

## The 2016 Case for Veterans2Work

**The Problem.** Each year, 200,000 U.S. military service members transition back to civilian life. 56% come from the junior enlisted ranks, having little or no prior employment experience and with military assignments that often defy easy translation to civilian equivalents. These veterans enter a job market that is unfamiliar and intimidating. Employers, for their part, are often ignorant of veterans' value or insensitive to their needs. Lacking the skills to navigate the job market or communicate their value to employers, these younger veterans often start at the bottom of the career ladder and endure years of underemployment.

As a recently returned U.S. Marine puts it: "During my transition I lost my personal identity and my support system, and many of the skills that made me a good Marine seemed painfully inconsequential. I knew I would sort it out, but I had no idea how."

Returning veterans, facing those years of underemployment, end up paying a steep and unfair penalty for their service. Employers, with their imperfect view of veterans' workplace value, routinely miss opportunities to hire productive workers. And our society is the worse off for failing to support those who serve.

There is no lack of career support services available to veterans. Myriad public and private agencies at national, state and local levels, offer services along the career development continuum. Services typically focus on one aspect of the veteran's career, such as training, job search, or placement, and entities operate mostly in isolation of one another, without a common, integrated, career-level view of the veteran to inform the appropriate delivery of services.

Veterans should not have to fight yet another battle simply to find and pursue a fulfilling post-military career. Thanks to modern technology and methods, it is possible now to move beyond the solutions that have remained unchanged since our Revolutionary War.

**The Solution.** Our solution leverages predictive analytics and social networking to create career opportunities historically out of reach to most veterans, while helping employers engage veterans' full productive potential. Two key innovations underlie our approach: 1) a new skills-matching standard based on the probability of job success; and 2) an environment where veterans and employers can "test drive" a relationship. Our solution uses the Salesforce platform to catalyze productive collaboration among veterans, employers, staff, volunteers, and partners. Essential features include:

**Predictive Job Matching.** Veterans2Work has adapted technology from Clearfit, Inc. to create a unique personal "Success Profile" that gives veterans insight into their strengths and best-fit careers while providing employers with actionable information about who will succeed on which job, and why. Up to five times more predictive of job success than common hiring methods (i.e., a resume plus a structured interview), predictive job matching gives employers the confidence to hire for aptitude and invest in training.



Career Success Profile – Employer View

*Career On-Ramps.* These self-led modules offer basic coursework and job shadowing opportunities to help veterans “see if the shoe fits,” demonstrate their proficiency and commitment, and network with potential employers. Our Salesforce Career Launch program has demonstrated the effectiveness of this approach. 72% of enrollees landed a paying job in an average of 12 weeks from a “cold” start, enjoying an increase in average income of more than 100%. 65% were still in their jobs after 6 months. Our success led Salesforce.com to launch its own “Vetforce,” with 3,000 veterans enrolled to date. Other operational On-Ramps include Java Programming and Technology Selling, with additional On-Ramps planned for the near future.

*360° Talent Exchange.* A first-ever talent marketplace in which employers can hire veterans based on potential and/or trial performance. The veteran’s Success Profile, combined with On-Ramp results, serves as a recognized, highly portable calling card that encapsulates the veteran’s ability and willingness to succeed.

*Individual Support.* Our 200 career-experienced volunteers serve as personal Transition Coaches, Career Mentors, and Training Guides, providing individualized assistance as needed under the oversight and coordination of Veterans2Work.

*Solution Sharing.* A defining feature of our solution is the widespread sharing of veterans’ 360° profiles and career life-cycle progress within the diverse veteran employment ecosystem, providing employers and agencies with a context for targeting their services more effectively. By sharing critical information, we seek to reduce effort duplication, inefficient services delivery, and missed opportunities.

Veterans2Work currently shares information with 3,900 veteran service agencies and individuals. We are an open, active resource to all agencies, sharing veterans’ Success Profiles and career progress, much as health records are shared among providers. By affording a complete, shared view of the job-seeking veteran, access to opportunity expands. For example, we currently share career milestones—such as a certification, job, or promotion—with local veteran employment representatives. With up-to-date status information, each support resource can better provide the right services to each veteran.

**Measuring Impacts: Fulfilling Work and Economic Growth.** V2W measures the results of its approach in two areas. Fulfilling Work is measured via job satisfaction survey results (at time of hire and at 6 months), job longevity and aggregate change in lifetime earnings. Economic Growth is measured by aggregate change in lifetime earnings, relief on public funding, and increase in the tax base—plus uptake of our model by other organizations (such as when our modest example inspired Salesforce.com to emulate and scale on a higher level).

**Progress and Funding Needs.** Since our founding in 2008, we have built a solid foundation for the major rollout we envision: successful field trials (with Salesforce.com, Accenture, and others) demonstrating the effectiveness of our accelerated career launch model; 200+ veterans placed into jobs; 6,400 veterans registered for free services; four operational On-Ramps; relationships with hundreds of employers; 200+ volunteers enrolled and ready to serve; support from, and interoperability with key government agencies and VSOs; and a mature, robust, highly scalable technology infrastructure.

Funds are needed to complete the development of our technology platform, enroll 10,000 veterans with full Success Profiles, expand our Career On-Ramp offerings, integrate with partners, and enlist 500 additional employers nationwide.