



# VETERAN EMPLOYMENT COMMITMENT

## Activities for large organisations (200+ employees)

The Veteran Employment Commitment (VEC) is an Australian Government initiative where organisations show their commitment to employing and creating an environment where veterans can perform at their best. The VEC aims to support organisation to achieve these positive outcomes.

The VEC outlines how your organisation can support veteran employment via activities which fall into three categories:

### Recruitment

### Support and Retention

### Leadership and Public Commitment

The activities your organisation demonstrates will determine your VEC level. Further guidance, and examples of documentation, are below this table.

	Veteran Employment Supporter	Veteran Friendly Employer	Veteran Employer of Choice
VEC REQUIREMENTS BY LEVEL	<p>To become a Veteran Employment Supporter your organisation must demonstrate they undertake:</p> <ul style="list-style-type: none"> <li>a minimum of <b>one</b> activity from any VEC level.</li> </ul>	<p>To become a Veteran Friendly Employer your organisation must demonstrate they undertake:</p> <ul style="list-style-type: none"> <li><b>all</b> activities in the Veteran Employment Supporter level, plus</li> <li>a minimum of <b>one</b> activity in the Veteran Friendly Employer level.</li> </ul>	<p>To become a Veteran Employer of Choice your organisation must demonstrate they undertake:</p> <ul style="list-style-type: none"> <li><b>all</b> activities in the Veteran Employment Supporter and Veteran Friendly Employer levels, plus</li> <li>a minimum of <b>one</b> activity in the Veteran Employer of Choice level.</li> </ul>
RECRUITMENT	<ul style="list-style-type: none"> <li>Invite applicants to voluntarily disclose prior military service</li> <li>List 'Veterans are encouraged to apply' or 'Defence experience desirable' in relevant job advertisements</li> <li>Build informal networks to seek veteran job applicants</li> <li>Use veteran-friendly interview techniques</li> </ul>	<ul style="list-style-type: none"> <li>Include veteran-directed material on your organisation's website</li> <li>Use capability-based, veteran-inclusive job selection requirements</li> <li>Establish an internal employee referral network to identify potential veteran employees</li> <li>Advertise on veteran-targeted jobs boards</li> <li>Educate recruiting staff on military cultural competence, veteran skills translation, and veteran transition</li> <li>Provide unsuccessful veteran applicants with timely and constructive feedback</li> </ul>	<ul style="list-style-type: none"> <li>Develop job search processes which appropriately match roles to veteran job seekers</li> <li>Provide a dedicated point of contact for veteran applicants navigating the recruitment process</li> <li>Hold or attend veteran-specific recruitment events</li> <li>Develop a skills translation guide or careers matrix that is specific to your organisation</li> <li>Provide a guide to the application process that is specific to your organisation and targeted at veterans</li> </ul>



	Veteran Employment Supporter	Veteran Friendly Employer	Veteran Employer of Choice	
<b>SUPPORT AND RETENTION</b>	<ul style="list-style-type: none"> <li>Clearly communicate to veteran employees the organisation's purpose and their individual employee roles, responsibilities, expectations, and feedback</li> <li>Support veteran employees to attend or participate in commemoration</li> <li>Invite employees to voluntarily disclose prior military service</li> <li>Provide health and wellbeing support to veteran employees including information about external support services available</li> <li>Organise social activities to encourage integration of new veteran employees</li> <li>Provide practical arrangements to support veteran employees to balance work, family, and any continuing military commitments</li> <li>Have a policy for supporting and providing leave to ADF reservists</li> <li>Provide career development support and advancement opportunities for veteran employees</li> </ul>	<ul style="list-style-type: none"> <li>Develop a veteran employee HR policy and strategy</li> <li>Establish a structured on-boarding process tailored to veterans</li> <li>Educate non-veteran staff on military cultural competence</li> <li>Educate veteran employees on civilian workplace practices</li> <li>Provide a formal or informal mentoring program for veteran employees</li> <li>Support education and training opportunities for veteran employees</li> <li>Participate in commemoration</li> </ul>	<ul style="list-style-type: none"> <li>Establish a veteran recruitment target</li> <li>Provide a dedicated support contact or portal for veteran employees</li> <li>Have an executive sponsor or champion for veteran employees</li> <li>Run an internal veterans' group</li> <li>Establish a veteran transition program or pathway</li> </ul>	
	<b>LEADERSHIP AND PUBLIC COMMITMENT</b>	<ul style="list-style-type: none"> <li>Publicly support veteran employment</li> <li>Consult relevant guidelines and legislation when developing veteran policies and practices</li> <li>Collect data on veteran employment, including recruitment, retention, performance, and job satisfaction</li> </ul>	<ul style="list-style-type: none"> <li>Use data to improve your organisation's veteran employment initiatives</li> <li>Promote veteran employment success stories at your organisation</li> </ul>	<ul style="list-style-type: none"> <li>Formally evaluate the implementation of veteran employment initiatives in your organisation</li> <li>Publicly promote veteran employment metrics collected in your organisation</li> <li>Collaborate with other veteran employers and government to support veteran employment</li> </ul>



## **ASPIRATIONAL ACTIVITIES *(optional)***

Aspirational activities are stretch goals for organisations. These will not be relevant or practical for all organisations to implement but can provide immeasurable benefits to veteran employees.

You do not have to implement aspirational activities to be eligible to move up VEC levels.

- Direct potential veteran applicants to a veteran-specific skills translation guide
- Direct potential veteran applicants to a third-party guide to the job application process targeted at veterans
- Subscribe to the Defence Transition Active Candidate list
- Support veteran causes and events
- Direct unsuccessful veteran applicants to appropriate alternative opportunities
- Offer work placements to transitioning veterans
- Provide career mentoring to veterans in the community
- Partner with veteran support organisations
- Demonstrate a commitment towards procuring goods and services from veteran-owned businesses
- Engage veteran-specific recruitment services
- Establish a veterans' advisory committee
- Tailor support initiatives for sub-groups of the veteran community
- Commission or conduct veteran employment research
- Mentor other organisations to develop their own veteran employment initiatives
- Sponsor veteran events
- Educate the community on the benefits of veteran employment
- Fund education and training scholarships for veterans in the community



## RECRUITMENT

	EMPLOYER ACTIVITY	GUIDANCE	EXAMPLE DOCUMENTATION
VETERAN EMPLOYMENT SUPPORTER	<b>Invite applicants to voluntarily disclose prior military service</b>	Identifying potential veteran job applicants, via the job advertisement or job application process, can position your organisation to offer targeted support during the recruitment process. Some veterans may not wish to draw attention to their prior military service so the decision to disclose should always be voluntary.	HR Policy HR / Recruitment System Job Advertisement Careers website page
	<b>List 'Veterans are encouraged to apply' or 'Defence experience as a desirable' in relevant job advertisements</b>	Advertising that your organisation regards Defence experience as desirable may help attract veterans to your roles and reassure them that their skills and experience will be valued.	HR Policy HR / Recruitment System Job Advertisement Careers website page
	<b>Build informal networks to seek veteran job applicants</b>	Building networks and word-of-mouth connections with veterans, other employers or service providers can assist your organisation to make links with potential veteran job applicants.	HR / Recruitment Policy Communications from Executive Advice to employees
	<b>Use veteran-friendly interview techniques</b>	Using a veteran-friendly interviewing approach can help you to better understand how a veteran's skills, experience and capabilities are relevant to the role. A veteran-friendly approach is conscious of unique military experiences and roles, as well as sensitivities around veteran identity.  Interview techniques could include: <ul style="list-style-type: none"> <li>• Focusing on ability and potential rather than qualifications or a specific skillset</li> <li>• Asking targeted questions to help identify relevant experience</li> <li>• Asking applicants to describe their work experience that links to the role</li> </ul>	HR / Recruitment Policy Advice hiring managers Interview question template / examples
VETERAN FRIENDLY EMPLOYER	EMPLOYER ACTIVITY	GUIDANCE	EXAMPLE DOCUMENTATION
	<b>Include veteran-directed material on your organisation's website</b>	To engage more veteran applicants, your webpage or resources could provide information directed at veterans and explicitly invite them to apply. This also indicates to veterans that your organisation is veteran-friendly.  Veteran-directed material can include: <ul style="list-style-type: none"> <li>• Resources to aid veterans with the job application process</li> <li>• Stories and examples of successful veteran employees at the organisation</li> <li>• Explanation of the specific supports that the organisation offers to veteran employees, such as veteran networks, support to attend commemoration activities, and other initiatives</li> </ul>	Website link Articles Resources available on website
	<b>Use capability-based, veteran-inclusive job selection requirements</b>	Some veteran skills and qualifications may not translate directly to civilian roles. This means that highly capable veteran applicants could be overlooked by traditional civilian hiring practices.  Consider veteran candidates based on their capabilities, aptitude, and adaptability in addition to their skillset.	HR / Recruitment Policy Advice to hiring managers Example of job advertisement section criteria



VETERAN FRIENDLY EMPLOYER	<b>Establish an internal employee referral network to identify potential veteran employees</b>	<p>A referral program, encouraging staff to engage with their personal networks to find applicants, can help identify veteran candidates with skills or qualifications your organisation needs.</p> <p>Your referral program could encourage staff to send job vacancies to their personal networks or even connect potential applicants with hiring managers.</p>	<p>HR Policy Information for employees Referral process</p>
	<b>Advertise on veteran-targeted jobs boards</b>	<p>Advertising roles on veteran-directed jobs boards is an effective way to directly target the veteran talent pool. See the Veteran Employment Program website.</p>	<p>Screenshots of advertisements Memberships / booking confirmations</p>
	<b>Educate recruiting staff on military cultural competence, veteran skills translation and veteran transition</b>	<p>Educating recruiters about veterans allows your organisation to get the best out of your employees - better supporting veterans during the job application process and matching them with roles appropriate to their skills and aptitude.</p> <p>Education could include:</p> <ul style="list-style-type: none"> <li>• Military cultural competence education, focusing on chain of command, military norms, and identity</li> <li>• How to support veterans in that transition</li> <li>• Translating veteran skills and experience into civilian terminology</li> <li>• How to improve recruitment practices to better support veterans</li> </ul>	<p>HR / Learning and Development Policy Education resources Advice / guidance</p>
	<b>Provide unsuccessful veteran applicants with timely and constructive feedback</b>	<p>Providing veterans with constructive feedback on their application can help them improve the skills needed to navigate the civilian job market, and ultimately find employment.</p> <p>Feedback could include:</p> <ul style="list-style-type: none"> <li>• Discussing the applicant's resume, cover letter or interview performance</li> <li>• Identifying the applicant's skills, qualifications or experience that could be highlighted for future applications</li> <li>• Discussing the fit between the applicant and the role they applied for</li> </ul>	<p>HR Policy Advice provided to hiring managers Feedback template / example</p>
	EMPLOYER ACTIVITY	GUIDANCE	EXAMPLE DOCUMENTATION
VETERAN EMPLOYER OF CHOICE	<b>Develop job search processes which appropriately match roles to veteran job seekers</b>	<p>Veterans can lack familiarity with the civilian job market and face difficulty translating their skills to the civilian context, meaning they can find it challenging to identify roles which suit their capabilities and aspirations.</p> <p>Creating tools and processes which can match veteran attributes with appropriate roles in your organisation can improve the chances that applicants will be a good match for the role they apply for. Ideally, these resources will be available on you website to allow prospective veteran job applicants to find appropriate roles themselves.</p> <p>Consider matching specific roles and job requirements in the organisation with the following veteran attributes:</p> <ul style="list-style-type: none"> <li>• Skills</li> <li>• Specialisations</li> <li>• ADF job roles and ranks</li> <li>• Defence values</li> <li>• General aptitude</li> <li>• Interests and aspirations</li> </ul>	<p>HR Policy Job Search Processes Job advertisements Careers webpage</p>



<b>VETERAN EMPLOYER OF CHOICE</b>	<b>Provide a dedicated point of contact for veteran applicants navigating the recruitment process</b>	<p>A dedicated contact point can provide veterans with information about the organisation, roles or job application process. This person should have an understanding of the obstacles veterans face and the capabilities they have to offer and be publicly accessible – for example, contact information available on the organisation's website and/or in job advertisements.</p>	<p>HR Policy Website link</p>
	<b>Hold or attend veteran-specific recruitment events</b>	<p>Hold or attend face-to-face or digital recruitment event to make direct contact with veterans who are looking for work. Recruitment events may be held in collaboration with ex-service organisations and veteran support services.</p>	<p>HR Policy Recruitment Strategy Communications to employees Event data Booking confirmations Website / Social media posts</p>
	<b>Develop a skills translation guide that is specific to the organisation</b>	<p>A skills translation guide that translates military skills, experience and ranks into their civilian equivalents can help veterans appropriately market their skills and identify suitable roles. This guide should also be consulted by recruitment staff to aid them in accurately translating military experience to suitable roles and job requirements.</p> <p>This guide could include the following features:</p> <ul style="list-style-type: none"> <li>• Explanation of military skills, values and attributes, and their application to civilian roles</li> <li>• Core capabilities by rank and specialisation</li> <li>• Technical capabilities acquired through specialised training</li> <li>• Civilian equivalent proficiencies or qualifications</li> <li>• Civilian equivalent pay grades</li> <li>• Civilian equivalent roles</li> </ul>	<p>Skills Translation Guide</p>
	<b>Provide a guide to the application process that is specific to the organisation and targeted at veterans</b>	<p>A guide to the job application process can help veterans prepare to present themselves so they don't underrepresent their capabilities and experience.</p> <p>Guide features could include:</p> <ul style="list-style-type: none"> <li>• Guidance on how to research and understand role descriptions and key selection criteria</li> <li>• Explanations or templates for writing cover letters or resumes and tailoring them to the role</li> <li>• How to respond to key selection criteria</li> <li>• Interview advice or coaching</li> <li>• LinkedIn profile advice</li> <li>• Stages of the application process</li> </ul>	<p>Guide to application process</p>



## SUPPORT AND RETENTION

	EMPLOYER ACTIVITY	GUIDANCE	EXAMPLE DOCUMENTATION
<b>VETERAN EMPLOYMENT SUPPORTER</b>	<b>Clearly communicate to veteran employees the organisations purpose and their individual roles, responsibilities, expectations and feedback</b>	<p>Military roles often offer a clear sense of purpose, responsibility and identity. Clearly communicating the relevance, meaning and value of an individual's work to the broader purpose of the organisation can help veterans to be successful in your organisation.</p> <p>This can include:</p> <ul style="list-style-type: none"> <li>• Clearly defining and communicating workplace roles to employees</li> <li>• Providing feedback to help veteran employees meet expectations</li> <li>• Clear communication and feedback across the employee life cycle, particularly in the on-boarding stages</li> <li>• Training supervisors and managers to provide clear expectations and support</li> <li>• Including role definitions and expectations in workplace policies and procedures</li> </ul>	<p>HR Policy Job descriptions Website / intranet links On-boarding checklists Advice provided to managers</p>
	<b>Support veteran employees to attend or participate in commemoration</b>	<p>Support for commemoration can help foster a culture of respect and acknowledge veterans for their contribution, experience and identity.</p> <p>Supporting veteran employees to participate in commemoration can involve:</p> <ul style="list-style-type: none"> <li>• Acknowledging days of military significance and commemoration in the workplace</li> <li>• Providing flexible working arrangements to allow employees participation</li> <li>• Verbally encouraging and inviting employees to attend commemorative services</li> <li>• Leadership and managers acknowledging days of commemoration / attending commemorative services</li> </ul>	<p>HR Policy Advice to managers / employees Internal communications / articles Social Media posts</p>
	<b>Invite employees to disclose prior military service</b>	<p>Identifying veteran employees can position your organisation to offer targeted support.</p> <p>You can ask them to disclose via employee surveys, HR systems or discussions with managers. However, some veterans may not wish to draw attention to their prior military service due to concern it may adversely affect their treatment in the workplace. The organisation can work to alleviate these concerns, but the decision to disclose prior military service and veteran identity should always be voluntary.</p>	<p>HR Policy HR Systems Employee surveys</p>
	<b>Provide health and wellbeing support to veteran employees including information about external support services available</b>	<p>Health supports should incorporate an understanding of the particular challenges that face veterans in the civilian workplace and during the transition period. Supporting veterans' wellbeing can help them thrive in your organisation.</p> <p>You can provide health and wellbeing support for employees such as:</p> <ul style="list-style-type: none"> <li>• Information about health and wellbeing support services, including DVA services &amp; support for service related conditions</li> <li>• Wellbeing initiatives</li> <li>• Employee Assistance Programs</li> <li>• Providing leave and flexibility for employees to attend health services</li> <li>• Reasonable adjustment policies and practices</li> <li>• Training for managers</li> <li>• Openness and understanding about physical and mental health challenges, how they may affect work and how employees can be supported to overcome them</li> <li>• Supervisors role modelling their own physical and mental health care and awareness</li> </ul>	<p>HR / Learning and Development / Leave Policy Information for managers / employees Training or resources</p>



VETERAN EMPLOYMENT SUPPORTER		There are also programs and services offered by government and not-for-profits to support veterans in their transition into civilian employment. A good place to start is providing information about <a href="#">DVA support</a> and <a href="#">Open Arms</a> counselling services.	
	<b>Organise social activities to encourage integration of new veteran employees</b>	Employers should make efforts to actively welcome new employees to the organisation to assist with their integration into the workplace. This could be a team event such as morning tea, introducing your new starter to a staff network, or having a catch up over a coffee.	HR Policy On-boarding checklist Advice to managers
	<b>Provide practical arrangements to support veteran employees to balance work, family and any continuing military commitments</b>	Practical arrangements, including work flexibility, should be implemented to help veteran employees to balance their work, personal, family and continuing military commitments. Transition out of the ADF can be a period of significant change, especially when it involves relocation or returning from deployment.	HR / Leave Policy Advice to managers / employees Flexible work options available
	<b>Have a policy for supporting and providing leave to ADF reservists</b>	ADF Reservists receive world-class training as a part of their commitment to the ADF, which can be beneficial to organisations in many different sectors.  An ADF Reservist policy must incorporate current mandatory requirements for supporting reservists. Some organisations and industries may also be subject to additional requirements under an enterprise agreement.  For more information and recommendations on how to support reservists, including mandatory requirements, visit <a href="https://www.reserveemployersupport.gov.au/">https://www.reserveemployersupport.gov.au/</a> .	HR / Leave Policy Reservist Policy
	<b>Provide career development support and advancement opportunities for veteran employees</b>	Providing career support and development opportunities can help you retain high-performing veteran employees. Career support can include: <ul style="list-style-type: none"> <li>Supporting veteran employees to attend professional events</li> <li>Including career support as a focus of mentoring programs or supervision</li> <li>Sponsoring veteran staff to complete external development programs and professional certifications</li> </ul>	HR / Learning and Development Policy Performance development plan templates Advice to managers
VETERAN FRIENDLY EMPLOYER	EMPLOYER ACTIVITY	GUIDANCE	EXAMPLE DOCUMENTATION
	<b>Develop a veteran employee HR policy and strategy</b>	Developing a veteran-specific strategy and/or human resources policy ensures veterans are supported in your organisation.  This policy could contain elements such as: <ul style="list-style-type: none"> <li>A purpose statement, which describes why the organisation aspires to support veteran employment</li> <li>The value of veteran employment and unique traits that veterans can bring to the organisation</li> <li>The organisation's goals for supporting veteran employment</li> <li>The organisation's strategy for attracting and recruiting veteran employees</li> <li>Organisation practices and procedures to support veteran employees in an effort to retain them</li> </ul>	HR Policy and/or Strategy
	<b>Establish a structured on-boarding process tailored to veterans</b>	A tailored on-boarding process can provide veterans the resources and support they need to succeed in your organisation.  A veteran-tailored on-boarding process can provide: <ul style="list-style-type: none"> <li>Information about the organisation and the industry to bridge any knowledge gaps</li> <li>An understanding of the ongoing support arrangements available to them</li> <li>A clear timeline which foreshadows all the stages of the on-boarding process</li> <li>Mentoring and coaching</li> <li>Training on civilian workplace culture and processes</li> </ul>	HR Policy On-boarding process On-boarding checklist





VETERAN FRIENDLY EMPLOYER	<b>Educate non-veteran staff on military cultural competence</b>	<p>Providing staff with an understanding of military service can help veteran employees integrate into your organisation. Awareness can come via informal and formal education, can be on-the-job or in sessions. These may focus on areas such as:</p> <ul style="list-style-type: none"> <li>• Military ranks, roles, and structures</li> <li>• Military communication and leadership styles</li> <li>• Military experience, knowledge, and skills</li> <li>• Correct use of language when discussing veteran identity and veteran issues</li> <li>• Veteran transition challenges and support</li> </ul>	HR / Learning and Development Policy Education resources / opportunities Advice to staff
	<b>Educate veteran employees on civilian workplace practices</b>	<p>Veterans may be unfamiliar with civilian workplace practices and culture. Education on workplace relations can help them succeed in a civilian environment.</p> <p>Features of this education may include:</p> <ul style="list-style-type: none"> <li>• Civilian workplace culture and norms, such as role expectations, communication, and dress standards</li> <li>• Leadership style, which is often more indirect and ambiguous than in military contexts</li> <li>• Organisational structure, which often involves less clear delineation of roles and responsibilities compared to the military</li> </ul>	HR / Learning and Development Policy Education resources / opportunities Advice to staff
	<b>Provide a formal or informal mentoring program for veteran employees</b>	<p>A mentor can help veterans to develop their career, overcome transition challenges, adapt to civilian culture and integrate into civilian social networks. Elements to consider when establishing a mentoring program:</p> <ul style="list-style-type: none"> <li>• Identify a diverse pool of mentors</li> <li>• Include a mix of both civilian and veteran mentors</li> <li>• Identify veterans' mentoring needs by understanding their capabilities, ambitions, and motivations</li> <li>• Match veterans with mentors appropriately</li> <li>• Establish a formal mentoring framework</li> </ul>	HR / Learning and Development Policy Mentoring program guidance / joining instructions Fact Sheets Communications to staff
	<b>Support education and training opportunities for veteran employees</b>	<p>Veterans may have different development needs compared to non-veteran employees. Supporting their unique needs can allow them to contribute further to your organisation.</p> <p>Supporting veterans with education and training can include:</p> <ul style="list-style-type: none"> <li>• Identifying and facilitating opportunities for veteran employees to implement learning within the workplace</li> <li>• Providing on or off-the-job training to fill any gaps in their technical skills (in-house training or subsidise / fund external education and training)</li> <li>• Provide flexible work arrangements to enable veterans to undertake education or training</li> </ul>	HR / Learning and Development Policy Performance Plan templates
	<b>Participate in commemoration</b>	<p>Acknowledge days of military significance and commemoration in the workplace, such as Anzac Day (25 April) and Remembrance Day (11 November). You could, for example, send a staff-wide email, have a minute of silence or hold an event or fundraiser.</p>	HR Policy Information for employees Photos from events
VETERAN EMPLOYER OF CHOICE	EMPLOYER ACTIVITY	GUIDANCE	EXAMPLE DOCUMENTATION
	<b>Establish a veteran recruitment target</b>	<p>Establishing a target or quota for veteran recruitment can help to diminish the risk of biases against veterans in the recruitment process. It also demonstrates that your organisation welcomes veteran employees.</p> <p>Your organisation can establish either an aspirational target or a compulsory quota for veteran employment. This could be represented by a set number or a proportion of the workforce. Your organisation could also consider an additional target for veterans holding leadership positions.</p>	HR Policy Veteran recruitment target Recruitment Strategy



<b>VETERAN EMPLOYER OF CHOICE</b>	<b>Provide a dedicated support contact or portal for veteran employees</b>	Establishing a dedicated veteran support role or online portal provides a point of contact for veteran employees and helps coordinate the provision of support. A veteran support contact should have an understanding of the obstacles veterans face and the supports available, both internally within the organisation and externally.	HR Policy Portal information Contact role description Communications to employees
	<b>Have an executive sponsor or champion for veteran employees</b>	An executive sponsor or champion can help instil a diverse and inclusive workplace culture which can assist veteran employees integrate into your organisation. This leader plays both a symbolic and an active strategic role. Their symbolic function is to demonstrate leadership support for veteran employment and inclusion. Their active role can contribute to strategy development and implementation by serving on councils, campaigning for support from their fellow executives and consulting with leaders.	Sponsor / Champion role summary Communications from Executive Sponsor / Champion
	<b>Run an internal veterans' group</b>	Establish a group for veteran employees to network, socialise, and lend and receive support. Developing strong relationships with other veterans helps with resilience, socialisation and adaptation to the civilian environment.  Veterans' groups can also engage in activities such as commemoration and support for veteran causes. These groups can be a resource to assist in developing the organisation's veterans' initiatives and policies.  An internal veterans' group may in some cases also include non-veteran employees who support veterans in the workplace.	HR Policy Veteran Group Policy / Terms of Reference Communications to employees Group meeting agendas
	<b>Establish a veteran transition program or pathway</b>	A veteran transition program assists veterans transitioning from the military with integrating into civilian employment and provides veterans with tangible outcomes, whether that be employment or qualifications.  Partnering with Defence outplacement initiatives, training and education providers or recruitment services can be an effective way to establish a veteran transition program.  A transition program might involve elements such as: <ul style="list-style-type: none"> <li>• Career or job application advice and support</li> <li>• Assistance in translating Defence skills and experience to civilian contexts</li> <li>• Training in industry/technical skills</li> <li>• Work experience, placements or work trials</li> <li>• Opportunities for ongoing employment</li> </ul>	HR Policy Recruitment Strategy Program or pathway documentation Website links

## LEADERSHIP AND PUBLIC COMMITMENT

	EMPLOYER ACTIVITY	GUIDANCE	EXAMPLE DOCUMENTATION
<b>VETERAN EMPLOYMENT SUPPORTER</b>	<b>Publicly support veteran employment</b>	Publicly supporting veteran employment can help attract highly-qualified veteran applicants. This can be identified via your communications, website, social media and/or recruitment activities. Signatories of the Veteran Employment Commitment receive a logo, email banner and social media tiles to use in their communications.	Website link Social Media example Documentation where you identify
	<b>Consult relevant guidelines, legislation, and research in developing veteran policies and practices</b>	Veteran policies and practices should, as much as possible, be evidence-based in order to ensure their effectiveness. An organisation should consult relevant legislation, guidelines (such as those developed by DVA), and research when developing veteran initiatives. Some suggestions to review can be found here.	HR Policy Standard Operating Procedures List of guidelines, legislation and research consulted (see VEP list)



	<b>Collect data on veteran employment, including recruitment, retention, performance and job satisfaction</b>	Collecting data on veteran employment can assist your organisation in attracting and retaining veteran employees. Data collected should be sufficient to identify veterans, to monitor their recruitment and retention rates. This can be supplemented with data on employee satisfaction and performance collected from performance appraisals and exit interviews.	HR Policy HR System questions Employee survey questions
VETERAN FRIENDLY EMPLOYER	EMPLOYER ACTIVITY	GUIDANCE	EXAMPLE DOCUMENTATION
	<b>Use data to improve veteran employment initiatives</b>	Systematic data collection of veteran recruitment, retention, performance and job satisfaction forms the basis of best practice in veteran employment. Employers with robust data collection practices can use this data to review their internal veteran employment policies and initiatives.	HR Policy Examples of initiative improvements
	<b>Promote veteran employment success stories at your organisation</b>	This allows veterans to learn about real-world experiences of other veterans at the organisation. It also provides the general public an opportunity to learn about the experiences and value of veteran employees.  This could include: <ul style="list-style-type: none"> <li>Promoting veteran employment success stories through the organisation's website, promotional material, the media or social media</li> <li>Sharing stories that are led by veterans and/or target veteran experiences and journeys</li> <li>Using hashtags such as #VeteransEmployment or #adveteran for wider reach</li> </ul>	Website link Social Media posts Communications to employees Awards for veteran employment success
VETERAN EMPLOYER OF CHOICE	EMPLOYER ACTIVITY	GUIDANCE	EXAMPLE DOCUMENTATION
	<b>Formally evaluate the implementation of veteran employment initiatives in the organisation</b>	Systematic data collection on veteran recruitment, retention and veteran employee performance and job satisfaction forms the basis of best practice in veteran employment. Data analytics processes can position your organisation to conduct a formal evaluation of veteran employment initiatives.  A formal evaluation could significantly improve veteran employment policies and practices, as well contribute to the veteran employment evidence base. A formal evaluation framework might include: <ul style="list-style-type: none"> <li>Process and outcome evaluations</li> <li>Cost-benefit analyses</li> <li>A gap analysis of internal veteran support initiatives</li> </ul>	HR Policy Evaluation processes Employee surveys Evaluation of data
	<b>Publicly share metrics of veteran employment collected in the organisation</b>	The internal metrics that an organisation collects – including data on veteran recruitment and retention – can contribute to a broader industry and community understanding of best practice in veteran employment. Sharing this data publicly allows it to be used to improve veteran employment practices on a wider scale.	Annual Report Website links Avenues where data is shared
	<b>Collaborate with other veteran employers and government to support veteran employment</b>	A wide variety of small, medium, and large organisations have developed expertise in establishing successful veteran employment initiatives. Collaborations between veteran employers, as well as with government organisations, is an effective way to share knowledge about how to support veteran employment and to develop a sense of best practice in the field.  Collaborations could include: <ul style="list-style-type: none"> <li>Advising or assisting other organisations to establish their own veteran employment initiatives</li> <li>Participating in government consultation with industry on veteran employment</li> <li>Developing joint initiatives or holding events with other employers</li> <li>Sharing veteran employment related policies, procedures or lessons learned with other organisations</li> </ul>	Examples of collaboration Meeting agenda Articles or social media posts