

THE PRESIDENT'S EXPORT COUNCIL

WASHINGTON, D.C. 20230

March 12, 2013

President of the United States of America  
The White House  
Washington, DC 20500

Dear Mr. President,

Members of the President's Export Council met with Secretary Panetta on November 15, 2011. Many of the businesses represented by the Council members have specialized programs to facilitate outreach to and hiring of our veterans.

Following the meeting, select members provided additional information to the Council's Secretariat on best practices, programs, and partnerships specifically focused on veterans, which we are herein relaying to you in the attached appendix. Some of the industry practices include:

- Utilizing career websites dedicated to veteran users, both internally and externally
- Supporting the Employer Partnership Initiative of the Armed Forces
- Attending military job fairs and recruiting events
- Creating military skills translator tools
- Mentoring veterans through American Corporate Partners
- Offering skills training in specialty fields at military bases
- Expanding veteran franchise ownership through discounts and partnerships with VetFran and Operation Enduring Opportunity

We all agree that our nation's veterans are a strong and essential component of our workforce. As demonstrated through these examples, U.S. industry recognizes that veterans' specialized skills, leadership qualities, and international experience are major assets to exporting companies.<sup>1</sup>

Sincerely,

A handwritten signature in black ink, appearing to read "Jim McNerney". The signature is fluid and cursive, with a large initial "J" and "M".

Jim McNerney

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<sup>1</sup> Please note this letter was prepared by the private sector appointed members of the PEC.

## BEST PRACTICES, PROGRAMS, AND PARTNERSHIPS

**Archer Daniels Midland Company** is grateful to the men and women who have served in our nation's armed forces. Not only do we owe thanks to our veterans for their service, but we also recognize the value of their skills and experience. **ADM** is committed to actively reaching out to veterans, both to ensure that they are aware of the opportunities we offer and to attract a talented, dedicated workforce.

- Via a partnership with the Direct Employers Association, all of **ADM's** career opportunities are connected to numerous military employment websites.
- Our Talent Acquisition Team has connected with more than 1,300 veterans through virtual career fairs at [www.milicruit.com](http://www.milicruit.com).
- Our Talent Acquisition Team has participated in military career fairs and are committed to fully engage in targeted Military Career fairs.
- Connecting with Transition Assistance Program (TAP) representatives at several locations, **ADM** is committed to providing guidance to service members as they transition out of Military service.
- **ADM** will participate in an employers panel on a recurring basis in concert with the TAP classes to provide service members the opportunity to ask questions regarding a myriad of employment seeking topics for careers with **ADM** as well as civilian employment outside of **ADM**.

**ADM** fully supports our members serving in the National Guard and Reserve Forces and is committed to the initiatives of the Employer Support of Guard and Reserve (ESGR)

**ADM** continues to look for ways to improve and expand our outreach to veterans. We have conducted research on several military vendors as initiated contact with agencies which specialize in connecting our career opportunities with the talent our Military Veterans will bring to **ADM**.

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To further enhance efforts to recruit and employ transitioning military and veterans, in 2011 **Boeing** launched a transitioning military landing page (<http://jobs-Boeing.com/transitioning-military>) and unveiled a military skills translator tool. The online interactive tool enables U.S. armed forces personnel and veterans to translate military skills to find **Boeing** career opportunities that best align with their experiences. The military skills translator tool is promoted via [boeing.com/careers](http://boeing.com/careers) and social media channels including <https://www.facebook.com/BoeingCareers>.

**Boeing** has also established a partnership with American Corporate Partners, a nationwide mentoring program dedicated to helping veterans transition from the armed services to the civilian workforce. Through mentoring, career counseling and networking during a yearlong mentorship, transitioning armed services personnel will interact with **Boeing** professionals to understand and develop career paths and build professional networks.

**Boeing** is establishing a Memorandum of Understanding (MOU) with the U.S. Army Reserves and the Air Force reserves to support the Employment Partnership Initiative. The Employer Partnership (EP) was created as a way to provide America's employers with a direct link to some of America's finest employees – service members and their families. Through the partnership, service members can leverage their military training and experience for career opportunities in today's civilian job market with national, regional and local Employer Partners. <https://www.employerpartnership.org/>

**Boeing** has a coordinated military recruitment strategy. Company recruiters are dedicated and trained to work with military and veteran organizations; they attend military-targeted job fairs or on-base transition assistance sessions across the country. Activities include:

- More than 55 supported Military Recruiting events in 2012.
  - **Boeing** Information Sessions at select TAP/ACAP Sessions.
  - Utilizing social media and technology to reach maximum online audience with sites/tools such as Facebook, Twitter, Recruitmilitary, Civilianjobs, JobCentral, etc. which are/can be targeted to military and veterans with specific separation dates, by industry and skill.
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- For the past two years **Campbell Soup Company** has participated in the “Hire a Hero” career fair.
  - **Campbell Soup Company** is developing an Employer Partnership with U.S. Army Reserve.
  - The Vice President of IT Governance, Strategy, and Administration, in partnership with American Corporate Partners (ACP), led a mentoring initiative to help service men and women transition into corporate America. There are currently approximately fifteen mentors.
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**Caesars Entertainment Corporation’s** “Enlisting Heroes” is a corporate-wide initiative that offers veterans a specially tailored recruitment and development process to help them find exciting and rewarding careers with our company as they transition from military to civilian lives.

Like the U.S. military, **Caesars Entertainment** is a large, complex and diversified organization, operating 54 casino-resorts around the world. And like the military, **Caesars** also has an ethos – its Code of Commitment – that governs the way we operate and the way we interact with our employees, guests, communities and the environment.

“Enlisting Heroes” is an example of that ethos in action. We implemented the program not simply because it’s the right thing to do, it’s also the smart thing to do. At its foundation, the initiative seeks to harness the skills and aptitudes veterans acquire throughout their military careers and apply them to the business world.

The honor, courage, loyalty, leadership, accountability, drive and dedication demonstrated by our veterans are characteristics **Caesars** seeks in its employees. Their sense of duty and abilities to analyze, decide, communicate and motivate make veterans ideal candidates to contribute to our company’s overall success.

In addition to our efforts to recruit veterans to help fill more than 10,000 jobs openings, **Caesars Entertainment** has joined the U.S. Chamber of Commerce “Hiring Our Heroes” program, a nationwide initiative to help veterans and their spouses find meaningful employment. We also are working with the Nevada Department of Veteran Services and are joining the Partnership for Youth Success (PaYS) program, an alliance of the U.S. Army, public-sector agencies and American corporations that provides ROTC cadets guaranteed job interviews with the PaYS partner of their choice.

As we roll out “Enlisting Heroes” at our properties around the United States, we invite military veterans to a VIP networking event where they meet and greet leaders from throughout the organization to discuss career opportunities, enjoy live entertainment, hear from **Caesars** employees who once served in the armed forces, tour our facilities and learn more about upcoming military veterans-only job fairs. More information is available at [www.caesars.com/enlistingheroes](http://www.caesars.com/enlistingheroes).

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Military veterans are among the talent **Dow** actively recruits to build a workforce that reflects the places where the company does business. Human Resources Workforce Planning has developed a robust

sourcing strategy that is helping to broaden **Dow**'s effort to connect with veteran talent and assist with their transition back into the civilian workforce.

**Dow** has initiated contacts with some 20 organizations, niche sites and agency partners with direct links to military veteran talent. Among them are:

- Direct Employers which connects **Dow** with dedicated military websites, job boards and U.S. unemployment offices.
  - Agencies such as Bradley-Morris, the Lucas Group, Orion International and Genesis which specialize in finding employment opportunities for military veterans when they are transitioning back into civilian life.
  - CareerBuilder which provides connections to the U.S. Government and Defense focused media such as the Army Times, Navy Times, Air Force Times, Defense Update Magazine, Marine Corp. Times, Military Times and USMC Hangout.
  - National Business & Disability Council which not only connects **Dow** with the population with disabilities but specifically disabled veterans.
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On March 13, 2012, **The Walt Disney Company** announced a new initiative called Heroes Work Here, reflecting a commitment to provide at least 1,000 jobs and career opportunities for returning U.S. veterans over the next three years, support military families and veterans during their transition into civilian life, and launch a national public awareness campaign to encourage employers across the U.S. to hire veterans.

At the **Disney** annual Shareholder Meeting on March 6th, 2013, **Disney** Chairman and CEO Bob Iger announced that the company surpassed its goal – hiring more than 1,300 veterans in just one year.

As a result, Bob shared a new goal to hire an additional 1,000 U.S. veterans over the next two years.

The Heroes Work Here initiative, announced last March, spurred a comprehensive veterans hiring program that spans **The Walt Disney Company**. Specially trained **Disney** recruiters place veterans in a variety of jobs – from internships to executive roles – through **Disney** sponsored national veteran expos and by providing one-on-one assistance to help transition to the private sector. **Disney** also launched a website specifically tailored to veterans and service members.

Last year, Heroes Work Here also kicked off a national public awareness campaign with two spots made up entirely of **The Walt Disney Company** veteran employees. This multi-million dollar campaign has run on ESPN, ABC, and our other media outlets since March 2012. To extend the campaign, a new public awareness video debuted at the Shareholder meeting.

In addition to providing career opportunities for veterans, **Disney** also invests in select non-profit organizations that provide training and other support services for veterans. Over the past 10 years, **Disney** has donated more than \$1.2 million in cash to the USO alone. Through the **Disney** VoluntEARS program, employees also have the chance to participate in service projects with veterans' organizations in communities around the country. For Veteran's Day 2012 **Disney** worked with The Mission Continues to bring together veterans, VoluntEARS and families for a **Disney** VoluntEARS day of service in our 5 major markets (NY, Bristol, LA, Anaheim, Orlando).

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**Ford** has been a strong supporter of hiring military veterans since the days of Henry Ford. In 1919, **Ford** began hiring disabled veterans returning from World War I, making the automaker one of the first companies to hire people with disabilities and to adapt work environments to their specific needs. In 1922, Henry Ford led a cross-country caravan of 50 **Ford** Model-Ts to transport disabled veterans to their convention in San Francisco, his first of many such trips.

Over the years, **Ford** has been recognized for its support of the military, including receiving the 2011 Secretary of Defense Employer Support *Freedom Award*, the highest recognition given by the U.S. Government to employers for their outstanding support of employees serving in the Guard and Reserve.

**Ford** provides a welcoming environment for veterans, partnering with **Ford's** Veterans Network Employee Resource Group. This employee-run group sponsors activities throughout the year in support of **Ford's** veterans, military personnel and their families. **Ford** has many U.S. employees actively serving in the military along with those in the National Guard and Reserves. In 2012, **Ford's** Veteran's Network Group created a green space for a rooftop healing garden at the VA Medical Center in Detroit with supplies bought with a **Ford** grant.

In 2012, **Ford** Fund announced a \$200,000 grant for the purchase of eight vehicles to the Disabled American Veterans Transportation Network, bringing to 164 the total number of **Ford** vehicles in the DAV fleet for transporting disabled veterans.

**Ford** values the skills and experiences military veterans bring to the workforce. **Ford** attended the Chamber of Commerce "Hiring our Heroes" Career Fair in April 2012, as well as the VA for Veterans Career Fair held in Detroit in June 2012 (over 8,000 vets attended). In addition, **Ford** posts salaried positions on various military and disabled veteran's websites to ensure a great diversity of talent for our positions.

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#### **United Association "Veterans in Piping" (VIP) Program**

The UA VIP program assists military personnel successfully transition to civilian life by offering high-skills training and guaranteed access to good jobs in welding, heating, air-conditioning and refrigeration and other fields -- at no cost to veterans or the government.

- UA VIP training is provided to active duty military on site at military bases through 18-week accelerated courses in welding and other specialty fields in the plumbing and pipe fitting trades where there are skill shortages. Onsite training facilitates smooth transition to civilian life.
- Upon discharge, VIP graduates are offered immediate employment with UA contractors and begin earning good wages, health insurance and pensions right away. They also receive four years of additional apprenticeship training and may earn college credit under the program.
- Training of this type for entry-level skills alone can cost \$10,000 or more, but the cost of UA VIP is covered entirely by the united association and its contractor partners, including top industry firms such as Bechtel, Babcock-Wilcox, Honeywell, Carrier and Johnson Controls.
- Training provided through the UA VIP is the highest quality in the industry and supported by 300 training centers nationwide and an annual budget of \$200 million. As a result, it offers access to stable employment and rewarding careers that pay up to \$100,000 per year or more.

A review of recent pilot projects developed by the **United Association** with the U.S. Marine Corps impressed Labor Secretary Hilda Solis to the point that she recommended the UA VIP be "*expanded throughout the United States.*"

- Such expansion is now underway. Due to the program's success, which includes placing 100% of interested graduates into good UA jobs, Congress embraced the UA VIP in the new "*VOW to Hire Heroes Act*," signed into law by the President on November 21, 2011.
- As Representative Bob Filner (D-CA) recently stated on floor of the House of Representatives, the UA's "*Veterans in Piping partnership . . . is considered by many to be the most successful military transition program in the country.*"
- In the *Heroes Act* Congress gave express permission to the military services to allow active duty military to enroll in private-sector apprenticeship and pre-apprenticeship programs, such as the UA VIP, so they can more efficiently and effectively transition to successful civilian life.
- Applauding Congress's efforts, UA General President Hite stated: "*[p]assing this law was the right thing to do. No veteran who fought for their country should have to fight for a job when they come home.*"

The UA and its contractor partners, which include the Mechanical Contractors Association of America and thousands of individual contractors, are now launching a national campaign to promote the VIP Program throughout all service branches. Our veterans deserve the best we can offer and the UA VIP represents a best practice in the field of veteran training and employment assistance.

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**The UPS Store**, a leading VetFran program participant since its inception, offers veterans a \$10,000 discount on the \$29,950 franchise fee and a 50% discount on the initial application fee. With more than 250 locations operated by veterans and 140 since 2004, nearly 10% of **The UPS Store's** new center sales have come through the VetFran Program. **The UPS Store** is participating in Operation Enduring Opportunity and between January 1, 2012 and June 30, 2012 will waive the franchise fee for up to ten qualified veterans.

The Employer Support of the Guard and Reserve (ESGR) is committed to developing and promoting employer support for Guard and Reserve service and has been selected by the Department of Defense (DOD) to be the point organization for the DOD Employment Initiative Program (EIP). The EIP is a highly synchronized effort within the DOD, the Department of Labor (DOL) and the VA community. Many local **UPS** offices have existing relationships with the ESGR across its existing network. Last year, **UPS** had a number of meetings with ESGR officials to pursue ways to further **UPS** support.

**UPS** is currently working with the DOL to register the **UPS** delivery driver position with the DOL's Registered Apprenticeship (RA) program. If successful, this will allow veterans hired as drivers to access their tuition assistance money while they are being trained and building experience as a delivery driver. We are also evaluating other positions to register with the program.

**UPS** has partnerships with over 20 veteran connected websites such as Veterans Job Bank, Employer Partnership and Hire Patroits.com.

**UPS** is trying to attract more student veterans to participate in partnerships between businesses and community colleges that train people for the workforce. One partnership, Kentucky's Metropolitan College, is a partnership with Jefferson Community and Technical College (JCTC) and **UPS**. JTC students who work for **UPS** receive wages, health care benefits, and 100% of their tuition paid. **UPS** is currently evaluating how it can attract more veterans to Metropolitan College. Since the program already covers tuition costs, veterans are able to use any Veterans Administration money they receive for other educational expenses.

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**Vermeer** is committed to supporting returning military and acknowledges the opportunity to hire a potentially talented workforce. **Vermeer** has reached out to local, state and federal entities to ensure all available talent pipelines for talented military personnel are utilized, including the Employer Partnership of the Armed Forces. **Vermeer** is also using veteran-specific jobs sites civilianjobs.com and ziprecruiter.com. **Vermeer** has collaborated with the Lucas Group and Bradley Morris, a search firms focusing on military members, and attended the following career fairs:

- Hiring our Heroes in Des Moines
- National Guard Job Fair
- Veterans Career Fair in Ottumwa, IA
- Veterans Career Fair in South Dakota

Along with these talent avenues we are working with Iowa Workforce Development and Veteran's representatives throughout the state of Iowa.

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With a long history and dedicated team to support hiring veterans to our organization, **Xerox** knows that hiring veterans just makes good business sense. **Xerox** partners with a number of private and government organizations to help veterans and military spouses find employment.

As part of the White House Joining Forces Initiative, **Xerox** pledged in 2012 to hire 1400 veterans, and it exceeded that goal with a total of 1757 hires. **Xerox** continues to participate with Joining Forces in 2013 with the goal of continuing to grow these numbers. Veterans represent approximately 5% of **Xerox's** total employee population.

**Xerox** participates in Hiring Our Heroes, the U.S. Armed Forces Partnership, Hire Patriots, Hero2Hired, and the MSEP Military Spouse Employment Partnership. **Xerox** partners with key military institutions representing each branch of the Armed Forces as well as state workforce agencies to participate in information sessions, on-site hiring events, and live and virtual career fairs.

**Xerox's** website has a designated page for the military that assists veterans in determining the best opportunities at **Xerox**, including a "military skills translator" that assists applicants in finding jobs based on their training and pay grades, and that provides tips on employment and how to apply.

**Xerox** is committed to continuing and enhancing these efforts in 2013 and beyond.