

# Understanding and Managing Military Veteran Employees



# Objectives

List key differences between military work culture and civilian work culture, including common frustrations veterans have in the “civilian world”

Learn how PTSD and other mental health issues manifest for veterans in a civilian work environment

Explain the “Dos and Don’ts” in hiring veterans and how to manage veterans under your team



# Military Demographics

How many Americans join?

Branches

Officer versus Enlisted

Men versus Women

Age

Race/Ethnicity

Click link below for more demographics

[Military One Source Demographics](#)



# Military Work Culture vs. Civilian Work Culture

Hours

Communication Styles

Importance of Orders

Directives

120% effort versus 80%

Military mental health

Health in general

Workplace friendship/comradery



# Common Frustrations Veterans have in the “Civilian World”

Small talk

“Inefficient” and “lazy” co-workers

Inefficiency in general

Time line when things get done

Starting over

Military job certificates do not cross over to same civilian job

Physical and non-physical injuries

Appointments

Job loss and Turnover



# Sergeant T



Sergeant T has been in the military for 20 years and has just turned in the paperwork to retire. Sergeant T was part of an infantry unit that was deployed 3 times to Iraq and Afghanistan over his 20 years. His first job was to find Improvised Explosive Devices (IED's) and to dismantle them. During his 2nd deployment, Sergeant T was driving a vehicle when a young, Iraqi teenager stepped in front of them and his commander told him not to stop. After returning, one of the soldiers from his unit committed suicide. Sergeant T did recruitment his last 7 years. He has never talked to anyone about his deployments but regularly shows signs of anxiety, depression and irritability. He rarely sleeps more than 3-4 hours a night and forgets things, even if they were just told to him.

What are some common struggles Sergeant T may have in a civilian environment?

- A. Issues with authority figures
- B. Anxiety/irritability issues
- C. depression
- D. All the above

# Seaman M



Seaman M joined the military right after high school. She was assigned to a ship but never deployed to a combat area. During her time in the military, she was sexually assaulted by a commander in her unit. She did not tell anyone for two years until she “broke” and was admitted into in-patient for suicide thoughts. Once she told someone, she was encouraged to file a complaint against her commander. After thinking about it, she decided to do this but once she did, she was regularly ostracized by her unit. This went on for another year while she went through the med-board process and was finally released. The charges against the commander were dropped for “lack of evidence.”



What are some common struggles Seaman M may have in a civilian environment?

- A. Hard to connect with others
- B. Issues with authority figures
- C. Anxiety/depression
- D. All the above

# Veteran Mental Health in a Civilian, Work Environment

Post Traumatic Stress Disorder (PTSD)

Anxiety

Depression

Traumatic Brain Injury (TBI)

Military Sexual Trauma (MST)

Bullying



# Good Websites for Companies and Veterans in regards to Mental Health

Click here for: [Veterans and the Americans with Disabilities Act \(ADA\): A Guide for Employers](#)

Click here for: [Understanding Your Employment Rights Under the Americans with Disabilities Act \(ADA\): A Guide for Veterans](#)



# The "Do's and Don'ts" in Hiring Veterans

Do appreciate the sacrifice veterans have made to serve

Do focus on how their military skills translate to your company

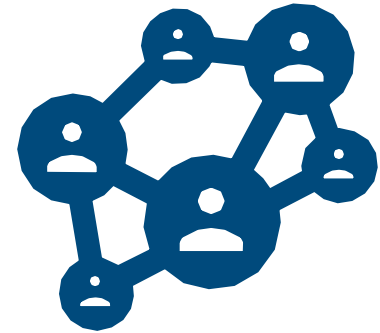
Do appreciate how hard working veterans are and how much they want your agency to succeed

Don't assume all veterans love the military and their time in it

Don't ask them personal details of combat or other war related information

Don't ask them if they have a mental health diagnosis

Don't ask them the characterization of their discharge



# Reservists



Don't ask them if they will be deployed

Reservists go to drill once a month and for two weeks, usually in the summer

If a reservist is deployed, the agency must have their job or an equivalent job available upon their return for them to return too.

# Best Practice

Prepare your questions for the job interview in advance

Read the candidate's resume over carefully before the interview

Ask the same questions of every candidate, regardless of military background

Keep the questions you ask ethical and legal

Stay up to date on the laws

Don't discriminate against anyone if practice or theory



# How to Manage Veterans under Your Team

Let them know what is expected of them right off the bat

Do encourage them to help make your agency or program more efficient

Do let veterans have short breaks away from others if they say they need it if possible

Do take a course in military cultural competency

Do let them know of EAP resources and that they are anonymous

Understand that a big, group meeting in enclosed places may be hard for a veteran

Understand that a new veteran may have many appointments, especially if they just got out of the military



# Your Employee Assistance Program

**Call toll-free or visit us on the web**

**24 hours a day/7 days a week**

**Thank you!**

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