

Veteran Talent Index

U.S. Job Conditions

*Insights and Analysis from Veteran
Professionals, Recruiters and Hiring Managers*

monster®

Brought to you by Monster Intelligence
November 2011

Veterans | Introduction

Veterans represent an elite and diverse talent pool available for hire. Most possess transferrable skills, professional discipline and positive attributes identifiable in today's evolving workforce. By hiring veterans, employers can leverage the U.S. Military's \$140 billion per year spent on education and training and tap into the 200,000 service members that transition to the civilian workforce each year. (Source: Department of Veteran Affairs, US GovernmentSpending.com; U.S. Dept of Labor)

Monster is dedicated to helping employers hire the dedicated men and women who served our country and to helping our nation's veterans find civilian positions that utilize their experiences and skills. Our program, HireHonor™, is a focused, multifaceted effort to meet the employment needs of the men and women who served our country in the armed forces and to support the organizations that hire them. It is a result of the combined efforts of Monster Worldwide, Military.com, and their partners in government and industry.

Monster applauds the efforts of every public and private sector organization that hires veterans. We stand ready to assist job seekers and to enable the hiring process with the right expertise, tools, and technologies to enrich veterans' post-military lives while meeting the human capital life cycle needs of organizations everywhere that hire veterans.

This first of an ongoing series of reports will highlight both the requirements of today's employers and the needs of transitioning service members, illuminating the gap that is responsible for the high unemployment rate rampant in today's veteran population. Monster will track and analyze this gap in a bi-annual Veterans Talent Index report, to be released on Memorial Day and Veterans Day. These reports will provide insight and recommendations to help both the transitioning service members and their employers.



Veterans | Executive Summary

U.S. veterans currently face extraordinary challenges as they seek employment after service. Not only are they facing the complex issues of transitioning from military to civilian life, but they are doing so in a difficult post-recessionary economy.

The focus of this report will be those individuals who find themselves entering into this new phase in their life. They are a broad group of service members, veterans, National Guard, and Active and Inactive Reserve members, all of whom have either been out of the military for less than five (5) years or plan to leave the military in the next year. In this report, they are referred to as *veterans*.

This report debuts Monster's **Veteran Talent Indices**:

1. **Veteran Career Confidence Index**
2. **Veteran Job Search Activity Index**
3. **Employer Veteran Hiring Index**

Veteran Career Confidence Index:

Findings show veterans' career confidence is not very strong, as these individuals lack confidence in their ability to find a job and attempt to translate their military skills into corporate ones.

Veteran Job Search Activity Index:

Findings show that a moderate to high level of veterans are currently seeking or plan to seek a job in the next 12 months. They are actively looking for jobs across multiple job searching resources.

Employer Veteran Hiring Index:

Findings show that employers are supportive of veterans. A strong majority state they will hire veterans again and feel they are strong performers.

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Monster's Veteran Talent Indices, along with supporting survey and Monster data, will present continuing feedback regarding veteran job search conditions as well as the success and challenges employers face in recruiting them.

Methodology

With over 10 million Military.com members and over 3.2 million military professionals coming to Monster's sites each month, Monster is in a unique position to help our nation's veterans find civilian positions that utilize their experiences and skills. Monster focused its analysis on current veteran and military experienced resumes with fewer than five (5) years of civilian work experience coupled with online job postings for talent nationwide in order to gain insight into the mix of candidates transitioning from the military and employers looking to hire talent. The analyzed Monster data was for the third quarter (July-September) of 2011. Additionally, in October 2011, Monster surveyed military professionals, HR professionals and hiring managers to present a snapshot of activity within the United States.

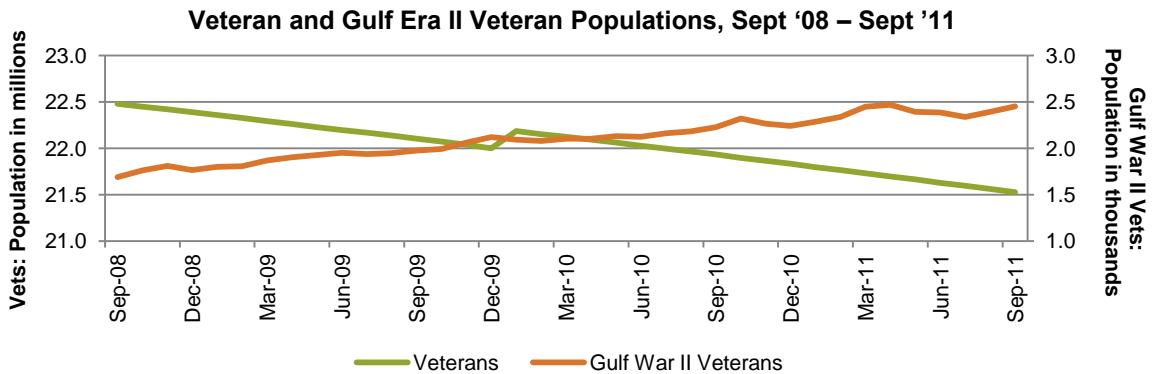
Veterans | Market Conditions

Veteran Population

The U.S. veteran population is currently 21.5 million strong according to the Bureau of Labor Statistics (BLS). Their population has been declining for years as the World War II, Vietnam War and Korean War veterans, which together represent half of all veterans, pass away.

The National Center for Veterans Analysis and Statistics predicts the veteran population will continue to decline, reaching a low of under 15 million by 2035.

Though the overall population is declining, the size of the Gulf Era II veterans, defined by the BLS as the nearly 2.5 million who served September 2001 to the present, is increasing by an average 10% a year.

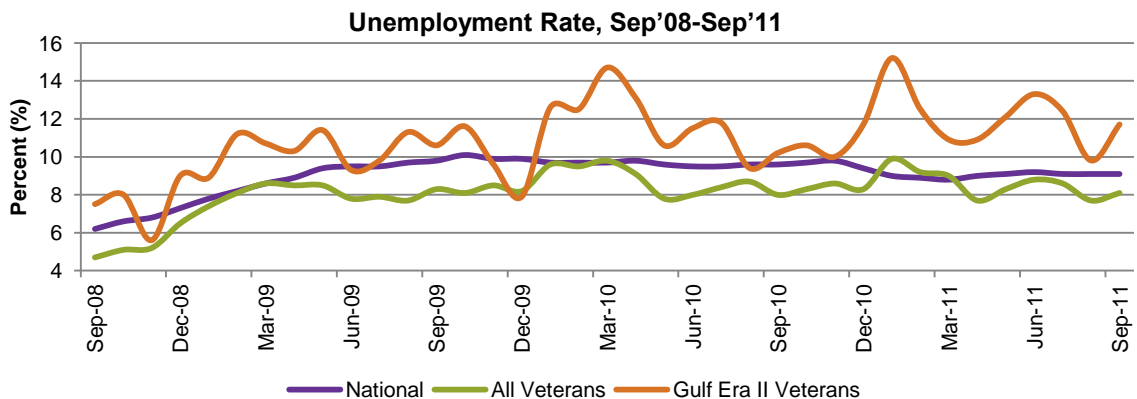


Veteran Unemployment

As the overall veteran population has declined, the percent of unemployed veterans has risen. The chart below depicts this rise in veteran unemployment since September 2008.

Over the past three (3) years, the veteran unemployment rate has mostly hovered below the National rate. In September 2011, the National unemployment rate was 9.1% and the veteran unemployment rate was 8.1%.

Concern arises when looking specifically at the Gulf War II veterans. Unemployment levels of this group have recently exceeded 15%. In September 2011, their unemployment rate was 11.7%. The highest level of unemployment within this segment was reached by males aged 18-24 in 2010, with a soaring 21.9% unemployment rate.



Source: Bureau of Labor Statistics, www.bls.gov

Veterans | Career Confidence Index

Monster's Veteran Talent Indices

Launched in November 2011, the Veteran Talent Indices are a comprehensive analysis of U.S. veterans and their employers. The three indices include: 1) Veteran Career Confidence Index; 2) Veteran Job Search Activity Index; and 3) Employer Veteran Hiring Index.

In an effort to present a complete snapshot of veterans transitioning into civilian life, Monster surveyed nearly 800 veterans, including those who have been out of the military either through discharge, separation, or retirement, as well as in the National Guard and Active and Inactive Reserves in the past five (5) years and those who will be leaving the military in the next year.

Monster also surveyed almost 450 U.S. employers that had, in the past year, hired an employee with prior military experience.

Veteran Career Confidence Index

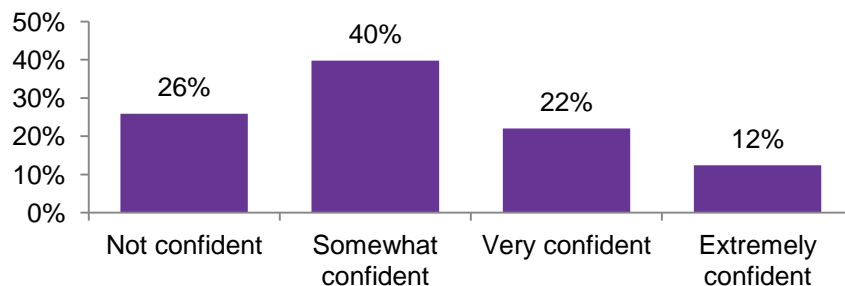
Every job seeker faces frustrations. Veterans take on an extra burden, as not only do they need to find a job, but they also need to assimilate back into a civilian way of life. Veterans are not feeling prepared for this transition. Only about half (53%) of surveyed veterans agreed that they were prepared for their career transition out of the military.

What are veterans biggest frustrations in finding a job? Almost two-thirds of respondents feel challenged finding a job that matches what they want in terms of salary, location, etc. This frustration can easily undermine their confidence while job searching.

1. Finding a job that matches what I want (e.g., salary, location, etc.), 61%
2. Having employers understand my skills and experience, 47%
3. Applying military skills into non-military setting, 45%
4. Finding opportunities for which I am qualified, 45%
5. Getting an employer or recruiter to contact me, 40%

The **Veteran Career Confidence Index** monitors veterans' confidence to find a job combined with the level of skills they acquired during and after the military. The November 2011 Index is a moderate 50 on a scale of 0-100.

- 1) **Veterans confidence in finding a job** – the majority (66%) of respondents are not confident about finding work that suits them.



- 2) **Most important skills acquired by veterans during or after the military** – over three-fourths of respondents agree the most important skills acquired during or after the military include: Attention to Detail, Teamwork, Self-Discipline, Decision Making, Problem Solving, and Calm Under Stress

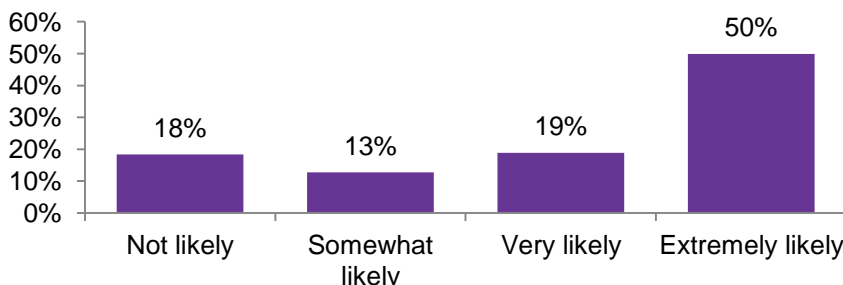
Source: Monster Veterans Career Confidence Index

Veterans | Job Search Activity Index

Veteran Job Search Activity Index

The **Veteran Job Search Activity Index** monitors transitioning veterans' job search activity and the resources they use. The November 2011 Index is a 74 on a scale of 0-100.

- 1) **Veterans likelihood to look for a job in the next 12 months** – over three-quarters (82%) of respondents will be looking for work within the year.



- 2) **Most important job search resources used by veterans** – over three-quarters of respondents agree that their personal networks and online job boards are the most common and useful ways to job search. Online networking/social networks and in-person job fairs were used and seen as useful by nearly two-thirds of the respondents.

Keywords Veterans and Employers are Searching

As veteran candidates are searching for employers and employers are searching for veteran candidates on Monster, they leave a trail of keywords that indicate their interests, needs and requirements. Listed below are the top 10 veteran search keywords and the top 10 keywords that employers used when searching for veterans.

The lists reveal veterans' interest in Management, Human Resources, and Security roles while employers are seeking Manager candidates and include only a few military-focused skills and terms (such as Military Officer, Metrics) in their top keywords.

Top 10 Veteran Search Terms

1. Management
2. Human Resources
3. Security
4. Customer Service
5. Administrative Assistant
6. Maintenance
7. Construction
8. Sales
9. Registered Nurse
10. General Maintenance

Top 10 Employers Search Terms

1. Military Officer
2. Maintenance Supervisor
3. Manager
4. Manage Operations
5. Leadership
6. Metrics
7. Manufacturing
8. Moving or Storage or Warehouse and Operations
9. Engineer
10. Sales

Source: Monster Veteran Job Search Activity Index

Veterans | Employer Hiring Index

Employer Veteran Hiring Index

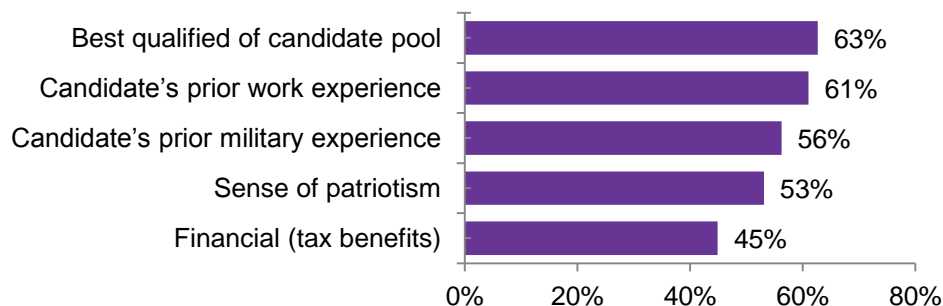
The October survey of nearly 500 employers revealed positive indications towards veterans but also acknowledged the challenges they face in transitioning to a civilian workforce.

The **Employer Veteran Hiring Index** monitors employer willingness to recruit and retain veteran talent as well as the perception of veteran talent performance. The November 2011 Index is a 70 on a scale of 0-100.

- 1) **Employer's Hiring Veteran Workers** – 70% of surveyed employers reported they had hired more than one veteran within the past year.
- 2) **Comparison of Work Performance of Veterans to Non-Veterans** – nearly all surveyed (99%) who had hired a veteran felt their work experience was about the same or much better than non-veteran workers. 69% of employer respondents felt that veteran workers perform their job functions 'much better' compared to non-veterans.

Employers are motivated to hire Veterans

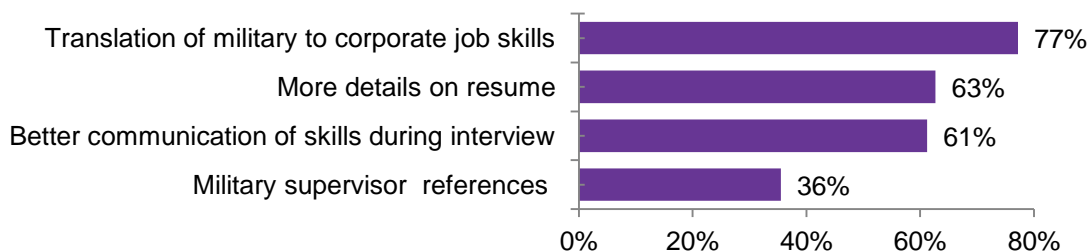
More than 60% of employers surveyed feel motivated to hire veterans based on their qualifications and prior work experience and nearly all (98%) who had hired a veteran would hire a veteran again.



Employers suggest veterans can better convey their experience

The translation of military skills to civilian skills is one of the most difficult pieces of a veterans' job search. Employers, however, are more optimistic than veterans about their transition; 77% of employers agreed that **"Veterans or those with prior military experience are prepared for a career transition out of the military."**

How do employers suggest veterans can better convey their experience? Most important was translating military skills to corporate job skills (77%) and second was adding more details on a resume (63%). Veterans need to be prepared to help an employer see the value of their prior military experience and actively explain how it can be applied to the job in question.



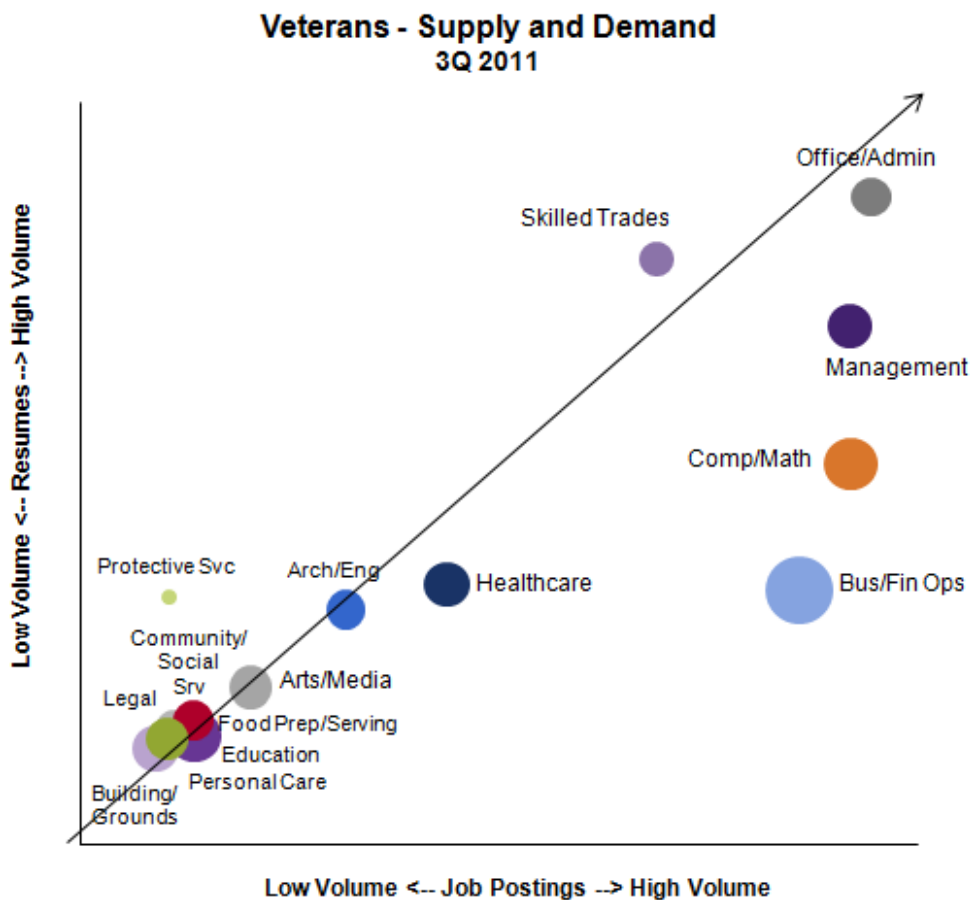
Source: Employer Veteran Hiring Index

Veterans | Supply and Demand

How Will Veterans Fit Into Today's Workforce

Veterans have stiff competition in today's job market; not only are they competing against their fellow veterans but also with the general workforce and those graduating or leaving school.

The analysis below highlights the occupations that present either opportunities or challenges for the veteran population. The chart plots demand (U.S. job postings on Monster) versus Monster's supply of veterans for the most relevant occupations. The circle size represents postings per resume; a small circle indicates supply may outweigh demand and a larger circle indicates demand may outweigh supply.



From a supply and demand perspective, many positions stand out as good opportunities for job seekers trained with specific skills. For example, Business/Financial Operations, Computer/Mathematical (IT), Management, and Office/Administrative all exhibit a strong volume of job postings relative to the supply of workers.

However, Skilled Trade occupations such as Transportation, Manufacturing, and Mechanics show a greater supply compared to demand, despite a large volume of job postings compared to other occupations. With additional education and training, the surplus of veteran Skilled Trade talent could fill the roles employers are looking to fill within areas such as IT, Finance and Management.

Veterans | Transitioning Skills

Veterans Offer a Unique Set of Skills

The military provides a unique training ground, building unparalleled skills and learning experiences. Veterans are fairly confident about their skills and their ability to shift them into civilian life. Nearly three-quarters (73%) of surveyed veterans agreed with the statement **“I feel that skills I obtained in the military are relevant to civilian careers.”**

Below is a list of the most important skills (>50% of respondents) that respondents acquired in the military.

1. Attention to Detail
2. Teamwork
3. Self-Discipline
4. Decision Making
5. Problem Solving
6. Calm Under Stress
7. Respect
8. Confidence
9. Readiness to Accept a Challenge
10. Perform a Wide Variety of Duties
11. Follow Detailed Orders
12. Willingness to Help Others
13. Meet Deadlines
14. Ability to Communicate
15. React Quickly
16. Organization
17. Initiative
18. People Skills
19. Physically Fit
20. Listening Skills
21. Maintain Records
22. Accuracy
23. Planning
24. Write Clearly and Concisely

Employers agree military personnel bring relevant skills to civilian jobs. A high percentage of employers surveyed (81%) agreed that **“the skills obtained from those with prior military experience are relevant to civilian careers.”**

Listed below are top soft skills, ones that are innate and not taught, employers rank significantly higher (undervalued) or lower (overvalued) than the veterans themselves.

Undervalued Skills

1. Concentrate for long periods
2. Creativity
3. Accuracy
4. Calm under stress
5. Ability to communicate
6. Self-Discipline
7. React quickly
8. Confidence
9. Follow detailed orders
10. Attention to detail

Overvalued Skills

1. People skills
2. Write clearly and concisely
3. Maintain records
4. Meet deadlines
5. Respect
6. Initiative
7. Decision making
8. Listening skills
9. Teamwork
10. Problem solving

Veterans | Addition of New Skills

Veterans Are Obtaining New Skills

Professionals who have left the military in the past five years have been busy gaining new skills; over 10% of surveyed veterans have obtained new skills in IT, research, creativity, communication and engineering.

Obtained Since Leaving Military

1. Work with computers/technology
2. Conduct research
3. Creativity
4. Write clearly and concisely
5. Knowledge of science and engineering
6. People skills
7. Create artwork or other form of media
8. Work with electronic equipment
9. Work with numbers
10. Ability to communicate

Veterans are also looking to add to their skill set. Over 10% plan to enhance skills similar to the skills obtained by post-military professionals which include: engineering, IT, creativity, and electronics.

Desire to Obtain in Future

1. Knowledge of science and engineering
2. Work with computers/technology
3. Create artwork or other forms of media
4. Perform music
5. Work with electronic equipment
6. Concentrate for long periods
7. Creativity
8. Repair and maintain machinery
9. Conduct research
10. Knowledge of the outdoors

Listed below are the top skills current veterans noted on their resumes posted on Monster. They show a typical seeker representation, including Microsoft computer skills, leadership, customer service and communications.

Top Veteran Skills Listed on Resumes

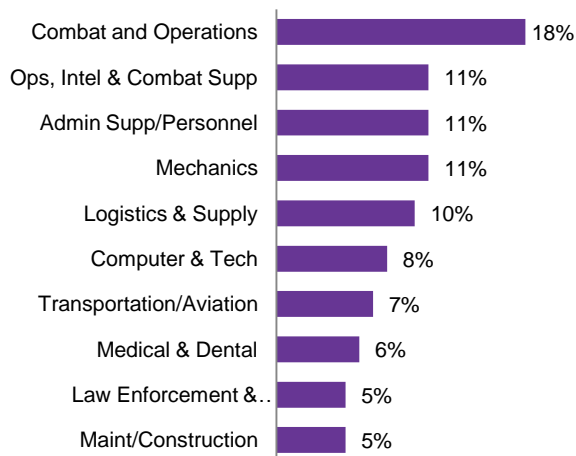
1. Microsoft Word
2. Leadership
3. Customer Service
4. Communications
5. Microsoft PowerPoint
6. Microsoft Excel
7. Typing
8. Microsoft Windows
9. Problem Solving
10. Networking/IT
11. Organization
12. Training/Teaching
13. Computer Support
14. Forklifts
15. Sales
16. Microsoft Outlook
17. Security
18. Computer Repair/Maintenance
19. Project Management
20. Cash Registers
21. Writing
22. Filing
23. Adobe Photoshop
24. Operations Management

Veterans | Civilian Employment

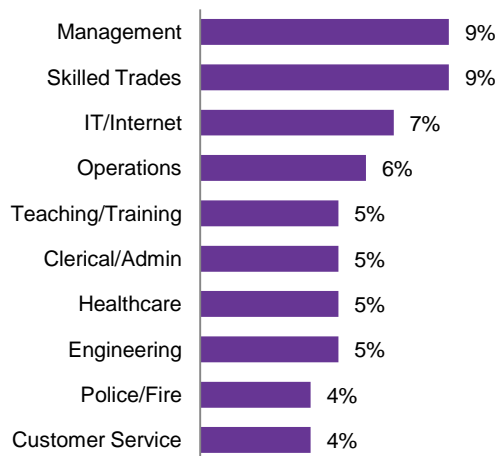
How will Professions in the Military Translate to Civilian Employment

Veterans bring a wide range of skills and expertise into the mix of professionals seeking employment. Those surveyed primarily served in combat, operations, administrative, and mechanical-type roles. These transitioning veterans are seeking roles in dispersed fields with a key focus in management, skilled trades, IT and operations.

Profession in the Military



Current/Desired Occupation



Over one-quarter (26%) of veterans surveyed are interested (or are currently) working in the government/military industry. This figure is slightly elevated due to the fact that 13% of respondents are Active Duty so still consider themselves in the military workforce.

Current/Desired Industry

1. Government/Military, 26%
2. Manufacturing /Production, 7%
3. Law Enforcement/Security, 5%
4. Healthcare, 5%
5. IT/Information Services, 5%
6. Construction/Trades, 5%
7. Retail/Wholesale, 4%
8. Education/Social Services, 4%
9. Transportation, 4%
10. Human Resources, 3%



Over one-half of veteran candidates on Monster have security clearance. More than half of these individuals have an active clearance. Security clearance can be a great recruiting asset for these candidates as it saves the interested employer, those typically in the government industry or a contractor working with the government, time and resources to sponsor a security clearance.

Veterans | Characteristics of Talent

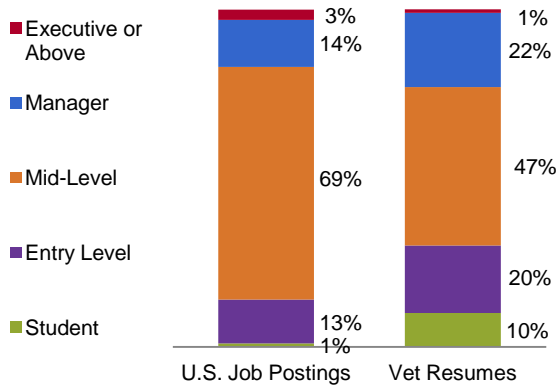
How Veteran Characteristics Stack Against the Demand for Talent

The charts below present characteristics of veteran job seekers in contrast with requirements of all U.S. jobs posted on Monster. This data clearly highlights some of the job search challenges that veterans face, such as a lack of required education and employer recognition of both military and civilian work experience.

Career Level

Nearly half of the veteran seekers (47%) found on Monster are looking for mid-level opportunities. Almost one-quarter (23%) seek manager or above positions.

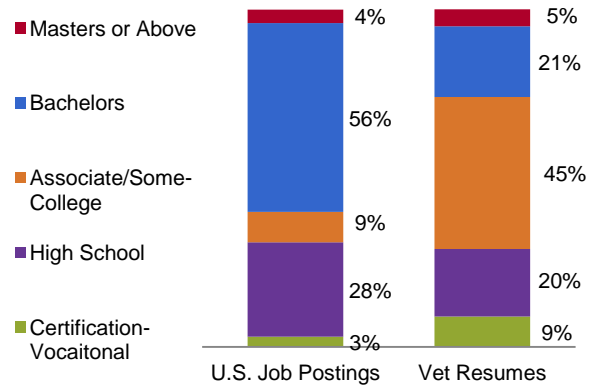
U.S. job postings are concentrated in mid-level roles (69%). Employers could find a surplus of managerial and entry level candidates with military backgrounds.



Education Level

Nearly half of veteran candidates (45%) have at most an Associate or some college experience compared to only 9% of relevant U.S. opportunities.

It is apparent that veterans need additional training and education in order to be strong candidates for available roles.

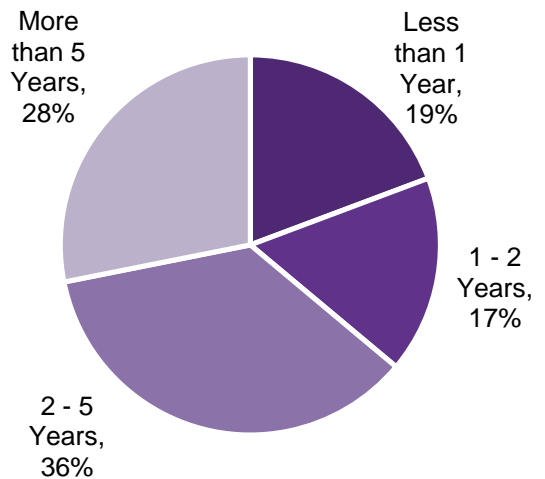


Civilian Work Experience

As shown to the right, the majority (72%) of U.S. job postings require less than five years of experience. By definition, 100% of veterans in this study have less than five (5) years of civilian work experience.

However, when their military experience is added, the picture quickly changes. Nearly half of survey respondents were in the military for over 20 years and another 14% have 10-19 years of experience. Only 30% have less than five (5) years of military experience.

Employers need to account for both military and civilian experience as they review candidates for employment. Suitable opportunities for the strong volume of more senior veteran seekers need to be made available.



Veterans | Locations for Talent

Veterans are Found Across the Nation

As shown in the lists below, high volumes of veteran resumes are found on the East coast, Texas and California, where populations are more dense.

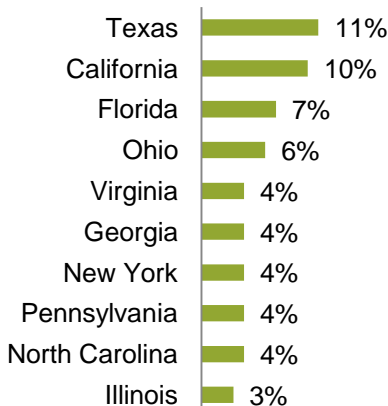
Looking at the veteran talent on Monster divided by civilian workforce volume by state, we see the states with the highest percentages of veteran talent noted in green below. These states include District of Columbia, New Jersey, Illinois and Arizona. Opportunities to obtain candidates with military experience may be more competitive in these areas while the states in white have a lower concentration of veteran talent.

Resumes Per Workforce

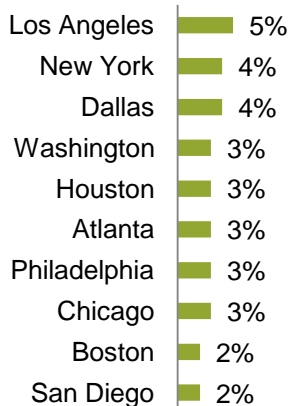


Highest Volume of Veteran Resumes

Top 10 U.S. States



Top 10 U.S. Markets



Veterans | Relocating Talent

Veterans Tend to Be Nomadic By Nature

While veterans and those leaving the military are located nationwide, not all have equal access to an abundance of job opportunities. As a result of this, and the fact that many veterans are used to periodic military moves as well as are figuring out where to establish roots, the veteran population is an itinerant group.

A strong 68% of surveyed veterans said they would relocate for a job. In comparison, less than half (43%) of U.S. job seekers found on Monster state they would relocate in 2011. Of those veterans willing to relocate, over half (53%) of those surveyed said they would relocate anywhere in the U.S. This trait could be a significant benefit to employers recruiting veteran talent.

In order to find the best states for employers to recruit veterans, we looked at available job postings, civilian workforce by state, and veteran resumes. Below depicts and lists the states with the most opportunities to recruit veterans (high resumes per workforce and high postings per workforce) as well as the regions with less available talent.

Opportunity to Recruit Veterans



Recruiting Opportunities

1. District of Columbia
2. Massachusetts
3. Pennsylvania
4. Illinois
5. Virginia
6. New Jersey
7. Connecticut
8. Texas
9. Delaware
10. Maryland

More Competitive States

1. Mississippi
2. Idaho
3. Arkansas
4. New Mexico
5. Alaska
6. Hawaii
7. Louisiana
8. Maine
9. South Carolina
10. Alabama

Veterans | Looking Forward

Paving the Way to a Successful Future

Veterans currently transitioning out of the military are facing high unemployment, limited opportunities, competitive job seekers, and skill gaps. As they manage these challenges, both veterans and employers need to be aware of the benefits the veteran population holds. Employers should keep in mind the following tips as they prepare their recruiting plans and search for qualified hires.

- 1. Consider hiring veterans.** A vast majority of employers who hired veterans said veteran employees perform better than non-veterans. They have a host of military skills that directly apply to civilian jobs, particularly attention to detail, teamwork and self-discipline. Veterans are actively searching for jobs, primarily within their personal networks and on online job boards, so their supply and interest should be strong.
- 2. Value their assets, even if they sometimes do not.** Employers should recognize that veterans tend to undervalue themselves as well as their ability to find a job. Probe their military and non-military experience, explicitly ask them how their military skills translate into a civilian job, and help veterans see their civilian capabilities.
- 3. Target the appropriate occupations and industries.** Veterans have a wide range of skills and experience as well as interests in varying industries and occupations, but the greatest numbers are concentrated in management, skilled trades, IT and operations.
- 4. Provide training and education.** There is a surplus of veteran labor who have a strong ethic and would benefit from leveraging their years of experience and range of skills in a new discipline, particularly in business/financial operations, IT and management.
- 5. Recruit in key locations with veteran talent, such as the District of Columbia, Massachusetts and Pennsylvania.** Veterans will most likely be willing to move for the right opportunity. Employers should take advantage of this trait and be prepared with appropriate relocation packages and targeted occupations to fill.
- 6. Honor their service.** 96% of surveyed veterans are proud to have served in the military and should be sincerely supported by recruiters, employers and co-workers.

Employers need to be proactive in supporting this dynamic group, especially as transitioning veterans work to build their skills, confidence levels, and job search capabilities. Working together, veteran job seekers and their employers will both be successful.

Monster will continue to monitor veterans' job search conditions as well as the success and challenges employers face in recruiting them. Monster's Career Confidence Index, Job Search Activity Index, and Employer Veteran Hiring Index will provide an ongoing and quantified metric to gauge these populations in the years to come.



Monster, the premier global digital employment solution for more than a decade, inspires people to improve their lives. With a global presence, Monster works for everyone by connecting employers with quality job seekers at all levels and providing personalized career advice to consumers globally.