



NATIONAL VETERAN EMPLOYMENT SUMMIT REPORT

*Key Findings and Recommendations
for Hiring and Retaining Veterans*



VIEW FROM THE GOVERNMENT | (from left to right) Moderator Susan Fallon, Vice President, Strategic Business Development for Monster Government Solutions and Military.com; Army Major General Mark MacCarley, Deputy Chief of Staff for Army Training and Doctrine Command; Ismael “Junior” Ortiz, Acting Assistant Secretary of Veterans’ Employment and Training Service for the Department of Labor; John Garcia, Deputy Assistant Secretary of Intergovernmental Affairs for the Department of Veterans Affairs and Navy Captain Todd Veazie, Executive Director for Joining Forces discuss the successes and challenges in military to civilian career transition during a panel at the National Veteran Employment Summit on December 12, 2012.

In the next five years, a million servicemembers will be leaving the military. The potential they add to the economy is unmatched, and with best practices in place to hire them, all businesses small, medium and large can benefit from this incredible talent pool.

Executive Summary

The National Veteran Employment Summit, hosted by Monster and Military.com, brought together senior military and government officials, academic leaders, human resource professionals and military veterans to address the best practices for preparing, supporting and connecting veterans to the organizations that want to hire them.

The audience heard from leaders in government, the private sector and veterans themselves. In the next five years, a million servicemembers will be leaving the military and entering the civilian workforce. The potential they add to the economy is unmatched, and with best practices in place to hire them, all businesses small, medium and large can benefit from this incredible talent pool.

Veteran Employment Status Check: Trends and Statistics

The past year was a positive one for veteran employment, with employers increasingly hiring veterans and reporting satisfaction with their decision to do so. Nearly 100 percent of employers said that their veteran hires were doing as well or better than their non-veteran peers, and nearly all would recommend hiring a veteran to another company. Still, the employment landscape remains challenging for post-9/11 veterans, who faced an unemployment rate of 12.1 percent in 2011. For veterans 25 and under, the unemployment rate skyrocketed to close to 30 percent.

The Veteran Voice

Veterans report two main challenges in trying to find work: they feel stuck inside their military occupational specialty (MOS) and they leave the

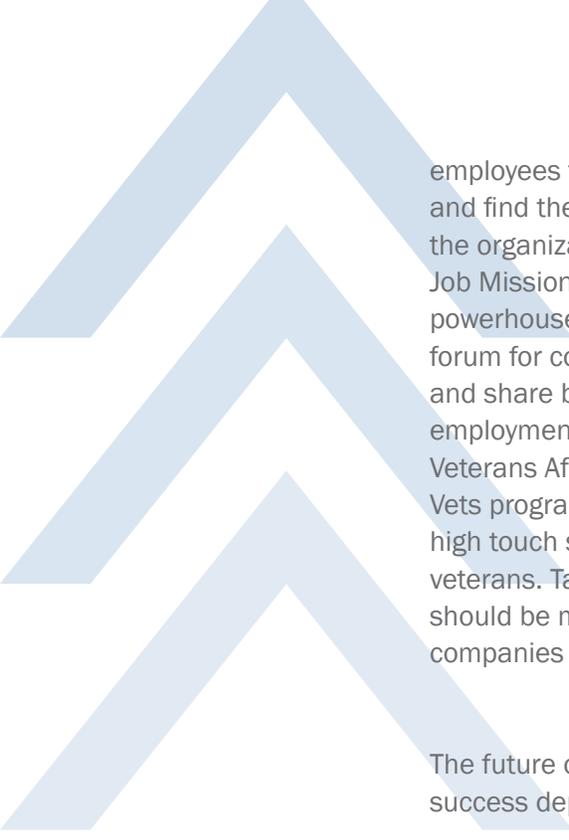
military unprepared to deal with the civilian job market. Many are entering the job market as high school graduates looking for their first private sector job and lack the necessary tools to translate their skills, training and experience into corporate culture.

View from the Government

Despite these challenges, more is being done to help the transitioning veteran today than ever before. The public-private partnerships that are vital to the current employment challenge could not work without the resources for servicemembers, veterans and employers provided by the government. From programs like the Transition Assistance Program to Joining Forces, the government is helping veterans build their resumes, work with employment coaches and connect to hiring managers dedicated to finding strong veteran talent for their organizations.

View from the Employer

Organizations such as Boeing, JPMorgan Chase and the Department of Veterans Affairs report great success in hiring and retaining veterans through specific veteran recruitment programs and veteran affinity groups in place within their organizations. At Boeing, a strong mentoring program leverages the experience of their military veteran



employees to bring more veterans in and find the best places for them in the organization. JPMorgan's 100,000 Job Mission is not only a veteran hiring powerhouse, it's also an organized forum for companies to collaborate and share best practices in veteran employment. The Department of Veterans Affairs developed the VA for Vets program which offers high-tech and high touch solutions to connect with veterans. Targeted programs like these should be modeled and emulated by companies seeking to hire veterans.

The future of veteran employment success depends on the private sector

taking the lead in this ongoing public-private partnership. As they develop their own veteran hiring initiatives, companies should also look to the myriad examples of small and large organizations creating targeted hiring programs, emulating the best practices of other companies and making use of resources and programs already in place to help them hire and retain veterans. With a million servicemembers transitioning from the military into the civilian workforce in the next five years, it's time for companies to take the necessary steps forward in veteran hiring practices to ensure that they will be ready to take advantage of this diverse, skilled and experienced hiring pool.



VIEW FROM THE U.S. DEPARTMENT OF COMMERCE | Dr. Rebecca Blank, U.S. Deputy Secretary of Commerce, continued with the message that veterans make great hires and stated, “America’s veterans have the leadership, the character, and the team-oriented approach that employers are looking for.”

National Veteran Employment Summit Report

The National Veteran Employment Summit, hosted December 12, 2012, by Monster and Military.com, brought together senior military and government officials, academic leaders, human resource professionals and military veterans to address the best practices for preparing, supporting and connecting veterans to the organizations that want to hire them.

Together, attendees addressed the career landscape facing both veterans and employers, working through the challenges facing both parties in navigating the transition from the military to civilian employment. From programs at the Department of Veterans Affairs to JPMorgan Chase's 100,000 Jobs Mission and interactive tools developed by Monster, veteran employment is now a public-private partnership on the road to success. With initiatives translating military training and education to the corporate world, providing specific veteran recruitment programs and establishing internal practices that attract and retain them, veterans have never been more prepared to enter the civilian workforce than they are today.

And they've never been more eager. "[Veterans] just want an opportunity," said keynote speaker, actor and retired Army soldier J.R. Martinez. "They want people to bet on vets. They want people to believe they're an important part of the team... that what they bring to the table may be different from what anyone else can bring, but it's just as important." And for the job market, it has never been more important than now.

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military. The potential they add to the economy is unmatched, and with best practices in place to hire them, all businesses small, medium and large can benefit from this incredible talent pool.

Veteran Employment Status Check: Trends and Statistics

The past year for veteran employment has been positive on the whole, but it's still very challenging. For veterans, the last six months of 2012 showed a seven percent drop in career confidence, according to the "Veterans Talent Index," a comprehensive analysis of the current veteran hiring landscape produced by Monster. Less than half of the veterans surveyed (43 percent) felt prepared for their career transition out of the military—down 10 percent in a year. Only 22 percent were confident in finding work that suits them—down 34 percent in the past year.

The good news from the employers is they are increasingly hiring veterans. Of the 750 employers surveyed, 69 percent hired a veteran in the past year and 99.9 percent said that they were doing as well or better than their non-veteran peers. Nearly all would recommend hiring a veteran to another company.

That makes sense to Jeffrey Quinn, Vice President, Global Monster Insights, Monster Worldwide and Air Force veteran. He knows that employers are happy with their decision to hire veterans and see it paying off in the workplace. "All things being equal," one human resources director said, "I would be more likely to bring in a veteran for an interview because of our success in hiring vets."

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That's good news for the million servicemembers transitioning in the next five years, many of whom are under the age of 25 and are looking for their first civilian job. It's these transitioning servicemembers for whom best practices in veteran employment initiatives will make the biggest difference. Post-9/11 veterans faced an unemployment rate in 2010 of 11.9 percent. In 2011, it was 12.1 percent. For those veterans 25 and under, the unemployment rate skyrocketed (from 18.9 in 2010) to close to 30 percent.

Quinn said that for veteran employment to improve, it's going to take a conscious effort on both sides. Seventy percent

of employers suggest that veterans spend more time relating their military skill sets to corporate job skills. To tackle this challenge, Monster has devoted significant resources to the creation of a military skills translator that helps veterans look beyond their military occupational specialty (MOS) and think about careers they might not have considered before.

Translating skills and participating in successful transition programs are keys to tackling the employment challenges facing the youngest veterans, said Dr. Michael Haynie, Executive Director and

Founder of the Institute for Veterans and Military Families at Syracuse University.

He witnessed this obstacle firsthand

when a young Marine's job application made its way to his desk with glowing recommendations and the assurance that this veteran would be a sure-hire. "And then I got his resume and it highlighted to me the challenge," he explained. The resume didn't speak for itself, but Haynie found a Marine Corps recruitment video that did. Translating the Marine's skills, experience and advanced training into quantifiable civilian skills, it said everything the young Marine's resume should have. Transition and employment programs need to help veterans bridge this verbal gap. "We have to improve the process through which we prepare transitioning servicemembers to be successful," he explained.

Initiatives like the Department of Labor's Transition Assistance Program are doing just that, but they still face a number of hurdles along the way. All too often, a career path is just assumed to be a continuation of a servicemember's MOS. "Many transitioning servicemembers want to leverage their military experience, but that's not the same thing as saying they want to continue a vocational path that's defined by what they did in the military," Haynie said. Veterans need support and structure to identify their career goals and leverage the experience they already have towards them.

In order to not peg a veteran to his or her MOS, employers need a broader approach to understanding military service and to appreciate a veteran's professional history and future. At the same time, employers and transition programs need to focus more support on corporate culture assimilation and helping veterans leverage their benefits from the Post-9/11 GI Bill so that they can enter the civilian job market with a competitive application. "It's the right thing to do for your business,"



VETERAN HIRING | Jeffrey Quinn, Vice President, Global Monster Insights at Monster Worldwide said that for veteran employment to improve, it's going to take a conscious effort on both sides.



VETERAN HIRING | Dr. Michael Haynie, Executive Director and Founder of the Institute for Veterans and Military Families at Syracuse University, addresses the trends and statistics of veteran employment.

Haynie said. “That’s the conversation we’re having now. That was not the conversation we were having two years ago. It’s not research. It’s the veterans getting hired that are proving the business case.” When 99.9 percent of employers are reporting that their veteran hires are performing at or above the level of their civilian counterparts, that’s just good business.

The Veteran Voice

Veterans have been talking and the U.S. Chamber of Commerce has been listening. Kevin Schmiegel, Vice President of Hiring Our Heroes at the U.S. Chamber of Commerce, reported that the veterans they hear from face two main concerns in trying to find work: they feel stuck within their MOS, and after their time in the service, they want to go home.

Many veterans leaving the service enter the job market as high school graduates who have never talked to a civilian employer before, Schmiegel

said. They don’t know how to address their skills in a way that the employer understands. In addition to their MOS, veterans need to learn how to focus on the intangibles like their secondary and collateral duty assignments that can generate experience outside of their MOS—training schools, deployments, leadership billets—and how to put those skills into civilian-speak.

Geography is another issue, Schmiegel said. When it comes time to think of where their next job might be, “they’re making decisions of the heart.” Three out of four Marines leave the military after their first four years of service, he said, and when he asks them what they plan to do next, they all have the same answer. “Sir, I don’t know,” they say. “I’m just going to go home and figure it out there.”

Schmiegel attributes much of the unemployment rate to this attitude and explained that veterans need to have more tools in front of them to make smart choices when they are planning

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THE VETERAN VOICE | (from left to right) Moderator Randy Plunkett, Director, Government Partnerships & Alliances, Military.com; Bryan Adams, Marketing Specialist at Operation College Promise; Kevin Schmiegel, Vice President of Hiring Our Heroes at the U.S. Chamber of Commerce; and Valerie Brown, Director of Marketing at Worksite Lighting LLC discuss challenges facing civilians seeking their first private sector job.

It's best practices like these [considering job geography, industry] and the power of the personal touch that veterans Bryan Adams and Valerie Brown say have helped them in their own job searches.

their next step. To help drive informed decisions, Hiring Our Heroes and the Institute for Veterans and Military Families at Syracuse University have developed Fast Track, an interactive tool that points veterans to American cities with the most job growth and the industries hiring there. "We need them to get off this decision of the heart and make an informed decision about where the jobs are, what industries are hiring, and what they need to do to land that good paying job," Schmiegel explained.

It's best practices like these and the power of the personal touch that veterans Bryan Adams and Valerie Brown say have helped them in their own job searches. Adams is a Purple Heart veteran of the war in Iraq and a recent graduate of Rutgers University. Now a Tillman Military Scholar, a Mission

Continues Fellow and a Marketing Specialist at Operation College Promise, a veterans advocacy group, Adams admits he floundered when he left the military. "Listening to Mr. Schmiegel talk, it was almost like hearing the story of my life," he said. At 18, he joined the military and didn't think through other professional options until he left.

Brown also attests to the power of the personal touch. An Army veteran, she left the military and completed her college degree at the University of Missouri, Kansas City. After graduation, she volunteered in Austin for an organization that supports women in and beside the uniform. While she was there, The Mission Continues contacted her to fill a spot on the "Late Show with David Letterman," and soon after, veteran employment leaders saw her promise

and employment needs, and connected her with Worksite Lighting LLC, where she is now Director of Marketing.

Those personal connections made all the difference, she said. “We don’t need your charity,” she affirmed. “We need a minute. A minute of your time. A minute of your attention.” Schmiegel noted that while the U.S. Chamber of Commerce efforts have largely targeted big business until now, they’re shifting their focus to reach out to smaller businesses.

“Fundamentally, this is great for our economy. It’s great for businesses. And it’s particularly good for small businesses. [Veterans] are team players, they have an incredible work ethic, they can change a business fundamentally and improve productivity.” That’s good for the veteran and the employer.

View from the Government

The public-private partnerships that are vital to the current employment challenge could not work without the resources for servicemembers, veterans and employers provided by the government, according to Susan Fallon, Vice President, Strategic Business Development for Monster Government Solutions and Military.com.

To make any targeted programs useful, the government first has to address the challenges in military to civilian career transition. Army Major General Mark MacCarley put it bluntly. “There are a lot out there who don’t quite understand what it means to have served in the armed forces of our great country,” he said. “And on the other side of the coin... we have a hard time understanding what those employers want us to say.”

This disconnect is why the Department of Defense has fostered programs like Transition Assistance Program, the Army

Career and Alumni Program, accrediting lessons in the Army’s Train Up for later academic use. These programs serve to bolster tomorrow’s veterans with the tools to make themselves not only desirable to civilian employers, but also relatable. “Industry, entrepreneurs, all organizations across this great nation will do themselves a gross disservice if they do not hire veterans because at the end of the day, veterans have the knowledge, they’ve got the skills, the ability, the attributes that sustain your human capital enterprise strategy,” MacCarley said.

Government resources available for servicemembers, veterans and employers go beyond just those provided by the military branches, Ismael “Junior” Ortiz, Acting Assistant Secretary of the Veterans’ Employment and Training Service with the Department of Labor, told the audience. He explained that the Transition Assistance Program is evolving to meet the needs of today’s employment challenge and assist veterans in adroitly telling their story and selling themselves to employers. Alongside the Transition Assistance Program are the Gold Card Initiative, a joint effort between the Department of Labor’s Employment and Training Administration and the Veterans Employment and Training Service, which pairs veterans with job centers across the country and case managers to provide personal attention and America’s Heroes at Work, which seeks to demystify traumatic brain injury and post-traumatic stress disorder so that employers can confidently hire veterans. “We’ve already trained them,” Ortiz said. “It’s up to you to hire them.”

And that’s something that John Garcia agrees it’s time to do. Deputy Assistant Secretary for Intergovernmental Affairs for the Department of Veterans Affairs

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Garcia said, “Speaking as a Vietnam veteran, I can say that there’s more being done for our veterans today than has ever been done before.” On top of the \$10 billion the VA is spending in education assistance annually, there are also four major programs within the VA specifically targeting veteran employment: the Post-9/11 GI Bill; VA for Vets, an employment project internal to the VA that facilitates reintegration, retention and hiring of veterans at the VA; VetSuccess, connecting veterans and employers; and the Veterans Retrain and Assistance Program, which offers

12 months of job training assistance to unemployed veterans.

Joining Forces, the White House-led initiative to support military families, is working alongside other initiatives in the public sector to adequately transition veterans to civilian life by focusing on education, employment and health and wellness, Navy Captain Todd Veazie, Executive Director of Joining Forces, explained. When it comes to hiring our veterans, “it’s not about sympathy,” he said. “It’s not about pity. It’s about honoring the service and this national treasure that’s represented by this phenomenal population. It’s about paying that forward.”

View from the Employer

From the Department of Veterans Affairs to Boeing to JPMorgan Chase, employers made it clear: federal agencies and companies with a specific veteran employment program are more successful at recruiting and retaining veteran employees.

Dennis May, Director of the Veteran Employment Service Office, summarized the Department of Veterans Affairs’ VA for Vets program. It offers high-tech online tools to translate military skills and experience to build a competitive “civilian-ready” resume, interactive career mapping and one-on-one guidance from a career coach for job search assistance, help with the federal application process and even conduct role play scenarios for successful interviewing for jobs at the VA. The Department of Veterans Affairs also allows hiring managers and human resources personnel access to the system, specifically its veteran resume database, so they can be matched to and connect with veteran talent.

Employers such as JPMorgan Chase and Boeing are hard at work looking



VETERAN TALENT | Army Major General Mark MacCarley spoke passionately about the value of hiring a veteran and the many positive attributes they bring to the workplace of any employer.



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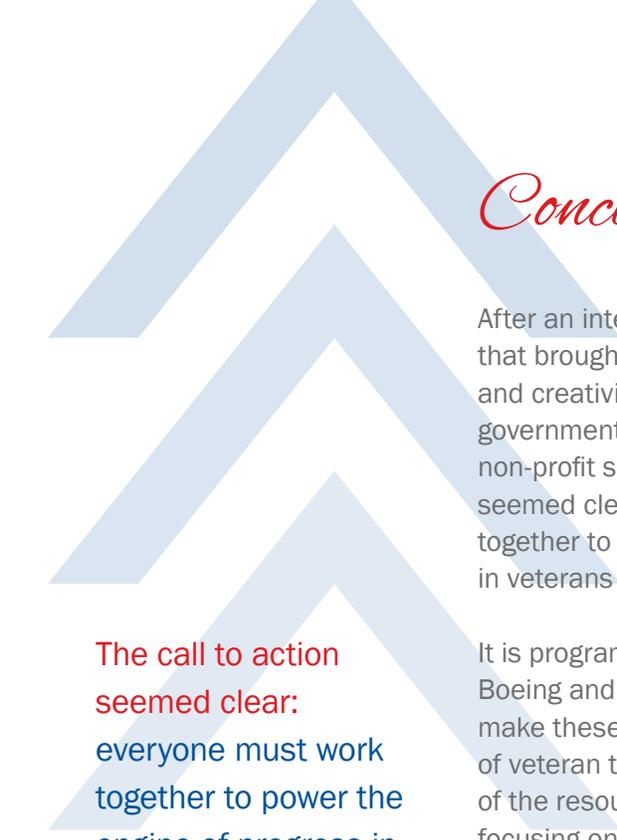
VIEW FROM THE EMPLOYER | (from left to right) Moderator Sarah Blansett, Senior Public Relations Manager for Military.com; Dennis May, Director of the Veteran Employment Services Office; Maureen Casey, Managing Director for Military and Veteran Affairs at JPMorgan Chase; and Elizabeth Huldin, Director of Human Resources, Network & Space Systems at Boeing discuss the benefits and success of veteran employment programs.

for those veterans. JPMorgan Chase's 100,000 Job Mission program was created in 2011 to hire 100,000 veterans by 2020. By September 2012, 85 companies had joined the pledge and 28,000 veterans were hired. The initiative is more than just a promise to hire veterans, Maureen Casey, the company's Managing Director for Military and Veterans Affairs explained. It's an organized forum for companies to collaborate and share best practices in veteran employment.

Like JPMorgan Chase, Boeing has a veteran recruitment program in place that helped them hire more than 3,600 veterans in the past two years, said Elizabeth Huldin, Director of Human Resources, Network & Space Systems. With a strong mentoring program, Boeing leverages the experience of their employees to bring more veterans in and find the best place for them in the corporation. Huldin explains that the

company's efforts to support veterans in-house and use a military skills translator in the recruitment process have paid off. "We're investing a lot," she said. "And we're seeing the return."

Even with these programs in place, companies still face challenges in hiring veterans. At JPMorgan Chase, Casey called for a high-touch recruiting process and specialized military recruiters who know how to do a civilian "triage" on every veteran resume that crosses their desk. Employer participation in initiatives like the 100,000 Jobs Mission makes these challenges easier. Not only do they benefit from data-driven strategies moving veterans from business recruiters who don't understand them to dedicated hiring managers, they can also learn from veteran advisors and coaching programs, maximize on partnerships already in place and make use of existing pipelines to connect with veterans seeking work.



Conclusions

After an intense working session that brought together the minds and creativity of attendees from the government, business, education and non-profit sectors, the call to action seemed clear: everyone must work together to power the engine of progress in veterans employment.

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Everyone at the Summit agreed: for companies to be successful in the public and private sector effort of veteran employment, the future of veteran hiring depends on the private sector taking the lead.

It is programs such as the ones at Boeing and JPMorgan Chase that make these companies powerhouses of veteran talent. By making use of the resources available to them, focusing on best practices and building successful veteran affinity groups in their organizations, they've not only strengthened their veteran hiring process, they've also strengthened their companies. And on that, everyone at the National Veteran Employment Summit agreed: for companies to be successful in the public and private sector effort of veteran employment, the future of veteran hiring depends on the private sector taking the lead.

There is no one-size-fits-all solution for organizations looking to implement a veteran hiring program of their own. However, there are myriad examples of small and large organizations alike creating targeted hiring programs, emulating the best practices of other companies and making use of the wealth of resources and programs already in place to help them fill their talent pool with the experienced and skilled servicemembers transitioning into the civilian workforce.

With a continued effort from the public sector to empower transitioning veterans in translating their advanced training, specialized education and military

experience early on in the transition process, a new generation of veterans will be able to articulate their military work for the civilian marketplace. And that's something recruiters need help understanding, but with the use of military skills translators and other readily available tools, seeing the workplace potential in a veteran has never been easier.

It's also never been easier to integrate a transitioning veteran into corporate culture. Leading veteran employers have found that building and maintaining veteran affinity groups in their organizations have been key to not only their veteran hiring, but also veteran retention. From employers and recruiters to the veterans themselves, this personal touch is a win-win for everyone involved. As an informal support network during the onboarding process to help transition veterans into the civilian workplace culture, these groups also empower veteran employees to educate their peers and human resources professionals about the talent and experience veterans bring to the table. Furthermore, as they serve as mentors, leaders and educators, they can dispel any myths about what a veteran at work really looks like. For employer and employee, veteran affinity programs are a proven success.

As they develop their own veteran hiring initiatives, companies should also look to any and all of the successful programs highlighted at the Summit for best practices to learn from and emulate. In doing so, they will not only give a veteran a job, but they will create a career employee who strengthens the company, too. With a million

servicemembers transitioning from the military into the civilian workforce in the next five years, it's time for companies to take the necessary steps forward in

veteran hiring practices to ensure that they will be ready to take advantage of this diverse, skilled and experienced hiring pool.



NETWORKING | (From left to right) Sal Iannuzzi, Chairman, President and CEO of Monster Worldwide, Senator Joe Manchin (D-W.Va.) and Dr. Rebecca Blank, U.S. Deputy Secretary of Commerce, discuss veteran employment between sessions at the National Veteran Employment Summit on December 12, 2012.

What can you do?

Learn from the best. Look to the targeted veteran hiring initiatives such as those at Boeing, JPMorgan Chase and the Department of Veterans Affairs and emulate their best practices.

Take advantage of the tools. From military skill translators to workshops and seminars, there are numerous tools for organizations like yours to use as you implement and grow your veteran hiring program.

Build affinity groups. Make use of the military experts you have in-house. Let them support your veteran hires, educate their peers and serve as a resource to your recruiters.

Give a veteran a chance. 98% of employers who have hired veterans recommend you do, too.

Take the lead. Turn a million transitioning servicemembers into a million talented candidates for your company.



Monster's Veterans Initiative

Monster and Military.com understand hiring veterans is good business. We have a focused, multifaceted effort to meet the employment needs of the men and women who served our country. It is important to us continue providing employment best practices, knowledge, resources and solutions for both veterans and employers.

In the next five years, a million servicemembers will be leaving the military and facing a challenging economic environment as they look to begin civilian careers. Unemployment rates remain high and highlight the difficulties veterans face in their job search. However, the potential they add to the economy is unmatched, and with best practices in place to hire them, all businesses small, medium and large can benefit from this incredible talent pool.

Monster and Military.com hosted the National Veterans Employment Summit on December 12, 2012, to address the career landscape facing both veterans and employers, working through the challenges facing both parties in navigating the transition from the military to civilian employment. By discovering the common challenges, we intend to close the gap between veterans and the employers who want to hire them.

We are committed to helping employers hire these dedicated men and women who served our country and to helping veterans find civilian positions that utilize their experiences and skills.

About Monster Worldwide

Monster is the worldwide leader in successfully connecting people to job opportunities. From the web, to mobile to BeKnown™ on Facebook, Monster helps companies find people

with customized solutions, using the world's most advanced technology to match the right person to the right job. With a local presence in more than 40 countries, Monster works for everyone by connecting employers with quality job seekers at all levels and by providing personalized career advice to consumers globally. Through online media sites and services, Monster delivers vast, highly targeted audiences to advertisers. To learn more about Monster's industry-leading products and services, visit www.monster.com. More company information is available at <http://about-monster.com/>.

About Military.com

Military.com is the nation's largest online military destination serving over ten million members, including active duty personnel, reservists, guard members, retirees, veterans, family members, defense workers and those considering military careers. Military.com enables the 30 million Americans with military affinity to access information about their benefits, advance their careers, enjoy military discounts, and stay connected for life. Military.com develops efficient affinity marketing and communications programs for government agencies and companies serving this market. Military.com is a business unit of Monster Worldwide, Inc. More information is available at www.military.com.

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to learn more, contact us at: monsterveterans@monster.com



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VIEW FROM CAPITOL HILL | Senator Joe Manchin (D-W.Va.), an active member of the Senate Armed Services Committee, praised organizations that focus on hiring veterans. “Today’s veteran’s make great hires,” he said.



IMPORTANT INITIATIVES | Bobbie G. Kilberg, President & CEO of Northern Virginia Technology Council, spoke about the importance of veteran initiatives.

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