Federal and State Laws*
- *Checklist for Review of Human Resources Policies*

Prepare – Company Action 5 (continued)

Align Company Personnel, Systems, and Practices to Support the Needs of Veterans

□ STEP 3 – Assign roles and responsibilities for veteran staffing/recruiting

A dedicated resource for veterans within the HR organization can build efficiency and effectiveness in practice and establish strong relationships with hiring managers, employees, contract recruiters, and vendors. A single point of contact simplifies the process for veteran candidates and promotes accountability. In companies where a dedicated resource cannot be assigned, HR staff should have specific roles and responsibilities related to veteran hiring, clear expectations, and constant communication and access to data across the staffing process.

□ STEP 4 – Review and modify Human Resources policies, procedures, forms, and data systems

To ensure that veterans have the ability to access job postings and understand how their military experience and skills effectively translate to promising energy jobs, forms, policies, and procedures may need to be modified. This will be a critical step towards effectively hiring veterans in your workplace. Forms should be reviewed to ensure they provide adequate opportunity to capture military experience, including placing military occupational codes that translate directly on the job posting.

Policies will also need to change not only to comply with legal requirements, but also to provide sufficient guidance to hiring managers and HR staff. Applicant tracking and employee data systems may need to be updated to include appropriate data fields to capture veteran status across the employment life-system to support reporting requirements and data-based decision making and to look at retention of veterans.

□ STEP 5 – Train Human Resources/recruiting staff on changes

HR staff should receive specific training and preparation to ensure understanding of their executive management's commitment to hire veterans and how the commitment will be translated into measurement of HR's performance. Specifically, the HR staff who will support the Troops to Energy Jobs Initiative should also have deeper awareness of the support systems available for veterans and any tax incentives or special programs from federal and/or state agencies to ensure that new hires who qualify are identified and related requirements completed.

V. Build

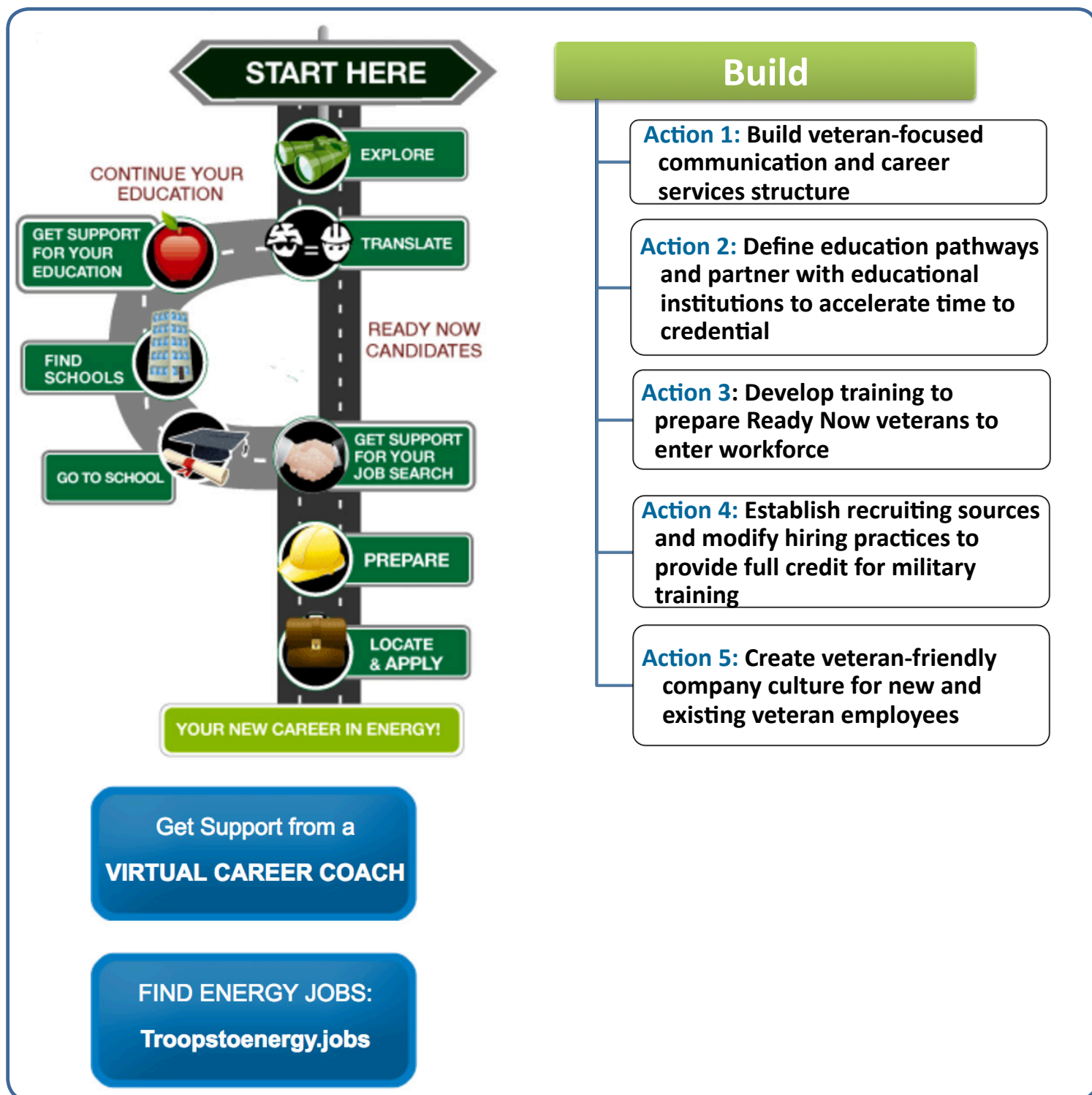
A company infrastructure that supports veterans, both internally and externally, requires building a veteran-friendly system of policies, procedures, programs, partnerships, and processes, and incorporates certain values, beliefs, and assumptions that sends a clear message that veterans are valued members of the community and your workforce. Organizational beliefs, values, and traditions (culture) will directly influence the success of the Troops to Energy Jobs Initiative and contribute to the need for more or less communication, direction, and resources when implementing the effort. A veteran-friendly culture keeps veterans at the center and brings together knowledge about the military experience to transform and institutionalize a company's structure, policies, and practices.



It is important to note that the framework for success extends beyond recruiting and hiring and needs to include outreach support services for veterans, new-hire on-boarding and transition programs, and retention efforts targeted to current employees. The overall result of these efforts should be a framework that provides a foundation for delivering the Troops to Energy Jobs Initiative in your company and allows new needs to be identified so they can be efficiently integrated into current systems and processes. Where gaps continue to exist or emerge, companies can look to leverage approaches identified by CEWD and other partners, and engage current employees and the management team. The structure developed as a result of these efforts will:

- Make it easier to veterans to find your jobs and translate their skills and training
- Accelerate the time it takes veterans to earn required credentials or degrees
- Provide full credit for military training and experience when hiring
- Create a military-friendly environment within the company
- Increase the number of veterans who are recruited, hired, and retained

The Company Actions for Build and Implement align directly with the Troops to Energy Jobs Roadmap. As seen in the graphic below, the five Company Actions map to distinct pieces of the Roadmap. Each of the Company Actions in the Build section is specifically designed to create systems, partnerships, or processes to remove barriers to veterans or ease the way as they go through the Roadmap.



Build – Readiness Checklist

Is your company ready to support veterans in each step of the Troops to Energy Jobs Roadmap?

	Questions to Consider	Company Actions
✓	Is it easy for veterans to find your jobs and to translate their military skills, training, and experience to civilian terms?	Company Action 1 – Build veteran-focused communication and career services structure
✓	Do you have partnerships and processes in place to support veteran career coaching and guidance?	
✓	Are the education pathways and credential requirements for your jobs clearly laid out so that veterans can understand whether they are Ready Now or need more education?	Company Action 2 – Define education pathways and partner with educational institutions to accelerate time to credential
✓	Do you have partnerships and processes in place with selected education providers to accelerate the education pathways and credentialing?	
✓	Do you have partnerships and processes in place to support veteran recruiting and hiring?	Company Action 3 – Develop training to prepare Ready Now veterans to enter workforce
✓	Is it easy for veterans to navigate your application process and be prepared for the screening steps?	Company Action 4 – Establish recruiting sources and modify hiring practices to provide full credit for military training
✓	Do your hiring practices provide <u>full</u> credit for military training when hiring and placing veterans?	
✓	Do you have support structures in place to help veterans be successful once they have been hired?	Company Action 5 – Create veteran-friendly company culture for new and existing veteran employees

At the end of this phase, you will have:

- A communication plan for internal and external communication
- Military branded website and material
- Relationships established with strategic partners, including community colleges and workforce system
- Defined entry points, education, and career pathways for military
- Veteran recruiting plan
- Support in place for new hires and existing veteran employees

Build – Company Action 1

Build Veteran-Focused Communication and Career Services Structure

External communication efforts can help establish your company as an employer of choice for veterans. Veterans and the general public need to know that there are employment opportunities, and that the company provides support and encouragement to veteran applicants and employees. Effective messaging about your support for veterans also strengthens your brand with customers who recognize and value your commitment.

Communications and branding is not only important to veterans but also to organizations that support them, such as veteran pipeline organizations or Veteran Service Organizations. These organizations provide a variety of services to veterans, including career coaching. Organizations serving veterans need to be aware of and have access to Troops to Energy Jobs resources to be able to direct veterans to information on your specific company requirements or toward education, if needed.

□ STEP 1 – Develop veteran-focused communication messages and materials

The company's external communication team should be engaged to help position messaging to potential candidates and inform the public about initiatives and highlight successes. Work with your team to develop the core messages for external audiences through the various media outlets. Engage the veterans' network and other employees to pilot-test the messages and materials ensuring the fidelity of the message and company brand.

The key messages used in the National Troops to Energy Jobs communication are:

- The skills you gained with your military service are an excellent match to the skills needed in energy careers.
- Energy jobs offer promising opportunities in all areas of the country.
- Troops to Energy Jobs companies value the training and experience you gained in the military.
- Troops to Energy Jobs companies are committed to creating a military-friendly culture that supports the needs of veteran employees.

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Build – Company Action 1 *(continued)*

Build Veteran-Focused Communication and Career Services Structure

□ STEP 2 – Update websites and printed material

An organizations's website is often the first point of contact with a potential applicant. What it communicates could speak volumes about whether or not someone with a military background would anticipate a positive experience. Review websites for veteran-friendly messages and promotion of company initiatives and consider the following:

- Does the company have a special section on the website for the military/veterans or a separate targets web page?
- What content and visuals show that veterans are welcomed and valued in the workplace?
- Does it showcase support of veterans?
- If you were in the shoes of a veteran, would you feel welcome at the organization?
- Is there a dedicated email address and contact for veterans' questions?

As your company looks to broaden your reach, there are also a number of websites, including specific state sites, that provide career navigation tools. Your company information should have a presence on these sites. In many cases, career navigation starts by the veterans going to these websites and asking them to enter their military occupation code or search for a job they are interested in; if they don't know about a particular energy job, the process never really gets started.

Resources on Troops Wizard **(<http://www.cewd.org/wizard/troops/>):**

- *Step-by-Step Guide*
- *Descriptions and Links to Key State Pipeline Organizations*
- *Links to Websites that Provide Career Navigation*
- *Troops to Energy Jobs Print Material*
- *Troops to Energy Jobs Resource Guide*
- *Troops to Energy Jobs Handbook for Virtual Coaches*
- *Links to Military Bases*
- *Military Crosswalk and Job Match-Up Link*
- *Veteran Social Media Sites*
- *Links to Awards for Military-Friendly Companies*

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Build – Company Action 1 *(continued)*

Build Veteran-Focused Communication and Career Services Structure

☐ STEP 3 – Identify and connect with strategic partners for outreach, support, and communications

Building relationships with outside groups that support veterans and connecting to existing virtual resources and websites will help you connect with key staff and deliver direct messages to veterans. Partnerships with these groups will also provide opportunities for employees service through community initiatives, boards, and philanthropy. Further, these direct efforts and networking activities increase awareness of needs, identify opportunities and pathways for support, and strengthen your veteran-friendly company efforts.

Start with the resources that are available in most states (there may be additional Veteran Service Organizations that are specific to your state):

- Transition Assistance Program (TAP) Offices
- Department of Veteran Affairs Local Veteran Centers
- Workforce System (Department of Labor) Local One Stops (now called American Job Centers) with Veteran Specialists

☐ STEP 4 – Provide partners with information on energy careers and hiring practices

Companies can assist their partners by providing them information about the energy industry, promising jobs, requirements, pre-employment testing, Troops to Energy Jobs in general, and related materials to support and enhance their career readiness, training, and career counseling efforts.

☐ STEP 5 – Build a company military brand

Branding your company as an attractive military employer positions the company to attract military talent and makes it easier for veterans to find promising energy jobs. Being recognized by other organizations for excellence in supporting the military is another way to extend your military brand.

Build – Company Action 2

Define Education Pathways and Partner with Educational Institutions to Accelerate Time to Credential

Troops to Energy Jobs defines veterans in two different categories: Ready Now, and those needing further education. Both groups of veterans will need to understand the education and credential requirements of energy jobs and the specific requirements of your company. CEWD has career profiles for each of the key jobs that indicate general education requirements such as an apprenticeship, associate degree, or bachelor degree. But, some companies may require additional certificates, or may not require degrees.

While some veterans will only require company training as they transition to energy industry jobs, others will require some type of postsecondary education, in most cases leading to a credential or a degree. The training and experience that veterans have received during their service can map specifically to the college courses and credit toward a degree that many companies require for hiring.

Community colleges can accelerate that process through granting credit for military experience and schooling as defined by standard credit recommendations (i.e., American Council on Education), but this doesn't always reduce the total time required to complete the degree.

The work of the State Energy Workforce Consortia can be leveraged in this effort. In many cases, the consortia will have already identified the partner schools with programs that relate to the critical job categories. Working through the consortia rather than through individual company efforts can reinforce the needs of the industry at the state level and with the partner schools.

Resources on Troops Wizard (<http://www.cewd.org/wizard/troops/>):

- *Step-by-Step Guide*
- *Veteran and Employer Fact Sheets on Energy Careers*
- *Guide to Adding Education Partners to National Energy Education Network*
- *Links to Student Veteran Organizations and Activities*
- *Links to Military-Friendly Schools and Servicemember Opportunity Colleges*
- *Links to ACE and Other Organizations Providing Military Credit*
- *Links to Understanding On-the-Job Training Apprenticeship Approval*
- *CEWD Toolkit: Strengthening Education Partnerships - A How-To Guide for Industry*

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Build – Company Action 2 *(continued)*

Define Education Pathways and Partner with Educational Institutions to Accelerate Time to Credential

☐ **STEP 1 – Document education and credential requirements for positions targeted for veteran hiring**

Although CEWD's Troops to Energy Jobs work has focused on six key jobs—lineworkers, plant and field operators, utility technicians, security officers, and engineers—there are many other positions that veterans are qualified for in your company. Most of the education and credential requirements will be available from job requisitions, but it is important for them to be clearly visible to veterans so they can easily translate their military training into civilian terms. At this point, veterans will know if they are Ready Now or need more education.

☐ **STEP 2 – Identify supporting military-friendly educational institutions and build relationships**

Veterans who need more education and training should be referred to specific postsecondary institutions, although not all educational institutions are created equal when it comes to supporting veterans. You will want to partner with those institutions that clearly put the veterans' needs first and with institutions that you can hire from the program. Schools that support veterans will have numerous resources available, including a dedicated veterans' advisor and student veteran organizations.

☐ **STEP 3 – Incorporate information on partner educational institutions in communication to veterans**

Make your partnership with these institutions visible to veterans seeking employment as well as the pipeline organizations and Veteran Service Organizations.

☐ **STEP 4 – Understand the process involved in assigning credit for military training**

Some colleges have a standard process in place where military credits are accepted, but many do not. Colleges may have policies on the books but the process for gaining credit can be very informal and may only be granted by certain divisions or faculty members.

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Build – Company Action 2 *(continued)***Define Education Pathways and Partner with Educational Institutions to Accelerate Time to Credential**

- STEP 5 – Become a veterans’ advocate at partner schools to accelerate time to degree or required credentials and provide full credit for military training and experience

Veterans deserve full credit for the training and experience they gained while serving their country. Companies can facilitate the recognition of experience of veterans if they work with their local community college partner program as well as the administrators from the college, reducing the time from veterans’ exit from the service to energy careers. How can your company be assured that partner institutions accept the maximum prior learning credits for veterans? By getting involved and advocating on the veterans’ behalf. This process may be lengthy, so start with the specific degrees identified in the previous step and build from there.

Build – Company Action 3

Develop Training to Prepare Ready Now Veterans to Enter Workforce

Qualified candidates may need support in identifying available positions and navigating the job application and selection process. Even veterans who are considered Ready Now will need to prepare to apply for jobs and pass through the screening process.

❑ STEP 1 – Assess the resources currently available for Ready Now veterans in your area

Veteran Service Organizations in your state have resources to help prepare veterans for civilian jobs. These might include workshops, classes, or individual coaching sessions to support veteran needs. Work with your strategic partners to find out what is already available and post information on your website.

❑ STEP 2 – Identify additional opportunities to prepare veterans for energy jobs

CEWD has created a Troops to Energy Jobs Work Ready Boot Camp, designed to help those who have recently left the military make a smooth transition to the civilian work world, with the goal of them gaining employment in the energy industry. The boot camp includes topics that are specific to energy employment (such as Utility Math) and preparation for the pre-employment tests, but also includes general information on interviewing, resume writing, and job search skills. Upon completion of the boot camp, the veterans would take the WorkKeys assessments and applicable EEI pre-employment tests. The boot camp may be modified to deliver shorter sessions and alternate assessments based on company and veteran need.

❑ STEP 3 – Develop communication on your company's application process

Each company has a different process for registering and applying for jobs. Many veterans will not have applied for a civilian position before, and the application process may not be clearly understood. Create a guide or update your veteran webpage with the steps required.

Resources on Troops Wizard (<http://www.cewd.org/wizard/troops/>):

- *Step-by-Step Guide*
- *Troops to Energy Jobs Work Ready Boot Camp Curriculum and Guide*
- *Interviewing and Resume Writing Tips*
- *Link to Understanding On-the-Job Training Apprenticeship Approval*

Build – Company Action 4

Establish Recruiting Sources and Modify Hiring Practices to Provide Full Credit for Military Training

With hundreds of thousands of servicemembers transitioning out of the military each year and many more millions of veterans already in the workforce or looking for jobs, a sourcing plan that includes identification of appropriate state employment office contracts, Transitional Assistance Program (now Transition Goals Plans Success) offices and military bases, websites/job boards, career fairs, and military-specific contract recruiters will be critical. As noted previously, it is very difficult for veterans to match their skills and training to civilian job qualifications. It is equally difficult for companies to translate those skills into steps in an apprenticeship progression or entry into positions at higher than entry level. One of the cornerstones of a Troops to Energy Jobs company is the ability to provide full credit for that training. Identifying the value of military training and experience is a process that involves educating recruiters and hiring managers and, in some cases, negotiating with unions.

❑ STEP 1 – Evaluate current military sourcing channels for effectiveness

The information gathered in the planning phase will be helpful in evaluating the sources that have been most effective in the past for your company. For all companies, budgets and resources are scarce and understanding the return on investment from each of the sources will help to identify the most effective channels. Not all companies will be able to access data on each of the sources, so this step will involve some discussions with veteran employees and company recruiters. Understand where your best sources are currently before developing the recruiting plan.

❑ STEP 2 – Identify preferred recruiting sources based on strategy and workforce plan

Use the list of targeted positions and the veteran hiring goals to identify priorities and preferred sources. The company military website can be the number one source for potential applicants, considering the partnerships and processes in place with the pipeline organizations, but there are many other sources to consider.

Resources on Troops Wizard (<http://www.cewd.org/wizard/troops/>):

- *Step-by-Step Guide*
- *Links to Military Recruiting Sites and Military Specialty Recruiters*
- *Links to Military Bases*

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Build – Company Action 4 (continued)

Establish Recruiting Sources and Modify Hiring Practices to Provide Full Credit for Military Training

❑ STEP 3 – Develop a Veteran Recruiting Plan

The recruiting plan should layout the schedule and resources to achieve the veteran hiring goals. The plan should include a combination of posting sites, including the Troops to Energy Jobs site, military job fairs, recruiting from education partners, and contract recruiting.

❑ STEP 4 – Evaluate current hiring practices and establish a plan to provide credit for military training

Evaluating your hiring practices and making changes to accommodate military training and work experience is difficult and takes time, but is critical to ensure the best fit for veterans and the company. Use the recruiting plan to identify critical jobs and assess the position level for each of the veterans hired into the jobs. Put together a team of hiring managers for the job categories you select, as well as recruiters and union representatives. The team will review each job, determine hiring levels, and create a plan for hiring strategies that take into account military training and experience to place veterans into the appropriate level job. The Executive Sponsor for Troops to Energy Jobs will need to lend support to the effort.

Build – Company Action 5

Create Veteran-Friendly Company Culture for New and Existing Veteran Employees

Creating opportunities for employees, especially veterans, to realize a strong affiliation with the company and its mission, values, and team is an important driver of employee satisfaction and retention. This can be promoted through team events, affinity groups, special celebrations and activities, company clothing, and opportunities to be part of cross-functional teams and projects.

❑ STEP 1 – Develop a veteran on-boarding program

The on-boarding process and initial transition are critical times for all new hires, including veterans. You may need to modify your processes to add specific support for new-hire veterans and their supervisors with regular check-ins to gauge success.

❑ STEP 2 – Establish a formal mentoring program for veterans

An effective practice for all new employees is a transition mentor or buddy, someone who can help with navigating the systems and culture of the company. Generally, it is best if this person is not in a position of authority related to the new hire. For veterans who have recently left the military, it can be helpful to have the mentor be an employee who is also a veteran so that they understand the unique challenges of the transition to the civilian workforce. In organizations that have a Veterans' Affinity Group/Network, mentors may come from the group as a core aspect of its purpose.

Resources on Troops Wizard (<http://www.cewd.org/wizard/troops/>):

- *Step-by-Step Guide*
- *Toolkit for Creating a Formal Mentoring Program*

❑ STEP 3 – Establish Veterans' Network/Affinity Group

In many companies, Veterans' Employee Networks/Affinity Groups have been created to promote and support teambuilding, engagement, and/or encouragement to realize success. These groups will involve employees who are veterans and can provide team members for company initiatives, visibility for contributors, and feedback on the successes and continuing needs of veteran employees.

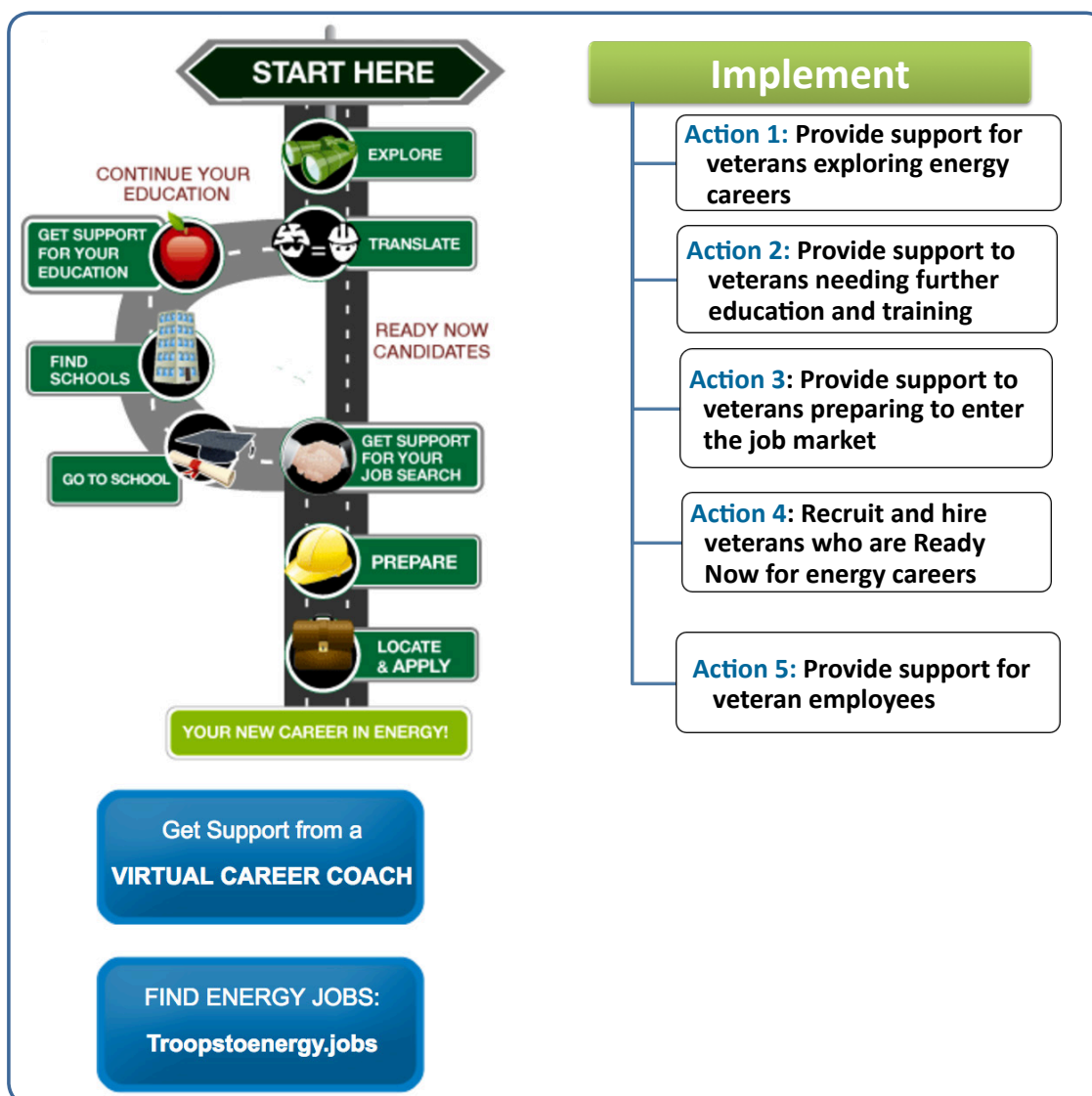
❑ STEP 4 – Expand traditional Employee Assistance Programs (EAPs)

Update your Employee Assistance Program (EAP) to include the tools needed for helping veterans and their families. Make sure your EAP includes the tools needed for the unique needs of veterans and is connected to local Veteran Service Organizations for updates on new resources.

VI. Implement

During the implementation phase of Troops to Energy Jobs, the company provides support for veterans for each step of the Veterans Roadmap that is on the Troops to Energy Jobs website, whether they are just starting the journey by identifying their skills and exploring energy careers, continuing their education, or actively applying for the job. The systems and structures are in place. Now it is time to implement.

The Company Actions for Build and Implement align directly with the Troops to Energy Jobs Roadmap. As seen in the graphic below, the five Company Actions map to distinct pieces of the Roadmap. Each of the Company Actions in the Implement section is specifically designed to work directly with veterans in each of the steps from exploring energy careers to becoming a successful employee.



Implement – Readiness Checklist

Is your company ready to support veterans in each step of the Troops to Energy Jobs Roadmap?

	Questions to Consider	Company Actions
✓	Is it easy for veterans to find career coaching and guidance in your service territory?	Company Action 1 – Provide support for veterans exploring energy careers
✓	Are your company's education and credential requirements included on your informational materials to veterans?	
✓	Does your company participate in student veteran activities?	
✓	Does your company participate in venues that allow veterans to conduct mock interviews, get feedback on resumes, and practice pre-employment tests?	Company Action 3 – Provide support for veterans preparing to enter the job market
✓	Are your application processes clearly laid out for veterans to understand?	
✓	Are your job postings tailored to attract military candidates?	Company Action 4 – Recruit and hire veterans who are Ready Now for energy careers
✓	Has your company created a positive recruiting experience for veterans?	
✓	Does your company have a veteran-friendly on-boarding process?	Company Action 5 – Provide support for veteran employees
✓	Do you celebrate veterans through special observations and programs?	

At the end of this phase, you will have:

- Employee involvement in support of veteran needs at all stages of the Roadmap
- Short-term training programs with veteran-only cohorts
- Workshops to prepare veterans for civilian jobs
- New veteran employees

Implement – Company Action 1

Provide Support for Veterans Exploring Energy Careers

In Company Action 1 of the Build section, the Troops to Energy Jobs task force developed veteran-focused communication, identified and connected to key strategic partners, and built a company military brand. In this action, the communication and career services structure will be put to use.

❑ STEP 1 – Launch communication campaign and updated websites, and distribute military branded material

Launch the campaign with a press release that describes your company's goals and directs veterans to the Troops to Energy Jobs website or your own company military site. Participate in industry and local press opportunities for articles and interviews. Make sure that your strategic partners have the material created specifically for the military. This is where the training of the Human Resources staff, customer service representatives, and others in the organization will pay off as they are able to field questions and coach veterans on the Roadmap to energy jobs.

❑ STEP 2 – Manage the relationships established with Veteran Service Organizations

Schedule regular visits and updates with partner organizations including email, phone calls, and personal visits. Monitor the feedback from partners to ensure that the processes are working smoothly.

Resources on Troops Wizard (<http://www.cewd.org/wizard/troops/>):

- *Step-by-Step Guide*
- *Sample Press Release*

❑ STEP 3 – Encourage, support, and participate in volunteer activities and service to veterans' organizations

Supporting your partner organizations also provides opportunities for engagement of current employees through volunteer service. This service will assist the partners with achieving the missions, strengthen the personal relationships, and provide the company with a direct means to ensure that needed services and support is available to veterans.

Implement – Company Action 2

Provide Support for Veterans Needing Further Education and Training

In Company Action 2 of the Build section, you defined the education pathway and developed education partnerships that are focused on veterans. The next step is to support those veterans that need further education. Companies can provide that support in multiple ways to help veterans accelerate their education pathway to get the credentials to lead to a good energy job.

❑ STEP 1 – Provide information to veterans on required education and credentialing

Every company has different requirements for credentials and education for specific jobs. Make sure that the veterans who need education are spending their time and money on degrees and credentials that are required or recommended for hiring. Educate career coaches and partner schools on the best pathways for energy jobs. Consider presentations to veterans who need to continue their education on the best programs in your state.

❑ STEP 2 – Manage relationships with education partners and with Student Veteran Organizations

You have already identified the education partners who are military-friendly and who want to work on energy education pathways. Include these partners in State Energy Workforce Consortia efforts and participate in activities on campus. Student Veteran Organizations are a great pipeline to veterans who are already enrolled in degree programs related to your jobs. Make contact and provide internships, scholarships, and career coaching to their members and consider becoming a national corporate sponsor.

❑ STEP 3 – Implement veteran-only cohorts of existing education

programs or existing company programs such as internships, scholarships, or job shadowing

Some utilities have implemented veteran-only cohorts into existing boot camps for lineworkers, utility workers, or natural gas technicians with great success. The boot camps can be taught as designed or tailored to build on veteran skills and the transition to civilian jobs. Consider incorporating veterans into existing company programs like internships to provide much needed work-based experience to veterans enrolled in education programs.

❑ STEP 4 – Monitor veterans currently enrolled in partner institutions to ensure full college credit for prior training

Are your efforts really accelerating veteran completion? Work with your education partners and Student Veteran Associations to track the progress of veterans enrolled in energy education pathways.

Resources on Troops Wizard (<http://www.cewd.org/wizard/troops/>):

- *Step-by-Step Guide*
- *Links to Information on Student Veteran Organizations*
- *Employer Fact Sheets on Energy Careers*
- *Veteran Fact Sheets on Energy Careers*

Implement – Company Action 3

Provide Support for Veterans Preparing to Enter the Job Market

In Company Action 3 of the Build Section, you identified resources currently available for Ready Now veterans in your area and developed additional programs your company could provide. Now is the time to implement that support and engage with veterans who are actively seeking jobs. For some veterans, this may be their first experience in applying for a civilian job. Even with the right technical skills, veterans still need help in finding and applying for positions, developing a civilian resume, developing interviewing skills, and preparing for pre-employment testing.

□ STEP 1 – Provide support to veterans who are exiting the military, or have Ready Now skills

Creating a presence on military bases and providing support during the Transition Assistance Program—which has been redesigned and is now called Transition Goals Plans Success (GPS) or Transition GPS—will create another link to potential veteran hires. The earlier in the process you can connect with veterans who are interested in energy jobs, the less time they will have to spend preparing for the jobs when they leave the military. Transition GPS has recently been updated, so become familiar with the programs at the bases in your territory and participate in opportunities for employers, including job postings, presentations, and participation in career fairs.

Transition GPS will direct veterans exiting the military to the veteran representatives at the DOL Career One-Stop Center. Work with the veteran representatives (Local Veterans' Employment Representatives and Disabled Veterans' Outreach Programs) that you have built relationships with and provide branded military communication on Troops to Energy Jobs, your company website and job postings, and frequent updates to the veteran representatives who provide career coaching.

Resources on Troops Wizard (<http://www.cewd.org/wizard/troops/>):

- *Step-by-Step Guide*
- *Troops to Energy Jobs Work Ready Boot Camp Curriculum*
- *Interviewing and Resume Writing Tips*
- *Troops to Energy Jobs Work Ready Boot Camp Curriculum*

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Implement – Company Action 3 *(continued)*

Provide Support for Veterans Preparing to Enter the Job Market

☐ STEP 2 – Provide support to veterans who are completing education

Through your relationships with Student Veteran Organizations, you will have opportunities to participate in school-sponsored career fairs or to direct veteran students to the other career fairs where your company will participate. Career fairs are not only a means to identify candidates for current openings, but also provide an opportunity to support the veteran community, develop future potential candidates, and provide cultural awareness and interviewing practice for recruiters. Create opportunities to conduct veteran-focused workshops or participate in mock interview sessions at school career fairs.

☐ STEP 3 – Conduct interviewing and resume writing workshops and help veterans create a personal brand

As a service to veteran job seekers, conduct workshops with company volunteers to help veterans in this important step. In previous steps, the Troops to Energy Jobs Task Force identified additional workshops that your company can conduct to support Ready Now veteran needs. These might include interviewing and resume writing, or work readiness. Hiring Our Heroes has also developed information to help veterans build a personal brand that can be provided with the workshops. Work with your Veteran Service Organization partners to schedule the workshops, and provide recruiters and veteran employees to teach and provide support.

Implement – Company Action 4

Recruit and Hire Veterans Who are Ready Now for Energy Careers

Ready Now candidates are those veterans who have the qualifications for immediate employment. Their military background and experience alone may meet many of the requirements for some company job openings and may need limited company training when hired. These candidates may have skills and competencies that were acquired in the military that serve as an excellent foundation for some jobs, even if it is not a direct translation. In other cases, they may have completed additional education and training or had post-military work experiences that form the basis for their qualification for energy industry openings.

In Company Action 4 of the Build section, the Troops to Energy Jobs Task Force developed a Veteran Recruiting Plan with preferred sources. This action provides steps for implementing the plan.

❑ STEP 1 – Tailor job postings to attract veteran candidates

During the planning process for the Troops to Energy Jobs Initiative, certain job classifications may have been identified as targets for hiring veterans and included in a company workforce plan. If specific jobs have been identified, then job requisitions should be monitored for those positions to trigger focused veteran recruiting efforts.

All job postings and recruiting materials should encourage veteran candidates to apply for company jobs. Postings can be enhanced to attract veterans by including information for preferred military occupations.

Resources on Troops Wizard (<http://www.cewd.org/wizard/troops/>):

- *Step-by-Step Guide*
- *Employer Fact Sheets on Veteran Skills*
- *Veteran Fact Sheets*

(continued on next page)

Implement – Company Action 4 *(continued)*

Recruit and Hire Veterans Who are Ready Now for Energy Careers

- ❑ **STEP 2 – Post job openings on veteran-related websites, social media, targeted print sources, and with contract recruiters based on defined Veteran Recruiting Plan**

Highlight the positions on your company's career site and veterans' career page. Through your membership in CEWD, your jobs will also be posted on the TroopstoEnergy.jobs microsite on the Troops website. Your company job postings should be automatically captured by State Employment Agency websites and linked through job boards to targeted veteran job boards like Military.com and the Veterans Job Bank. Inform your contracted job board vendors to tag your positions so that they will be picked up by government websites. Check the websites to verify that your postings are visible and that simple search paths and terms will reveal the postings. Post jobs with partner community colleges and universities through their placement offices and veterans' support services in your company's geographic area and near military bases where servicemembers have needed job skills.

- ❑ **STEP 3 – Participate in military career fairs identified in Veteran Recruiting Plan**

Using veterans during the recruiting process is one positive support for veterans during the recruiting and hiring process. Creating a high-touch recruitment strategy that includes understanding the military culture and adapting the recruiting process will create a better experience for the veteran.

Provide information to potential recruits on how their jobs skills translate to priority energy jobs. Use the Troops to Energy Jobs Military Occupation translator and Veteran Fact Sheets to help identify openings.

Implement – Company Action 5

Provide Support for Veteran Employees

In Company Action 5 of the Build section, your company modified existing practices and added new ones to support the needs of your veteran employees. Implementing those practices and monitoring their effectiveness can lead to increased retention and satisfaction for those employees.

❑ STEP 1 – Implement veteran-focused Human Resources practices like on-boarding, Veterans' Network/Affinity Group, and a formal mentoring program

On-boarding helps new hires adjust to the social and performance aspects of their jobs so they can quickly become productive, contributing members of the organization. That adjustment for veterans entering civilian work is much greater. Therefore, providing the veterans with a targeted orientation process for acclimation and adjustment into corporate America is critical. The orientation process should focus on translating the company into everyday terms that the veteran can understand and relate to. CEWD has developed a guide that will provide some suggestions on the key elements that are important for veterans and that may appear confusing for them at the outset.

Companies can maintain the good will established through that first positive experience by establishing a formal mentoring program and a Veterans' Network/Affinity Group. Many energy companies have employee resource groups and affinity groups for their veteran employees. CEWD maintains a list of members who support veteran affinity groups and are willing to share best practices.

Resources on Troops Wizard (<http://www.cewd.org/wizard/troops/>):

- *Step-by-Step Guide*
- *New Employee Orientation Process for Veterans*

In 2016, CEWD partnered with the Edison Electric Institute and the Nuclear Energy Institute to introduce Veterans for Energy, a non-profit entity that serves as a national employee resource group to provide transition, retention, and professional development support to the nation's growing population of veterans who have chosen energy careers.

❑ STEP 2 – Create visible ongoing support through special observations and programs

A core element of a veteran-friendly culture is an ongoing focus on support and appreciation for service. Opportunities include observations for Veteran's and Memorial Day, marching in a Veteran's Day parade, community outreach and volunteering, donations, assembling care packages for deployed servicemembers, and recognition for employees still serving in Guard and Reserve Units.

VII. Measure

In the Prepare section of this template, you will have already developed a strategic plan for the Troops to Energy Jobs Initiative and established the goals and metrics for determining the success of the initiative.

There are two key areas of focus in the Measure section. The first is to measure progress in building the processes, practices, and infrastructure—the steps outlined in the Build section and in the strategic plan. Are the milestones being met? Are the systems and infrastructure changes in place? The second key area is to measure progress against the goals to hire and retain veterans—actually implementing the process you have designed. Are you hiring the number of veterans expected? Is the percentage of veteran hires related to all hires increasing?



Using data to improve Troops to Energy Jobs implementation and to make informed decisions about future resource allocations is critical. Continuous monitoring of progress toward short- and long-term goals ensures that plans are accomplished and provides a foundation for continuous improvement in the recruitment, hiring, and retention of veterans. Understanding where there have been successes and challenges helps to guide investment decisions, sourcing strategies, and Human Resources system infrastructure improvements.

The data that is captured as part of the defined metrics on the hiring and retention of veterans will support adjustments to recruiting and hiring practices, smooth veteran transition, promote engagement and retention, and help senior managers make changes as necessary.

Please note there are many different metrics that should be tracked for compliance purposes, but they are not included in this guide.

Measure – Readiness Checklist

Does your company have the appropriate measures in place to track the progress of your Troops to Energy Jobs implementation and continuous improvement of veteran hiring, training, and retention?

	Questions to Consider	Company Actions
✓	Does your company provide regular progress reports to stakeholders on critical milestones?	Company Action 1 – Measure progress of critical milestones in Troops to Energy Jobs Strategic Plan
✓	Do you have feedback loops in place for veterans and other stakeholders?	
✓	Are the metrics and measure in place to assess veterans' recruiting, training, hiring, and retention information?	Company Action 2 – Implement CEWD Workforce Metrics Scorecard and Military Dashboard

At the end of this phase, you will have:

- A system in place to track progress on specific actions
- Performance metrics on veteran hiring, training, and retention
- Mechanisms in place for feedback on the military process
- A baseline for continuous improvement

Measure – Company Action 1

Measure Progress of Critical Milestones in Troops to Energy Jobs Strategic Plan

The strategic plan developed in Company Action 3 of the Prepare section of the National Template contains short- and long-term plans, milestones, and accountability for implementation. Monitoring the plan, reporting progress, and adapting actions will keep the initiative on target. (See Prepare – Company Action 3)

❑ STEP 1 – Determine audiences and timing for progress reports

The Troops to Energy Jobs Task Force and the Executive Sponsor should receive regular updates on progress. But, there are multiple stakeholders in the Troops to Energy Jobs Initiative and all will be interested in some level of update. The timing, presentation, and level of information delivered will depend on the audience.

❑ STEP 2 – Compile data and prepare report

Periodic updates and progress reports describe a more comprehensive picture of the status, issues, and accomplishments of the Troops to Energy Jobs Initiative.

The internal reports created to describe the Troops to Energy Jobs Initiative accomplishments and system performance can also be used to add information to websites, embed into press releases to update partners and the public on progress, and in presentations given to partners and potential candidates.

❑ STEP 3 – Solicit feedback and make changes to improve the process

As changes are being made, engage the Veterans' Affinity group, Human Resources community, and hiring managers for feedback. Use a variety of methods, including focus groups or quick surveys, to gather information.

Resources on Troops Wizard (<http://www.cewd.org/wizard/troops/>):

- *Step-by-Step Guide*
- *Communication Template for Progress Reporting*
- *Progress Report Samples*

Measure – Company Action 2

Implement CEWD Workforce Metrics Scorecard and Military Dashboard

In the Prepare section of this template, you will have already developed a strategic plan for the Troops to Energy Jobs Initiative, as well as the goals and metrics for determining the success of the initiative. (See Prepare – Company Action 4)

❑ STEP 1 – Compile baseline data for goals and metrics

Baseline data will be useful in tracking progress over time for the goals that have been set by the company. Collect data for previous periods for each of the defined metrics.

❑ STEP 2 – Publish Metrics Scorecard and Military Dashboard

Use simple presentations of data, graphs, dashboards, or summary charts to show current data and trends. It is best if the problem areas are highlighted with color coding or specific positioning that includes goal thresholds and actions that have been taken or planned. Ensure that your company provides follow-up on action status from previous periods.

Resources on Troops Wizard (<http://www.cewd.org/wizard/troops/>):

- *Step-by-Step Guide*
- *Veteran Hire Tracking Dashboard*

For more information, please visit the Troops to Energy Jobs website:

www.troopstoenergyjobs.com

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