

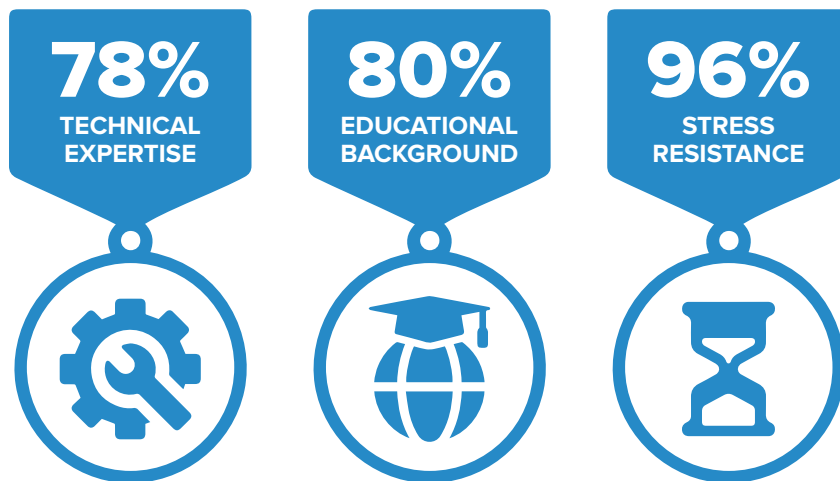
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VETERANS: A FORCE WORTH KEEPING IN YOUR WORKFORCE.



VETERANS AND MEMBERS OF THE MILITARY COMMUNITY BRING MANY STRENGTHS TO THE PRIVATE SECTOR WORKFORCE.

Surveyed HR professionals report that their veteran workforce demonstrate the following assets coming out of the military.



47% of HR professionals felt that finding veterans in the available talent pool is a difficulty in hiring veterans. 33% of HR professionals say the biggest challenge is their organizational ability to support veterans in the transition from military to civilian sector.

In a recent survey of employers, the vast majority of employers (87%) indicated that they have had overwhelmingly or mostly positive experiences working with veterans and that they were important to the success of their organizations (72%). Clearly, former military members represent a strong return-on-investment and are well worth retaining in your workforce.

TO CAPITALIZE ON THE VALUE OF VETERANS, COMPANIES MUST BE PREPARED TO RETAIN VETERAN TALENT.

While 57% of veterans stay at their jobs longer than the median tenure for all employees (2.5 years), many veterans leave their first position post-separation within the first year and 65% left within the first two years. For organizations to maximize the incalculable return-on-investment veteran employees offer, organizations should develop a veteran talent development and retention plan.



HOW TO RETAIN VETERANS? OUR HR PROFESSIONALS SHARE THEIR BEST PRACTICES.

Most organizations have programs and processes in place to develop talent and keep them motivated, thereby extending the employee lifecycle and reducing turnover costs. But because of their military backgrounds, veterans are accustomed to more specific and frequent interactions with HR. For example:



Be able to say what's next.

Share opportunities for further development, training, certification, as well as opportunities to expand, move, repurpose or refocus as needed.



Take time to develop veterans.

Guide them toward the right mix of experience, skills and personal qualities to assume additional responsibilities and leadership.



Provide early, frequent and informal performance feedback. Veterans want to know how they're doing on a more regular basis than just the annual employee review.

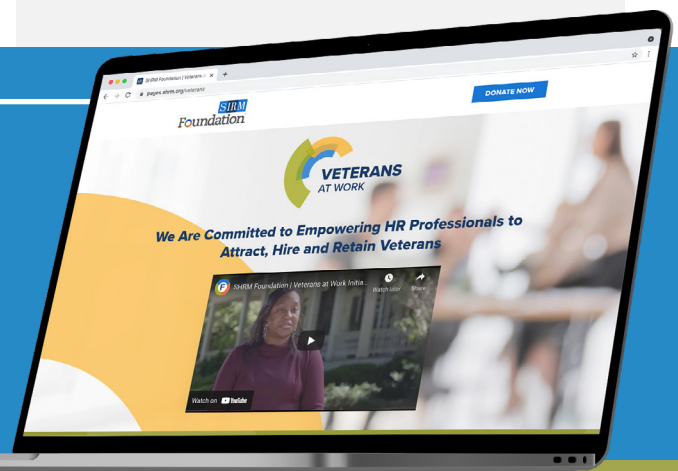


LEARN MORE best practices for developing and retaining veterans by exploring the SHRM Foundation's **Veterans at Work Digital Toolkit**, sponsored by JPMorgan Chase.



MAKE SURE THE FORCE STAYS WITH YOU: VISIT VETERANSATWORK.ORG

Become your organization's expert on everything from making a veteran-friendly workplace to hiring and growing this valuable talent pool. Take advantage of the SHRM Foundation's free resources, online training and certification. Visit veteransatwork.org or email veteransatwork@shrm.org.



SHRM FOUNDATION, IN PARTNERSHIP WITH JPMORGAN CHASE, HAS FREE RESOURCES TO HELP YOU ATTRACT, HIRE AND KEEP VETERANS ON THE JOB.

Visit veteransatwork.org