



The Prince's  
Responsible  
Business Network



# CAPITALISING ON MILITARY TALENT



Everything you need to know  
about employing Armed Forces  
veterans

In partnership with:

Salute  
MyJob



The Prince's  
Responsible  
Business Network



## About This Document

This document was originally published in 2017, hence it uses our old branding. Despite its age, the document contains relevant and useful information. However, some specific links, case studies and statistics may be out of date.

**BUSINESS  
IN THE  
COMMUNITY**



**THE PRINCE'S  
RESPONSIBLE  
BUSINESS NETWORK**

# CAPITALISING ON MILITARY TALENT

Everything you need  
to know about employing  
Armed Forces veterans

THIS TOOLKIT HAS BEEN PRODUCED IN PARTNERSHIP WITH 

# CONTENTS

03	Preface
04	Foreword
05	Introduction
06	The business case – 5 reasons to employ veterans
08	Understanding the military environment
<b>PRACTICAL TIPS FOR EMPLOYERS USING BITC'S EMPLOYMENT FRAMEWORK</b>	
12	<b>INSPIRE</b> How to inspire and prepare veterans for civilian employment
14	<b>HIRE</b> How to create a recruitment process that is accessible and friendly to veterans
18	<b>GROW</b> How to create a supportive culture that helps veterans to develop and progress
21	The SME's perspective
22	Military employment strategy checklist
24	List of useful partner organisations
26	Glossary
27	Contact us

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Produced on behalf of:



# PREFACE

Over a year ago, before Scottish Business in the Community (SBC) merged with its sister charity Business in the Community (BITC), we were approached by HRH The Prince Charles, Duke of Rothesay and commissioned by the Scottish Veterans Minister, Keith Brown MSP, to develop an initiative which would help businesses in Scotland to become Armed Forces friendly employers and to make Scotland the 'destination of choice' for Services leavers, veterans and their families.

According to PoppyScotland, approximately one tenth of the Scottish population is part of the Armed Forces community – those who are serving, reservists, veterans and dependants.<sup>1</sup> This is a vital group within our community, filled with talented, skilled, passionate individuals, many of whom seek to transition into civilian employment. Sadly, they are 30% more likely to be unemployed than civilians due to a range of barriers, predominantly in translating their skills, effectively mapping these to identify appropriate civilian jobs and creating competitive applications and interviews to make it through the recruitment process.

When SBC merged with BITC in January 2016, we combined our energies on this initiative to ensure that all our business members across the UK could benefit from this guidance. During 2016, we held a series of workshops and consultations with businesses in Scotland and England to identify best practice, raise awareness and highlight the business case for responsible business practices in this agenda. This toolkit is the culmination of these efforts and shows that businesses of all sizes and of all sectors can and should proactively support veterans to successfully transition into civilian employment.

The BITC Scotland team have been proud to work with the Scottish Government and the Scottish Veterans Employment and Training Service (SVETS) to help businesses break down the barriers to employing veterans and thereby enable businesses to gain access to this talented pool of candidates. From March 2017, SVETS<sup>2</sup> will continue this initiative through the creation of an employers' working group, which will grow and support businesses to become Armed Forces friendly employers and act as ambassadors in Scotland. We strongly encourage every employer in Scotland to [join this group](#) and capitalise on military talent.

*"We hope you find this resource useful and look forward to hearing from you as you continue your journey to becoming Armed Forces friendly employers."*

## Mark Bevan

Scotland Director  
Business in the Community



<sup>1</sup> [Call to count the armed forces community in the census](#), Poppyscotland, 2016

<sup>2</sup> You can contact SVETS to find out more about the employers' network at [0131 513 9750](tel:01315139750) or email [info@svets.org.uk](mailto:info@svets.org.uk)

# FOREWORD

Since I met HRH the Duke of Rothesay in 2015 to seek his support through his Responsible Business Network to promote the valuable skills our veterans can bring to businesses in Scotland, much has been done.



In February 2016, I published [Renewing Our Commitments](#) to highlight our achievements to date, set out our priorities for the future, and communicate my ambition for Scotland to be the destination of choice for those leaving the Armed Forces. Veterans and their families are a real asset to our society and I have committed to continue working with employers and partners to focus our efforts on boosting their career opportunities.

Specifically, the Scottish Government has been working with Business in the Community Scotland and SaluteMyJob on a range of initiatives to raise awareness of the pool of dedicated and talented people who leave the Armed Forces and settle in Scotland; approximately 2,000 people leave the Services in Scotland every year.

I am very pleased to launch this toolkit to help those who may not have considered employing veterans before. It offers real working examples of best practice and shows how employers can enhance their workforces by offering veterans high quality and fulfilling second careers.

*"I do hope that the toolkit will encourage businesses across Scotland and beyond to recognise the positive contribution Veterans can make to their work force - those of whom we ask so much, deserve nothing less."*

**Keith Brown MSP**

Veterans Minister

# INTRODUCTION

**WHILST EMPLOYMENT LEVELS HAVE STEADILY RISEN IN RECENT YEARS, THERE ARE STILL OVER 1.6 MILLION UNEMPLOYED PEOPLE IN THE UK, AND JUST UNDER A THIRD OF THESE PEOPLE HAVE BEEN UNEMPLOYED FOR OVER A YEAR.**

Some groups remain disproportionately represented within these numbers – the ex-military community being one of them with working age veterans nearly twice as likely to be unemployed as their civilian contemporaries.<sup>3</sup>

**VETERANS REPRESENT A UNIQUE, DIVERSE AND HIGH-PERFORMING SOURCE OF TALENT.**

Yet many employers are missing out on this great talent due to a lack of knowledge about the military or misconceptions based on negative stereotypes. At BITC, we believe employers have a responsibility and opportunity to support ex-military personnel to successfully transition into meaningful second careers that enable them to achieve their full potential.

However, unless a business is part of the military supply chain, or facing a specific skills shortage prompting them to look more widely for talent, they are unlikely to have considered the ex-military community as a potential source of talent. This feels like a missed opportunity, particularly at a time when companies are finding it hard to recruit.

Employment support for veterans has traditionally been viewed as the responsibility of the Ministry of Defence and the individual. Employer advice has been largely overlooked.

**WE HAVE DEVELOPED THIS TOOLKIT TO CHANGE THAT AND TO GUIDE EMPLOYERS THROUGH THE PRACTICAL STEPS OF SETTING UP AN ACCESSIBLE, ARMED FORCES FRIENDLY RECRUITMENT PRACTICE.**

## HOW TO USE THIS TOOLKIT

**This toolkit represents a compilation of tried and tested techniques being used by leading employers to successfully attract and recruit talented ex military personnel.** It's structured according to BITC's Employment Framework of 'Inspire, Hire, Grow' to help you develop a strategic approach to setting up your military employment programme, whatever the size of your business.

The first half provides you with all you need to know about the military environment and sets out a strong business case for employing veterans, the second half outlines a number of recommended actions. Once you've read through these points, use the step-by-step checklist at the back of the toolkit to help you put the recommendations into action.

It's important to point out that the recommendations focus on the ex-military community as a whole. Certain sub-groups, such as those injured during Service, may require more tailored support from employers, so it's advisable to reach out to the many Service charities and other specialist agencies to access expert advice and guidance on supporting these individuals.

Of course, an effective and sustainable employment programme doesn't happen overnight. It takes time and effort to set up and no doubt you'll have to tweak and modify it as you go along. BITC is here to help you get the most out of this process, so please get in touch with us and join our [LinkedIn Group](#) to share your experiences and learn from one another.

<sup>3</sup> [Deployment to Employment. Royal British Legion, September 2016](#)

## THE BUSINESS CASE

# 5 REASONS TO EMPLOY VETERANS

**Military service fosters leadership, organisational skills, resilience and many other unique qualities which are a great asset to the private sector.**

With rising employment levels, companies must compete harder to find qualified candidates. A growing number of employers are targeting veterans to fill their skills gap as they represent a ready-made source of top talent which businesses can tap into with the right recruitment process.

*"Military servicemen and women are extremely well trained. Their unique skills and behaviours will be an asset to any company."*

**Dr. Ralf Speth**

Chief Executive Officer at Jaguar Land Rover

01

## VETERANS HAVE STRONG TECHNICAL SKILLS AND UNIQUE QUALITIES

With over 200 trades in the Army alone, many veterans are trained and experienced in a range of technical roles, including engineering, project management, HR, policing, transport, logistics, IT and communications – all transferable to the civilian workplace.

Organisations that employ veterans report that they exhibit much needed cross-functional skills, notably team-working, motivating others, powers of communication, problem-solving, organisational skills and strategic thinking.<sup>4</sup>

Veterans have excellent leadership skills, with increasing responsibilities placed on them as they progress through the ranks.

02

## VETERANS HAVE VALUABLE ATTITUDES AND ARE ADAPTABLE

Veterans bring valuable attitudes and behaviours to the commercial workforce, such as loyalty, mission focus, willingness to accept responsibility, strong work ethic, resilience and a positive 'can-do' attitude.

They are accustomed to working in highly pressurised environments and know how to act decisively and calmly. They are also known for their adaptability, a skill gained from experience of working across geographies and diverse environments.

Military personnel are constantly learning and training throughout their career, employers report that these same individuals remain very trainable and capable of learning new skills in the private sector.

03

## VETERANS MAKE HIGHLY EFFECTIVE EMPLOYEES

Many employers report increased loyalty and engagement amongst their ex-military employees. In a survey of 50 employers carried out by Deloitte, 76% of employers said that veterans tend to have lower rates of sickness absence when compared to their non-veteran workforce and are likely to be promoted more quickly. 40% also said veterans stay for longer.<sup>5</sup>

As one of the largest employers of veterans in the UK, BT has been able to track the performance of their veterans. According to Mark Arscott, Head of Military Engagement, veterans applying to field engineering roles at BT's Openreach division have a 60% pass rate compared to 50% for non-veterans. He has shown that the company's veteran employees have a higher retention rate, lower sick absence rates and fewer early leavers due to performance or discipline issues, and that there is potential for significant productivity gains in the first six months of an employee's service due to some veterans taking less time to achieve full competence.

04

## EMPLOYING VETERANS IS GOOD FOR BUSINESS AND SOCIETY

A survey of 100 employers carried out by the Royal United Services Institute (RUSI) showed that 74% of employers wish to publicly support the Armed Forces.<sup>6</sup> Many described their pledges as 'the right thing to do' that reflect favourably on public perceptions of their company.

Employers that make a particular effort to hire disadvantaged military jobseekers will help to reduce the cost of unemployment for wider society.

Recruiting veterans also reflects the social responsibility of an employer and builds goodwill with the military community, customers and employees.

05

## VETERANS FILL SKILLS GAPS

Recent research strongly suggests the skills which many veterans possess are a close match for skill shortages that employers face today.<sup>7</sup> Data<sup>8</sup> from The Royal British Legion showed evidence of an overlap between the areas of highest skill shortages and roles within the Armed Forces, including chefs (16% of all Skilled Trades skill-shortage vacancies) Metal Working Production and Electricians (13%).

Survey data from Deloitte<sup>9</sup> highlights that veterans are well-placed to meet critical gaps in cross-functional skills, which include strategic management, managing or motivating staff, team-working and positive attitude.

<sup>4</sup> Veterans Work, Deloitte, et al, November 2016

<sup>5</sup> ibid

<sup>6</sup> The Art of the Covenant: The Armed Forces Covenant and the Role of the Commercial Sector. RUSI, October 2016

<sup>7</sup> Veterans Work, Deloitte, et al, November 2016

<sup>8</sup> Deployment to Employment: Royal British Legion, October 2016

<sup>9</sup> Veterans Work, Deloitte, et al, November 2016

# UNDERSTANDING THE MILITARY ENVIRONMENT

Unless you're in the know, getting to grips with the military environment and terminology can feel like a daunting task. This section gives you all the information you need to get started.

Her Majesty's Armed Forces comprise the Royal Navy and Royal Marines, the British Army and the Royal Air Force with a strength, on 1 November 2016, of 197,160 UK Service Personnel.<sup>10</sup>

Around 21,000 men and women have left the Armed Forces in each of the last five years,<sup>11</sup> contributing to an ever-increasing pool of an estimated 900,000<sup>12</sup> working age veterans. Many Service leavers transition successfully into employment, especially those who access the Career Transition Partnership (CTP), contracted to the Ministry of Defence to provide practical advice and training to those leaving the Armed Forces.

**BRITISH  
ARMY**  
**121,870**

**ROYAL  
NAVY**  
**38,320**

Including Royal Marines

**ROYAL  
AIR FORCE**  
**36,960**

## GRAPH SHOWS THE AMOUNT OF MILITARY PERSONNEL EMPLOYED BY THE UK ARMED FORCES<sup>13</sup>

<sup>10</sup> UK Armed Forces Monthly Service Personnel Statistics. MOD, November 2016

<sup>11</sup> Extrapolated from Ministry of Defence reports: [UK Armed Forces Annual Manning Report: Analysis by Rank and Age](#), MOD, 2011; [UK Armed Forces Annual Personnel Report April 2012](#), MOD, 2012; [UK Armed Forces Annual Personnel Report April 2013 \(revised\)](#), MOD, April 2013; [UK Armed Forces Annual Personnel Report April 2014](#), MOD, 2014; [UK Armed Forces Biannual Diversity Statistics October 2015](#), MOD, 2015

<sup>12</sup> [Annual Population Survey: UK Armed Forces Veterans residing in Great Britain](#), MOD, October 2016

<sup>13</sup> [UK Armed Forces Monthly Service Personnel Statistics](#). MOD, November 2016

## UNDERSTANDING THE MILITARY ENVIRONMENT

# EMPLOYMENT SUPPORT FOR MILITARY PERSONNEL

The Ministry of Defence (MOD) funds transition services for entitled Service leavers, which is delivered through MOD Resettlement Advisors and an outsourced outplacement service, the Career Transition Partnership.

In addition, Skills Development Scotland,<sup>14</sup> a number of Service charities associations, social and commercial enterprises provide employment support.

### Career Transition Partnership

The Career Transition Partnership (CTP) is a partnering agreement between the Ministry of Defence and Right Management Ltd, who are global career development and outplacement specialists and part of the ManpowerGroup. It delivers resettlement services, career transition advice and employment support at no cost to the Service leaver, as well as providing vocational training programmes specifically designed for Service leavers. CTP is the single source for all official Armed Forces resettlement services.

The resettlement process normally begins up to two years before discharge and is accessible for up to two years thereafter. Resettlement support is tri-Service and includes advice on identifying transferable skills, networking, job searching, employment, housing and finance. Provision is categorised according to how long the individual has served, with the exception of medically discharged personnel who automatically qualify for the highest levels of support.

**19,060** LEFT THE MILITARY BETWEEN 2014/2015<sup>15</sup>

**83%** WERE ELIGIBLE TO USE SERVICES PROVIDED BY THE CTP  
The equivalent to 15,820 people

**12,000** PERSONNEL USED THE CTP SERVICE

**85%** WERE EMPLOYED WITHIN 6 MONTHS  
The equivalent to 10,220 people

### Core Resettlement Programme

The full service is available through the CTP to personnel who have completed six years' service or more, or are medically discharged. The programme is available from two years pre-discharge up to two years post-discharge and includes unlimited one on one support from a personal career consultant; various workshops to help Service leavers write a CV or prepare for interviews; employment fairs and events; civilian work attachments; and access to vocational training to gain civilian recognised qualifications.

### Employment Support Programme

Service leavers who complete between four and six years' service are entitled to the job finding service and CTP services that directly support job finding activity.

### CTP Future Horizons

Service leavers who complete less than four years, or who are compulsorily discharged are eligible for assistance in finding suitable employment or training. These personnel, known as Early Service Leavers (ESL), are given access to CTP Future Horizons, which, through a network of partners, links ESLs to the most appropriate level of support required to help with the transition from the military to civilian life.

Employers should note that some 7,000 (44%)<sup>16</sup> Service leavers per year are either ineligible for, or opt out of using the CTP. So, while the MOD encourages employers to access ex-military talent through CTP, this will not guarantee access to the wider community of some 900,000 veterans of working age, many of whom have gained commercial experience since leaving the Armed Forces.

For more information on the CTP and their services, visit [www.ctp.org.uk](http://www.ctp.org.uk)

<sup>14</sup> [www.skillsdevelopmentscotland.co.uk](http://www.skillsdevelopmentscotland.co.uk)

<sup>15</sup> CTP Annual Statistics, MOD April 2016

<sup>16</sup> Extrapolated from - MoD CTP quarterly statistics: UK Regular Service Personnel Employment Outcomes 2009/10 to 2013/14 Q2 11 December 2014; MoD CTP quarterly statistics: UK Regular Service Personnel Employment Outcomes 2010/11 to 20/1514 Q2 11 December 2014; Numbers recorded in Adapt, Right Management's administrative database

## UNDERSTANDING THE MILITARY ENVIRONMENT

# EMPLOYMENT SUPPORT FOR MILITARY PERSONNEL

### Defence Relationship Management Team (DRM)

The Defence Relationship Management Team is the single point of contact linking employers with the Ministry of Defence. It offers advice and support on employing members of the Armed Forces community and enables organisations to develop a mutually beneficial working relationship with the MOD.

#### The DRM offers a range of support to employers including:

Help with the employment of reservists and support through flexible HR policies and the employment of regular service personnel, in collaboration with the CTP.

Employment opportunities for Service leavers including the wounded, injured and sick and employment of spouses/civil partners of service personnel.

Tackling disadvantages faced by Service personnel in the consumer market.

Joint development of skills in areas such as engineering, medical, communications and cyber security.

For more information, visit [www.gov.uk/government/groups/defence-relationship-management](http://www.gov.uk/government/groups/defence-relationship-management)

### The Armed Forces Covenant (AFC)

The Armed Forces Covenant is a promise from the nation that those who serve or have served in the Armed Forces, and their families, are treated fairly.<sup>17</sup> The AFC sets out a view of the desired relationship between the government, the military and broader society. The AFC is a three-way arrangement, founded on the premise that, in addition to the government, the nation as a whole has a moral obligation to members of the Armed Forces, past and present, and their families.<sup>18</sup>

Over 1,500 employers across the UK have pledged their support to the Armed Forces community, which includes the promise to support the “employment of veterans, young and old”.<sup>19</sup> Under the Employer Recognition Scheme, every year the government gives gold, silver and bronze awards to those private and public sector organisations who are considered to have made contributions to the Armed Forces, which includes the recruitment of ex-Service personnel and commitments to support reservists.

For more information on the Armed Forces Covenant and how to make a pledge, go to [www.gov.uk/government/collections/armed-forces-covenant-supporting-information](http://www.gov.uk/government/collections/armed-forces-covenant-supporting-information)

### Understanding the reserves

Reservists are men and women who give up their time to train and serve alongside the regular forces. Businesses can benefit from employing reservists as they are continually learning a range of transferable skills that can be put to good use in the workplace. However, it's important to be aware that both reservists and their employers have certain rights and responsibilities and some of these as some are governed by law.

The Ministry of Defence has published a toolkit providing guidance and support for employers and reservists, for all you need to know go to [www.gov.uk/government/publications/reservist-employers-toolkit](http://www.gov.uk/government/publications/reservist-employers-toolkit)

<sup>17</sup> [Gov.uk website](http://www.gov.uk): MOD: Armed Forces Covenant: Guidance and Support. MOD, January 2014

<sup>18</sup> [The Art of the Covenant](http://www.gov.uk). RUSI, October 2016

<sup>19</sup> A current list of Covenant signatories can be found on the [UK government's website](http://www.gov.uk)



**OVER 1,500 EMPLOYERS  
ACROSS THE UK HAVE PLEDGED  
THEIR SUPPORT TO THE ARMED  
FORCES COMMUNITY**

### **Scottish Government support for veterans**

In 2012, the Scottish Veterans Minister Keith Brown MSP commissioned '[Our Commitments](#)', setting out the Scottish Government's strategic direction, complementing the values of the Armed Forces Covenant. In February 2016, the Scottish Government took the opportunity to renew its commitments to the Armed Forces Community through the document, '[Renewing our Commitments](#)' which focuses on a number of areas, including jobs, skills and employment.

The Scottish Veterans Minister appointed Eric Fraser CBE as the first Scottish Veterans Commissioner – an independent, non-statutory role which takes a fresh and direct look at the support provided to veterans and their families in Scotland. The Commissioner provides impartial advice to the Scottish Government and other public sector organisations in the form of reports and recommendations designed to improve support for the ex-Service community in Scotland and promote veterans as valued and valuable members of our workplaces and communities.

For more information about the Scottish Veterans Commissioner, go to [www.gov.scot/About/public-bodies/veterans-commissioner/About](http://www.gov.scot/About/public-bodies/veterans-commissioner/About)

Scottish Government policy also supports military personnel into employment through several schemes. One of these is the Community Jobs Scotland programme, which provides supported job training opportunities with third sector employers to individuals aged up to 29 and with fewer than 6 years of service.

The programme is delivered by the Scottish Council for Voluntary Organisations (SCVO) and further information is available at [www.scvo.org.uk/jobs-employability/cjs](http://www.scvo.org.uk/jobs-employability/cjs)

The Scottish Government has also created the [Scotland's Employer Recruitment Incentive](#) (SERI) which offers up to £4,000 to private business or third sector organisations recruiting someone who is 16-29 years old, fitting one or more of the eligible groups. If they are paid the living wage, there is an additional payment of £500. Early leavers from the Armed Forces and ex-forces personnel, as well as the partners of current or former Armed Forces personnel are amongst those eligible for support through SERI.



## INSPIRE: *Practical tips for employers*

# HOW TO INSPIRE AND PREPARE VETERANS FOR CIVILIAN EMPLOYMENT

**Former Service men and women offer a range of skills and experience to businesses looking to attract high-performing talent.**

However, many veterans join the Services from school, college or university and have little knowledge and understanding of the commercial world. This section outlines the ways in which employers can help ex-military jobseekers prepare for employment in the private sector.

## ➤ REACH OUT TO TRANSITIONING AND EX-MILITARY JOBSEEKERS

For military people with little knowledge and experience of commerce or other parts of the public sector, first hand contact with employers (especially HR staff) at careers fairs, conferences or through webinars helps educate jobseekers with employers' requirements and processes.

### Practical actions

Nationally, there are a number of experienced charities and support agencies who can help you to identify military candidates at no expense to your business. See the appendix for a list of potential specialist partners.

Attend events and job fairs (including online job fairs) organised by CTP, British Forces Resettlement Services, SaluteMyJob and The Officers' Association to interact with military jobseekers and promote your company as a veteran friendly employer.

### Example

The Scottish Veterans Employment and Training Service facilitated an Online Job & Careers Fair in 2016. Petroineos Manufacturing Scotland Ltd took part in the event, advertising 19 vacancies.

HR ADVISORS MANNING THEIR EXHIBITION BOOTH WERE 'VISITED' BY 136 CANDIDATES ON THE DAY AND WITHIN 24 HOURS PETROINEOS HAD RECEIVED 10 APPLICATIONS. LORRAINE CAUVIN, HR ADVISOR AT PETROINEOS, SAID THE COMPANY HAD MORE VISITORS THAN AT A NORMAL JOB FAIR AND SAID THE VIRTUAL EVENT WAS A COST-EFFECTIVE MEANS OF REACHING THE FORCES COMMUNITY.

## ➤ ORGANISE MILITARY INSIGHT DAYS

The majority of Armed Forces personnel join directly from secondary or tertiary education which means they often lack knowledge about the industry sectors, companies and types of roles open to them. Insight days are a cost-effective way of helping ex-Service personnel to better understand your business and the types of jobs on offer.

### Practical actions

Hold regular insight days once or twice a year and advertise them on the CTP website, your internal network and through other specialist agencies that support veterans into employment.

### Example

As part of its Step into Health programme, NHS England runs a series of 'information days' across the country advertising the 300+ career paths available in the NHS.

THESE EVENTS TAKE PLACE OVER HALF A DAY AND GIVE EX-MILITARY PERSONNEL THE OPPORTUNITY TO FIND OUT MORE ABOUT THE DIFFERENT NHS ORGANISATIONS, AS WELL AS THE WORK EXPERIENCE OPPORTUNITIES, JOB VACANCIES AND TRAINING OPPORTUNITIES AVAILABLE TO THEM. IT ALSO GIVES THEM A CHANCE TO MEET NHS RECRUITERS AND EMPLOYEES.

## PROVIDE PRACTICAL WORKPLACE EXPERIENCE

Work experience, placements and internships are the best way employers can support veterans to overcome barriers and enter employment. Jobseekers can gain vital first-hand experience of the civilian workplace and employers can find out about the benefits of employing ex-military personnel, prior to any commitments being made by either party.

### Practical actions

Create your own work placement/internship programme for ex-military personnel and advertise it through the CTP and specialist agencies that support veterans into employment.

**When designing your work placement programme, consider the following:**

- Define a clear outcome from the start so the participant understands what they will gain from the experience.
- Organise induction training or appoint a buddy to help the participant settle in quickly.
- Ensure the work placement is tailored to the individual's skills and career ambitions.
- Ensure the participant is given a variety of work to do, rather than simply shadowing.
- De-brief the participant once the placement has ended and support them to develop an employment action plan.

## OFFER SKILLS AND CONVERSION TRAINING

Providing preparatory, induction or role-specific skills training helps veterans succeed more quickly in your business. Given the difference to their military way of life and culture, 'conversion' training provides an essential introduction to an unfamiliar commercial environment.

### Practical actions

Offer skills training on proprietary tools or products that new recruits may be unfamiliar with. Consider implementing a bespoke induction programme which provides new veteran recruits with all the information they need to be a good representative of your organisation.

#### Example

In 2015, IBM saw an opportunity to help former Service men and women capitalise on their technical capabilities by training for a civilian career in cyber-security. Working in partnership with SaluteMyJob and the Corsham Institute, IBM UK launched the Veterans Employment Accelerator programme, offering Service leavers free training and certification in IBM's i2 Analyst's Notebook software.

**ALL 75 MILITARY PERSONNEL WHO ATTENDED THE COURSES IN 2015 AND 2016 HAVE ACHIEVED IBM CERTIFICATION IN A SKILL THAT IS IN HIGH DEMAND.**

### Examples

Jaguar Land Rover adapted its existing traineeship programme 'Inspiring Tomorrow's Workforce' to provide a tailored work experience programme for Early Service Leavers, including four weeks of classroom based learning and two weeks' work experience.

**THE FIRST INITIATIVE WAS SO SUCCESSFUL THAT ALL 10 PARTICIPANTS WERE OFFERED EMPLOYMENT.**

Barclays' AFTER programme runs a series of one to two week work 'taster' placements which gives Service leavers exposure to a wide range of functions across the business. They also run a longer 12-week internship programme giving Service leavers a more in depth experience of what it's like to work in the financial services sector.

CTP can support employers to offer work placements known as Civilian Work Attachments (CWA), which are designed to help Service leavers get sector specific experience and on-the-job training before they leave the military.

**IF COMPLETED WHILST THE INDIVIDUAL IS STILL SERVING, ELIGIBLE SERVICE LEAVERS CONTINUE TO RECEIVE PAY AND ALLOWANCES FROM THE MINISTRY OF DEFENCE FOR THE DURATION OF APPROVED ATTACHMENTS.**

## OFFER GUIDANCE ON CV WRITING AND INTERVIEW TECHNIQUES

The majority of ex-military personnel do not have experience of the civilian recruitment process and find it difficult to translate and promote their own achievements. You can support by helping them to tailor their knowledge, skills and experience to your organisation.

### Practical actions

Organise workshops or webinars that focus on helping ex-military jobseekers to define their career goals, draw out their achievements and translate military jargon so that their CV is attractive to employers. You can host these workshops during insight days, military job fairs, or through your own website.

#### Example

During Fujitsu's military open days, the company spends the morning hosting CV workshops and advising jobseekers on how to network. In the afternoon, they hold 'speed interviewing' workshops where candidates are interviewed by three to five managers in 15 minute slots so that they can gain experience in various styles and pick up interview tips.



## HIRE: *Practical tips for employers*

# HOW TO CREATE A RECRUITMENT PROCESS THAT IS ACCESSIBLE AND FRIENDLY TO VETERANS

Mainstream recruitment practices can inadvertently exclude people with a military background. To recruit the right candidates successfully, you might need to adapt your recruitment and selection processes or offer flexible employment contracts.

### DESIGNATE A PERSON AT SENIOR LEVEL TO CHAMPION & LEAD THE PROGRAMME

Encourage a senior business leader to champion veterans, lead the planning and implementation of your programme and ensure they are not being disadvantaged through the company's recruitment and selection process.

#### Practical actions

Make sure the designated champion is showcased on your website and is a vital part of running the internal military network. It is not necessary to select a military employee with recruiting or training experience – a suitably empowered project manager who knows the business will be just as beneficial.

#### Example

In Scotland, each local authority, as well as NHS Scotland, Police Scotland and DWP, have a [Veterans' Champion](#) – a named individual who ensures that policies and procedures do not disadvantage veterans or their families. This individual works internally to educate HR and management personnel on any unseen barriers that exclude veterans from accessing the workplace, and externally to support veterans transition into the local community.

### CREATE CLEAR, TRANSPARENT JOB DESCRIPTIONS AND ADVERTISEMENTS

Draw on the expertise of HR staff and veteran employees to create clear, transparent job descriptions to ensure you get the right candidates for your positions.

#### Practical actions

Make sure your job titles clearly express what the role is, and your job descriptions do not use jargon or abbreviations.

Ensure you include all relevant information in the job description including location, working patterns, salary, benefits and opportunities for advancement. This will help the veterans to identify if they are right for the position.

#### Example

Standard Life underwent a comprehensive review of their recruitment policies and practices a few years ago to support a more inclusive and diverse workforce. In addition to creating Armed Forces friendly policies around annual leave and working patterns, they also standardised all job titles and descriptions to focus on the skills and competencies required for each role, rather than experience or qualifications. This has resulted in a significant growth in diversity to include veterans, young people and BAME employees.

## ▶ TRAIN RECRUITERS TO INTERPRET MILITARY EXPERIENCE

Ensure that hiring managers and recruiters understand how to interpret military experience.

### Practical actions

If you are unable to hire an experienced recruiter with a military background, use education and training workshops to make sure recruiters understand how veterans' acquired skills and experience will apply to your business.

**Contact the organisations listed at the back of this toolkit for advice on how to do this.**

### Examples

Fujitsu has spent time reviewing its recruitment process to identify and remove any potential barriers that exclude ex-military talent.

**THIS HAS LED TO THE CREATION OF A CAPABILITY MATRIX, WHICH HELPS HIRING MANAGERS TO MATCH MILITARY SKILLS AND QUALIFICATIONS WITH CIVILIAN EMPLOYMENT OPPORTUNITIES.**

Standard Life run a series of 'teach-ins' where ex-military personnel and charities help the recruitment team to understand the skills and talents that veterans offer and some of the challenges veterans face in translating their skills to the civilian work environment.

## ▶ FOCUS ON POTENTIAL AND SKILL

Assess military candidates based on ability and potential, not past experience.

### Practical actions

Develop a competency based application process that focuses on the types of skills and competencies that individuals need for the job.

### Examples

At Fujitsu, military candidates who successfully make it through the initial CV sift are then invited to the Service Leavers Selection Centre, where they are assessed on their outlook, values and potential to develop with the right training.

**A BESPOKE PRACTICAL TEST HAS BEEN DEVELOPED WITH SERVICE LEAVERS IN MIND, GIVING THEM THE OPPORTUNITY TO DEMONSTRATE THEIR IT KNOWLEDGE IN A HANDS-ON WAY.**

NHS Lanarkshire has developed a framework of Values and Competency Based Recruitment which aims to appoint the right person with the right skills, to the right job. In addition to the offer of advice from the HR team, there are comprehensive web resources including an explanation of how the system works and advice on completing an application.

## ▶ ADVERTISE JOBS THROUGH THE CTP, MILITARY CHARITIES AND OTHER AGENCIES

Advertise roles through specialist consultancies, recruitment agencies and charities, as these will often be the first point of contact for ex-military job seekers.

### Practical actions

See our list of charities in the appendix for a list of specialist organisations to advertise jobs.

Use social media, your internal network and your online jobs portal to share job vacancies.

## ▶ ENCOURAGE YOUR SUPPLY CHAIN TO ADOPT ARMED FORCES FRIENDLY RECRUITMENT PRACTICES

Communicating with your supply chain and customers on why your business champions veterans within the workplace will encourage others to follow suit.

### Practical actions

Make this part of a vetting process when engaging suppliers or putting jobs out to tender – ask them if they have an existing programme and work with them to create one if they do not.

Write it in to tenders/contracts; If suppliers do not have a similar programme, make the contract conditional on them working with you to start a programme.

**See our top tips** (page 16) on driving change through the procurement process for more actions to take.

## ▶ CREATE A BESPOKE ONLINE PORTAL OR MILITARY HUB

Developing a dedicated military jobs portal which is clear and easy to use will attract ex-military jobseekers to an organisation's website. If you don't have the capacity to create your own, contribute to one that exists.

### Practical actions

Create a single site for veterans to find job roles easily within your company. Use this page to advertise job opportunities and provide case studies of successful veterans who work for the business.

Barclays has a great website dedicated to military jobseekers here [www.home.barclays/AFTERprogramme](http://www.home.barclays/AFTERprogramme)



**HIRE:** *Practical tips for employers*

# TOP 5 TIPS ON DRIVING CHANGE THROUGH THE PROCUREMENT PROCESS

We asked Debbie Akehurst, Head of Economy and Communities at Land Securities for her top tips on how to use the supply chain to drive change through the procurement process.

**01** IDENTIFY VETERANS AS A TARGET GROUP/PUT THEM AT THE CORE OF YOUR BUSINESS

Think about how your business can support veterans into employment.

**02** IDENTIFY THE BUSINESS CASE

Clarify and communicate the business case for hiring military candidates and convey the valuable skills and experience veterans can bring to the workplace.

**03** LOOK AT THE SOCIAL VALUE ACT 2012 AND THE PROCUREMENT REFORM SCOTLAND ACT 2014

Adapt the model to your own business and drive the ideas through procurement.

**04** WRITE IT IN TO TENDERS/ CONTRACTS

At Land Securities, all our contractors are required to assist us with our social commitments. For example, Land Securities set a target that by 2020, everybody who is working within one of their buildings will be paid the Living Wage.

**05** GOOD REPORTING PROCESSES/ AUDITING AND CONTRACT MEASUREMENT

So you can see the benefits of the procurement process.

**THINK ABOUT HOW  
YOUR BUSINESS CAN  
SUPPORT VETERANS  
INTO EMPLOYMENT**





## GROW: *Practical tips for employers*

# HOW TO CREATE A SUPPORTIVE CULTURE THAT HELPS VETERANS TO DEVELOP AND PROGRESS

It can take a little while for veterans to adjust to new management styles and the seemingly unstructured nature of the business world.

An effective on-boarding process will help new recruits to settle into the business much more quickly, improving job performance and employee retention.

## DEMONSTRATE VETERAN-FRIENDLINESS FROM THE TOP DOWN

It is important to have a figurehead within your company who strongly advocates your military employment programme and commitment to employing veterans.

### Practical actions

Prepare a written statement explaining why the business is committed to hiring military candidates from a member of the senior leadership team.

Contact local media about your military programme and offer interviews with the CEO/Managing Director to show commitment has come from the top.

### Example

BT's Chairman, Sir Mike Rake, is publicly and proactively supportive of the Armed Forces community.

The Saint-Gobain family of construction products, manufacturing and distribution companies has recently committed from the top down to make the proactive recruitment of veterans a key tenant of their recruitment strategy in the UK.

## ESTABLISH AN INTERNAL MILITARY NETWORK FOR VETERANS, RESERVISTS AND MILITARY SPOUSES

The creation of an internal military network as a forum for networking and information sharing is a great way to connect with the military community.

### Practical actions

Create a network of former military employees, reservists and spouses to develop strategies to support military personnel within the business.

Use this as a platform for sharing best practice, detailed case studies, and information on how to practically implement programmes with other employers.

Make sure your network is inclusive to prevent it from becoming cliquy and hierarchical. **See our top tips** (page 20) for more advice on how to create an internal military network.

### Example

Virgin Money's veterans network, Vets@Virgin, run several 'Strive2Thrive' workshops each year in conjunction with CTP to support veterans' transition into the civilian workforce. These external workshops include CV reviews and individual advice, along with introductions to some of the cultural differences between the civilian and military workplaces. Attendees are offered skill matching support and mock interviews, as well as the opportunity to speak to other veterans who have successfully made the transition.

**PART OF WHAT MAKES IT SUCCESSFUL IS THE FACT THAT IT'S RUN BY VETS@VIRGIN – PEOPLE WHO HAVE BEEN THERE AND WHO UNDERSTAND THE SUPPORT AND ADVICE THAT EX-MILITARY JOBSEEKERS NEED.**

Standard Life's Armed Forces network is built around two main aims: talent and outreach, so they are working both inside and outside the firm to support the Armed Forces community. It is chaired by Richard Charnock, Chief Executive of Standard Life Wealth – himself ex-military.

## PROMOTE COMMITMENT TO SUPPORTING EX-MILITARY PERSONNEL VIA YOUR WEBSITE AND SOCIAL MEDIA CHANNELS

If the business' commitment and military programmes are visible, veterans will feel confident that they will receive the support they need on joining and settling into a new role.

### Practical actions

Get in touch with local and national military charities and let them know about your military programme.

Consider advertising your commitment to supporting ex-Service personnel in military magazines and newsletters, such as Pathfinder International.

Publish case studies of veteran employees on the organisation's website to highlight roles ex-military personnel have successfully transitioned into within the company.

### Examples

Jaguar Land Rover has a dedicated ex-military careers Facebook page.

**THE COMPANY ACTIVELY PROMOTES THEIR COMMITMENT TO EX-MILITARY PERSONNEL AND ALSO USES THE PAGE TO ADVERTISE VACANCIES AND PUBLISH CASE STUDIES OF SUCCESSFUL EX-MILITARY EMPLOYEES.**

## PROVIDE CLEAR PROGRESSION ROUTES AND TRAINING OPPORTUNITIES FOR VETERANS

It's important to manage new employees' expectations, whether that be salary expectations or progression opportunities.

### Practical actions

Ensure that military candidates understand the full scope of benefits, career progression and development opportunities, and personal support available to them from the offset. Military candidates are used to a very structured career path with continuous learning programmes, so it is important to be explicit about the opportunities to progress within the organisation.

## ENSURE YOUR HR POLICIES SUPPORT RESERVISTS

Having a visible reserves policy will help to attract and retain military recruits that would like to continue to serve as a reservist.

### Practical actions

Develop a policy that includes paid time off for annual training and guarantees no loss of continuous service or in-work benefits (such as pension contributions) during mobilisation.

For guidance on what to include in a reservists HR policy, check out the [UK Government's template](#).

### Examples

Fujitsu fully supports the reservist community – something that is reflected strongly in their HR policy, which includes 10 days' paid leave and 10 days' extra unpaid leave to attend Reserve Forces training events. They have also committed to making top-up payments to ensure reservist employees continue to receive the same level of pay during mobilisation.

## SUPPORT A MILITARY-FRIENDLY WORK ENVIRONMENT AND CULTURE

Establish a working environment that welcomes and supports ex-military employees and also acknowledges the contributions of veterans, reservists and military families in the wider community.

### Practical actions

Participate in events that celebrate the sacrifices and contributions of the military, such as Armed Forces Day.

Make sure there is regular internal communications around the organisation's support for the military community – news articles, blog posts, and social media.

Create financial incentives for existing employees when they recommend a veteran who successfully passes probation.

### Examples

BT shows their support for Armed Forces Day, for example, by lighting up the iconic BT tower in London with a message of support.

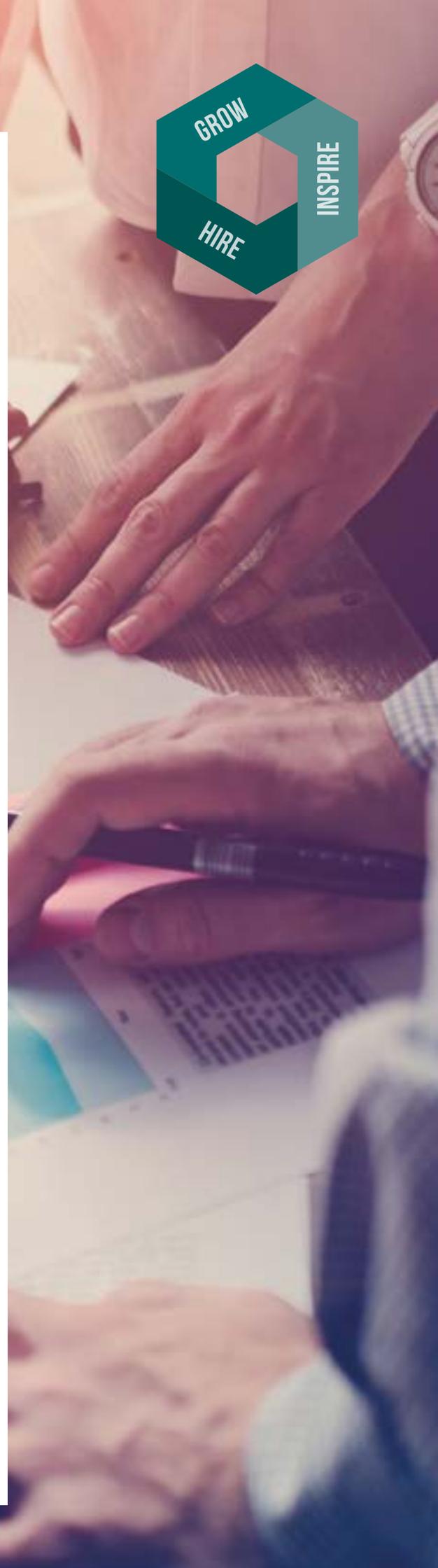
The Royal Bank of Scotland developed a website, [www.rbsremembers.com](http://www.rbsremembers.com) to commemorate the centenary of WWI and to honour its employees who served during the war.

## GROW: *Practical tips for employers*



# HOW TO SETUP AND MAINTAIN AN INTERNAL MILITARY NETWORK

- 01** Designate a champion, someone who can take responsibility for leading the network
- 02** Have a clear strategy and purpose for what the business wants to achieve with the internal network. Ensure the strategy is held to account
- 03** Feedback progress and activity to senior sponsor and communicate throughout the organisation
- 04** Make the network inclusive – do not just limit it to ex-military personnel. Open it up to anyone with an interest in the military
- 05** Call on the network to support military recruitment by assessing CVs and applications, and supporting hiring managers to spot military skills and experience
- 06** Use the network to run a buddying/mentor scheme for ex-military personnel
- 07** Engage with other networks within the business, such as the LGBT network
- 08** Secure board-level buy-in/communications team buy-in
- 09** Use the network to support fundraising and communications initiatives for military causes
- 10** Where possible, link your military network into external ones, such as SVETS Employers' Working Group or the Armed Forces and Veterans Champions Network (see appendix for contact details)



# THE SME'S PERSPECTIVE

*"The attitudes ex-military personnel bring, their valuable skills set, experience and their ability to bring people together means they are a great asset to a small business."*

**Simon Cole**

Operation Director, DOGFI.SH Mobile

## Enterprise mobility specialists DOGFI.SH Mobile employs 40 members of staff, which includes 25 full-time, UK-based employees.

The company, headquartered in Stirling, signed the Armed Forces Covenant in 2014 and has received a Silver Award from the Defence Employer Recognition Scheme for their active support towards both ex-military personnel and reservists. Simon Cole, Operations Director, is a former helicopter navigator in the RAF and now a reservist, and one of DOGFI.SH Mobile's Project Managers is ex-RAF.

As a small business, Simon reports a number of challenges in actively trying to engage with and recruit veterans. For example, the services CTP provide to employers are focused on larger business, not SMEs. However, DOGFI.SH Mobile is clear on their commitment to support ex-Forces personnel and reservists and understand the value veterans can bring to a small business. He adds, "Small companies quite often struggle with organisation, introducing process and discipline, so someone who has been in the military can be of great benefit as they are used to following process and can make order out of chaos. They can also deal with high-pressure and difficult situations and are extremely adaptable. Ex-military personnel are also better at creating a team environment – which is what is needed when trying to grow a small business."

## SIMON'S TOP TIPS FOR SMEs LOOKING TO EMPLOY VETERANS

### UNDERSTAND TRANSFERABLE MILITARY SKILLS:

You need to understand and interpret the transferable skills military personnel can bring to your workplace, through both the CV selection process and interviews. Get an ex-military employee to look over a CV and co-interview, or if that is not possible, connect with military organisations/charities who are experienced in helping veterans into employment for advice.

### OFFER INTERNSHIPS/WORK PLACEMENTS:

To gain more understanding of the military and the skills, values and behaviours of ex-Service men and women, offering internships and work placements to veterans would be hugely beneficial to a small business.

### TAKE PART IN ONLINE JOB FAIRS FOR VETERANS:

Virtual job fairs can be more accessible and cost-effective for small businesses than a normal job fair and would be great way of tapping into the talent pool.



# MILITARY EMPLOYMENT STRATEGY CHECKLIST

## STEP 01

### **FIND OUT IF ANY OF YOUR EMPLOYEES, OR INDIVIDUALS WITHIN THEIR NETWORKS, HAVE A MILITARY BACKGROUND**

If you don't have anyone with an understanding of the military environment within your recruitment team, it can be useful to call upon the advice and knowledge of employees/contacts with a military background.

**Find out if you have any ex-military employees through internal communications or by word of mouth.**

Designate a senior Armed Forces champion in the business to act as a focal point for all military-focused activity. This person should be a visible and vocal advocate for your military employment programme.

## STEP 02

### DEVELOP YOUR MILITARY EMPLOYMENT STRATEGY TO INCLUDE THESE ACTIONS:

#### INSPIRE

*Inspire and prepare veterans for civilian employment*

##### Provide information and guidance

Attend careers fairs organised by CTP or military charities, host insight days

##### Offer one-to-one support

CV writing workshops, mock interviews, culture 'conversion' training, mentoring

##### Create strong partnerships

Partner with the CTP or a military charity to gain access to military talent

##### Provide practical workplace experience

Civilian work attachments, internships, work placements

#### HIRE

*Create an accessible recruitment process*

##### Attract military talent

Develop an attraction strategy including military-friendly careers web pages

##### Develop a military-friendly recruitment practice

Produce clear and transparent job descriptions, conduct effective interviews and provide feedback

##### Understand and value military experience

Train and support your recruiters to interpret military experience, facilitate effective skills-mapping

##### Focus on potential, not experience

Develop a competency based application process, challenge the assumption that industry experience is an essential requirement

#### GROW

*Retain, develop and progress your military talent*

##### Offer military-friendly inductions

Develop a comprehensive and supportive on-boarding process

##### Support military employees wellbeing

Promote positive and physical mental health, provide education about mental health difficulties amongst veterans

##### Develop a military-friendly culture

Ensure HR policies support reservists, fundraise for military causes, support military commemorations and events, set up an internal military network

##### Progress and retain military talent

Create clear progression routes and structured development plans

## STEP 03

### CONNECT YOUR ACTIVITIES ACROSS THE THREE STAGES TO CREATE A HOLISTIC, SUSTAINABLE MILITARY EMPLOYMENT PROGRAMME

Identify ways to join up the dots between different actions across the three areas of your programme

Identify KPIs, set reasonable targets and put steps in place to record and evaluate impact

Share your best practices and experiences in employing military candidates with other employers, and encourage your clients and supply chain to adopt a military-friendly recruitment process

# LIST OF USEFUL PARTNER ORGANISATIONS

Here is a list of organisations that businesses most commonly cite as useful partners.

## SCOTTISH BASED SUPPORT

### Veterans Scotland

Veterans Scotland works with charities, the Scottish Government, local authorities and other organisations to support veterans, offering employment, finance and housing support to ex-military personnel.

0131 550 1569

[gensec@veteransscotland.org.uk](mailto:gensec@veteransscotland.org.uk)

[www.veteransscotland.co.uk](http://www.veteransscotland.co.uk)

### Veterans Assist Scotland

Veterans Assist Scotland run by Veterans Scotland, provides practical advice and links to many charities and agencies working to benefit the veterans community.

0131 550 1569

[gensec@veteransscotland.org.uk](mailto:gensec@veteransscotland.org.uk)

[www.veterans-assist.org/](http://www.veterans-assist.org/)

### SVETS

The Scottish Veterans Employment and Training Service (SVETS) is a collaborative initiative between employers and veterans' organisations in Scotland, designed to link former Service men and women with those organisations best placed to support them. They will be leading an employers' working group in Scotland designed to continue to grow the initiative started by BITC Scotland to increase the quality and number of Armed Forces friendly employers.

0131 513 9750

[info@svets.org.uk](mailto:info@svets.org.uk)

[www.svets.org.uk](http://www.svets.org.uk)

### Armed Forces and Veterans Champion Network

This network of local authorities, NHS Scotland, DWP and others provides external links for organisations looking to support veterans as they transition into employment. For more information contact Veterans Assist.

0131 550 1569

<http://www.veterans-assist.org/home/veteran-support/veterans-champions>

### The Officers' Association Scotland

The Officers' Association Scotland offers job finding assistance to ex-officers living in Scotland.

0131 550 1575

[www.oascotland.org.uk/contact-us/](http://www.oascotland.org.uk/contact-us/)

[www.oascotland.org.uk](http://www.oascotland.org.uk)

### Legion Scotland

Royal British Legion Scotland (Legion Scotland) helps ex-Service men and women of all ages across Scotland to adapt to civilian life by providing community, friendship and practical advice, whether they left military service yesterday or 50 plus years ago.

0131 550 1586

[www.legionscotland.org.uk/](http://www.legionscotland.org.uk/)

### Poppyscotland

Poppyscotland provides tailored support and funding to thousands of ex-Service men and women as well as other vital services including, employment, mobility, respite, housing and mental health support.

0131 557 2782

[enquiries@poppyscotland.org.uk](mailto:enquiries@poppyscotland.org.uk)

[www.poppyscotland.org.uk](http://www.poppyscotland.org.uk)

### Scottish Chambers of Commerce

The Scottish Chambers of Commerce is the umbrella organisation for 26 local Chambers of Commerce – representing more than 50 percent of private sector jobs in Scotland. Local chambers signpost businesses to relevant organisations that can help them to increase the diversity of their workforce.

[admin@scottishchambers.org.uk](mailto:admin@scottishchambers.org.uk)

[www.scottishchambers.org.uk/](http://www.scottishchambers.org.uk/)

### Skills Development Scotland

Skills Development Scotland is the national skills body supporting the people and businesses of Scotland to develop and apply their skills. They do a significant amount of work with veterans, and also support employers looking to recruit and develop ex-Services talent within their organisation.

0800 783 6000

[www.skillsdevelopmentscotland.co.uk](http://www.skillsdevelopmentscotland.co.uk)

## UK-WIDE SUPPORT

### Career Transition Partnership (CTP)

The Career Transition Partnership is a partnering agreement between the Ministry of Defence and Right Management Ltd. The CTP is the official provider of Armed Forces resettlement, offering resettlement support, career transition advice and training opportunities.

Central Support Team (CST):  
0121 236 0058

[EmployerSupport@ctp.org.uk](mailto:EmployerSupport@ctp.org.uk)

[www.ctp.org.uk](http://www.ctp.org.uk)

### Defence Relationship Management (DRM)

The Defence Relationship Management Team is the single point of contact linking employers with the Ministry of Defence. DRM manages the Armed Forces Covenant on behalf of the MOD and is responsible for the Defence Employer Recognition Scheme.

Defence Employer Support Helpline:  
0800 389 5459

[employerrelations@rfca.mod.uk](mailto:employerrelations@rfca.mod.uk)

[www.gov.uk/government/groups/defence-relationship-management](http://www.gov.uk/government/groups/defence-relationship-management)

### The Confederation of Service Charities (Cobseo)

Cobseo represents and promotes the Armed Forces community by acting as a single point of contact for external agencies. Their website provides information on support agencies, charities and regimental associations who provide employment support to veterans.

0207 811 3224/5

[enquiries@cobseo.org.uk](mailto:enquiries@cobseo.org.uk)

[www.cobseo.org.uk](http://www.cobseo.org.uk)

### The Forces Employment Charity (RFEA)

The RFEA provides a job-finding service for all Service leavers and ex-forces personnel.

[www.rfea.org.uk](http://www.rfea.org.uk)

### White Ensign Association

White Ensign Association is a Naval charity providing guidance on employment, finance, resettlement and personal administration to all serving and former members of the Royal Navy, Royal Marines, their reserves and their families.

020 7407 8658

[office@whiteensign.co.uk](mailto:office@whiteensign.co.uk)

[www.whiteensign.co.uk](http://www.whiteensign.co.uk)

### The Officers' Association (OA)

The Officers' Association is committed to ensuring that former-officers and their dependents live with dignity and independence. The OA offers professional and practical advice on all aspects of transition and employment.

020 7808 4178

[recruitment@officersassociation.org.uk](mailto:recruitment@officersassociation.org.uk)

[www.officersassociation.org.uk](http://www.officersassociation.org.uk)

### The Royal British Legion (RBL)

The Royal British Legion is the UK's leading service charity and provides lifelong support for the Armed Forces community, serving men and women, veterans, and their families.

0808 802 8080

[info@britishlegion.org.uk](mailto:info@britishlegion.org.uk)

[www.britishlegion.org.uk](http://www.britishlegion.org.uk)

### The Poppy Factory

The Poppy Factory is the UK's leading employment charity for veterans with health conditions or impairments.

020 8940 3305

[admin@poppyfactory.org](mailto:admin@poppyfactory.org)

[www.poppyfactory.org](http://www.poppyfactory.org)

### SaluteMyJob

SaluteMyJob is a social enterprise delivering professional services to employers and supporting veterans into employment. SaluteMyJob's Veterans Employment Support Service, combines expert employment consultants and purpose built technology to help veterans into employment by translating acquired military skills and experience into the language of commercial employers.

0207 030 3140

[info@salutemyjob.com](mailto:info@salutemyjob.com)

[www.salutemyjob.com](http://www.salutemyjob.com)

### Veterans Employment Transition Support (VETS)

Barclays is the driving force behind VETS. Backed by the MOD, the CTP, businesses and service charities, VETS aims to join up the existing transition support initiatives into a single, coherent programme in order to improve and optimise employment outcomes for veterans and employers alike. The VETS programme provides end-to-end transition support, offering veterans mentoring, CV and interview skills, training, work experience and job opportunities.

[team@veteranemployment.co.uk](mailto:team@veteranemployment.co.uk)

[www.veteranemployment.co.uk](http://www.veteranemployment.co.uk)

### Federation of Small Businesses

FSB offers members a wide range of vital business services including advice, financial expertise and support. The aim is to help smaller businesses achieve their ambitions. This includes signposting to organisations which can support businesses in developing Armed Forces friendly recruitment practices.

0131 272 2740

[www.fsb.org.uk](http://www.fsb.org.uk)

# GLOSSARY

Terminology	Definition
<b>EARLY SERVICE LEAVERS (ESLS)</b>	Service leavers who complete less than 4 years' service in the Armed Forces or who are compulsorily discharged.
<b>ENHANCED LEARNING CREDITS (ELCS)</b>	Military personnel are given personal development credits linked to time served. These credits can be used not only whilst in the Services but also for a limited time after leaving. For more on ELCs, see <a href="http://www.salutemyjob.com/training-1">www.salutemyjob.com/training-1</a>
<b>MEDICAL DISCHARGE</b>	Someone no longer able to meet military medical standards for operational activities. It does not mean major restrictions on civilian work – a pilot may have impaired vision but be perfectly capable of working in other environments.
<b>MOBILISATION</b>	Used in the context of those holding a reserves liability being called upon for active military duty.
<b>REGULAR FORCES</b>	Military personnel employed full time and have signed long-term contracts.
<b>RESERVE FORCES</b>	The reserve forces are made up of volunteer and regular reservists. Regular reservists are former full time members of the Armed Forces. Volunteer reservists are people who have careers outside the military who have joined from the civilian community.
<b>RESETTLEMENT</b>	The term given to cover the combination of activities, time and financial support given to assist transition from military service to civilian life.
<b>NON COMMISSIONED OFFICER (NCO)</b>	Officers gain a 'commission' from the Queen whilst other ranks such as Warrant Officers and Sergeants do not and are known as Non Commissioned Officers. They generally hold management responsibilities.
<b>OFFICER</b>	Person selected for management and technical training and who has attended the military colleges at Dartmouth, Sandhurst or Cranwell. Early training is akin to a Graduate Scheme within a large plc.
<b>OTHER RANKS</b>	Those members of the Armed Forces who are not officers. Includes the most junior sailors, soldiers, airmen, through NCOs, Senior Non Commissioned Officers (NCOs) and up to Warrant officers.
<b>VETERAN</b>	The Government defines a veteran as someone who has spent time (one day or more) serving in the Armed Forces as a regular or a reserve.
<b>WOUNDED, INJURED AND SICK (WIS)</b>	A relatively new expression reflecting the support put in place in response to operations in Iraq and Afghanistan where Service personnel are now put under the 'Wounded, Injured, Sick' category. Many have the ability to return to a normal role in civilian life.

For a full list of military terms, check out the Officer's Association's jargon buster [www.slideshare.net/OfficersAssociation/military-jargon-buster-employers-network](http://www.slideshare.net/OfficersAssociation/military-jargon-buster-employers-network)

# CONTACT US

## Business in the Community is the Prince's Responsible Business Network.

We are a business-led, issue focused charity with more than 30 years' experience of mobilising business. We engage thousands of businesses through our programmes driven by our core membership of over 800 organisations from small enterprises to global corporations. Our members work together to tackle a wide range of issues that are essential to building a fairer society and a more sustainable future.

One of our strategic priorities is increasing access to good quality jobs for people facing disadvantage in the labour market. We do this by directly supporting individuals into work through practical business-led programmes and by breaking down the barriers in employer's recruitment practices through targeted time-bound campaigns.

To find out more about our employment work visit [www.bitc.org.uk/employment](http://www.bitc.org.uk/employment)

We would love to get your feedback on this toolkit and hear how it has helped your business to develop Armed Forces friendly recruitment practices. Please get in touch with Samantha Di Talamo, Communications Manager at Business in the Community [sam.ditalamo@bitc.org.uk](mailto:sam.ditalamo@bitc.org.uk)

## SaluteMyJob is a Social Enterprise dedicated to:

Providing expert, veteran focused consultancy, recruitment and training services to employers. Our model is founded on the principle that we can do more for former Service men and women by helping drive up employer demand for them as employees, consultants and reservists. This demand-led model is designed to complement the work of the MOD's Career Transition Partnership, the Service charities and other agencies that support veterans into the employment supply chain.

Supporting ex-military people into employment through our Veterans Employment Support Service (VESS). Uniquely, SaluteMyJob uses expert people and 'best of breed' commercial assessment and validation tools to help translate the knowledge, skills and experience of former Service men and women into the language of commercial employers. We also provide advice, guidance and expert support, tailored to individual needs to improve the competitiveness of candidates.

[www.salutemyjob.com](http://www.salutemyjob.com)



The logo for Salute MyJob features the word "Salute" in a grey sans-serif font above the words "MyJob". The "My" is in a smaller grey font, and "Job" is in a larger grey font. The letter "J" in "Job" is stylized, with a purple vertical bar on its left side and a purple dot above it, matching the purple color used in the text above.

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