Veterans' Employment and Training Service

Empowering Your Workforce: Strategic Veteran Recruitment Strategies

About the Speaker



Matthew Passmore

BOS/CHI/PHI Regional Veterans' Employment Coordinator

US DOL, Veterans' Employment and Training Service (VETS)

✉ Email: Passmore.Matthew.A@DOL.gov

VETS: Who We Are

DOL VETS is the lead Federal Agency in Veteran Employment.

- DOL VETS 2,800 (staff, contractors, and grantees) served 440,000+ veterans and military spouses across all Agency programs

VETS leverages all DOL agencies and resources on behalf of veteran employment, transitioning service members and military spouses.

VETS is the voice of DOL in the veteran employment space and the voice for veterans within DOL.

DOL Agencies Serving Veterans and Military Spouses

Networked across DOL agencies



Regional Locations:
Atlanta, Boston, Chicago, Dallas, Philadelphia, San Francisco

Veterans' Employment and Training Service (VETS)

- Coordinates Agency efforts

Employment & Training Administration (ETA)

- National Workforce System -American Job Centers (AJCs)
- Unemployment Compensation (UCX), Office of Apprenticeship, Workforce Innovation and Opportunity Act (WIOA), Grants

Office of the Solicitor (SOL)

- Employment law expertise; subpoena and referral assistance in Uniformed Services Employment and Reemployment Rights Act (USERRA) cases.

Bureau of Labor Statistics (BLS)

- Continuously monitors and analyzes U.S. Veteran employment statistics

Chief Evaluation Officer (CEO)

- Evaluates effectiveness /efficiency of Veteran employment programs

Office of Disability Employment Policy (ODEP)

- Focuses on disability-related policies that benefit Veterans

Office of Federal Contract Compliance Programs (OFCCP)

- Affirmative action provisions of Vietnam Era Veterans Readjustment Assistance Act (VEVRAA)

Women's Bureau (WB)

- Develops policies, advocates for equality and economic security and promotes quality work environments for working women

Wage and Hour Division (WHD)

- Military Family Leave Act (FMLA)

Employee Benefits Security Administration (EBSA)

- Financial literacy/military retirement structure

Leveraging Partnerships



VETS National Presence

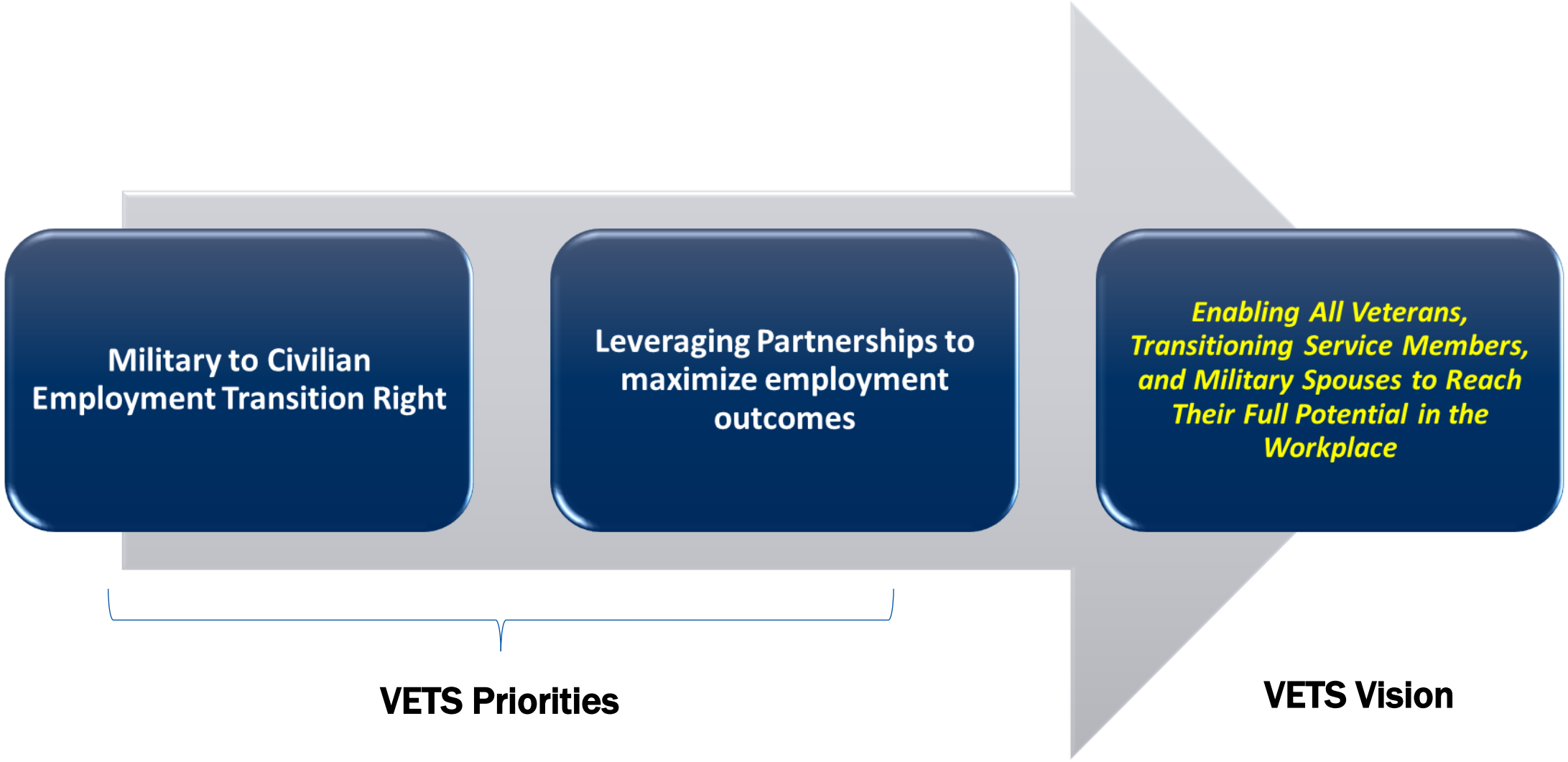
VETS Mission

We prepare America's veterans, service members, and military spouses for meaningful careers, provide them with employment resources and expertise, protect their employment rights, and promote their employment opportunities.

Last year, VETS served almost 440,000 veterans, service members and military spouses across the following four mission sets (the 4 Ps)

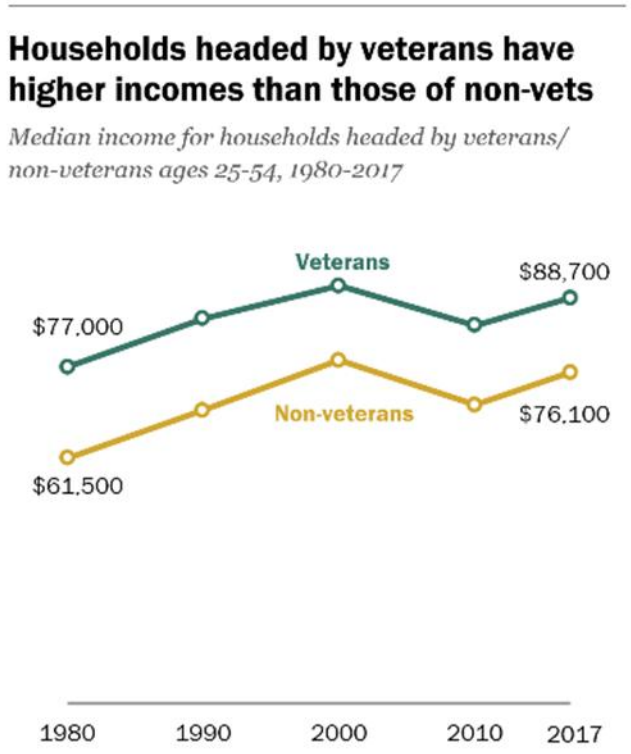
- **PREPARE** over 271,000 service members and military spouses for meaningful careers
- **PROVIDE** employment resources and expertise to almost 164,000 veterans
- **PROTECT** their employment rights by performing 1,201 investigations
- **PROMOTE** their employment opportunities by performing over 3,000 employer engagements

VETS Vision and Priorities



Good Business Decision to Hire Veterans

Veterans Outperform Their Non-Veteran Peers



Pew Research Center, Dec 2019

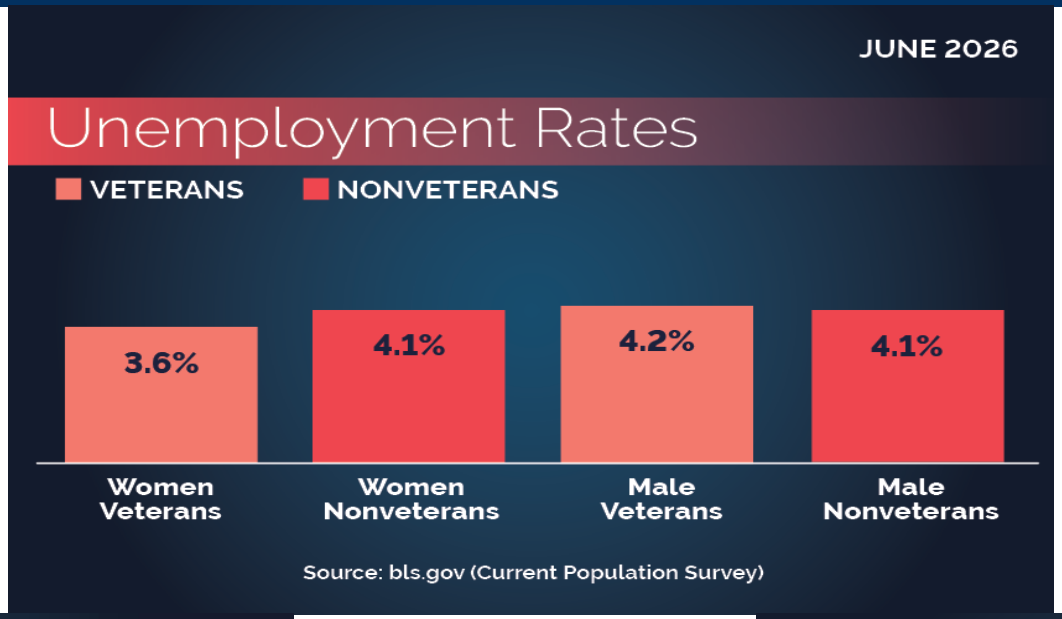
United States Census Bureau

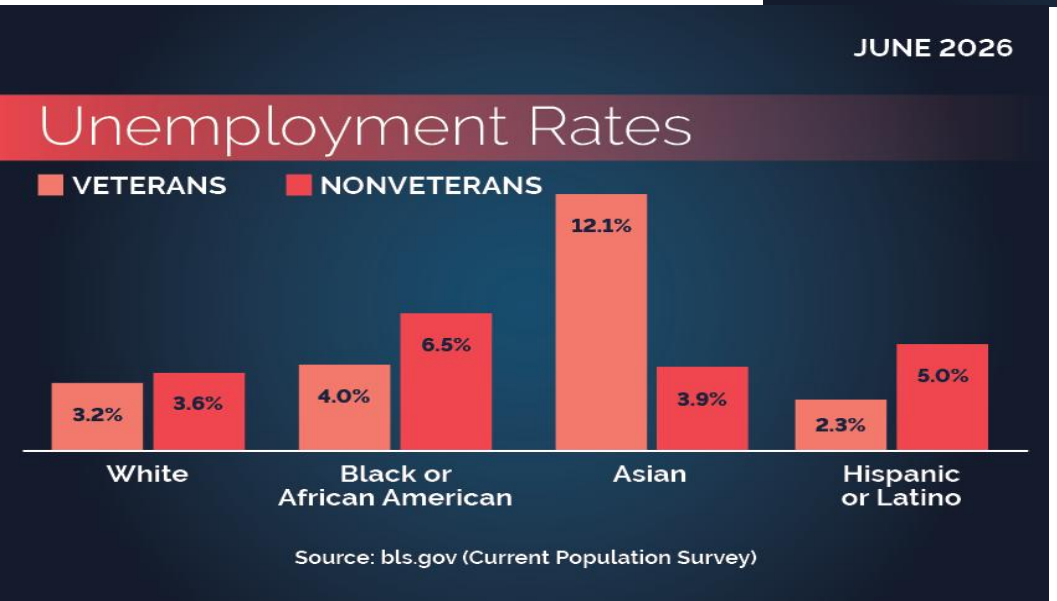
"Post 9/11 veterans earn more than those who never served in the Armed Forces"
Nov 2020

"Veterans are 39% more likely to be promoted earlier than non-veterans."

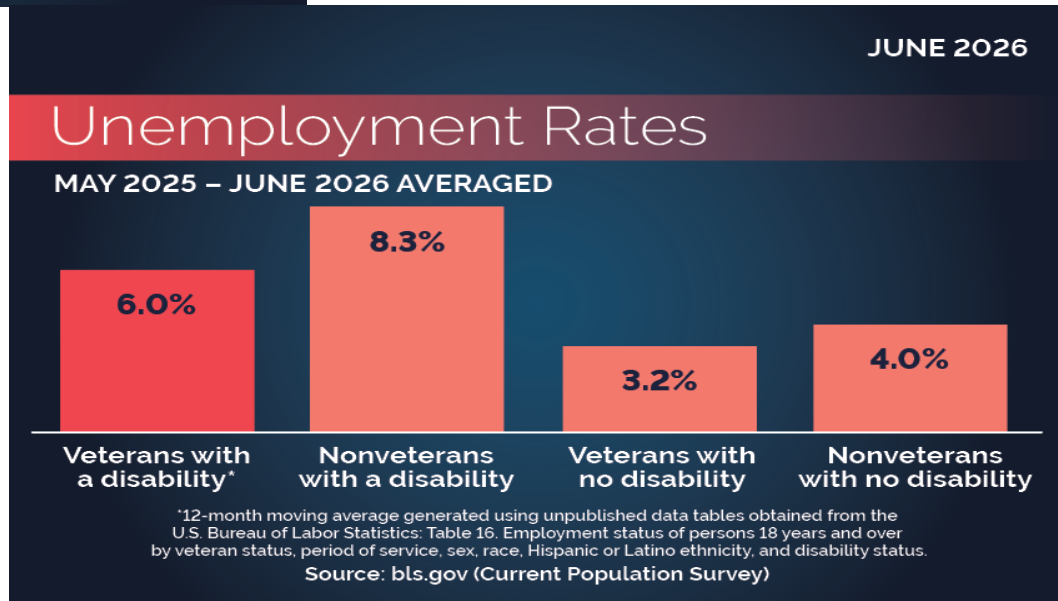


Veterans Outperform Their Non-Veteran Peers

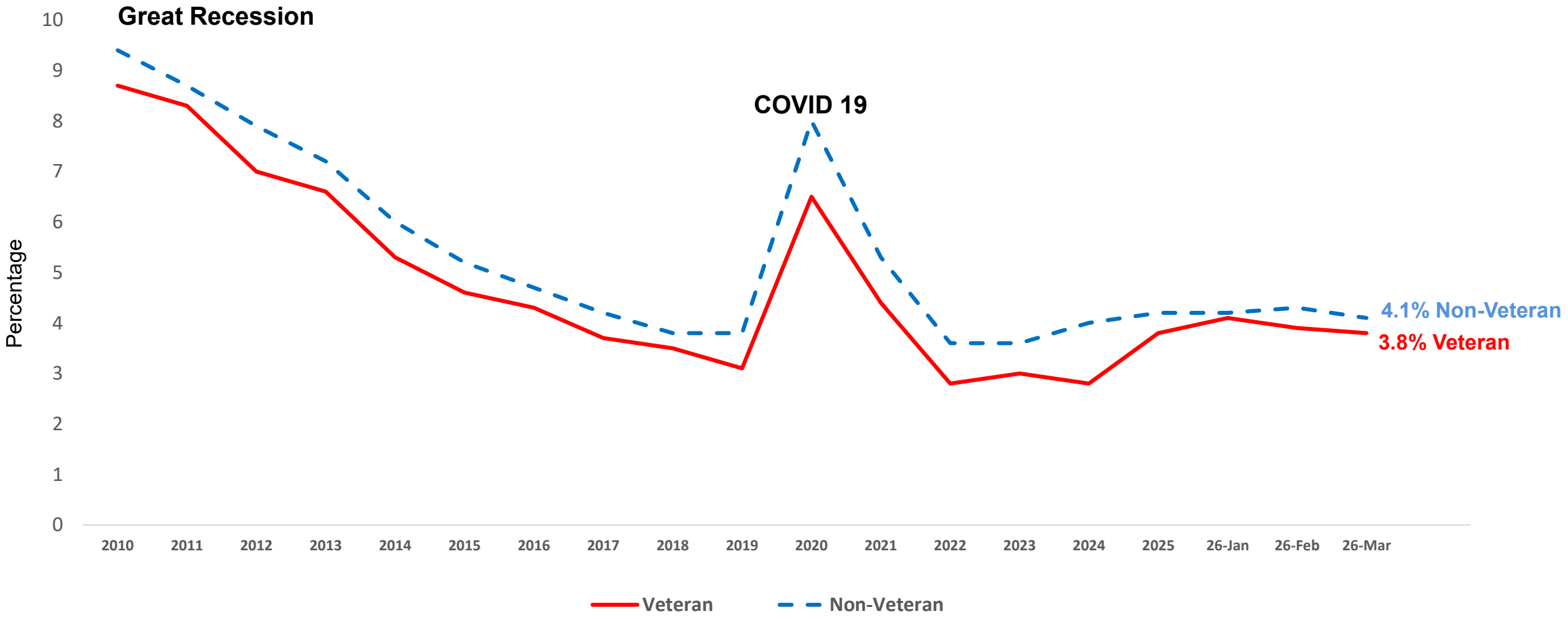




BLS, June 2026



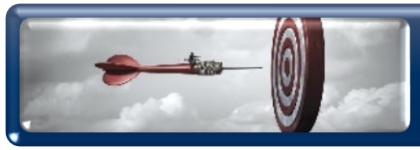
Unemployment Rates for Veterans and Non-Veterans



Veterans' Attributes in the Workplace



Lead / Follow



Mission Oriented



Versatile



Diverse Backgrounds



Work Ethic



Loyalty



Technical Skills

VEOP Operational Coverage

Chicago Region
Matthew Passmore
Passmore.Matthew.A@dol.gov
(571) 495-9247

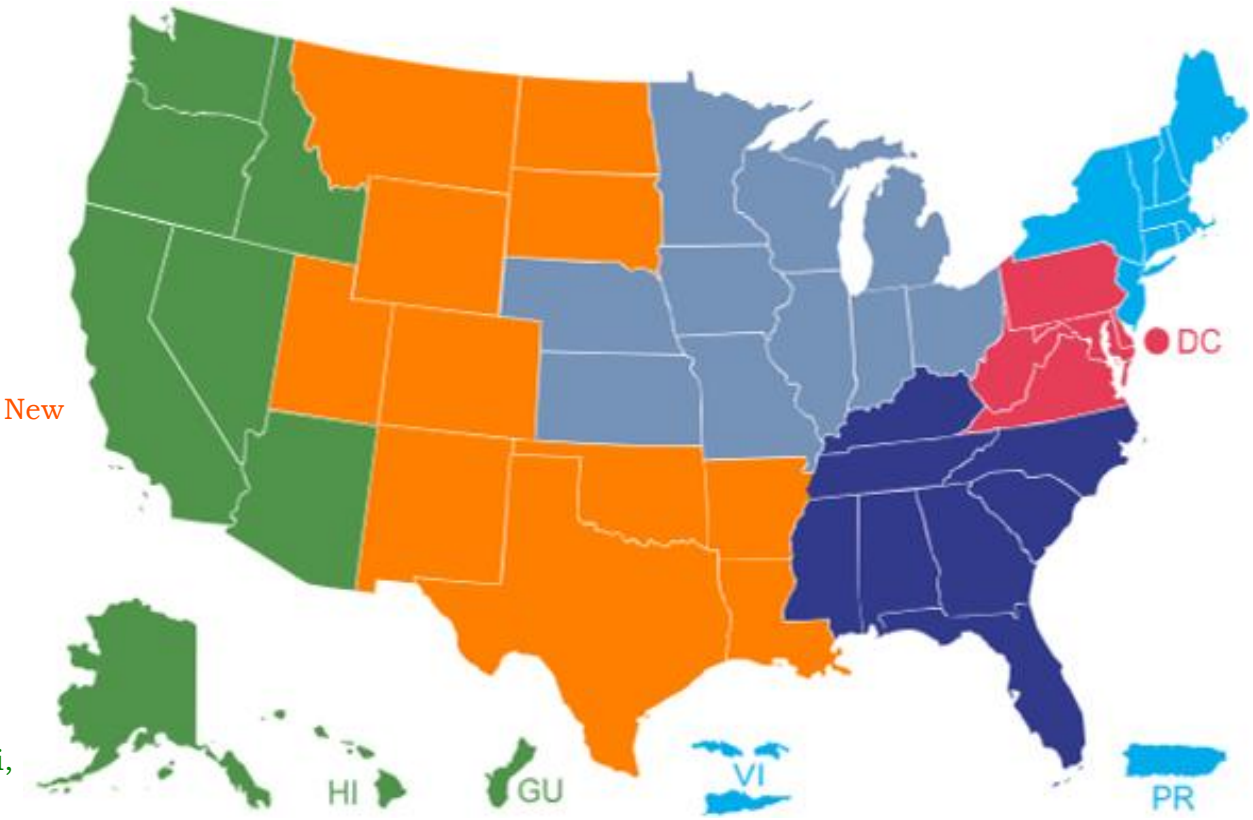
Illinois, Indiana, Iowa, Kansas, Michigan, Minnesota, Missouri, Nebraska, Ohio, Wisconsin

Dallas Region
Andre Anderson
Anderson.Andre.D@dol.gov
(240) 867-2367

Arkansas, Colorado, Louisiana, Montana, New Mexico, North Dakota, Oklahoma, South Dakota, Texas, Utah, Wyoming

San Francisco Region
Andre Anderson
Anderson.Andre.D@dol.gov
(240) 867-2367

Alaska, Arizona, California, Guam, Hawaii, Idaho, Nevada, Oregon, Washington



Boston Region
Matthew Passmore
Passmore.Matthew.A@dol.gov
(571) 495-9247

Connecticut, Maine, Massachusetts, New Hampshire, New Jersey, New York, Puerto Rico, US Virgin Islands, Rhode Island, Vermont

Philadelphia Region
Matthew Passmore
Passmore.Matthew.A@dol.gov
(571) 495-9247

Delaware, DC, Maryland, Pennsylvania, Virginia, West Virginia

Atlanta Region
Andre Anderson
Anderson.Andre.D@dol.gov
(240) 867-2367

Alabama, Florida, Georgia, Kentucky, Mississippi, North Carolina, South Carolina, Tennessee

Finding and Hiring Veterans

The key to success is building and leveraging a network of no-cost resources:

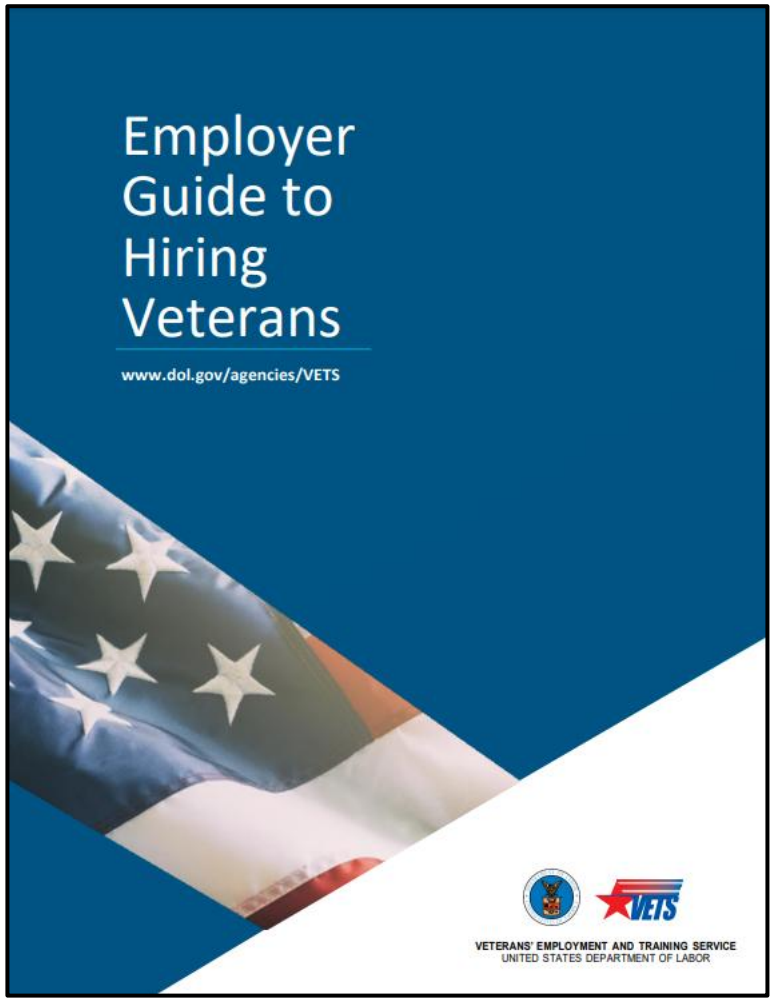
- **State Workforce Agencies**
  - ✓ American Job Centers / Career One Stops
  - ✓ State Job Banks /National Labor Exchange

- **Federal Resources**
  - ✓ Marine For Life, Soldier For Life, DoW SkillBridge, National Guard Bureau, US Army Reserve Private Public Partnership, DoW Military Spouse Employment Partnership

- **Veteran Service Organizations:** Search Recognized VSOs
  - Student Veterans of America
  - US Chamber of Commerce Hiring Our Heroes Events

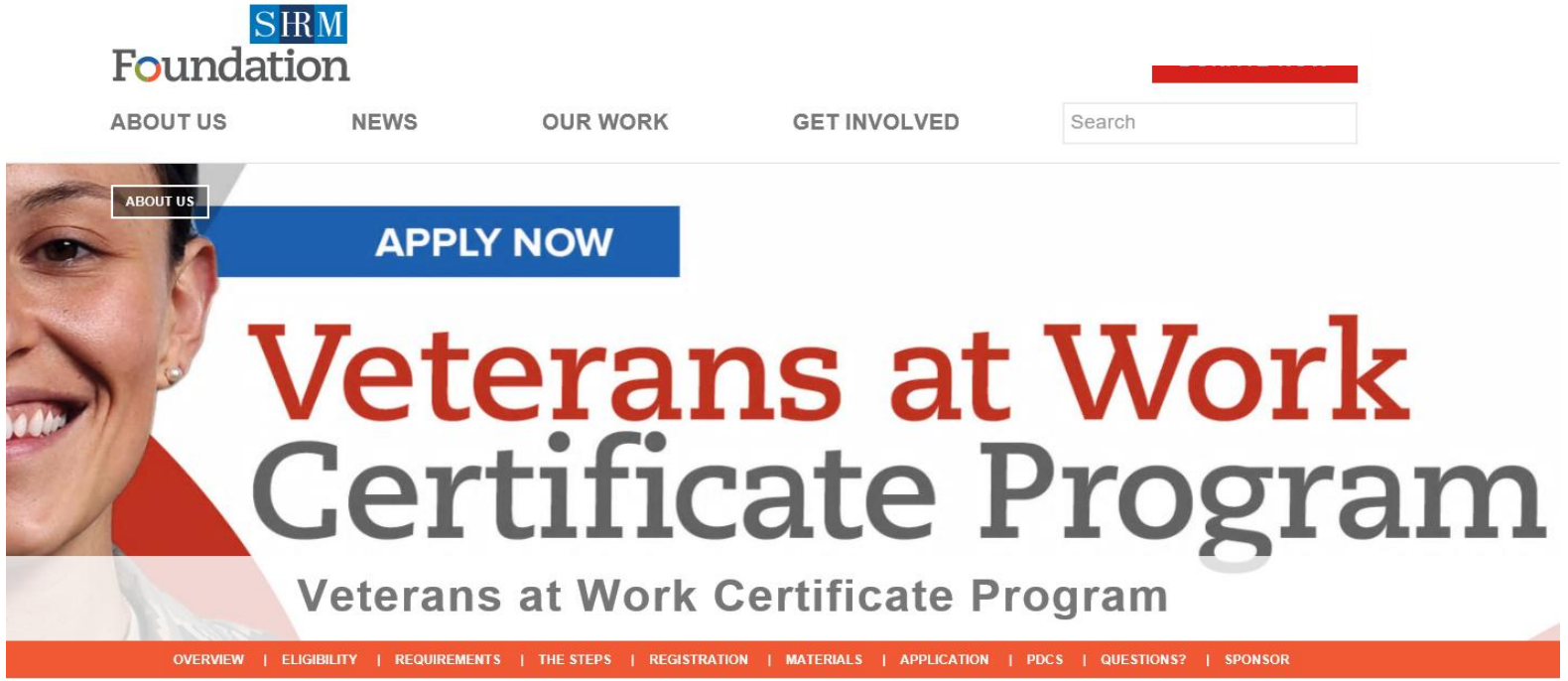
- **TAP Installations:** TAP Locator Tool

- **Review our Employer Guide**



Veterans at Work Certificate

Multi-faceted program for HR professionals, hiring managers, and front-line supervisors



- Learn the value that skilled veterans bring to the civilian workplace
- Demonstrate your commitment to attract, hire and retain these talented professionals
- Earn 10 professional development credits toward SHRM-CP or SHRM-SCP recertification

DOL Registered Apprenticeship Program

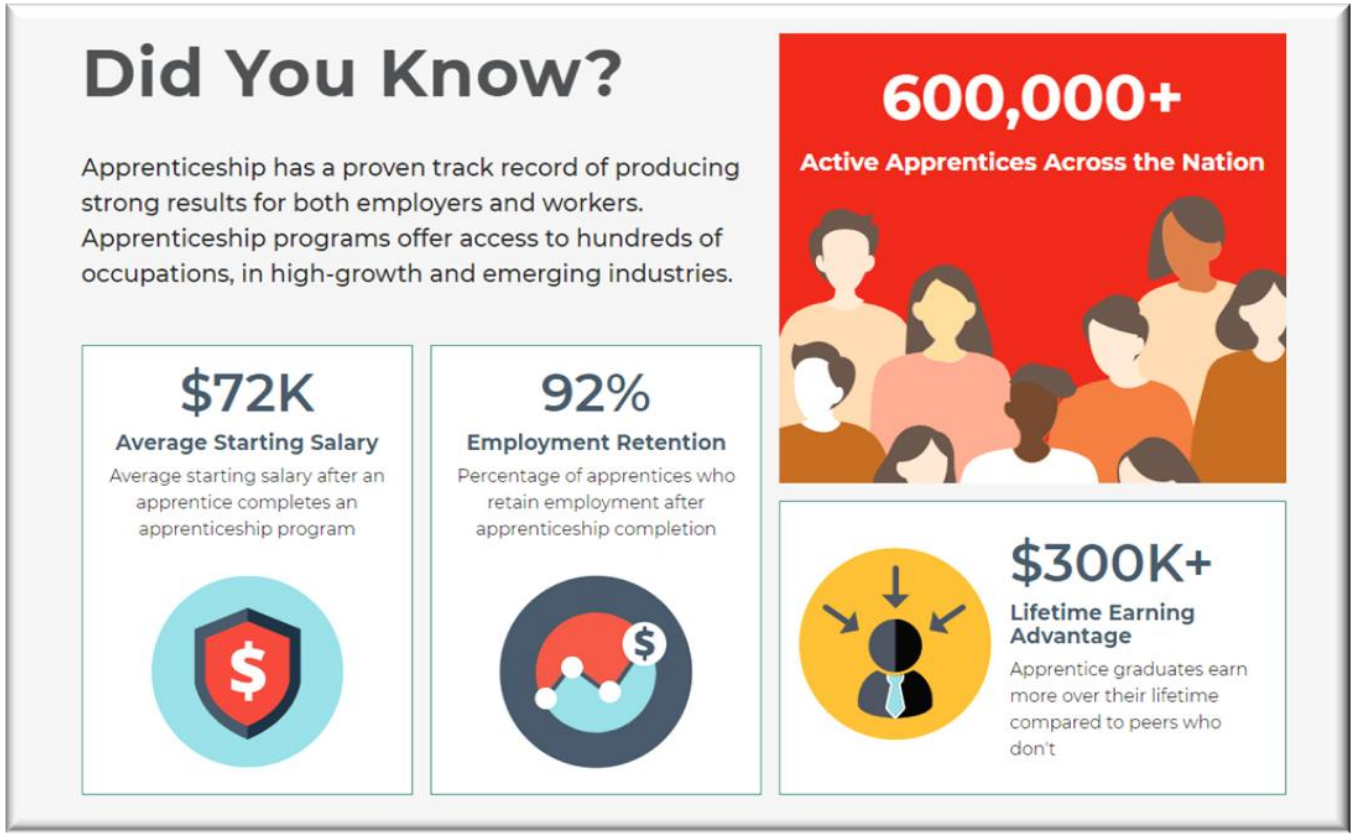
- Receive **consulting services** from DOL in the design, development, and structure of their Registered Apprenticeship program
- By partnering with DOL, it will bring a **level of credibility** to their training program by meeting approved standards
- Upon completion of the program, the apprentice will earn a **nationally recognized credential**. This credential can be used as a **recruiting tool** to attract prospective applicants
- **The company will attract Veterans and those transitioning out of the service since they will be able to utilize GI Bill benefits**
- **Increased employee retention / reduce turnover costs**
- Creates a system where employers **can track return on investment** of training dollars invested

BENEFITS FOR VETERANS
IN REGISTERED APPRENTICESHIP

REGISTERED APPRENTICESHIP
Earn. Learn. Succeed.

Apprenticeship.gov





Veterans may apply their GI Bill® benefits to a VA approved apprenticeship.

United Services Military Apprenticeship Program (USMAP)



United Services Military Apprenticeship Program (USMAP) is a formal military training program that provides active-duty Army, Navy, Marine Corps, Coast Guard, and soon, Air Force, service members the opportunity to complete their civilian apprenticeship requirements while on active duty.

- Largest DOL Registered Apprenticeship +122,000 (29,000 women) Active Apprentices
- USMAP Apprentices who successfully complete the program earn a DOL Journeyman Certificate Card.

Best Practices: What the Research Shows Works

65%

of HR professionals at organizations with a formal veteran hiring program report success recruiting veterans.

21%

at organizations without one. Structure beats good intentions.

SHRM Foundation, 2024

1. **Build a formal program**

   Name an owner, set a target, and put it in writing. An intention with no structure behind it does not survive a hiring surge.

2. **Use skills translation tools**

   Only 2% of HR professionals use them. Among those who do, 46% said the tools helped them hire veterans who would otherwise have been screened out as unqualified.

3. **Rewrite the job description**

   Add “or equivalent military experience.” Drop degree proxies that screen out equivalent training and certifications earned in service.

4. **Train interviewers on military culture**

   Assess the capability, not the vocabulary. A hiring manager who cannot read a DD-214 will undervalue the strongest candidate in the stack.

5. **Onboard, mentor, and measure**

   Pair new hires with a veteran ERG or mentor, then track retention and feed the results into your annual VEVRAA outreach assessment.

What Not To Do

Legal Landmines

Do not ask about disability or a VA rating

Refusing to hire a veteran because they have PTSD, were previously diagnosed, or because you assume they do, is illegal under the ADA, as is judging their ability from a VA disability rating.

Do not probe combat experience

It may be considered intrusive, potentially re-traumatizing, and it is not job-related. Ask what they did and what they are able to do, not what they saw.

Do not screen on discharge characterization by default

Apply it only where it is genuinely job-related. Used as a blanket filter, it sweeps in candidates you never intended to exclude.

Program Missteps

Do not run it as charity

Veterans hear “we want to do a good thing” as “we do not think you are competitive.” Recruit them because they are qualified, and say so.

Do not let a job fair be the program

A single event with no pipeline, no follow-through, and no documentation satisfies neither your open requisitions nor a compliance review.

Do not stop at the offer

The hire is the start, not the finish. Without onboarding, a mentor, and a visible path, turnover erases the return you just paid to acquire.

Sources: U.S. EEOC, Veterans and the Americans with Disabilities Act: A Guide for Employers; SHRM Foundation.



The only Federal Award that Recognizes Employers Who: Hire, Retain and Support Veterans

HIRE Vets Medallion Program



HVMP Value Proposition

Employers

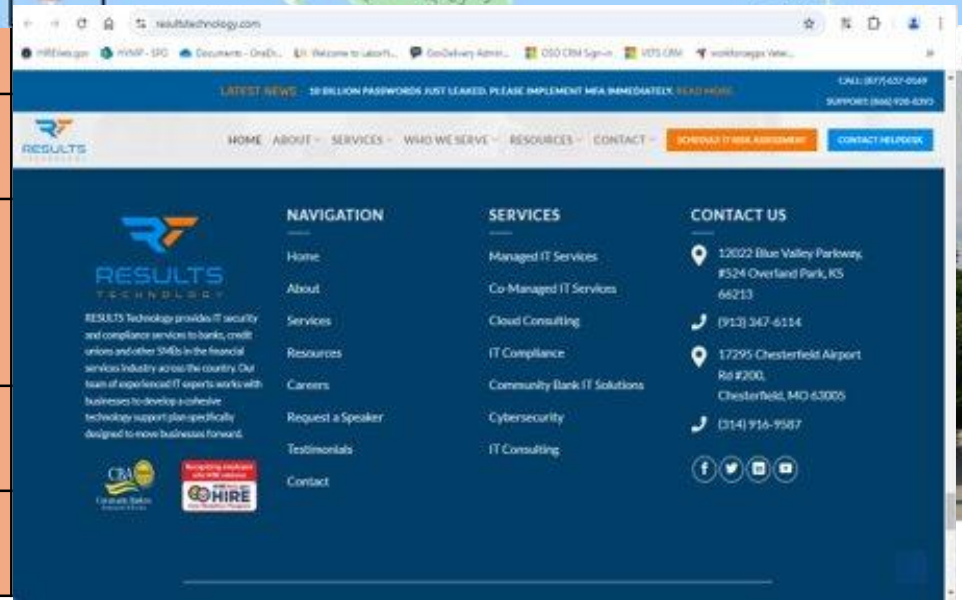
- Only Veteran hiring award at the Federal level
- Assists in recruitment and advertising effort
- Certificate/Award from the Secretary of Labor
- Rights to a “Digital” Medallion with year of award to use

Veterans

- Globally Identifies a proven “Veteran ready” employers
- Assists in recruitment and job search effort
- Transition Service Members Are Taught Where and how to look for a HVMP Recipient
- Veterans will be looking for the Medallion
- Veterans have options when looking for employment









HIREVets.gov

HIRE
VETS MEDALLION PROGRAM

2024 HIRE Vets Medallion Award Criteria

REQUIREMENTS	LARGE EMPLOYER AWARDS (500+ Employees)		MEDIUM EMPLOYER AWARDS (51-499 Employees)		SMALL EMPLOYER AWARDS (1-50 Employees)	
	Platinum	Gold	Platinum	Gold	Platinum	Gold
Hiring (Vets hired during CY 2023)	Not less than 10% of employees hired **AND**	Not less than 7% of employees hired **AND**	Not less than 10% of employees hired **OR**	Not less than 7% of employees hired **OR**	Not less than 10% of employees hired **OR**	Not less than 7% of employees hired **OR**
Retention (Vets hired during CY 2022)	Not less than 85% of Vets hired retained for 12 months	Not less than 75% of Vets hired retained for 12 months	Not less than 85% of Vets hired retained for 12 months **AND**	Not less than 75% of Vets hired retained for 12 months **AND**	Not less than 85% of Vets hired retained for 12 months **AND**	Not less than 75% of Vets hired retained for 12 months **AND**
Veteran Employee Percentage (Vets employed on 31 Dec. of CY 2023)	N/A	N/A	At least 10% of employees are Vets	At least 7% of employees are Vets	At least 10% of employees are Vets	At least 7% of employees are Vets
INTEGRATION ASSISTANCE PROGRAMS						
Veteran Organization or Resource Group	Must be established and exist by 31 Dec. 2023	Must be established and exist by 31 Dec. 2023	Must be established and exist by 31 Dec. 2023	Satisfy 1 of 2	Satisfy 2 of 5	N/A
Leadership Program	Must be established and exist by 31 Dec. 2023	Must be established and exist by 31 Dec. 2023	Must be established and exist by 31 Dec. 2023			N/A
Dedicated HR Professional (large) or HR Veterans' Initiative (medium/small)	Must be targeted to veteran employees	N/A	Satisfy 1 of 3	N/A		N/A
Pay Differential Program	Must be provided	N/A		N/A		N/A
Tuition Assistance Program	Must be available	N/A		N/A		N/A
OTHER ITEMS						
Labor Law Violations	Must not have any of the violations identified in 20 CFR § 1011.120	Must not have any of the violations identified in 20 CFR § 1011.120	Must not have any of the violations identified in 20 CFR § 1011.120	Must not have any of the violations identified in 20 CFR § 1011.120	Must not have any of the violations identified in 20 CFR § 1011.120	Must not have any of the violations identified in 20 CFR § 1011.120
Application Fee	$495.00	$495.00	$190.00	$190.00	$90.00	$90.00

[1] The above is a brief overview of the criteria needed to qualify to receive a HIRE Vets Medallion Award. For a detailed explanation, please visit HIREVets.gov and view the Final Rule for the program.

Updated 11/2023

VETERANS EMPLOYMENT AND TRAINING SERVICE
UNITED STATES DEPARTMENT OF LABOR

STAY IN TOUCH WITH US!

Connect with us through the links below or scan the QR code to the right with your mobile device (open camera, aim, tap).

1-866-4-USA-DOL

www.dol.gov/agencies/VETS

www.linkedin.com/showcase/dolvets

www.twitter.com/VETS_DOL

