



TROOPS to ENERGY JOBS

Connecting Veterans to Rewarding Energy Careers



Troops to Energy Jobs Resource Guide



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About Troops to Energy Jobs

The Troops to Energy Jobs Resource Guide is designed to provide user information and links to help you hire Veterans.

Incentives for Hiring Veterans and Disabled Veterans

A company can currently get a tax credit up to \$9,600 per Veteran hire. Many employers don't take advantage of these credits because they believe the paperwork isn't worth the effort. Actually, the laws are straight forward and the forms relatively easy. The primary tax credit is called the Work Opportunity Tax Credit (WOTC), IRS Form 5884 www.irs.gov/pub/irs-pdf/f5884.pdf. Learn current details at <http://www.military.com/veteran-jobs/career-advice/job-hunting/tax-credits-for-hiring-veterans.html>. For more information on WOTC tax credits, contact your State's WOTC Coordinator <https://www.doleta.gov/business/incentives/opptax/contact/>.



Before hiring Veterans it is important to learn about the military culture and prepare the workplace for Veterans. It does no good to hire Veterans without making a good fit for them in your company.

A basic knowledge of the values, structure, policies, and expectations of the Military Members promotes stronger working relationships. Learn more about military culture at PsychArmor: <https://psycharmor.org/course-library>.

You may also consider the SHRM Veterans Certificate as another option: <https://shrm.org/foundation/about/Pages/Veterans-at-Work-Certificate-Program.aspx>.

Military Human Resource Structure

- Enlisted Personnel are the specialists of the military. They are trained to perform specific hands-on tasks in the military as needed for any mission.
- Non-Commissioned Officers (NCOs) are enlisted military members holding a position of some degree of authority, usually obtained by promotion for performance, knowledge, and discipline.
- Warrant Officers are highly trained specialists and subject matter experts. They remain in their primary specialty to provide specialized knowledge, instruction, and leadership to enlisted members and commissioned officers.
- Commissioned Officers have the primary function of providing overall management, planning, and leadership in their area of responsibility. Unlike Enlisted Members and Warrant Officers, Commissioned Officers are not as specialized (with certain exceptions such as pilots, doctors, nurses, and lawyers).

Essentially, Commissioned Officers plan, Enlisted Personnel do, and NCOs oversee the “doing” while Warrant officers fulfill specialized technical needs.

Considerations for Disabled Veterans

Provide all new hires, regardless of disability or perceived need, information about the process for requesting accommodations at every point in the employment process. Today’s workforce can include a variety of people with disabilities from all age groups and walks of life. Therefore, making the process for requesting job accommodations known lets ALL employees know your company’s commitment to ensuring equal access and opportunity.

- Give new hires a copy of the Employees’ Practical Guide to Negotiating and Requesting Reasonable Accommodations Under the Americans with Disabilities Act (ADA), available at https://askjan.org/publications/individuals/employee-guide.cfm?cssearch=2025452_1.

- Give hiring managers a copy of the Employers' Practical Guide to Reasonable Accommodation Under the Americans with Disabilities Act, available at <https://askjan.org/publications/employers/employers-guide.cfm>. This document offers practical information about:
 - Americans with Disabilities Act Basics,
 - Reasonable Accommodations for Applications and Interviews,
 - Reasonable Accommodation for Employees, and
 - Reasonable Accommodation for Employees on Leave and Former Employees.

Official Wounded Warrior Programs

Each of the military service branches has a program that provides individualized support, assistance and advocacy for severely wounded, ill and injured soldiers, Veterans, and their families regardless of their military status or location. Each program can connect companies with wounded service members, Veterans, or spouses looking for employment.

Contact one of the official sites below to be directed to local contacts. Simply let them know that you are an employer who is looking to hire!

Branch	Email	Phone
Army	https://www.army.mil/stand-to/2017-07-13	(800) 237-1336
Air Force	afwounded.warrior@randolph.af.mil	(800) 581-9437
Coast Guard Navy	safeharbor@navy.mil	(877) 746-8563
Marines	wwtransition@usmc.mil	(877) 4USMCWW (877-487-6299)

Concerns energy industry employers might have about employing Veterans and Veterans with disabilities

The America's Heroes at Work initiative has fielded answers and supplied resources related to some common (and often unspoken) questions employers and human resource professionals have about employing Veterans and Veterans with disabilities. Following are some quick answers and vetted resources related

to common questions about: workplace accommodations; cost, liability and return on investment; candidate qualifications and capabilities; stigma and employees with psychological health injuries and mental health concerns; and staff training and disability-friendly workplaces.

Workplace Accommodations

- What types of workplace accommodations might a Wounded Warrior need?
- What assistance is available for workplace accommodations?

Just as everyone’s personality is unique, so is every accommodation. Accommodations are based on a person’s needs - typically based on the limitation he/she is experiencing - and are not disability-specific. The most appropriate reasonable accommodation is best determined through a flexible, interactive process that involves both the employer and the individual with a disability. This generally begins with a conversation using a problem-solving approach to:

- Analyze the particular job involved and determine its purpose and essential functions;
- Consult with the individual with a disability to ascertain the precise job-related limitations imposed by the individual’s disability and how those limitations could be overcome with a reasonable accommodation;
- In consultation with the individual to be accommodated, identify potential accommodations and assess the effectiveness each would have in enabling the individual to perform the essential functions of the position; and
- Consider the preference of the individual to be accommodated and select and implement the accommodation that is most appropriate for both the employee and the employer.

There is probably nothing “special” that you will need to do for several reasons. First, many people with “hidden” disabilities (including Post-Traumatic Stress Disorder (PTSD) and Traumatic Brain Injury (TBI)) choose not to disclose in



the workplace, mainly for fear of discrimination. Many people have learned to self-accommodate, and generally know what they need to do (i.e., take a short break after sitting at the computer for a long period of time, use lists and other electronic devices to keep them organized, etc.). Second, once a person has requested an accommodation, an open discussion can begin, engaging the individual in the decision making and problem solving process.

The best thing you or your company can do is to have a clear accommodations process in place (including procedures for requesting a job-related accommodation). It should be posted and made easily accessible (via the Web, corporate intranet, bulletin board, etc.) for all potential candidates and current employees. The number of employees with acquired disabilities is growing in this country (according to the U.S. Census Bureau, there is a 73.6% chance of acquiring a disability if you live to age 80), and employing such strategies (which are truly just good management techniques) will undoubtedly lead to greater retention.

Suggested Resources:

- America's Heroes at Work
<https://www.dol.gov/veterans/hireaveteran/pdf/Employer-Guide-to-Hire-Veterans-June-2018.pdf>
- Job Accommodation Network (JAN)
<http://askjan.org/>

Costs, Liabilities and Return on Investment

- Will it cost extra to hire a Wounded Warrior? What is the return on investment?
- Are job accommodations expensive? Are they simple to implement?
- What are the liabilities and consequences associated with terminating an employee with a disability?
- Will Wounded Warriors need more supervision? Will they take more time off work or increase my risk of workers compensation costs?

According to a recent accommodations study (2/19/19 from the Job Accommodation Network), 59% of accommodations cost absolutely nothing, while the rest of the accommodations made had a typical cost of only \$500.

When asked how much they paid for an accommodation beyond what they would have paid for an employee without a disability who was in the same position, the median answer given by employers was \$300.

The decision to terminate any employee carries the risk of possible legal challenges. It is best to have clear procedures and policies in place to ensure all employees are getting the feedback they need in order to perform their jobs to the best of their abilities. The protections under the Americans with Disabilities Act are based on non-discrimination (and ensure equal access in the employment process). The Act does not require companies to hire individuals with disabilities, but to hire the most qualified applicant regardless of disability. Additionally, it does not protect an employee with a disability from being fired due to poor job performance, but from being fired simply because of a disability.

Research studies dating back to 1948 have consistently shown that employees with disabilities have average or better attendance, lower turnover, average or better job performance, and average or better safety records than their non-disabled counterparts. Additionally, the cost of accommodations for most employers is quite small relative to the benefits gained. Most large- and medium-sized businesses report no significant increase in costs.

Regarding the need for more supervision, military Veterans tend to need less supervision than the average employee. Much of this is based on their military background (stick-to-itiveness, completing duties as assigned and directed, not sitting idle, etc.). All that is needed is what all employees typically need: clear expectations (with an understanding of the company hierarchy and who to go to with questions).

Time loss will only be a factor if this employee (or any other), doesn't disclose a need for a flexible schedule, which is the most frequently requested accommodation for employees both with and without disabilities.

Suggested Resources:

- America's Heroes at Work
<https://www.dol.gov/veterans/hireaveteran/pdf/Employer-Guide-to-Hire-Veterans-June-2018.pdf>
- EARNWorks (Employer Assistance and Resource Network)
www.dol.gov/odep/resources/EARN.htm
- U.S. Department of Labor Office of Disability Employment Policy (ODEP)
www.dol.gov/odep/
- Worksupport.com
www.worksupport.com/

Candidate Qualifications and Capabilities

- Are Wounded Warrior employees the right fit for my business?
- Are Wounded Warriors capable of meeting the demands of the job?
- What are the advantages of hiring Veterans?
- How can I create a flexible and inclusive workplace for all employees, including those with disabilities?

First, it is important to expect the same level of performance from all employees, regardless of age, disability, gender, ethnic background, Veteran status, etc. Plain and simple, nobody should be hired for any reason other than the fact they are qualified and have the skills to do the job. For candidates with invisible disabilities, such as learning or psychological disabilities, PTSD or TBI, the employment process can be a very difficult experience. According to the U.S. Census Bureau, one in every five Americans has some sort of disability. This number is most likely underrepresented, because many people with invisible disabilities don't report them.

Employees with disabilities should be held to the same standards as those without disabilities and military Veterans do tend to come to the job with a set of highly desirable and universal skills. Good hiring and management techniques will generally sort out those who have the technical skills to do the job.

When possible, use Universal Design, the creation of products and environments meant to be usable by all people, to the greatest extent possible, without the need for adaptation or specialization. The intent of Universal Design is to simplify life for everyone by making products, communications and the built environment

more usable by as many people as possible at little or no extra cost. Universal Design benefits people of all ages and abilities. True Universal Design is unobtrusive, even invisible, such as an automatic door. A ramp or curb cut is just as welcome to someone with a baby stroller as it is to someone in a wheelchair.

Suggested Resources:

- Universal Design in the Workplace
<https://www.dol.gov/odep/media/newsroom/universal.htm>
- DO-IT (Disabilities, Opportunities, Internetworking, and Technology) at the University of Washington www.washington.edu/doi/
- Universal Design Fact Sheets
<http://askjan.org/topics/univdes.htm>

Stigma and Employees with Psychological Health Injuries and Mental Health Concerns

- Should I be nervous about hiring Veterans with psychological health issues such as PTSD?
- How can I ensure that my employees with mental health impairments are not stigmatized?
- Why is employment such an important part of a Wounded Warrior's recovery process?
- Where can I gain more insights on working with people with disabilities?

Many of us think of the wounded as a service member or Veteran who has acquired a physical injury (or a disability that can be “seen” (e.g., an amputee, wheelchair user, etc.). However, many service members have experienced “invisible wounds” during their time in combat. Two of the most common in recent conflicts are Post-Traumatic Stress Disorder (PTSD) and/or Traumatic Brain Injury (TBI). To learn more, refer to the Veteran Advantage: DAV Guide to Hiring and Retaining Veterans with Disabilities at <https://www.dav.org/wp-content/uploads/HiringGuide.pdf>

“Stigma” generally exists when there is a lack of exposure, education, and training. Stigma can only be reduced or eliminated when people change deeply held attitudes and stereotypes. Providing your employees the opportunity to

work with and experience the capabilities of employees with disabilities is the best way to change and remove the stigma. For our returning service members, especially those dealing with the impact of PTSD, employment serves as a source of achievement, satisfaction and a boost to self-esteem, in addition to providing an income. Work is often a critical element of a therapeutic road to recovery and routine.

About one in every four adults has a diagnosable mental health condition in any given year (roughly translating to 57.7 million people in the United States). Employers who provide workshops on Stress Management, Communication Skills, Anger Management, Addictions, etc. offer a proactive approach to common employee problems, and thus are likely to reduce turnover and improve retention. It benefits the employer to provide access to resources for an employee to develop skills for working with others and for handling frustration and stress.

Suggested Resources:

- Accommodation Ideas for Mental Health Impairments
<http://askjan.org/media/psyc.htm>

Staff Training and Disability-Friendly Workplaces

- Is any special workplace infrastructure needed to support Wounded Warriors - particularly those with TBI/PTSD?
- Where can I find disability employment training for my company?

The infrastructure necessary to support employees with disabilities in general includes clear and consistent policies and procedures, including an accommodations process. Veteran support organizations and the community also provide the infrastructure needed.

Ongoing staff training is important to the growth, health and wellness of any business. In today's economy, offering access to ongoing training in the areas of positive mental health, stress management, etc., go a long way to promoting positive mental health in the workplace (not surprisingly, job stress is a common and often costly problem in the American workplace).

Suggested Resources:

- PsychArmor Course Library
<https://psycharmor.org/course-library/>
- Job Accommodation Network - Providing Reasonable Accommodations to Employees with Post-Traumatic Stress Disorder (PTSD)
<https://askjan.org/events/index.cfm?calview=eventdetails&dtid=F3B477BA-842B-2B16-97D7A7724EA6A1C8>
- Job Accommodation Network - Accommodation and Compliance Series Employees with Brain Injuries
<http://askjan.org/media/BrainInjury.html>
- Job Accommodation Network - Fact Sheet Series Five Practical Tips for Providing and Maintaining Effective Job Accommodations
<http://askjan.org/topics/accommo.htm>

Understand Your Responsibilities under the Americans with Disabilities Act (ADA)

Facts about the Americans with Disabilities Act (ADA) and the responsibilities of employers regarding reasonable accommodation can be found in a variety of sources. A few official sources include:

- The U.S. Equal Employment Opportunity Commission - www.eeoc.gov/laws/types/
- The U.S. Department of Justice - www.justice.gov/crt/about/drs/
- Cornell University's Employment & Disability Institute - www.ilr.cornell.edu/edi/
- There are several sources for financial assistance and tax incentives to help employers (including small employers) make accommodations and comply with the requirements of the ADA.
 - www.ada.gov/
 - <http://askjan.org/topics/taxinc.htm>

ADA National Network

The ADA National Network provides information, guidance, and training on the Americans with Disabilities Act (ADA), tailored to meet the needs of business, government, and individuals at local, regional, and national levels. The ADA National Network consists of ten Regional ADA National Network Centers located throughout the United States that provide local assistance to ensure that the ADA is implemented wherever possible. The Network is not an enforcement or regulatory agency, but a helpful resource supporting the ADA's mission to "make it possible for everyone with a disability to live a life of freedom and equality."

Phone: 800-949-4232 (Voice/TTY).

<http://adata.org/Static/Home.html>



Likewise, for employers, the Joint Services Support Organization provides support to facilitate the transition that comes with a leave of absence from the civilian workplace to serve the nation. This partnership is a win-win situation for service members, employers and the Nation as a whole. Both of these entities share the common goals of strengthening the community, supporting service members and families, and maintaining a strong economy.

<https://www.jointservicessupport.org/ResourceFinder/Topic.aspx>

Job Accommodation Network

The Job Accommodation Network (JAN) is available to provide employers, human resource professionals, or hiring managers additional one-on-one assistance regarding accommodations for Veterans or any employees with disabilities.

JAN is the leading source of free, expert, and confidential guidance on workplace accommodations. Contact JAN by phone at (800) 526-7234 or (877) 781-9403 (TTY) or online at <http://askjan.org/>.

Assistive Technology

Assistive technology is used by some individuals with disabilities to perform or improve functions that might otherwise be difficult or impossible. Assistive technology includes mobility devices such as walkers and wheelchairs, as well as hardware, software, and peripherals that assist people with disabilities in using

computers or other information technologies. Assistive technology helps people with disabilities continue working or regain employment.

The State Assistive Technology Act

State Assistive Technology Act programs work to improve the provision of assistive technology to individuals with disabilities of all ages through comprehensive statewide programs of technology-related assistance. The programs also support activities designed to maximize the ability of individuals with disabilities to access and obtain assistive technology devices and services. Find state contacts at

<http://www.resnaprojects.org/nattap/at/stateprograms.html>

Understand Your Responsibilities under USERRA

The Uniformed Services Employment and Reemployment Rights Act (USERRA) protects service members' reemployment rights when returning from a period of service in the uniformed services, including those called up from the Reserve or National Guard, and prohibits employer discrimination based on military service or obligation. The U.S. Department of Labor's (DOL) Veterans' Employment and Training Service (VETS) administers USERRA. For example, USERRA establishes the cumulative length of time that an individual may be absent from work for military duty and retain reemployment rights to five years. For additional information, visit this site - <https://www.dol.gov/vets/programs/userra/>

Resources on Recruiting, Hiring, and Retaining Veterans

Chartered Veteran Service Organizations

<https://www.va.gov/vso/>

Example organizations:

- AMVETS: www.amvets.org/ - Veterans service organization
- Blue Star Mothers of America: www.bluestarmothers.org
- Warriors to Work:
<http://woundedwarriorproject.org/> - Wounded Warrior Project
- Wounded Warrior Mentor Program:
<http://wpwoundedwarriormentorprogram.com/>
- Iraq and Afghanistan Veterans of America: <http://iava.org/>

- American Women Veterans:
<http://americanwomenveterans.org/home/>
- National Association for Black Veterans, Inc (NABVETS):
www.nabvets.com/

Recruiting Veterans and Wounded Warriors

- Army Career and Alumni Program
https://www.army.mil/article/62625/army_career_and_alumni_program_supporting_soldier_career_success
- Army Reserve Employer Partner Initiative
<http://www.army.mil/standto/archive/2009/03/12/>
- Helmets to Hardhats
<http://helmetstohardhats.org/>
- Mentorships:
 - American Corporate Partners
www.acp-usa.org/
 - The Mission Continues
<http://missioncontinues.org/fellowships>
 - Operation Warfighter
www.dhs.gov/xabout/careers/gc_1246894993888.shtm
- One-Stop Career Centers / Local Veterans Employment Representatives
www.servicelocator.org
Go to the link to locate local Veterans employment representatives who can help you locate qualified Veterans.
- Translating military experience into credentials
 - Army
www.cool.army.mil/
 - Navy
www.cool.navy.mil/
- Understanding the military resume
 - Proof of military service (DD214)
<http://www.dd214.us/dd214andjobs.html>
www.militaryguides.acenet.edu/OccupationSearch.asp
 - Military to civilian crosswalk search
www.onetonline.org/crosswalk/MOC?s=&g=Go

- VetSuccess
 - Find a local representative
<https://www.benefits.va.gov/vocrehab/vsoc.asp>
- Key to Career Success
 - Connects Veterans and transitioning service members with high quality career planning, training, job search resources, and employers at local One-Stop Career Centers.
www.careeronestop.org/militarytransition/employers.aspx
- America's Service Locator
 - Find One-Stop Career Center locations in your state or throughout the nation at the link below or by calling 1-877-US-2JOBS or 1-877-872-5627
www.servicelocator.org
- Military Career Fairs
 - Military Career Fairs are an excellent way to brand your company to a large number of Veterans. Career fairs are held on and off base and are sponsored by the bases themselves, military service organizations, or by for profit organizations. Many of the companies who have military related job boards also host job fairs (www.military.com/career-expo/, www.jobzoneonline.com/).
- RecruitMilitary
 - A Veteran-owned firm dedicated to helping Veterans achieve their dreams: education, Veteran jobs and civilian careers, new business and franchise ownership, training, and much more.
<http://recruitmilitary.com/employers>
- Military.com Career Expo
 - These high caliber military-exclusive hiring events and job fairs enable talented Veterans to find their civilian careers after the military. Job seekers meet directly with recruiters and hiring managers from top military-friendly companies.
 - Veterans attend Military Hiring Events for free. Employers benefit from a diverse array of fully-customizable services, bringing them all together through military hiring events and a sourcing approach to attract the highest quality talent.
<http://www.military.com/career-expo/>

- Military Websites
 - Numerous military websites exist. One site, Military.com, has a tremendous amount of helpful information on it, specifically a map that lists all of the bases throughout the United States and has links directly to the bases.
<https://www.military.com/benefits>
 - Another helpful site is G.I. Jobs (This site compiles an annual list of its top 100 Military Friendly Employers and publishes a monthly magazine distributed to all Transition Assistance (TAP) offices. Learn how to present your company to potential candidates and download the media kit at
www.gijobs.com/advertising.aspx
- State Employment Commission Veterans Representatives
 - Each state has employment agencies that employ Veterans' representatives who assist employers in finding Veteran talent. These agencies employ Disabled Veterans' Outreach Program (DVOP) specialists as well as Local Veterans' Employment Representatives (LVER). A listing of DVOPs and LVERs servicing your area can be found at
www.servicelocator.org
- State Directors for Veterans' Employment and Training (DVET)
www.dol.gov/vets/Employment/main.htm

Keeping Informed of Veteran Issues: E-News

Staying connected to issues supporting the employment of Veterans and transitioning Service Members is easy. The following are some suggestions for employers of all sizes and types:

- **America's Heroes at Work** - <https://www.dol.gov/veterans/hireaveteran/pdf/Employer-Guide-to-Hire-Veterans-June-2018.pdf>
Receive updated news, information, tools and resources about the America's Heroes at Work project.
- **Brainline** - www.brainline.org/
Information on preventing, treating, and living with a traumatic brain injury (TBI).

- **The Defense Centers of Excellence for Psychological Health and Traumatic Brain Injury (DCOE)** - <https://health.mil/News/Authors/Defense-Centers-of-Excellence-for-Psychological-Health-and-Traumatic-Brain-Injury>
Receive email updates regarding the promotion of resilience, recovery, and reintegration of warriors and their families.
- **Defense and Veterans Brain Injury Center (DVBIC)** - www.dvbic.org/
This electronic newsletter aims to serve active duty military, their beneficiaries, and Veterans with traumatic brain injuries (TBIs) through state-of-the-art clinical care, innovative clinical research initiatives, and educational programs.
- **Deployment Health News** - www.pdhealth.mil/nl_signup.asp
This electronic newsletter, offered as a public service, covers health issues related to military service, deployments, homeland security, and the current conflicts overseas.
- **National Center for PTSD** - <http://www.ptsd.va.gov/professional/ptsd101/ptsd-101.asp>
Stay informed about the latest news and information on trauma and PTSD by signing up for a mailing list and the Research Quarterly newsletter.
- **U.S. Department of Labor elaws Advisor updates** - www.dol.gov/elaws/subscribe.html
DOL's elaws Advisors are interactive e-tools that guide you to specific information on DOL employment laws and regulations. You can stay up to date on these important compliance assistance tools by subscribing to receive elaws email updates.
- **U.S. Department of Labor e-mail alerts** - www.dol.gov/dol/email.htm
The Labor Department offers a free electronic subscription service that allows citizens to receive notifications by e-mail alerting them to newly available information. Subscribers get updates on their items of interest automatically without having to return to the website to check for changes.

Other Important Resources to Have at Your Fingertips

- Institute for Veterans and Military Families
<http://vets.syr.edu/>
- Guide to Leading Policies, Practices & Resources: Supporting the Employment of Veterans & Military Families, Prepared by: Institute for Veterans and Military Families, Syracuse University - a resources to facilitate the implementation of state-of-the-art human resource practices and processes supporting veteran employment initiatives.
<https://ivmf.syracuse.edu/article/guide-to-leading-policies-practices-resources-supporting-the-employment-of-veterans-and-military-families-2/>
- Army Reserve Family Programs (including Yellow Ribbon Reintegration Program)
<https://www.usar.army.mil/ARFP/>
- Childcare Assistance and Support
www.naccrra.org/MilitaryPrograms/army/
- Employer Support of the Guard and Reserve
<http://esgr.org/site/Home/tabid/55/Default.aspx>
- National Resource Directory (for wounded, ill and injured service members, Veterans, their families, and those who support them)
www.nationalresourcedirectory.gov/
- Veterans Issues – Employment Laws Assistance for Workers and Small Businesses
www.dol.gov/elaws/veterans.html