



READY, AIM,

WHERE

THE NATION'S SERVICE VETERANS SHOULDN'T BE AMONG THE TOP RANKS OF THE UNEMPLOYED, BUT THEY ARE. SOME CORPORATIONS AND THE GOVERNMENT ARE OUT TO CHANGE THAT

Along with their families, the 3 million American men and women in military service, either active or reserve, bear the brunt of the sacrifices demanded by the wars in Iraq and Afghanistan. Sadly, according to the U.S. Department of Labor (DOL), the unemployment rate for new veterans is 12.5 percent, far above the current national average of about 9 percent, and there are more than 1 million unemployed veterans of the U.S. Armed Forces. "Veterans 20 to 24 are the cohort with the highest rate of unemployment," said Raymond M. Jefferson, Assistant Secretary for the Veterans' Employment & Training Service (VETS), an agency of the DOL, during testimony in April to the Senate Committee on Veterans Affairs. These young men and women deserve better from U.S. employers—and, ironically, they're often exactly the type of skilled, dedicated employees that both large corporations and small businesses are seeking.

THE WAY FORWARD > > >
JPMORGAN CHASE & CO.



HELPING OUR TROOPS FIND JOBS AT HOME.

At JPMorgan Chase, we are grateful to the men and women who defend our nation. Recently, we announced new homeownership initiatives for servicemembers and veterans. We're also helping in the area of employment.

We have formed an alliance with ten major corporate employers to commit to hiring at least 100,000 veterans by 2020. We believe that there is no better experience than military service when it comes to developing the skills and character that employers are looking for. And we expect more employers to join the alliance as we go forward.

We are proud to help our nation's troops make the transition back home. This is how JPMorgan Chase continues to make a difference.

Apply for jobs with JPMorgan Chase at www.chasemilitary.com

Servicemembers can call 877-469-0110 for dedicated assistance from Chase

WHAT VETERANS BRING TO COMPANIES

"The skills that veterans bring were forged in the most difficult of situations; they're literally battle-tested," says Nate Herman, the chief administrative officer for military and veterans affairs for JPMorgan Chase. "In my opinion, no other population brings the work ethic, commitment, value set and experiences that veterans can bring to the corporate table."

"Veterans understand the volatility that exists in the world today, as well as the importance of motivating others in difficult circumstances," says Bob McDonald, chairman, president and CEO of Procter & Gamble.

To help veterans start productive careers, the VETS office recently rolled out an arsenal of strengthened programs. One of the cornerstone offerings is a revamped transition assistance program (TAP), which it is hoped will kick off on Veterans Day.

"[TAP] is a comprehensive two-and-a-half-day program that prepares service members to be peak performers in private-sector companies," Jefferson testified. "Our goal is to provide TAP at every location requested by the Armed Services or National Guard and Reserve components." TAP teaches veterans fundamentals in life and career planning: communicating their value to employers, developing a network, transitioning to a civilian work environment and being entrepreneurial, among many other skills.

VETS has also piloted an accelerated certificate program with the DOL's Job Corps—the free job training program instituted in the 1960s. While American veterans always get priority in Job Corps programs, the new pilot program provides eight to 24 months

of job training in more than 50 fields to veterans aged 20–24, at no cost to them. After graduation, career counselors will work with vets for up to 21 months to help them find jobs. "Job Corps graduates have the opportunity to earn an industry-recognized certification or credential that supports the skills and knowledge gained through career training," testified Jefferson.

HOW CORPORATIONS ARE HELPING

"The employment of veterans is a pressing public issue, and we clearly have a societal obligation to this population," says Herman, who is a member of the Marine Corps and a combat veteran himself. "At JPMorgan Chase, we have a whole team that's devoted to military and veterans' affairs. And I'm proud to say that we're hiring veterans at a rate of about 20 per day."

To increase the impact of their hiring efforts, JPMorgan Chase launched the "100,000 Jobs Mission" with 10 other partner companies in March. The goal of this consortium is to hire a minimum of 100,000 veterans by 2020. "Since starting this program, we've hired more than 700 veterans at JPMorgan Chase alone, adding to the thousands of veterans and military spouses who are already among our nearly 243,000 employees worldwide," says Herman. "The 100,000 goal is a floor but not a ceiling. As we grow the number of partners, we'll increase that target number."

With all the qualities that veterans bring to the organization, a large-scale hiring initiative is also a sound, strategic investment for JPMorgan Chase. "It's a win-win situation, but I would argue that we get the better end of the deal," says Herman.

Building a consortium with other major global companies will help veterans find positions even if they're not a fit for one of the employers, says Herman. "The partner companies will share these résumés and other data. If a veteran is not a good fit for JPMorgan Chase, we can recommend him or her to another firm. Every military applicant receives a return call and gets feedback from one of our recruiters, whether hired or not."

SMOOTHING THE TRANSITION

Siemens Corp. is another global employer that has announced a commitment to hire American veterans. "With more than 3,000

SAVVY VETERANS

JAY SIEMBIEDA JPMORGAN CHASE

After nine years of active duty, including flying search and rescue with the Navy, and three years at the White House Military Office, Siembieda, an Annapolis grad, earned an MBA from Yale. Today, he manages a team of seven analysts. "My role is to be the relationship manager with high net worth clients, and to work among groups internally to deliver what clients need," says Siembieda.

JIM JONES SIEMENS

After retiring from a career in the Air Force in 2001, Jim Jones joined Siemens as a quality assurance superintendent. "He had experience with non-destructive examinations [NDEs] in the power generation industry, and became a plant manager in April 2007, where he had 1.5 million hours of no-loss-time accidents," says the CEO of Siemens, Eric Spiegel. "His plant was written up in several venues for this safety record. He was promoted to director of all of our wind-turbine blade manufacturing facilities last month. Jim is currently located in Fort Madison, Iowa. He's one of the stellar employees who has made all the difference at Siemens." ●

"VETERANS ARE NOT AFRAID TO MAKE DIFFICULT DECISIONS. THAT IS MEANINGFUL IN THE WORKPLACE."

— JAY SIEMBIEDA



SIEMENS

A team of 60,000 answering the same call.

In all 50 states, Siemens is putting America's heroes back to work.

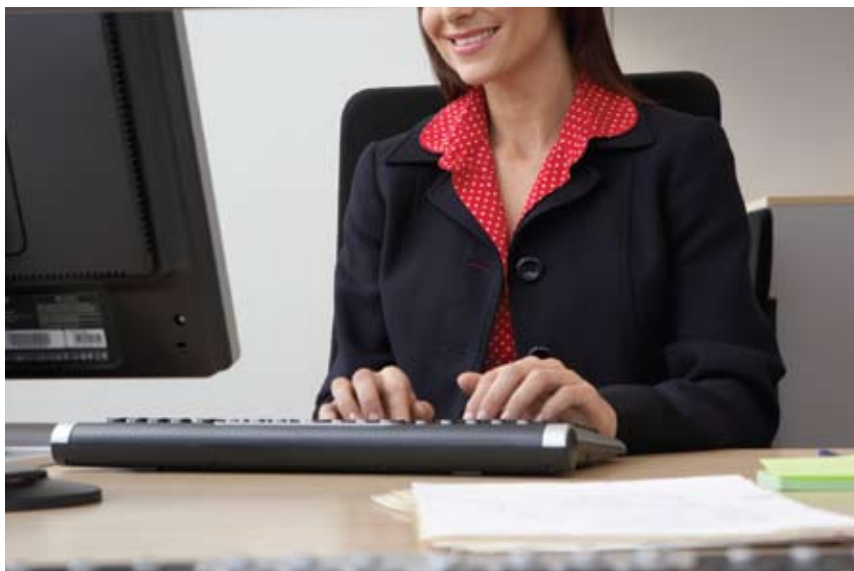
Answering our nation's toughest challenges takes teamwork. At Siemens, we help strengthen America's security, power its cities and care for its patients. And we're counting on leaders with the technical skills, character, courage and fortitude it takes to triumph over any challenge. Qualities which America's military veterans have in abundance.

This year, Siemens is reserving 10 percent of all open positions in our clean-technology industries

exclusively for veterans. We are also developing a comprehensive job training program designed specifically to help these heroes transition smoothly back into the workforce.

Somewhere in America, our team of more than 60,000 employees spends every day creating answers that will last for years to come.

[siemens.com/answers](https://www.siemens.com/answers)



“HIRING OUR HEROES” MEGA-HIRING FAIRS WILL TYPICALLY CONNECT OVER 100 COMPANIES WITH MORE THAN 1,000 VETERANS.

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open positions in the U.S. alone, Siemens is actively seeking to hire the best and the brightest for positions around the country. Our servicemen and women possess unique skill sets and training that make them outstanding employees,” says Eric Spiegel, president and CEO of Siemens.

Specifically, Siemens will reserve 10 percent of those positions in their clean-tech industries for veterans. “By putting a hard number on the table, we’re committing ourselves to a goal that’s transparent and measurable, and one that we’re publicly committed to achieving,” says Spiegel. “Having these brave and talented young men and women join our team will make our company stronger for years to come, and we are incredibly fortunate to have them.”

According to Spiegel, “Siemens is also committed to making sure the transition from the Armed Services to the private sector is as smooth as possible for these incoming employees.” To help this effort, the Siemens Veterans Network was launched in the summer of 2010. “It’s our company’s first employee resource group with a national footprint,” explains Spiegel. Many among this group of more

than 275 Siemens employees are former military members whose community service to support veterans and active-duty military families includes a mentorship program through American Corporate Partners. Internally at Siemens, the network members also mentor veterans who are transitioning from the military to corporate America.

Keeping veterans and their families healthy is the business of Steven D. Tough, president of Health Net’s Government and Specialty division, which includes Health Net Federal Services, a managed-care organization that delivers health-care services to more than 3 million men and women in uniformed services through TRICARE, the U.S. military health-care program for active-duty and retired military personnel.

“We’ve been in the business of supporting military personnel and families for more than 23 years,” says Tough. “We were selected as the original contractor in 1988 for the precursor to the TRICARE program. We pride ourselves in serving the veteran population and delivering the services they deserve and expect. We try to do so with the highest level of commitment, and we’re extremely proud to have the opportunity to serve those who have served on our behalf.”

Offering services to members of the military and their families has long made it vitally important for Health Net to have former servicemen and women on its staff. “Early on, we quickly realized how important it was to have knowledgeable people with a military background on our team, for their perspective. They can better relate to the person on the other end of the phone.”

Tough estimates close to 25 percent of Health Net’s employees have either served in the military or are spouses of service members. “Having individuals who are well rounded and service-minded—and trained to operate under life-threatening circumstances—can benefit any organization,” says Tough. “I implore all business leaders to hire veterans or retired military personnel, especially on their management team.”

HOW TO HIRE A VETERAN

Many companies want to hire veterans but don’t know where to find them. That’s one reason VETS is partnering with the U.S. Chamber of Commerce in the national “Hiring Our Heroes” campaign. One of the pillars of “Hiring Our Heroes” is an initiative by the U.S. Chamber and VETS to host 100 “Mega-Hiring Fairs” in communities across the country in 2011–2012. The kickoff fair was held on March 24 in Chicago, and was a major success with 127 employers and over 1,200 veterans and military spouses participating.

“These Mega-Hiring Fairs will typically connect over 100 companies with more than 1,000 veterans looking for jobs. NBC has covered the first few hiring fairs and may cover many more through their 200-plus affiliate stations,” says Kevin Schmiegel, vice president of the U.S. Chamber’s veterans employment program. “Mega-Hiring Fairs offer an opportunity for every CEO or business leader to say to their HR executive, ‘I want us represented at each of those hiring fairs, with jobs available to hire veterans.’”

Finally, any HR exec or business leader can reach out to VETS representatives to find veterans who are qualified for positions at dol.gov/vets, which provides contact information for all 50 state directors and 2,000 employment representatives who serve as conduits to the entire veterans employment community. ●



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*For 23 years, we've provided solutions for military families.
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We're committed to always be there, so we value the experience and expertise of those who have been there – veterans and their families. G.I. Jobs listed us among the nation's Top 50 Military-Friendly Employers, and Military Spouse magazine named us among the top 5 employers.

Join the team that helps millions of veterans, service members and their families by providing support for:

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- Financial counseling
- Military children
- Deployment and reintegration
- Daily living
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